



Five Years of Doing What Matters





Kate Osiadacz, Head of Responsible Business.

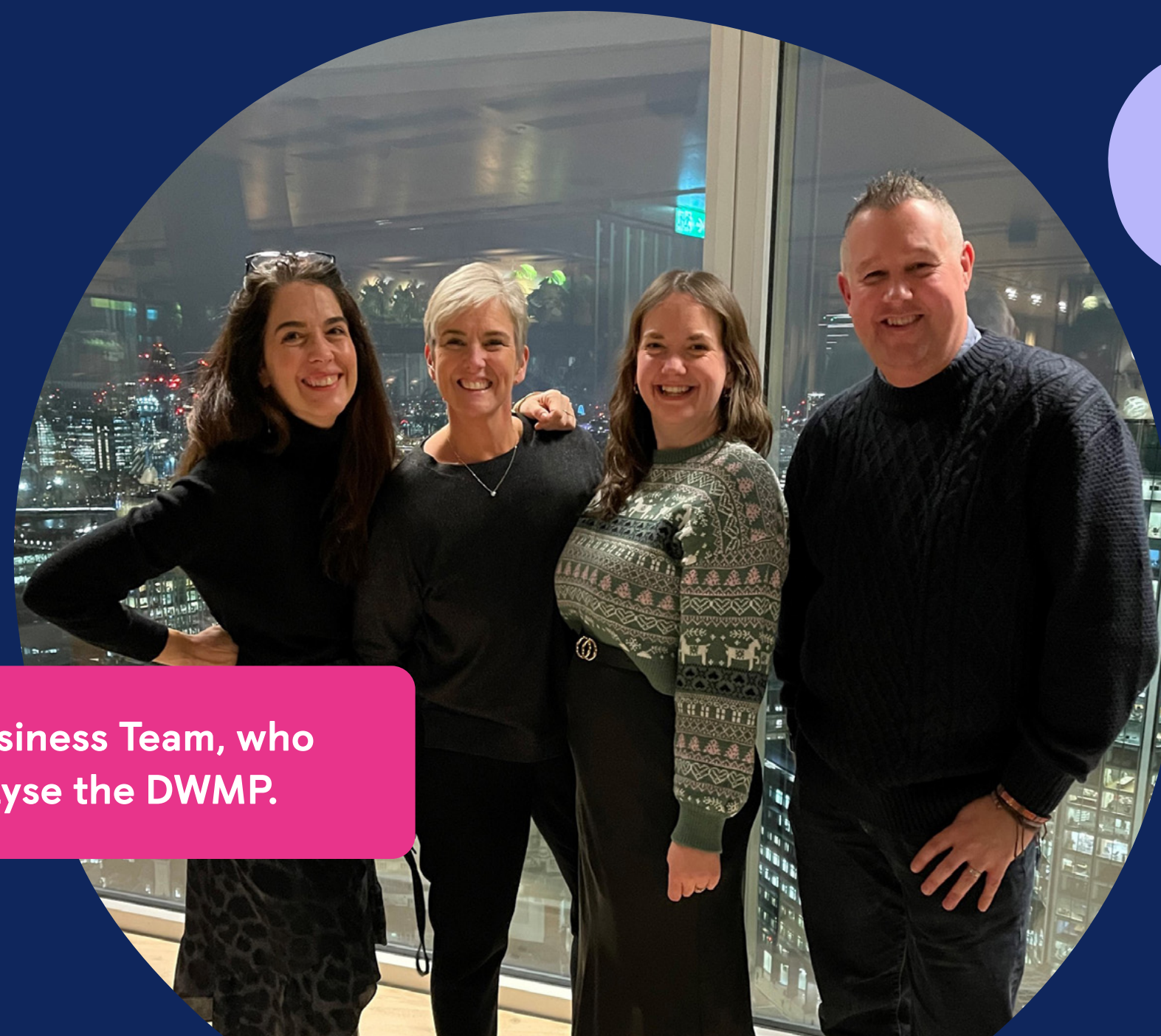
“When we launched the Do What Matters Plan (DWMP), we weren’t starting from scratch. TSB already had a strong foundation of programmes and initiatives delivering social and economic value across the communities we serve.

What was missing was a clear articulation of what we stood for and why it mattered. We wanted colleagues and stakeholders to easily understand our ambitions and feel inspired to play their part. The DWMP was created to be that catalyst: a shared direction for positive change and a powerful reminder of why we’re proud to be TSB.

From design through to launch, colleagues were at the heart of shaping the DWMP and, over the last five years, they’ve championed the issues that matter most and turned our ambitions into action. Their stories, shared throughout this report, show the difference that commitment can make.

Along the way, we’ve continued to evolve – strengthening our approach to meet the changing needs of society, our customers and our business.

Thank you to everyone who’s been part of this journey so far. We couldn’t have done it without you. This report highlights what we’ve achieved together.”



TSB’s Responsible Business Team, who co-ordinate and catalyse the DWMP.



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Shaped by insight, best practice and national standards.

The DWMP launched in the midst of the pandemic, when the need for financial and social inclusion was exceptionally high. It was apparent we needed to step up, for colleagues, for customers and for our communities.

At the same time there was a growing awareness that more action was needed to achieve a just transition.

We had a longstanding history of driving financial inclusion, supporting communities and being a good employer – but our strategy lacked a clear, compelling story. Additionally, customers were increasingly interested in our environmental stance.

We owed our stakeholders an authentic, easy-to-understand breakdown of where we stood. Before embarking on developing the plan, it was key to hear from our wider network. To understand what “good” looked like, we listened widely – speaking with colleagues, customers, key stakeholders and charities. It showed us the companies who do this best are in it for the long-haul: they make it relevant to their purpose, and are transparent about the progress they’re making.

The result? A plan built on demonstrating the essentials of responsible business, aligned to independent standards and commitments. This solid foundation enabled focus on a variety of initiatives under the pillars of **People and Planet**, reflecting our role in society and, crucially, connecting clearly to our purpose.



The journey so far...



2020

Launching the DWMP

TSB becomes the first high street retail bank to join the Good Business Charter, the responsible business accreditation scheme. This recognises TSB's commitment to pay its fair share of tax, treat employees fairly, pay suppliers promptly and contribute to the UK's target of net zero emissions by 2050.



2021

The start of our domestic abuse support

TSB joins Hestia's Safe Spaces, paving the way for further support, including TSB's emergency Flee Fund. We go on to meet the Minister for Safeguarding and Violence Against Women and Girls to discuss TSB's unique offer, leading to an opportunity to share wider at the 2023 Labour Party annual conference.



2022

Becoming even more inclusive

Equal Parental Leave, regardless of gender is introduced. TSB is named in Stonewall's Top 100 LGBTQ+ Inclusive Employers list. And in partnership with the Black Talent Charter, TSB develop a race equity plan to increase Black representation in senior roles.



2023

Maturing our approach

We complete our first double materiality assessment to identify and prioritise key environmental, social and governance issues, pinpointing where we can make the biggest difference. This strengthens senior management support and sharpens our focus on vulnerable customers.



2024

A breakthrough with fraud

From 2019, TSB led with a unique approach, TSB's Fraud Refund Guarantee, to refund innocent fraud victims – with 97% of all cases refunded. After 5 years of campaigning, new fraud refund regulations come into effect to ensure fraud victims are refunded up to £85,000.



2025

Progressing towards net-zero by 2050

After setting interim science-aligned targets, TSB shared these publicly, alongside details of the progress we are making towards our 2050 net-zero trajectory. A key milestone signalling our commitment to reduce our carbon footprint.

In our heritage and hardwired to how we work.



With a heritage that stretches back to the start of the savings bank movement, TSB has always been about more than just handling money. This is a brand that has always aspired to help people and their communities thrive.



In my time as Chair of the TSB Board, we have championed an agenda that has driven tangible progress in diversity and inclusion, as well as encouraging financial inclusion in communities, tackling climate change, delivering a just green transition and supporting small businesses to thrive.

We have also ensured that the DWMP remains an integral part of our business strategy and is incorporated into the variable pay targets of every colleague. I've seen first-hand the galvanising impact the DWMP has, not only on the colleagues who drive it, but on the business as a whole and, crucially, on our customers and in the communities where we operate.

Nick Prettejohn,
Chair of TSB Board.



A collaborative effort.

Collaboration has been central to the DWMP's success, and we've relied on the expertise, challenges and openness of everyone involved – seeing our role as listeners with a responsibility to scale ideas at the right moments. Some groups and individuals have been particularly integral:



Passionate colleagues

across the bank champion topics throughout the DWMP. There are the teams who live and breathe this day in, day out. And the individuals who go above and beyond what's expected of them. Whether through colleague networks or as Community Impact Champions, their enthusiasm for progress is infectious.



Game-changing collaborations

have bridged the gap between ambition and action. From discovering the latest innovative ideas through our Labs programme, to using lived experience to improve our services with TSB's Economic Abuse Advisor, Sam Beckinsale. Collaboration enables us to learn, grow and deliver better outcomes.



Inspiring external stakeholders

have shared expertise to steer the work and ensure real-world impact. From the Responsible Business Advisory Panel to charities working across domestic abuse and carers, these experts help us understand what's actually needed.



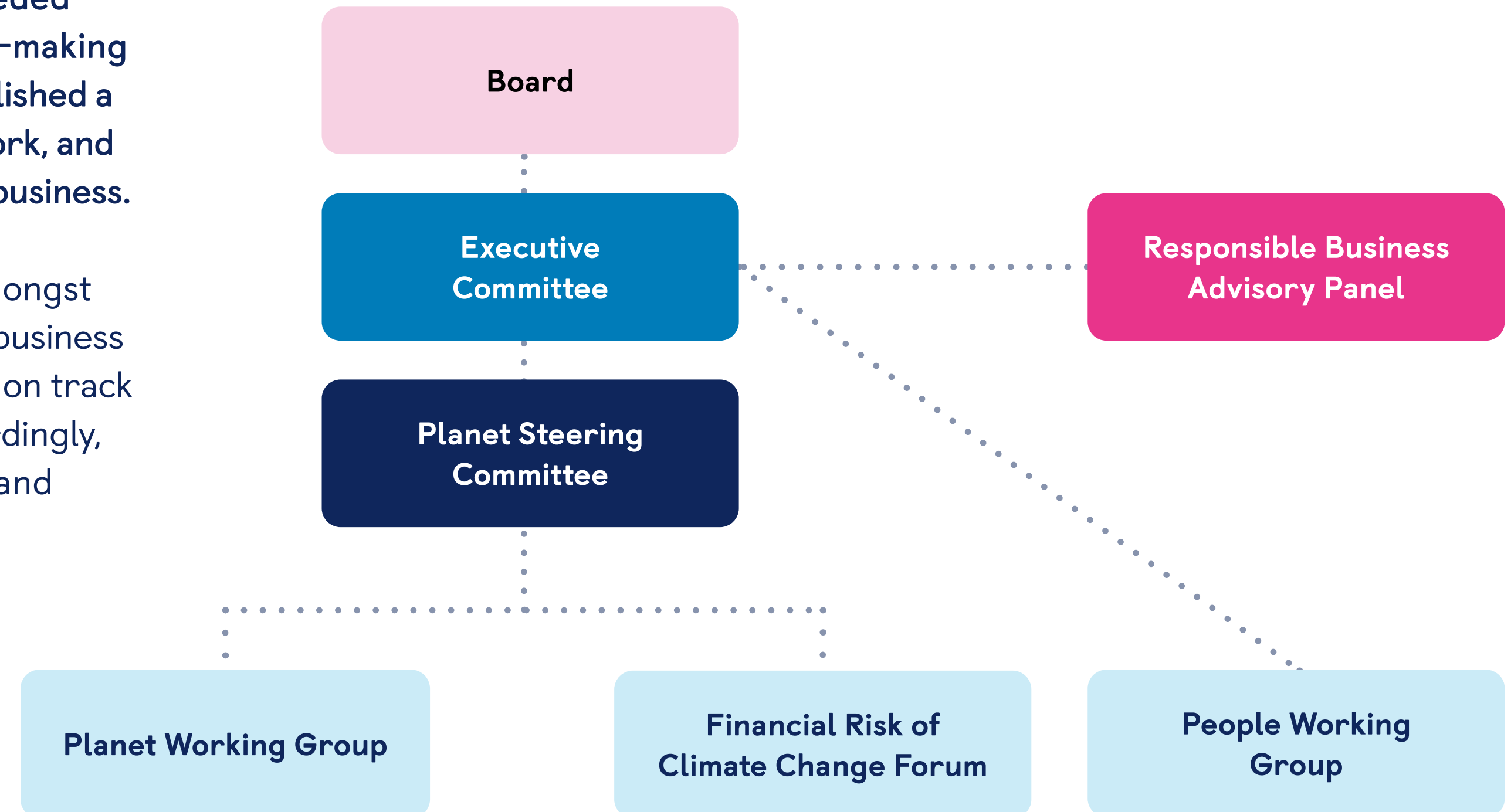
Embedded in how we do business.

The DWMP has matured naturally alongside our learning and understanding. We knew we needed stronger governance to strengthen decision-making and accountability so, over the years, we established a robust governance structure and risk framework, and it has become deeply embedded in how we do business.

This has enabled productive conversations amongst subject matter experts, and key leaders in the business to set clear goals and accountability to keep us on track to meet our commitments, manage risks accordingly, and to give careful consideration to internal and external advice and experience.



DWMP's Governance Structure



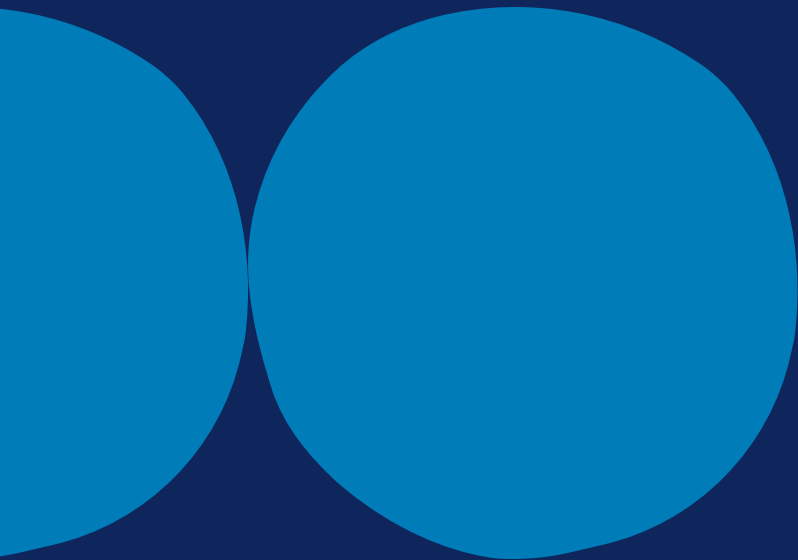
Honest and practical debates about doing business responsibly.



David Grayson CBE, Emeritus Professor
of Corporate Responsibility.

To strengthen our governance, we appointed a Responsible Business Advisory Panel in 2023 to help us shape our sustainability initiatives, with expertise across our material issues. Since its formation, we have had eight meetings discussing how to progress key DWMP topics. Panel members include David Grayson CBE, Emeritus Professor of Corporate Responsibility, Benet Northcote, ESG Practitioner and Marlene Shiels, Financial Inclusion Expert.

“It has been a privilege and a genuine pleasure to interact with TSB’s senior management in honest and practical debates about doing business responsibly, in a time of ferocious competition and constant change. I admire the way that TSB has used its brand and challenger bank status to help tackle critical societal challenges like domestic abuse, better help for carers and helping home-owners improve energy efficiency.”



Our impact

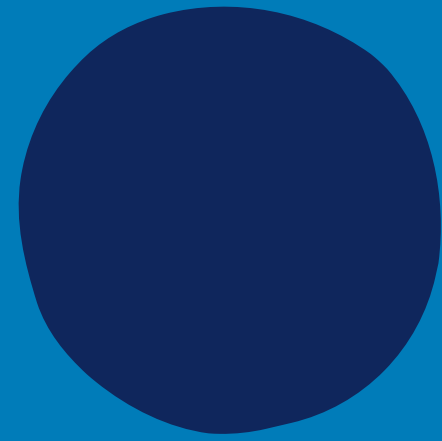


Consistently over five years, more than 75% of colleagues have understood their role in delivering the DWMP – demonstrating the continued effort to embed the plan across the business.

The numbers matter, but it's the stories behind them – the real, life changing moments shared by our customers, colleagues, communities and suppliers that truly show the impact.

Take a moment to explore their stories and see how Doing What Matters has helped change lives over the past five years.





Doing What Matters...

for vulnerable customers

What if the system wasn't designed for everyone? Life doesn't always fit the template, and the challenge is to build flexibility into the system.

At TSB, we take action to deliver good outcomes for our customers – including those who are vulnerable. We do this by offering alternative ways to bank with us, providing enhanced training for colleagues and continually reviewing the accessibility of our products and services. Central to this is the Vulnerable Customer Team, a small strategy group responsible for getting the right policies, processes and tools in place.

One of the team's biggest impacts has been the Tailored Support Decision Framework. It's designed for when standard processes don't fit someone's circumstances, ensuring vulnerable customers aren't disadvantaged or excluded because of rigid procedures. It allows flexibility and tailored treatment where it matters most.

“ Being there when people need us most, with services that meet customers where they are.

Vivienne's Story



Vivienne Harris, Case Manager in Financial Services Tailored Support Team, shares an example on how she's supported a vulnerable customer.

When Case Manager Vivienne Harris took on Miss A's (customer anonymised) case, it was clear this wasn't a straightforward situation, and that a standard approach wouldn't be enough.

TSB's Tailored Support Team works with vulnerable customers whose needs go beyond what conventional processes can address. The Tailored Support Decision Framework guides that work, helping colleagues assess what's happened, what's affecting the customer now, and what a more stable future could look like.

"Miss A's story stands out," says Vivienne.

"She was a former police officer with lifelong injuries from the line of duty. She'd since experienced a traumatic home intrusion, lost close family members to cancer, and was undergoing tests for cancer herself."

Miss A wanted to downsize for affordability and a greater sense of control over her life. But there was a significant obstacle. She lived in an area where TSB no longer offers new mortgages. In most cases, that would have been the end of the road.

"I used the Decision Framework alongside my own professional judgement to really understand her situation. Then I worked with a trusted Mortgage Advisor to present her case for review."

After careful consideration, an exceptional mortgage was agreed — giving Miss A the chance to move into a new home and begin a new chapter.

"It's exactly what the framework is there for. Not every customer fits a standard process, and for those who don't, it's our job to find another way."

Impact highlights



1/4

of all customers supported to open a personal current account without standard identification since 2021, were identified as a refugee or a domestic abuse survivor.



10,000

vulnerable customers supported, outside of branch and telephone, through alternative channels since 2024, including Mobile Pop Ups, Banking Hubs, Video Banking and Pods.

Doing What Matters...

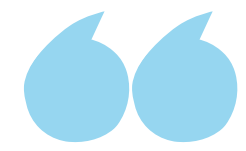
for people experiencing domestic abuse

When financial control becomes a weapon, a bank can help. TSB started with Safe Spaces, listened to survivors and charities, then built on this to create meaningful support for people experiencing domestic abuse.

We were in the early stages of developing our support offer for domestic abuse survivors when we launched Do What Matters 2025. We began by partnering with Hestia, a charity offering support for victims of domestic abuse, to offer a Safe Space in our branches – a private room to access guidance or to safely call a helpline, support service or friend.

Since then, we've provided practical help through our emergency Flee Fund, offering up to £500 to escape an abusive relationship, as well as access to the personal safety app, Hollie Guard Extra. And our campaigning has helped to raise awareness of the support available. All aided by the guidance of the charities and experts we work with.

Our ambition is to offer end-to-end support, from prevention and crisis to building a brighter future.



Before Safe Spaces and the Flee Fund, this kind of flexible support wouldn't have been possible.

Ruth's Story

Miss S (customer anonymised) was in temporary accommodation with her young children when she reached out to TSB to talk about support options. She asked for both her social worker and domestic violence support worker to be present at her appointment.

After a routine check, we were unable to open an account for Miss S and give her access to the Flee Fund. But TSB Bank Manager, Ruth, could see this application was genuine. She reached out to the Vulnerable Customer and Fraud teams, and together they found a way forward.

"We worked together in an understanding, logical and efficient way, resulting in what is undoubtedly one of my proudest moments," says Ruth. "Before Safe Spaces and the Flee Fund, this kind of flexible support wouldn't have been possible."

"Seeing the difference the Flee Fund can make has inspired me to help others in the same way. This experience has reinforced that anything is possible in TSB when it's the right thing to do."

Ruth Betteley, Bank Manager, explains the domestic abuse support system, and how the emergency Flee Fund is making a critical difference.



“ What TSB does is revolutionary.

Sam's Story

Sam Beckinsale is an actor, writer, producer and vocal campaigner on domestic abuse whose own experience of coercive control led her to activism and advocacy.

“When TSB approached me after hearing me speak at a parliamentary event about economic abuse, it was clear they understood the impact of financial control,” says Sam.

“Perpetrators have a methodology, and those with lived experience naturally have deep insight into that. Given perpetrators cost businesses in England and Wales £17 billion per year, working with someone who has insider knowledge has immense human and economic value.”

“There’s been incredible work supporting victim-survivors in crisis – and I’m pleased TSB is now driving focus on perpetrators and prevention. This has renewed my faith that our actions can directly change outcomes.”

“What TSB does – very quietly, every day, from front line to top leadership – is revolutionary. I now have faith that practical, effective change is happening.”



Sam Beckinsale, Economic Abuse Advisor, shares her experience of working with TSB to effect real change.

Impact highlights



982

customers supported through our Emergency Flee Fund since launch in 2022.



48%

fled with children, highlighting the complexity of many cases.

Doing What Matters...

to fight fraud

What's the true cost of a scam? Beyond the money lost, fraud steals trust, security and peace of mind. As criminals get more sophisticated, we're working to stay one step ahead – making sure customers never feel alone when the worst happens.

TSB led the way on consumer protection through our Fraud Refund Guarantee, which led to the introduction of new industry-wide reimbursement rules. TSB continues to drive customer protection forward with its Fraud Transformation Programme. There have been significant improvements in app, enhanced technology, expanded 24/7 fraud phone lines, and increased focus on cyber-enabled fraud. In 2025, this stopped an additional 7,000 customers from having their money stolen through mobile payments.

Cross-sector support remains key, and our work with Dedicated Card and Payment Crime Units, UK Finance and Stop Scams remains pivotal to collectively preventing fraud.



We've seen the devastating impact scams have on people.

George's Story

With sophisticated scams causing emotional and financial harm, removing barriers to customer support has always been a priority for George and his team.

When we introduced the Fraud Refund Guarantee in 2019, our aim was to ensure fair outcomes for customers who had been victims of fraud – at a time when the industry refund rate was just 19%. Since then, TSB has refunded 97% of those affected by Authorised Push Payment (APP) Fraud.

Over the following years, TSB called for other sectors to match this protection commitment. In 2024, we welcomed the industry APP fraud refund rules, which mandate payment service providers to compensate victims.

George Hlland, Fraud Strategy Manager, shares his perspective on TSB's five-year fraud journey.

Unfortunately, the threat remains. "Right now, more than £1 billion is lost every year to fraud, with changing behaviour leading to constantly evolving criminal tactics." George explains.

"Moving towards better prevention needs greater awareness and cross-sector support – with a strong focus on fraud enablers like social media platforms and telecommunication operators."

"Strong relationships with law enforcement helps to hold criminals accountable and increase customer protection. The government's expanded fraud strategy has also been welcomed."

"We've seen first-hand the devastating impact these scams have on people and families," says George. "Prioritising consumer protection will always come first."

Impact highlights



37%

improvement in preventing fraud since 2024.



Stopped millions of pounds from reaching criminals.

“Doing what matters for customers is at the heart of what we do. Every customer has different needs, so delivering good outcomes while recognising it’s not a one size fits all approach is vital.

We’re committed to personal support shaped around real life circumstances – often helping customers during their most difficult moments. In doing so, we’ve set higher standards across the banking sector. From being the first bank to offer Safe Spaces to launching our Emergency Flee Fund, we’ve taken meaningful steps to ensure victim survivors get immediate help. We’ve also led the industry in protecting innocent fraud victims and introduced technology to enhance fraud prevention.

I’m incredibly proud of the work Vivienne, Ruth, George, Sam and, of course, all colleagues across TSB who bring the commitments in our DWMP to life with great empathy every day for our customers.”



Nicola Bannister, Director of Enterprise Services and CEO Designate, and Exec Sponsor of Gender Inclusion Network.

Doing What Matters...

for inclusion

What does belonging actually look like? At TSB, we want to create a working environment where people can be themselves, be heard, and see a clear path for progression – regardless of background or circumstance.

We recognise that diverse thinking – across our board, ExCo, and wider business – leads to better decisions, reduced risk, and improved outcomes for customers.

Through regular engagement surveys, colleague-led networks, and our employee representation group The Link, we actively encourage colleagues to help shape who we are and how we work.

The world of work has changed dramatically over five years – a pandemic, new governments, artificial intelligence. Through these transitions, colleagues have looked for flexible support and fast responses. In return, they've been equipped with skills to adapt and deliver in line with changing customer habits and an evolving business.



Tendai Chitsamatanga, Senior Analyst, shares her experience of TSB's Ignite Programme.

Tendai's Story



My perspective as a Black colleague adds richness.

Launched in 2022, the Ignite programme focuses on increased Black representation addressing opportunity gaps, with over 140 colleagues taking part. Open to all Black and Black mixed heritage colleagues alongside a leadership development workstream aimed at managers, to build confidence and competence leading diverse teams.

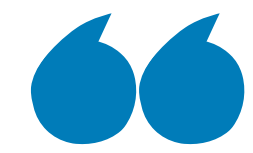
Tendai's involvement changed her perspective on her identity at work. "Personal development has always been important to me. Ignite felt like a meaningful way to invest in my development and gain a deeper understanding of who I am in the workplace."

"I learned a lot about myself, becoming more aware of my strengths, clearer on how to communicate my personal brand, and more informed about areas like the imposter phenomenon."

"Ignite reminded me that the perspective I bring as a Black colleague adds richness – broadening discussions, enriching problem solving, and contributing to a more inclusive workplace."

"Coming out of the programme, I feel more intentional and confident. I'm clearer on how to articulate my strengths and present myself in a way that aligns with my values and aspirations."

"Overall, Ignite has made me even more proud to work at TSB."



It's good to know there are people in this business who just get it.

Jamie's Story

The Equal Parental Leave Policy launched in 2022, offering fully gender-inclusive support: 20 weeks paid leave and up to a year in total – no matter the route to parenthood.

We've found that when male colleagues prepare themselves for parental leave, their understanding for female colleagues grows. They gain a first-hand understanding of how unsettling an extended absence can be, making them better, more supportive leaders when colleagues go through it in the future.

Jamie Porro told us about his experience of fatherhood, and how the policy has changed his perspective on being a parent.

“The support TSB provided with my second child, Flynn, was amazing. I felt empowered knowing I'd have a career to come back to and thrive in.”

Since launch, over 1100 colleagues have taken paid parental leave. Notably, 37% were dads, with co-parents taking an average of 19 weeks, helping to normalise shared caregiving.

“Becoming a dad is probably the most rewarding thing I've ever experienced. With my first child, Aurora, I could only take a short time off, and it was heartbreaking leaving my wife and daughter at home. Without equal parental leave, parents don't get the chance to create once-in-a-lifetime early memories with their kids.”

“I wanted to continue shaping TSB's support in this space following my parental journey, so I became a parental inclusion lead. So far I've worked with HR Partners to shape manager development around the parental leave journey, and with Harriet Sawle to create The Nest – a collaborative space where parents can come together, share challenges, and seek support.”



Jamie Porro, Digital Strategy & Performance Manager, talks about his experience of being a parent at TSB.

“ These experiences have opened doors for me.

Aaron's Story

While working as a Money Confidence Expert in-branch, Aaron completed a Data Technician Level 3 apprenticeship, and passed with distinction.

“I really enjoyed it. It was a supportive group, and we still keep in touch now. I was proud to have secured my place and to be qualified as a Data Technician.”

As a neurodivergent person, Aaron faced challenges along the way, but found the support he needed – from tutors during the apprenticeship, and from colleagues and managers throughout his time at TSB.

Aaron Fletcher, Cyber Fraud Fusion and Intel Ops Colleague, shares how a range of skill development opportunities helped him progress.

“I’ve felt comfortable discussing my neurodivergence in all my roles, and my line managers have always met that with understanding and encouragement. That kind of culture really allows people to flourish.”

After the apprenticeship, Aaron arranged a three-month secondment with an analytics team, which was extended to nine months. From there, an opportunity in cyber security came up, and he didn’t hesitate.

“The skills I’ve developed have opened doors for me, and I’m now making meaningful improvements to our processes. I originally wanted to progress in-branch, but now I get such a buzz from proactively protecting customers in the fraud environment.”

Impact highlights

43%

of our senior roles held by women in 2025 – ahead of our target of 40% and above the UK banking industry average of 39%.

20%

of the workforce in 2025 included Black, Asian and minority ethnic colleagues – surpassing our target of 14%.

Doing What Matters... for carers

Who's caring for the carers? With 5.8 million carers doing incredible, and often unseen, work in the UK every day, TSB is committed to making sure our carer colleagues get the support they need.

Since 2020, TSB has been creating a culture where carers don't have to choose between caring and their careers. With strong executive backing, the Carer Policy tackles real challenges: balancing work and care, financial pressure, mental health, social isolation, and navigating a complex care system.

The policy has transformed colleagues' lives and positioned TSB as a voice for wider change, including lobbying for the Carer's Leave Act in 2024. Support includes up to 70 hours of paid leave annually, carers passports, peer networks, and a broad health and wellbeing offer.

In 2025, we enhanced our support offer through a partnership with KareHero, an adult care concierge service helping colleagues find and fund adult care.



As a carer, I felt supported by my workplace and my team.

Jen's Story

Jen met her fiancé Dale – who has neurofibromatosis type 2 (NF2) – almost 13 years ago. Living with NF2 requires ongoing care, regular scans, symptom management and operations.

Dale struggles with mobility daily, but Jen's caring responsibilities increase during surgery. Last year, when Dale needed a lung operation, Jen's colleagues suggested TSB's Carer policy and flexible support might help.

Jen See, Money Confidence Expert, explains what it's like to be a carer, and how TSB's support helps.

"Even though I'm blessed with a great support network, juggling everything gets hard," says Jen.

"As a carer, this tailored and flexible support meant I could be there to support Dale on surgery day. It also allowed me to start shifts later and finish earlier in following days, so I could get him up and ready before family arrived to help. The difference was amazing."

"Recently, I was invited to the Carers UK Awards in London, where it was inspiring to see how many other carers had been supported by TSB. It was truly special to celebrate together and show how proud we were to win the Transformational Employer Award."

Impact highlights



7%

of colleagues benefitted from up to 70 hours paid carers leave in 2025, up from 3% in 2024.



Carers' passport introduced in 2021

enabling carers to outline with their manager the support measures needed to combine caring and work.



Ariam Enraght-Moony, Chief People Officer and Exec Sponsor of Diversity and Inclusion.

“At TSB, we know that when our colleagues feel confident to bring their whole selves to work, they deliver their very best for our customers. Creating an environment where people feel able to share their experiences openly – and to use those perspectives to challenge how we do things – is critical to how we continue to evolve as a business.

Our colleagues are one of our greatest assets, and the diversity of their voices and lived experiences strengthens who we are. Their insights shape our culture, improve the way we serve our customers, and help us build a workplace where everyone can thrive.

I’m proud of the deep sense of purpose our people bring every day, and of the progress we are making together to ensure TSB remains a place where every colleague knows they belong, are heard, and can succeed.”

Doing What Matters...

for the environment

Over five years, we've developed a clearer understanding of our carbon footprint and seen strong enthusiasm for sustainability from colleagues and customers.

The strategy, led by our Sustainability Team, centres on our net-zero by 2050 commitment. We are reducing our environmental impact by using interim 2030 science aligned interim targets, and supporting a just transition to net-zero by helping colleagues, customers and partners make more sustainable choices. Digital transformation has been an important enabler, helping us reduce paper use, supply chain emissions and costs.

Strengthening colleagues' understanding and confidence has been a key priority. We've run drop in events where colleagues can explore exhibits and speak to experts about home energy efficiency, clean heat and sustainable travel. And we've launched a four week, colleague led programme - Home Advantage - featuring practical challenges focused on sustainable living.



Even the smallest steps matter.

Jacob's Story


"Taking part in the Home Advantage project gave me fascinating insights into how small, everyday changes can make a big difference for the environment."

As part of the project, Jacob pitched an idea for the Cosy Homes Expo. "It felt great putting what I'd learned into practice, and seeing my idea selected and brought to life was a proud moment", says Jacob.

At the event, Jacob manned the stall – engaging with colleagues, sharing advice and explaining how energy efficiency can reduce carbon footprints and save money.

"I now feel confident discussing sustainability with colleagues, friends and family," adds Jacob. "I realised even small steps matter, and that inspired me to make more conscious decisions at work and home – including monitoring energy use and even switching from a petrol car to a hybrid."

"At work, I've shared tips on insulation, suggested smart thermostats, and promoted digital alternatives to reduce paper waste. Seeing TSB's commitment to sustainability has inspired me to explore career opportunities in this space and build my knowledge further."



Jacob D'Auria, Conversational Banking Team Member, shares what it's been like playing a part in TSB's colleague sustainability initiatives.

Impact highlights



38%

reduction in emissions from heating and cooling our buildings since 2023.



34%

reduction in paper consumption since 2023.



Doing What Matters...

to keep homes warm




Every family deserves a warm home, but in the UK, £1 of every £4 spent on heating is wasted. Poor insulation and inefficient systems mean homes cost more to run and contribute more carbon than necessary.

Understanding our carbon footprint has identified TSB's greatest opportunity for impact lies in helping customers improve their home's energy efficiency and switch to low carbon heating.

We're developing products and propositions for customers ready to invest in home improvements, as well as signposting them to available grants through our partnership with Snugg.

Getting colleagues confident and knowledgeable has been crucial. We've purchased thermal cameras for colleagues to borrow so they can detect draughts and cold spots at home, with guidance on how to address them. And our mortgage advisors have been upskilled to enable great conversations with customers, where they can point to available support. From there, it's about further engagement and support for customers, brokers and communities in the transition to warm, resilient, low-carbon homes.





Making homes more energy efficient doesn't have to mean expensive overhauls.



Phil's Story

"I'll be honest – I'd always thought of green products as a bit of a gimmick. But that's starting to shift. Making homes more energy efficient is becoming genuinely accessible, and it doesn't have to mean expensive overhauls."

A TSB hosted round table brought together mortgage brokers and industry leaders focused on realistic, practical steps, such as replacing boilers only when needed, looking at insulation and helping to plan for electrifying homes, like adding solar panels. For Phil, that reframing made all the difference.

Phil Leivesley, Director of Mortgages at LDN Finance, shares how TSB initiatives changed his perspective on helping customers think about warm, low-carbon homes.

"Breaking it down like that makes it feel much more achievable, for brokers and customers alike."

He also took up the offer of borrowing TSB's thermal camera to survey his own home – a three-year-old property with a good EPC rating. What he found surprised him.

"The camera showed exactly where heat was escaping. A simple draft excluder made a real difference. A small thing, but it got me thinking."

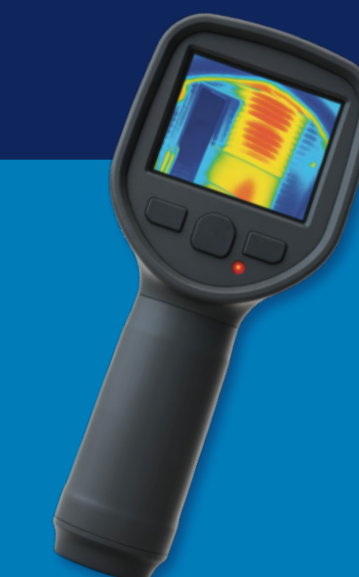
"Energy efficiency is often cheaper than people assume. Ultimately, people act when they see innovative products and good pricing. TSB's approach feels both genuine and strategic, and that creates real opportunities for brokers. If we can upskill and bring green finance into our everyday offering, it's good for customers, good for the planet, and good for business."

Impact highlights



1000+

customers eligible to receive £250 cashback since the September 2025 launch of residential mortgage product for new homeowners with EPC rating A or B.



100+

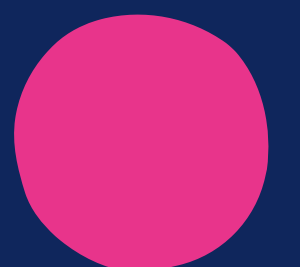
colleagues have borrowed a thermal camera to help identify draughts and cold spots at home since 2024.



Kirstie Ross,
Sustainability Lead.

“I’m incredibly proud of the progress we’ve made. TSB is committed to playing an active role in the collaboration required – across government, homeowners, and the many industries and trades involved – to help transition the UK’s homes to clean heating and improve their energy efficiency.

Achieving this transformation will take all of us, working together. Our Mortgage Advisors and our Intermediary Team have stepped up brilliantly: building their expertise on what homeowners need and sharing that knowledge with our customers and broker partners. It’s these conversations that will drive real-world change.”



Doing What Matters... for our communities

Community has always been central to TSB, with a heritage that stretches back to the savings bank movement. Today, it shows up in the way our colleagues work, volunteer, and give back every day; from financial education in schools to giving thousands of hours to local causes.

We've focused on helping people build money confidence, and making it easier for colleagues to give their time to causes that matter.

TSB's Money Confident Communities Programme was introduced in 2022, where colleagues are trained to deliver financial education in schools. It's since expanded into adult workshops supporting carers, domestic abuse survivors, and young people not in education or work. We also introduced Neighbourly, a simple platform where colleagues can easily connect with local community projects and charities to meaningfully contribute time and skills.

In 2025, we launched the TSB Community Fund, with a one-time pot of £250,000. Colleagues played an active role in both nominating charities, and selecting successful applicants aligned to our DWMP.



I knew it was time to make a difference.

Ryan's Story

TSB's Money Confident Communities programme addresses financial inclusion and social mobility in disadvantaged communities. Since September 2023, Ryan Dickinson and 250 dedicated colleagues have delivered over 400 workshops, spreading the Money Confidence message to almost 15,000 people (mainly students) across Britain.

"I felt it was time to give back and make a difference. The programme appealed as it was somewhere I could use my delivery and facilitation skills. It was months before the first school got in touch, but my passion for equipping people with money management skills must have struck a chord, because the rest is history."

Ryan Dickinson, Learning and Skills Team Member, shares his Money Confidence journey.

"It's been amazing empowering pupils with basic financial literacy skills, enabling them to make informed decisions and build a confident relationship with money. I've also enjoyed building long-term relationships with schools and local communities."

"We've created a support network of colleagues empowered to deliver workshops in the many schools who now reach out for support. Through the programme, I directly contribute to TSB's commitment to community investment and social responsibility."

"Being able to deliver these workshops gives my role added meaning. It makes me proud to be TSB, and I look forward to what else we can accomplish through our schools' programme."

Helping us help those who need it most.

Gemma's Story

Norah's North Pole was set up 10 years ago in memory of Gemma's Great Auntie Norah, whose lifelong motto was "it's nice to be nice."

When one Christmas Norah's social worker's daughter was looking after a family who couldn't afford gifts, Norah organised presents to be delivered on Christmas Eve. Every Christmas after, Norah gave her grandchildren £10 to buy gifts for less fortunate children.

When she passed away, Norah's granddaughter set up Norah's North Pole in her honour. Every year, Gemma takes a week off to help run the operation – and over the years, several TSB colleagues have donated and volunteered too.

Gemma Chisholm, Senior Manager Business Integration, shares how her annual family tradition has become TSB legacy.

"This year, we set up a wish tree in Sunderland, which was a great success. It's lovely seeing that people are passionate about Norah's North Pole and the work we do to help the most vulnerable children in our community."

"I'm incredibly proud to have donated over half a million gifts across the North East in the last decade. Every year, we start the month-long campaign with nothing – and end it having coordinated gifts for over 3,000 children. TSB has been a great support in helping us help those who need it most."

This initiative has now evolved into a TSB-wide Wish Tree Appeal for a range of charities including Kids Out, a national charity supporting children impacted by domestic abuse.

Impact highlights



£250,000

awarded across 69 charities in 2025, nominated and chosen by colleagues.



23%

of TSB colleagues volunteered in 2025, compared with an industry average of 13%, investing almost 7,500 volunteering hours.

Doing What Matters... in partnership

We recognise that the best ideas don't always start with us. Improved customer experience happens when a bank opens its doors to start-ups and innovators who see problems from a completely different angle.

For four years, our Labs programme has driven innovation in the UK FinTech sector. Working in partnership with Fintech Scotland, the Labs programme invites start-ups and small firms to find, test and launch innovative products, particularly in the areas of fraud prevention and money management.

Winners such as ApTap, Credit Canary and Doshi, continue to deliver meaningful benefits for TSB customers. Recent examples include the Lightning Reach financial support portal and Snugg, a free online service for home efficiency improvements.



All the information is clear and in one place.

Peter's Story

After a few years in their semi-detached bungalow in East Lothian, the news of a baby on the way prompted Peter and his wife to focus on making their home warmer and cosier.

“The first thing we wanted to do was make the house more comfortable and energy efficient,” Peter explains. But the property, built from concrete and extended several times over the years, presented a few challenges.

“In the past, when it got cold, we’d just put on extra layers,” he says. “But with a baby arriving, keeping the temperature consistent became essential.”

Peter McWhirter, Sustainability Data Analyst, shared how discovering Snugg through work offered clarity to improving his home’s energy efficiency.

Installing new windows helped to significantly reduce their energy bills, yet Peter was still uncertain about taking the next step and upgrading the home’s insulation. When he discovered Snugg through TSB, it offered the clarity he needed. “I remember typing in our address and seeing all our home’s details come up. It was really clear.”

Snugg guided Peter through options and funding, including grants he didn’t know he qualified for. After contacting Home Energy Scotland, he secured two grants to insulate extension rooms and top up the loft.

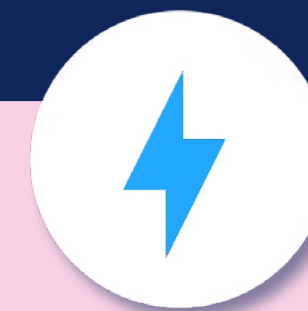
“There’s so much information out there that it’s easy to get lost. But with Snugg, it’s all presented clearly in one place.”

Impact highlights



5,500+

customers helped through Snugg, a free energy efficiency app, since launch of the partnership in 2023.



£549,000

in financial grants awarded to TSB customers since launch of partnership with Lightning Reach in 2023, with an average payment of £349.

Doing What Matters...

for our suppliers

Small and medium-sized businesses make up over 99% of all businesses in the UK. For them, late payment isn't an inconvenience – it's a threat to survival. TSB has always recognised that supporting small businesses fuels local growth, creates jobs and strengthens economic resilience. That's why paying on time matters.

TSB is proud to have received the Gold Fair Payment Code Award. This is the highest recognition under the Fair Payment Code, a voluntary payment code with the aim of driving best practice and improving payment performance for UK businesses.

In addition, our Responsible Business Charter sets out how we work in partnership with our suppliers, outlining our commitments to each other, and how together, we can help to drive progress.

“ We see TSB as a genuine strategic partner.

Mahbub's Story

Mahbub Hassan, Finance Director at Flexys, shares how TSB's commitment to paying promptly supports business growth.

As a fintech specialising in debt management and collections software, Flexys has partnered with TSB for six years, providing tools that make managing loans easier and more effective for customers.

For Mahbub, one element of the partnership stands out. "A key part is TSB's commitment to paying suppliers promptly. For a scaling SME like Flexys, timely payment makes a tangible difference.

Mahbub Hassan, Finance Director at Flexys, shares how TSB's commitment to paying promptly supports business growth.

It allows us to manage cash flow confidently, invest in products and services, and make strategic decisions without the distraction of chasing invoices."

He's seen firsthand how payment terms can make or break small businesses. "Delayed payments can strain businesses with lean teams, so TSB's prompt payment pledge reduces risk, eases pressure and gives us confidence to grow." This approach has elevated the relationship beyond a standard client-supplier dynamic.

"TSB has become a genuine strategic partner. The way they value our service shows they see us as integral to their ecosystem, not just a supplier. As a company focused on improving financial wellbeing, working with a bank that demonstrates 'financial health' through its supply chain creates a real cultural alignment."

Impact highlights



99%

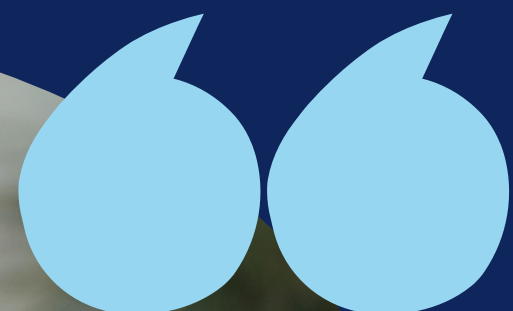
of invoices paid within 30 days in 2025, with small and medium sized businesses paid in an average of 4 business days.



Won the Fast Payer award for 5 consecutive years since 2021.



George Gordon, Comms and Corporate Affairs Director, Exec Sponsor of Community and Environment, and Chair of Responsible Business Advisory Panel.



“The DWMP has never been about just being kind. It’s about making TSB a better business and a trusted brand – reducing risks, attracting talent, driving discretionary effort and ensuring we stay relevant for the long-term – all of which catalyse strong financial performance, which we’ve delivered in recent years.

As we move forward, we will continue to learn from, and collaborate with, experts, align ourselves with recognised standards, while keeping our approach simple and easy to understand – so everyone can lean in.

The world needs businesses like TSB now more than ever and we are committed to continuing to do what matters and play our part.”

Metrics overview

For us, it's the personal stories that showcase the impact of the DWMP. However, we don't underestimate the power in having clear goals to work towards, and the importance of sharing progress against these.









Some of our goals and targets have needed to adapt over time, to reflect updated priorities and new ways of evidencing impact, such as our science-aligned net-zero targets.

Here, we lay out the progress we've made against our goals over the past five years.

Do What Matters 2025 – progress against the plan

 On-going
  Target Met

People

	Goal	Performance metric	Status	Progress made
CUSTOMERS	Nurture financial resilience and support for tough times	Refund ≥95% of customers who fall victim to fraud		97% refunded every year 2021–2024. 2025: prevention-first approach — 67% of fraud stopped before it lands
		≥ 93% good outcomes for vulnerable customers		93.47% good outcomes for vulnerable customers in 2025
		Grow the Emergency Flee Fund year-on-year		Over 980 people supported since launch in 2022, with 410 supported in 2025 — 45% YoY increase
COLLEAGUES	Continue building a representative workforce where colleagues can thrive	Females at Grade F+: ≥40%		43% Female Representation at Grade F+ in 2025 46% Female Representation at ExCo and Direct Reports in 2025
		Black, Asian and minority ethnic colleagues at Grade F+: ≥10%		Target met in 2022, held every year since. 12% Black, Asian and minority ethnic representation in senior leadership in 2025
		Black colleagues at all levels: ≥3% by 2025		3.3% Black representation achieved by 2025 Up from 1.6% in 2021
COMMUNITIES	Work to improve Money Confidence in local communities	Deliver Money Confidence workshops		400+ workshops delivered since 2022 reaching nearly 15,000 young people
		Support colleague volunteering participation; target 16% of workforce		23% of colleagues volunteered in 2025 (up from 19.9% in 2024)
		Develop an impact programme focused on domestic, financial and economic abuse		Since 2021, over 12,000 completions of mandatory and specialist training
SUPPLIERS	Promote fair business and shared values	Prompt Payment Code: ≥95% paid within 30 days		97–99% of suppliers paid within 30 days every year and Gold Fair Payment Code Award received in 2025
		Pay small suppliers in under 10 days		Avg SME payment time: 7 days (2021) → 3.8 days (2025), Consistently below 10-day voluntary target throughout

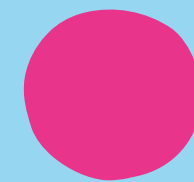
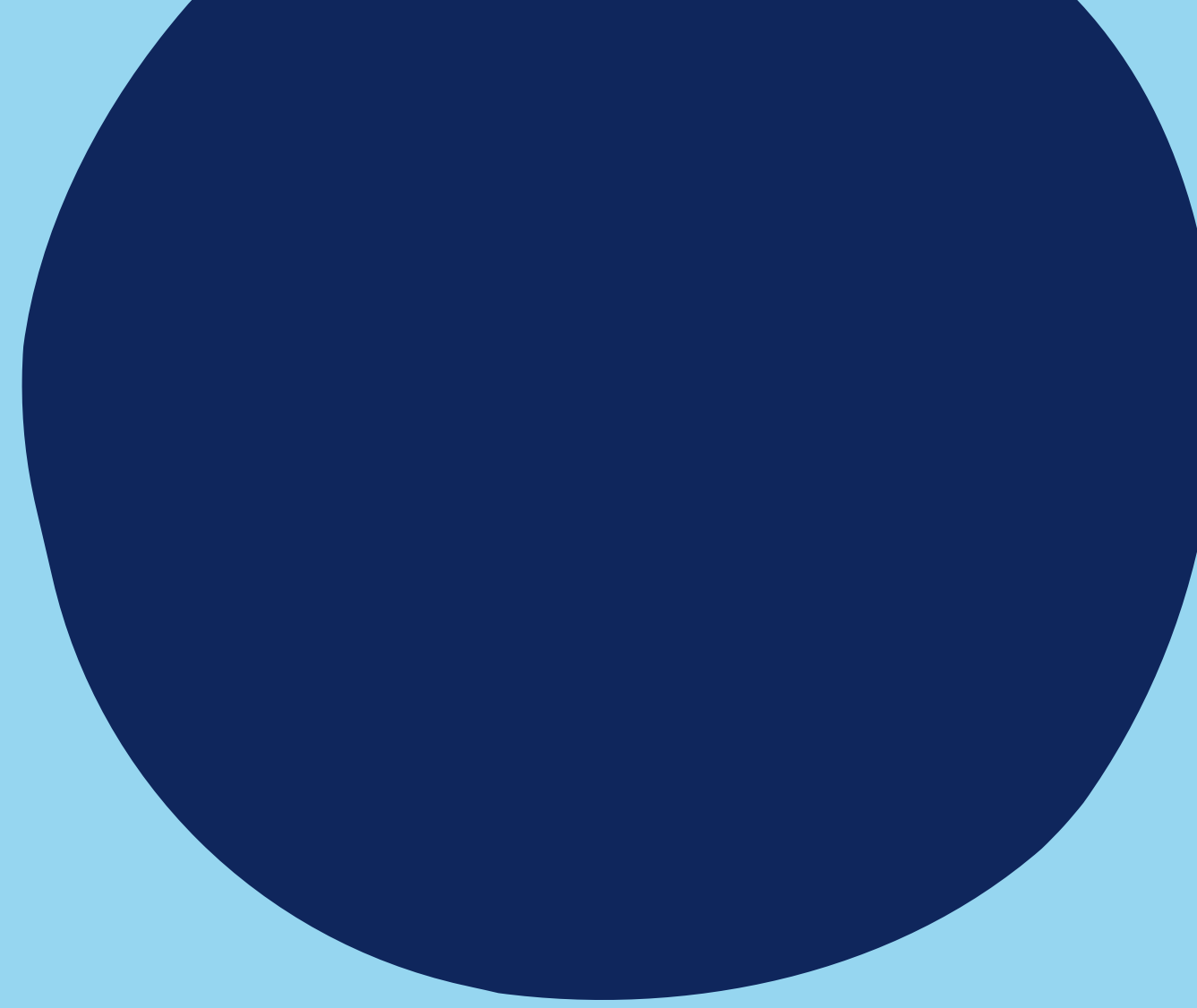
Do What Matters 2025 - progress against the plan



Planet

	Goal	Performance metric	Status	Progress made
CUSTOMERS	Help customers understand and reduce their environmental impact	*Reduce financed mortgage portfolio emissions intensity by 42% by 2030	→	Cashback incentive added Sept 2025 for EPC A or B properties
		Identify ways to work in partnership to support customers create warm, resilient, low carbon homes	→	All TSB mortgage advisors now cover Energy Efficient homes in conversations and 5,500+ TSB customers accessed home energy efficiency app, Snugg, since 2023
COLLEAGUES	Improve energy efficiency and reduce emissions from our buildings	Reduce direct emissions from heating and cooling our estate by 65% by 2030	🎯	Down 38% since 2023 target base year
		Reduce emissions related to colleagues homeworking, commuting and business travel by 42% by 2030	🎯	Since our target base year of 2023, we have reduced emissions by 32%
		Reduce paper consumption emissions by 42% by 2030	🎯	Since 2023 baseline, we've achieved a 34% reduction in paper consumption
	Empower workforce to improve sustainability	Grow Green Team colleague network	→	500+ members in 2025
		Learning opportunities for colleagues on how to improve and make sustainable choices	→	95% of participants felt more knowledgeable on everyday actions to reduce environmental impact after taking part in Home Advantage colleague programme
COMMUNITIES	Support local activity to drive sustainability	Continue partnerships with Eforest	→	Over 105,000 trees planted
		Support colleagues to take part in local environmental activities	→	10% of colleague volunteering in 2025 supported environmental activities in the community
SUPPLIERS	Encourage sustainable business practice	Benchmark suppliers against sustainability criteria	→	Launched TSB's Responsible Supplier Charter
		Embed sustainability into Supplier Relationship Manager governance	→	

*Delivery of this target relies on external factors beyond TSB's control, including strong government policy and sustained customer demand for low carbon housing and home improvements.



Contact us at: community@tsb.co.uk