



### **Our Purpose**

Our purpose is to support the ambitions of the people and businesses of the UK by delivering specialist financial services.



**Your Purpose** 





Voure part of it

# Your Purpose & Performance Profile

### **Our Strategy**

Our strategy is driven by our purpose and helps us achieve our vision to become the UK's leading, technology-enabled specialist bank and an organisation of which our employees are proud. We focus on five strategic priorities to help us deliver our strategy. These are supported by three strategic pillars and eight values that underpin our culture and the way we do business.

Our strategy is to focus on specialist customers, delivering long-term sustainable growth and shareholder returns through a low risk and robust model.

### **Our Strategic Priorities**

### Growth

Growing our lending in specialist segments of the market where customers are underserved by the large, high street banks.



### **Capital management**

Management of capital is a critical lever as we invest to grow our business and people.



# Sustainability

Reducing the impact our operations have on the environment and ensuring we have a positive effect on our stakeholders and communities

### Digitalisation

Implementing sophisticated, digitally enabled, cloud-based platforms which enable us to deliver outstanding customer service, become more efficient, support decision making and address new markets.



# Strategic pillars

### A customer-focused culture

**Diversification** 

acquisition.

Continually developing our range

of savings and specialist lending

products in both existing and new

markets, organically and through

Expert knowledge and experience, supported by proprietary insight, data and analytics to deliver deep understanding and good outcomes for all our customers.

### A dedicated team

An experienced, skilled and engaged workforce, and a unique culture underpinned by eight values.

### **Strong financial foundations**

Prudentially strong, with a low-risk approach to lending, reducing volatility of earnings and enhancing sustainability of dividends.

# Who you'll be working with

# The skills you'll bring







## What does success look like for you?















### THINK SUSTAINABILITY







### **Our values**

Our culture is built upon a commitment to do the right things for customers, our colleagues, our wider stakeholders, and the world around us. Eight values underpin our culture and the way we do our business.

Doing the right things means making clear and ethical decisions, understanding the implications of our actions, being accountable for them and making a commitment to speak up and put things right where we see something that is wrong.



### **Fairness**

To work together to ensure good outcomes for all our customers



### **Professionalism**

To maintain the highest standards and deliver our products and services with care and accuracy



### Integrity

To be honest and open in everything we do



### Humou

To ensure we have fun while achieving success!



### Commitment

To drive the business forward with determination and to do so with effort and enthusiasm



### **Creativity**

To identify and create new business opportunities and apply creative and effective solutions to problems



### Teamwork

To work in harmony and collectively towards the delivery of our overall objective



### Respect

To treat people as individuals and listen to their views

### Our code of conduct

Our Code of Conduct is designed to help you navigate through the vast array of decisions that you will need to make to deliver effectively on our purpose. You can view a copy of our Code of Conduct here. As a regulated firm we are also subject to the below conduct rules:

1

You must act with integrity

2

You must act with due skill, care and diligence 3

You must be open and co-operative with the FCA, PRA and other regulators 4

You must pay due regard to the interests of customers and treat them fairly 5

You must observe proper standards of market conduct 6

You must act to deliver good outcomes for retail customers

### **Our Leadership Commitment**

We all deserve to have a great manager. Our managers commit to delivering inclusive, inspiring, and impactful leadership. For us, this looks like:



### **Empathy**

Having and applying emotional intelligence to understand and engage with others more effectively. Using both self-awareness and the understanding of others to react positively to different situations.



### **Adaptability**

Having the skills and willingness to adapt at pace to changing circumstances and environments. Being comfortable with ambiguity, maintaining personal resilience and learning from experience.



### **Creative Thinking**

Having the skill to incorporate creative and innovative practices into tasks, activities and interactions, bringing new perspectives into the workplace.



### Coaching

How we support others to explore and unlock their potential using coaching tools and techniques and building a trusting coaching relationship.



### Teamwork

The coming together of a diverse group of people to deliver a common objective. Working well together, but open to new ideas and challenge. Creating a safe, inclusive environment to experiment, make mistakes and improve.



### **Think! Customer**

How we build and maintain trusted relationships with internal and external customers based on a deep understanding of customers' needs. It's about communicating clearly and working in partnership.



### **Decision Making**

How we make effective decisions on a day-to-day basis, taking ownership of decisions and demonstrating sound judgement.

If you are a manager of people you will help your people to be their best by:

### **Reward and Recognition Career and learning Sharing our purpose Checking in Performance enhancement** agreeing objectives managing as a coach providing in the managing as a coach providing timely and reviewing them providing and seeking moment appreciation enabling an employee honest feedback regularly feedback (Mo) led approach plan for success by enabling continual agreeing and setting celebrating agreeing development agreeing a clear plan improvement outputs achievements of action with goals plans supporting employee rewarding fairly supporting aspirations and required support identified and well being reviewed regularly Frequent and meaningful conversations

PURPOSE AND PERFORMANCE PROFILE

HR0146-004 (12/2023)