

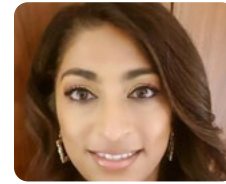
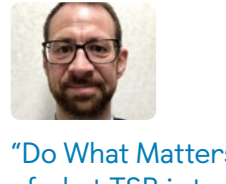
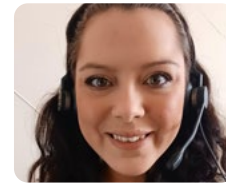


Do What Matters

Our 2025 plan



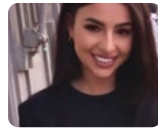
Our colleagues are instrumental in delivering our responsible business activity and driving meaningful change from within. Their passion, curiosity and determination is the reason why our Do What Matters Plan is such a success and is testament to how much our people care about contributing to society. We asked colleagues from our employee forum, The Link, to tell us what Do What Matters means to them.



“Do What Matters gives a clear outline of what TSB is trying to achieve to be a responsible business, and how we intend to do more than just focus on ourselves.”
Bruce Ledingham, Regional Senior Manager – Scotland



“It’s important to me to be part of an organisation that continually strives to improve and adapt to support customers in the right way, improve our direct impact on their quality of life, and create a culture where all individuals are valued.”
Soukaina Grina, TSB Mortgage & Financial Support Services





Wherever you go in TSB, you see the galvanising impact the Do What Matters Plan has, not only on the colleagues who drive it, but on the business as a whole.”

Nick Prettejohn, Chair of TSB Board

With a heritage that stretches back to the start of the savings bank movement, TSB has always been about more than just handling money.

TSB is a brand that has always aspired to help people and their communities thrive.

That's one of the reasons I joined the Board, and I know the broader contribution we make to society continues to attract talent at all levels of the business. Indeed, wherever you go in TSB, you see the galvanising impact the Do What Matters Plan 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.

So, it's absolutely right that we have a compelling programme to deliver on our wider intentions for the years ahead. The Do What Matters 2025 plan will ensure TSB plays a full part in encouraging financial inclusion, tackling climate change, delivering a just green transition, supporting small businesses to thrive, and championing diversity and inclusion.



Nick Prettejohn
Chair of TSB Board

This goes above and beyond the clear set of essential activities that our stakeholders expect us to cover – activities that we've set out plainly together in the plan. We've also improved the governance of the plan, to ensure we consistently deliver against our goals, and have taken steps to align our approach more closely with Sabadell Group's sustainability plans.

The bold new commitments made within the plan reflect the confidence and optimism felt by the TSB Board that we can make a meaningful contribution to millions of customers, the economy and wider society.

Robin Bulloch, CEO



The wider contribution that TSB makes to society is crucial to the continued success of our business.”

What a business stands for has never been more important.

The customers and communities we serve need confidence that their bank shares the values that matter to them – so being able to demonstrate the wider contribution that TSB makes to society is crucial to the continued success of our business.

I'm incredibly proud of the achievements of our Do What Matters Plan in its first two years. We've already set new standards for protecting customers from fraud, led the field in paying small suppliers promptly, and were the first bank to offer Safe Spaces for victims of domestic abuse in every branch. We were also the first bank accredited by the Good Business Charter. None of this would have been possible without the commitment of colleagues, 86% of whom say they understand their role in delivering the plan, which is a brilliant platform to build on.

For the coming years, we've set ourselves ambitious new goals, with measures aligned to national and international standards. This includes continuing to make TSB a truly diverse and inclusive place to work and committing to become operationally net zero by 2030 and setting science-based targets for our wider emissions, as well as supporting our customers in their desire to make greener choices. We will also play an even greater role in driving financial inclusion for our customers and their communities, as well as helping even more small businesses thrive.

Our plan for the next three years is an integral part of our growth strategy, ensuring that TSB continues to deliver on our purpose of Money Confidence. For everyone. Every day.



Robin Bulloch
CEO

Our brand is rooted in doing what matters

With origins that stretch back to the Savings Bank movement, TSB has a strong history of creating social and economic value. It was established with the sole aim of helping hardworking local people and communities thrive – a goal to which we remain firmly committed to this day.

At TSB, we have a clear purpose to provide Money Confidence. For everyone. Every day. This purpose drives everything we do and is brought to life through our customer proposition: Life Made More. We want to help our customers feel more confident about managing their money because we know that when people make the most of their money, they can make the most out of life.

Our responsible business programme, the Do What Matters 2025 plan (DWM 2025), is fully aligned with our Money Confidence purpose, and is named after one of our core behaviours at TSB. To be money confident, our customers need to trust us to look after their money. Increasingly, that also means they need to trust us to do the right thing.



Reverend Henry Duncan founded the savings bank movement in the UK in 1810



TSB in the 60s and 70s



Our return to the high street in 2013



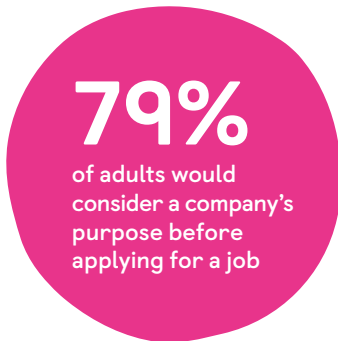
Our customer proposition which launched in 2020



Our Money Confidence purpose – launched in 2019

Why is being a responsible business so important to us?

First and foremost, we believe that acting responsibly is simply the right thing for a business to do. Performing only the functions expected of a retail bank is no longer enough to meet the needs of today's society. We must demonstrate how we're contributing even more to meet the expectations of our customers and the communities we serve.



Acting responsibly is sound business practice, too. More customers than ever expect brands to share their own beliefs and values. A survey with our customers showed that 45% of people avoid businesses that act irresponsibly and nearly nine in ten (89%) said they would be more likely to switch if they knew a firm was acting irresponsibly.¹

Equally, people increasingly want to work for a business they can be proud of. Having a strong and credible purpose is critical to attracting new talent. 79% of adults would consider a company's purpose before applying for a job.² We regularly measure how TSB colleagues feel about the work we're doing, and 86% say they understand their role in delivering our Do What Matters Plan (DWMP).³ That's an astonishing level of engagement. By introducing and consulting on the plan internally three months before we launched it externally in 2020, we've driven an unprecedented level of ownership, as well as renewed pride in who we are and what we stand for.

Now is the time for TSB to deepen our commitment, to make it clear what we stand for and where we'll make a real impact. Making a public commitment in this way is important to our customers and colleagues, but only when it's supported with concrete action. That's why the DWM 2025 plan is based around activity that our customers and colleagues can see and experience. Our TSB Fraud Refund Guarantee is a great example of where we've driven meaningful change, with an impact that is tangible for our customers who benefit directly, and highly visible for our colleagues.

¹Savanta ComRes Consumer Polling, 2021

²Glassdoor's Mission & Culture Survey 2019

³From our 2021 Your Say Matters colleague survey

The story so far: Launching Do What Matters in 2020



In 2019, we set out to overhaul our Corporate Social Responsibility work. We conducted research with more than 2,000 consumers and around 30 stakeholders, to understand what they thought made a business stand out as being responsible. It told us the companies who do it best are those who are in it for the long-haul, act on things that are relevant to their business purpose, and communicate transparently about the progress they're making. Equipped with this insight, the DWMP started on its way.

When we began the process of developing the plan, we knew we wanted it to reflect the perspectives, passion, and opinions of those we work closest with. The three-year plan we created was informed by input from hundreds of colleagues and more than 100 stakeholders.

Many months before launching externally, we shared the plan with colleagues, as it was vital that they understood it and their role in delivering it. Our colleagues drive this work, and its success relies in large part on their collective commitment and advocacy.

In July 2020, we took forward the commitment to create social and economic value with the external launch of the DWMP. It focused on doing what matters for customers, small businesses, colleagues, communities, and the environment – all aligning with TSB's purpose of Money Confidence. For everyone. Every day.

We linked the DWMP to our Primary Corporate Objectives (PCOs) – the annual plan to deliver our strategy – which means it's seen as a business priority, not a 'nice to do'. Indeed, by incorporating into the PCOs, we've ensured the delivery of the DWMP is now always linked to reward.

The Do What Matters Plan

Our 2021 achievements

Over the past two years, we've taken strong positions that mark us out from other banks, such as prompt payment of our suppliers and refunding innocent victims of fraud through the fraud refund guarantee. We're proud that the plan continues to underpin our purpose, as well as driving our contribution to society.

We've learned a lot since its inception. It's enabled us to connect the business to a wider purpose, bringing together the great work colleagues do, and creating a broader TSB story that both internal and external people can relate to. We've also challenged ourselves to understand where we can do more – and do better.

We've found our voice on the topics that matter to us – to our colleagues and customers – and have seen the impact we can have when we come together as a business, and work with others to drive change both internally and externally.

These achievements are documented in our most recent annual report and accounts. To read about them and more [click here](#).


Customers

 **98%**
of customers who were victims of fraud reimbursed

Money Confidence
CBI accredited training for all customer – facing staff



Cogo launched to help customers reduce carbon footprint





Businesses

Prompt Payment Code
97% of payments to small business paid in **seven days or less**

20,000 female entrepreneurs provided with access to events, role models and business support

Worked with **Be The Business** to help small business owners improve their business


Colleagues

 **41%**
of senior roles held by women*

New equal
parental leave policy for all parents

Level 3
Disability Confident Employer**




Communities

£100k+ raised for charity partners

1,500 colleagues **Hestia** trained so every branch is a Safe Space for victims of domestic abuse



9,000+ colleague hours volunteered, a third with Citizens Advice


Environment

 Launched TSB's first green lending product

Committed to Science Based Targets initiative & joined Net-Zero Banking Alliance

74% reduction in operational greenhouse gas emissions vs 2019



*Against industry average of 32%
**Validated by the Department for Work and Pensions

Doing even more



Two years into the programme, we've taken the time to reflect on the progress made and where we can go further.

So, we met with key people inside and outside TSB to explore the overall understanding of the impact we can have and to develop the next phase of goals and actions. From these sessions, we learned just how proud everyone at TSB was of the DWMP and of what we've achieved so far. And we heard we should shift up a gear to create an even simpler, more focused, and importantly joined-up approach, that enables TSB to achieve its ambition to contribute more widely to society.

Do What Matters 2025

Our plan

Introducing Do What Matters 2025

Our 2025 plan sets out more clearly the contribution we believe we can make to society. And it allows us to be bolder about the change we want to drive as a business.

The 2025 plan is built on demonstrating the essentials of responsible business – robust governance, transparent reporting, being a trusted employer, and adhering to regulatory requirements and voluntary codes of practice. This solid foundation lets us concentrate on a more focused set of key initiatives that reflect our role in society and, crucially, connect clearly to our purpose.

This refreshed approach builds on the best of our previous plan, reframing our ambitions under eight goals focused on social and financial inclusion, fair business practices, and supporting a just transition to a greener planet. Outlining these themes in this way provides the opportunity to demonstrate how we contribute to our customers, colleagues – and communities, and the stakeholders who influence them.

We've mapped the plan against the United Nations Sustainable Development Goals – a globally recognised framework that helps us focus and evidence the contribution we want to make.

Do what matters...

First, let's get the essentials right

- Practise good governance
- Meet all our obligations
- Be a trusted employer
- Engage with stakeholders and partner where possible
- Be transparent, share data and report

Let's do what's right for people

Customers

Nurture financial resilience and support for tough times

Colleagues

Continue building a representative workforce where colleagues can thrive

Communities

Work to improve money confidence in local communities

Suppliers

Promote fair business and shared values

Let's do better for the planet

Customers

Help customers play their part in tackling climate change

Colleagues

Empower workforce to improve sustainability

Communities

Support local activity to drive sustainability

Suppliers

Partner to drive sustainability through the supply chain

Let's get the essentials right

Let's get the essentials right

We want to make sure our DWM 2025 plan starts from a solid foundation of responsible business behaviours. The things everyone expects from a progressive business.

This includes: having robust governance, with accountability at a senior level in the business; being trusted by our employees to do the right thing; developing a plan with input from our stakeholders; and being transparent with our data and the progress we're making.

That's why we work in partnership with a range of expert organisations to make sure our actions meet independent standards and commitments. For a full breakdown of our responsible business policies, processes and signatories please visit our [Responsible Business Essentials page](#).



Let's get the essentials right

Practise good governance

While every colleague in TSB has a part to play in helping to achieve the ambitions of the DWMP, accountability for its delivery sits with senior leaders. Each of the DWMP goals has an executive sponsor who makes sure actions are delivered, reports back on progress to the Executive Committee on a quarterly basis, and is tasked with how we can continuously improve.

Meet all our obligations

As a retail bank, we must meet a range of regulatory commitments. In addition, we're also working to the highest standards – we're signatories of a range of voluntary standards such as the Good Business Charter and the United Nations Global Compact.

Do What Matters 2025 governance model

This governance structure is supported by issue-specific committees, such as Climate Risk and Vulnerable Customer Committees.



TSB Board

TSB Executive Committee
Quarterly Responsible Business Update

People working group

- Improve accessibility for customers and colleagues
- Building representative teams
- Driving intersectional progress

Planet working group

- Plan and deliver initiatives
- Measure impact
- Raise awareness



Be a trusted employer

Everyone in TSB plays an important role in delivering a brilliant service to our customers and building a successful business. Every year, we review how we reward our workforce to make sure it's fair, that there's a good balance of fixed and variable elements as well as benefits – allowing colleagues to choose what they value most – and there's a connection between reward and the performance of TSB, so it's sustainable.

We're committed to building a truly inclusive organisation that reflects the diversity of the customers and communities we serve. At TSB, we believe work is for everyone. That's why we're committed to fostering an inclusive culture which embraces difference, where everyone feels included, and where access to opportunities is equal. We've set ourselves challenging representation targets for gender, ethnicity, sexual orientation and ability, we're making good progress against those. Our colleague-led and inter-sectional inclusion networks help to shape and drive change and are central to our strategy.

Colleagues complete regular 'Your Say Matters' surveys to share their thoughts on what it's like working at TSB. These surveys give colleagues the opportunity to improve their day-to-day working experience. As with any business, we know we get some things right, but we also have room to improve. This insight helps us focus our efforts for maximum impact and understand whether we're having a positive impact on how colleagues feel about working at TSB. 79% of colleagues took part in our November 2021 survey, with an overall engagement indicator of 68% (up 12ppts in a year). Results also showed that 68% of our colleagues are proud to tell others they work for TSB.



Engage with our stakeholders

To achieve meaningful impact, it's vital we engage with a range of stakeholders. This helps us understand the challenges and opportunities, while creating advocacy for a shared sense of ambition.

Our colleague forum, The Link, is made up of people passionate about helping to shape the future of TSB and are from every corner of our business to reflect the diversity of our colleagues. Members take an active role in gathering feedback on a range of topics, to provide our executive team with a truly representative picture of what matters to colleagues. Colleagues also feed in perspectives through our inclusion networks – Gender, LGBTQ+, Ability and Ethnicity.

External perspectives help us make sure we're in tune with the outside world. We work with a range of partners and experts across our DWM 2025 plan. Examples of this include: working with the Small Business Commissioner on our work around prompt payment of suppliers; using the expertise of our domestic violence partner, Hestia, to develop our support for victims and survivors; and bringing in Microsoft to deliver a sustainability hackathon for colleagues.

*Colleague Pulse Survey April 2022

Transparent reporting and communication

Acting responsibly and demonstrating shared values is hugely important to our customers and colleagues. However, many people would like more information to help them choose brands based on their responsible business practices.

That's why we're honoured to display the Good Business Charter logo in our branches and on our website – clearly demonstrating our responsible business credentials.

We're proud to be the first and, so far, only retail bank accredited by the Good Business Charter



We understand it's important to share the progress we're making against the DWM 2025 plan, and to call out where we need to focus our efforts more. That's why we'll continue to include an update on responsible business in our annual report and accounts, such as the sustainability disclosures required to comply with recommendations set out by the Task Force on Climate-related Financial Disclosures (TCFD). And provide information through the DWM 2025 plan pages on TSB's website.

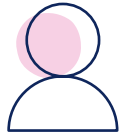
We have an ongoing commitment to the UN Global Compact corporate responsibility initiative, so we promise to align our operations and strategies with ten universally accepted principles on human rights, labour, environment and anti-corruption. And every year, we'll demonstrate the action we're taking in support of the UN Sustainable Development Goals. We've found our voice on the topics that matter to us – to our colleagues and customers – and have seen the impact we can have when we come together as a business, and work with others to drive change both internally and externally.

- [Good Business Charter](#)
- [UN Global Compact](#)
- [Annual report and accounts 2021](#)



Let's do what's right for people

Let's do what's right for people



Customers

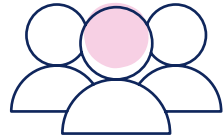
Goal

Nurture financial resilience and support for tough times

Aims

Help customers to improve their Money Confidence and protect them in times of financial difficulty

Make sure our services are easy to use



Colleagues

Goal

Continue building a representative workforce where colleagues can thrive

Aims

Continue to build and support a diverse workforce

Empower all colleagues to reach their full potential



Communities

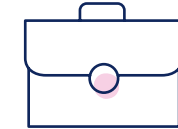
Goal

Work to improve money confidence in local communities

Aims

Share and apply our knowledge through community activities

Work in partnership with NGOs, business and government



Suppliers

Goal

Promote fair business and shared values

Aims

Lead by example on prompt payment

Support a diverse supply chain

Inspire money confidence to help tackle wider social issues

We're focused on delivering social good. For us, that means supporting financial and social inclusion, and encouraging fair business practice.



We've already taken a lead on tackling fraud, paying small suppliers promptly and protecting victims of domestic abuse. But we know there's more work to be done, especially against the backdrop of the cost-of-living crisis which is affecting so many across the country.

The actions we've committed to, under the people part of the plan, focus on the issues where we're best placed to make a difference, and which matter most to our customers, colleagues, suppliers and communities.

Financial inclusion

How we're strengthening financial inclusion

Financial inclusion is an integral part of our purpose, and we're focusing on what matters most to our customers and colleagues:

- Working locally with our communities to improve their Money Confidence and tackle wider social issues
- Refunding innocent victims of fraud through the TSB Fraud Refund Guarantee
- Supporting customers who are most vulnerable by tailoring our products and services

TSB has a long history of working with communities to help them thrive, but we want to have an even bigger impact in every local community we operate in by using our Money Confidence insight to deliver targeted community activities – and in turn, deliver on our purpose.

According to the Money Confidence Barometer published in July 2022, 31% of 18-24-year-olds have low-to-no Money Confidence.¹ We want to improve this by supporting young people in our communities as they take their first steps toward financial independence. As an example, we've created new community workshops focused on financial education and fraud awareness.

Ever-increasing cost-of-living pressures make financial education more important than ever. We want to play our part in tackling the issues associated with financial exclusion and removing social barriers within our communities. We'll work with charity partners to target our workshops towards the communities where they're needed most.

[Find out more here](#)



¹Published June 2021



As well as having delivered numerous TSB workshops in local communities, **Simon Peleszok** has led the redesign of TSB's Money Confidence workshops.

We want to help more people in our communities be money confident, which means stepping in to address some of the challenges they face. That's why we've developed three new Money Confidence workshops targeted at young people aged 14 and over.

We'll also be delivering fraud awareness workshops to adults and students. At TSB, we're in a unique position to use data from the fraud refund guarantee to shape educational content to keep our customers and communities safe."

Almost nine out of 10 adults say they have seen a rise in cost of living, ONS figures show

As the figures do not cover April, they do not include the fall-out from April's record rise in the energy price cap, increases in council tax, and the hike in National Insurance, giving an ominous signal for how the situation could deteriorate later in the year.

By Sharon Morris, news reporter

Monday 25 April 2022 10:20, UK



Providing Safe Spaces can be life changing for victims of domestic abuse

We're the first high-street bank to offer a Safe Space to victims of domestic abuse in all our branches. As part of the charity Hestia's Safe Space initiative, support is available in every TSB branch for anyone experiencing domestic abuse, regardless of whether they bank with us. We're also soon to launch Digital Safe Spaces – an online place for survivors to visit and seek support, no matter where they live. This is only the start of what we want to achieve. We're already seeing many people make use of this service, and we anticipate this will only increase with the cost-of-living pressures.



TSB Do What Matters: our 2025 plan

1 in 4
women will experience domestic abuse in their lifetimes*

1 in 6
men will experience domestic abuse in their lifetimes*



Businesses have a unique role in breaking the silence around domestic abuse. By providing a Safe Space in their banks, TSB will help us reach many more victims of domestic abuse, ensuring they get the specialist help and advice they need. We hope many more businesses will follow their lead."

Sue Harper, Head of Domestic Abuse Prevention at Hestia

*Hestia

Safe Spaces in practice

Recently, a branch colleague was approached by a customer in clear discomfort. He was immediately taken to a private room where he revealed that his wife had been abusing him physically, verbally and financially. He'd decided to leave the family home with his children, who were also being abused. The colleague, who is trained to help in this type of situation, put the customer at ease and talked through how TSB and partner charities could support. A new account was opened for the customer, so he could access his money. And to keep his location hidden, the account was opened with a special non-geographical sort code.

Melanie, the branch colleague who helped the customer, said:

"Even though we've all been through the Safe Space training, being able to implement this in a real-life scenario and seeing the significant impact it had on the customer made us proud to be part of TSB and the Safe Spaces initiative."

Going even further to support victims and survivors

Helping victims of domestic abuse is not just about providing a safe haven and signposting to support services.

It's clear more needs to be done to help survivors beyond the point of crisis. That's why we're working in partnership with Hestia, other non-governmental organisations (NGOs), businesses and local government to develop a programme of activity that delivers enduring and impactful solutions for our communities.

Research conducted by the charity, Surviving Economic Abuse, indicates that 95% of domestic abuse cases involve economic abuse. Victims are often left with long-lasting harm – with an average coerced banking debt of £4,607 and 83% with low financial knowledge and confidence.*



Damian Hinds, MP for East Hampshire, visits the Safe Space in TSB Alton branch

TSB Do What Matters: our 2025 plan

With the help of community impact experts, Business in the Community, we're focusing our programme on:

Intervening early

Use our insight to spot the early signs of abuse
.....
Train our staff so they're equipped to recognise and act on the signs of domestic abuse

Crisis support

Offer a safe space and help victims get the support they need from the right people
.....
Provide access to money and a bank account that is location agnostic

Building towards a future

Help to rebuild financial confidence through money management skills
.....
Show ways to repair and rebuild credit scores

*Surviving Economic Abuse Charity

Protecting customers from the impact of fraud

New industry figures highlight the ever-present threat of fraud – with UK victims losing £1.3 billion in 2021.¹ We fully understand the life-changing impact fraud can have on people's lives. In 2019, we launched the TSB Fraud Refund Guarantee (FRG), becoming the first bank to fully reimburse our customers who are innocent victims of fraud. We're proud to say that we refunded 98% of claims in 2021, compared to the banking sector average of 47%.

The FRG sets us apart from other banks and makes a vital contribution to improving Money Confidence and protecting our customers in times of financial difficulty.



While we're proud to be the first bank to introduce such a guarantee, we don't want to be the only one. We're strongly advocating for other banks to follow our lead and improve their refund rates and be more transparent with their customers.

So in April 2022, TSB launched the 'Tackling Fraud Together' report, which sets out our position on fraud and highlights the next steps we believe are needed to fight the fraud epidemic. We'll continue to champion for this cause to drive better and more consistent accountability across businesses and government.

[Tackling Fraud Together Report](#)



David Bale is a TSB customer who was protected by our fraud refund guarantee:

When I realised I had been scammed, my self-confidence was completely destroyed. I was extremely fortunate that my bank, TSB, turned this awful experience into a positive one."



We know that fraud can happen to anyone – and that it ruins people's lives when it does. At TSB, we're clear that the only people responsible for fraud are the fraudsters. That's why we put in place our FRG.

Banks have a clear responsibility to help protect their customers' money. But fraud doesn't begin and end with banks – and action by banks alone won't stop it. Co-ordinated action across sectors is needed and that will mean government, regulators and business all adopting a much more collaborative approach."

Paul Davis, Director of Fraud



¹UK Finance

Leading the way in supporting our vulnerable customers

We're the first bank in the UK to be recognised by the British Standards Institution (BSI) for our work to identify, respond to and support vulnerable customers. We received a Mark of Trust for Inclusive Access Provision, which demonstrates how TSB continues to do what matters when it's needed most, going over and above to support vulnerable customers and give them more Money Confidence at every opportunity.



People, through their life, or just for a short time, may need us to work with them differently. This could be because of their physical or mental wellbeing, difficulty understanding and managing money or because of a life event. We work hard to identify such situations and in turn tailor the support we can offer customers.

We're seeing some areas of vulnerability becoming more prevalent in our society. So, it's important we focus our energy on understanding these issues more deeply and find ways to help. Right now, we're working on how we can go further to help victims and survivors of domestic and economic abuse, and support customers who are experiencing a problem with gambling."

Mandy Wilcox is a Senior Manager in our Vulnerable Customer team

Social inclusion

We want TSB to be a truly inclusive organisation for customers, colleagues and partners. Everyone should feel able to be themselves no matter how they interact with us. Our focus in the DWM 2025 plan includes:

- Continuing to build a representative workforce where colleagues can thrive
- Empowering colleagues to reach their full potential through inclusive leadership, policy and processes
- Supporting a diverse and inclusive supply chain

At TSB, we believe work is for everyone, that's why we're committed to fostering an inclusive culture which embraces difference, where everyone feels included, and where access to opportunities is equal. As part of our DWMP, we set clear and ambitious representation targets in 2021 and we're able to demonstrate some strong progress against those.

A diverse workforce is also an important driver of innovation, and diversity enables us to solve problems that support all our customers to have Money Confidence.

Inclusive leadership is key to driving a workplace where people feel completely themselves

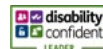
To help leaders to become more inclusive, we've embedded inclusive behaviours into our leadership curriculum. We encourage leaders to engage with the topics of inclusion and wellbeing, by providing regular communications on the subjects and opportunities to get involved. And we require all managers to complete relevant TSB Manager training to increase awareness of impact of bias to drive diverse hiring decisions.

Top 50

Times Top 50 employer for women 2022



We're a Disability Confident Leader (Department of Work and Pensions)



Top 100

Stonewall's Top 100 employers for LGBTQ+ colleagues and we're recognised as a Gold Standard Employer



It really matters to me that TSB is a place where we can all be ourselves, where we care passionately about our customers, and where everyone knows their individual experiences and perspectives are valued. To help us with our ambition of creating a truly inclusive workplace, we've set targets to increase the diversity of our teams.

We know we aren't where we need to be right now, and targets provide a useful tool to measure progress. I'm proud of the progress we're making, but there's more to do. Ultimately our strategy is shaped by listening to colleagues and addressing the processes, habits and behaviours which get in the way of them feeling they belong, or able to speak with equal voice."

Liz Ashford, Human Resources Director

Continue to build a representative workforce where colleagues can thrive

Driving diversity at all levels

Supporting diversity alone isn't enough. We know to reap the benefits a diverse workforce offers, diversity needs to be seen at all levels in the business.

We're performing well on senior female representation, and we've made good progress on senior and workforce-wide minority ethnic representation since introducing targets in 2021. This year, we were pleased to publish our ethnicity pay gap which we were only able to do as colleagues felt comfortable to share their personal data with us.

However, we recognise we haven't progressed sufficiently in Black representation at TSB. Today, the proportion of our colleagues in senior roles who are Black or Black mixed-heritage is below our current target of 3%. So, we've launched a targeted Black talent plan to drive progress in 2022 and beyond. This includes:

- The Ignite Programme, a new 12-month programme open to all Black and Black mixed-heritage colleagues designed to support with their personal, professional and career development
- This summer we welcomed the first cohort of interns to TSB as part of a national programme involving more than 700 firms to place 10,000 Black interns over the next five years

Workforce representation	TSB 2025 goal	Current (end June 2022)
Targets across TSB		
Black, Asian and minority ethnic representation	14%	12.5%
Black representation	3%	1.8%
Colleagues who disclose a disability	>19%	>23%
Colleagues who identify as LGBT+	>3%	6%
Targets for senior leadership (grade F+)		
Female representation	At least 40%	42%
Black, Asian and minority ethnic representation	At least 10%	10%
Black representation	3%	1.1%



I'm so grateful to have been given the opportunity to be a part of this internship with TSB. I've met great people within the company who've given me amazing advice on career progression, and how to make the most of my time with TSB. I'm participating in a range of different projects, not only with my fellow interns, but also within my department in HR Recruitment. I want to make the most of this opportunity, and I'm hopeful that it will give me more clarity in regard to my future career, as well as the chance to learn and better myself as an individual and in the workplace."

Rachel Acheampong, HR intern (Black Intern Programme)

Gender neutral policies

Over the past few years, we've worked hard to make all our policies gender neutral. Earlier this year, we introduced our new parental policy giving all parents, regardless of gender, equal leave with their child. This makes us one of the first major employers in financial services to offer inclusive leave. Offering this to our employees helps us to promote gender equality by breaking down the barriers women face when becoming a parent. We want to give all parents the freedom to choose how they wish to support their children's lives. The imbalance of labour in the home can be a driver of low pay, have an impact on the types of roles women go for, and can restrict career progression. We want to reduce the pressure on women as primary caregivers and give men the freedom to take a bigger role in their children's lives.

Colleague-led change

We believe that everyone, irrespective of their background, should be able to achieve their full potential. Colleague-led diversity networks create the space for employees to discuss the matters surrounding diversity and inclusion they believe we should act on. At TSB, we take a broad approach to diversity and inclusion, with four intersectional inclusion networks focusing on promoting better gender balance, ethnicity, LGBTQ+, and disability inclusion.



It's been amazing to have such a good amount of time off as I've had the chance to really bond with our baby girl and create special memories that I might not have had otherwise. My wife has also really appreciated the opportunity to have me around to support.

It's very important today to have equal opportunities for parental leave. Looking after a baby is a full-time job, so it allows couples to plan properly for having, or adopting, children and freeing up so many new possibilities for primary and co-parents. It's reassuring to see TSB align their HR policies to recognise equal opportunities and better inclusion."

Connor Tinch, HR Operations, who has just returned from parental leave



A focus on social mobility

Social mobility – the link between a person's occupation or income and the occupation or income of their parents – is a recognised issue across the banking industry and the UK has one of the poorest rates of difference in the developed world. We've been working hard to improve access and entry to TSB, but there's also opportunity for us to provide better support to existing employees, as social mobility is not just about who gets in, it's also about who gets on.

In 2021, we aimed to be recognised in the Social Mobility Foundation Index, but despite an improved ranking, we didn't achieve the top 75. We know that we attract colleagues from a range of socio-economic backgrounds, and a wide range of backgrounds is represented across our Executive Committee. We're continuing to gather information from our colleagues to better understand the challenges, and we're exploring what we can do to help focus and drive activity in this area to improve results and achieve our ambitions.



We're very proud to have been highly commended for our Diversity and Inclusion (D&I) strategy in the Marketing Campaign of the Year category at The British Diversity Awards. It's been fantastic to see the awareness we can raise of these important topics through events like Pride of Britain awards, which we sponsor.

As an established brand, we must use the channels available to us build strong diversity and inclusion representation across communications to our customers. This includes featuring LGBTQ+ inclusive couples in our advertising, or publishing stories from colleagues to encourage everyone to be their authentic selves in the workplace. Having the confidence to be yourself is a Life Made More."

Emma Springham is our Chief Marketing Officer and co-chair of our Diversity and Inclusion network



Fair business practices

How we're driving fair business practices

It's important to us that we treat each business we work with, whether big or small, fairly and with respect, while supporting them to grow and develop. This requires us to:

- Champion best practice and encourage others to do the same
- Create and invest in solutions to help those we work with reach their full potential

Champion best practice and to encourage others to do the same

We recently launched our [Responsible Supplier Charter](#), which outlines our commitments in the areas of ethical business conduct, supply chain, environmental sustainability, human rights and diversity and inclusion. It also shows the expectations that we have of our suppliers in these areas.

Doing what matters for our suppliers means treating them fairly and consistently to help them survive and thrive. In 2020, we became a signatory of the Prompt Payment Code, which requires signatories to pay 95% of invoices within a maximum of 60 days.

In response to the economic challenges faced by small businesses due to the Covid-19 pandemic, we took a step further and voluntarily committed to pay our small suppliers in less than 10 days – a commitment documented in our Responsible Supplier Charter. We even exceeded our own ambitious targets in 2021, paying 97% of small and medium suppliers within seven days. Paying our suppliers promptly plays a positive role in ensuring cash flow to help SMEs (small businesses) survive and thrive.

We're proud of this achievement, as we know that late payments can have a significant impact on our suppliers, with wide-reaching knock-on effects.

SMEs in the UK are owed on average over £6,000 in late payments*

And the Federation of Small Businesses recently reported a rise in delayed payment of invoices over the past three months, meaning over 400,000 SMEs could be forced to close in 2022*



Staffords supply office equipment and repair services to TSB. They shared the impact late payments can have on their business:

In the past, we've been adversely affected by late payments. Some organisations regularly use the excuse of "end of year financial accounts" processes for delaying payments and we've had to resort to temporarily increase our banking facility to cover the shortfall.

The other knock-on effect is that we have to delay payments to our own suppliers. If we encounter customers who consistently delay payments, we also attempt to cover the financial burden by increasing our prices. Ultimately, late payments subdue wages, staff benefits and the ability to grow the business."

Peter Stafford



*The Federation of Small Businesses study, 2022

Our partnership with BankiFi

We're always working to provide businesses with the support they need, which is why we recently partnered with BankiFi to launch Revenu, an app exclusive to TSB that will allow small businesses to get paid faster and to better manage their finances.

It gives our customers the opportunity to take advantage of the request to pay app, taking away some of the burden of getting paid on time and giving them more time to spend doing what they really love, which is running their business.



Given that small businesses tell us that they spend as much as one day a week chasing overdue invoices and delayed payments, technology and apps that help them get their invoices out, and payments in, quickly, is very welcome. Small businesses need to be sure about when they will get paid. Without that certainty they can't plan, invest, and grow. I hope this will be another step along the way to getting rid of the late payment culture that's dogged the UK for decades."

Liz Barclay, Small Business Commissioner



Create and invest in solutions to help those we work with to reach their full potential

We won't always have all the answers to help our customers within our own business, which is why it's important to invest in, and support, smaller businesses, particularly those in the FinTech industry. We work with Financial Institutions as part of Accelerator programmes, where we provide start-ups with access to investors, mentorship and other support. In 2020 we launched our first Innovation Lab and we're working with FinTech Scotland to launch our next Lab in summer 2022.

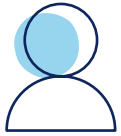
This year's Innovation Lab invites FinTech SMEs to help solve TSB customer and business challenges. The Labs programme is made up of five phases across a six-month period where small FinTechs are challenged to tackle one of three key themes:

1. Helping SMEs run and grow their business.
2. Helping customers deal with the challenge of the cost-of-living crisis.
3. Technology solutions to improve customer and SME engagement on sustainability and climate change.

Not only will the programme help to support small businesses, it also has the potential to help our customers with Money Confidence and sustainability.

Let's do better for the planet

Let's do better for the planet

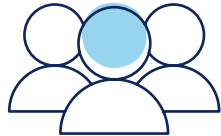


Customers

Goal
Help customers play their part in tackling climate change

Aims
Help customers understand and reduce their environmental impact

Provide ways to finance energy-efficient purchases and improvements



Colleagues

Goal
Empower workforce to improve sustainability

Aims
Help colleagues adopt sustainable habits

Improve energy efficiency and decarbonise our buildings



Communities

Goal
Support local activity to drive sustainability

Aims
Support community volunteers to look after the environment

Champion projects that support biodiversity and wider society goals



Suppliers

Goal
Partner to drive sustainability through the supply chain

Aims
Build a sustainable supply chain

Collaborate to understand and reduce our environmental impact, and help smaller suppliers do the same

Our role in delivering a just transition

Doing what matters for the planet is an increasingly important consideration for customers, colleagues, and other stakeholders we work with, including regulators.



Our strategy focuses on reducing our impact on the environment, meeting the highest international standards, and supporting our customers, colleagues, and those we work with to make sustainable decisions.

As we learn more about our role in supporting a just transition to a green economy, we've realised how integral sustainability is to every part of our business. That's why planet is a central feature of our plan. And why we've kept it as simple as possible to make it accessible to all. We're pleased with what we've achieved so far, but we know there's still so much to do. We're continuously looking for ways to improve and working with others to expand our thinking.

Our ambition over the next three years is to:

- Help customers play their part in tackling climate change
- Empower our workforce to improve sustainability
- Support local community activity to drive sustainability
- Partner to drive sustainability through the supply chain

The climate change challenge is far too great to be acted on alone. That's why we've joined the Net-Zero Banking Alliance, an industry-led, UN-convened alliance of banks worldwide, committed to aligning their lending and investment portfolios with the goals of the UN Paris Agreement by 2050, or sooner.

Our pathway to net zero

▶ 2019–2021 ▶ 2022 ▶ 2023–2030

1 Committed to the Science Based Targets initiative (SBTi) and the Net-Zero Banking Alliance (NZBA). Committed to be operationally net zero by 2030.

2 In 2019 we focused on understanding our emissions and by 2021 achieved:

100% renewable energy across estate	74% reduction in operational emissions vs 2019	84% of all waste recycled
59% reduction in paper consumption vs 2019	90% reduction in business travel emissions vs 2019*	78% reduction in water consumption since 2019*

3 Support and invest in high quality nature-based solutions to support biodiversity and sustainable communities in the UK and overseas as part of our offsetting strategy.

55,835 trees planted	43 hectares of ecosystem restored
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1 We continue to set stretching targets and have committed to formalise these through publicly recognised Science Based Targets (SBTs) and look beyond our own operations:

- Science Based Targets**
Committed to set SBTs by end of 2022
- Energy efficiency**
Launching an energy optimisation programme
Installing LED lighting
- Waste**
Achieve a 90% recycling rate across all waste streams
- Paper consumption**
Target of 65% reduction vs 2019
- Business travel**
Maintain emissions below 50% of our business travel emissions in 2019

2 Expand Scope 3 emissions coverage to include supply chain, homeworking, commuting, and financed emissions, which will require us to influence others, and drive behaviour change through:

- Mobilising employees
- Developing green customer propositions
- Supplier engagement

3 Continue to work with partners to deliver high-quality nature-based solutions.

We still have a way to go, but we're preparing for the challenges ahead:

- Refreshing our net zero strategy aligned to SBTs
- Removing gas from our estate
- Ensuring workplace pension aligns to net-zero ambitions
- Reducing Scope 3 emissions
- Diversifying the types of nature-based solution projects we invest in
- Exploring becoming a net-positive business in the future

2030 and beyond

Ongoing annual reporting cycle – transparent disclosures of our carbon footprint, net zero targets and transition plans

Pathway to net zero 2030

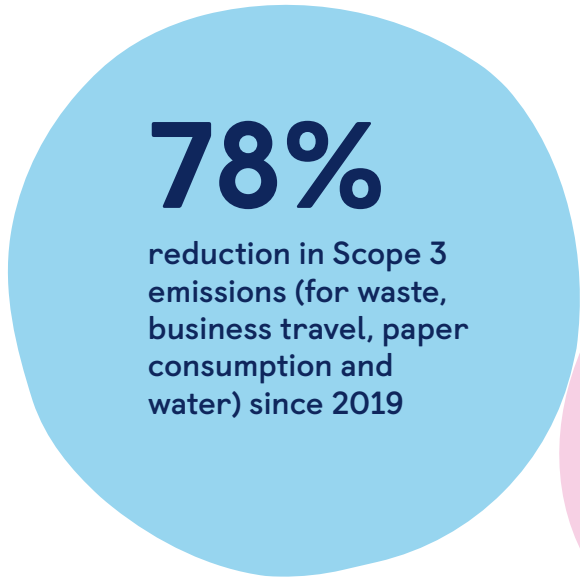
In January 2021, we set out our plan to reduce TSB's operational emissions – heating, cooling and power required to run our estate – to net zero by the end of 2030.

We're focused on optimising the energy we use and helping to educate our employees on how they can support this ambition through targeted training.

Committed to science-based targets

Looking to the future, in January 2021 we also committed to the Science Based Targets¹ initiative (SBTi), which requires us to set emissions reduction targets in line with the UN Paris Agreement. Determining these targets by the end of 2022, and setting out plans to achieve them, will be a significant step towards achieving our planet ambitions associated with our lending portfolio.

Setting and delivering against science-based targets enables us to reduce our emissions further. And it means we'll expand on our Scope 3 disclosures and targets to include supply chain, commuting and homeworking, and financed emissions.



We're becoming more sustainable in the way we maintain our properties

We've eliminated the use of harmful cleaning chemicals in our office estate, reusing furniture, and removing printers from our offices to encourage less paper use. We've also installed LED lighting across our properties to reduce energy consumption.

In 2019, we recycled 84% of all waste. We currently divert 99% of our waste from landfill and have set a target to achieve a 90% recycling rate in 2022. We work closely with waste and resource management specialists, including N2S and GoGreen Solutions, who reuse and recycle IT equipment and furniture.

Recycling targets



Paper targets



We've also set a target of 65% paper reduction compared to 2019. In 2021, the target was to achieve 25% reduction vs 2019 baseline, but we surpassed this and achieved 59%. This includes both office and branch paper use as well as marketing, print and mail. We're moving away from paper-based communications with our customers, where feasible, and working with our suppliers to review digitisation of processes.

Full list of emissions breakdown can be found in our: [2021 ARA](#)

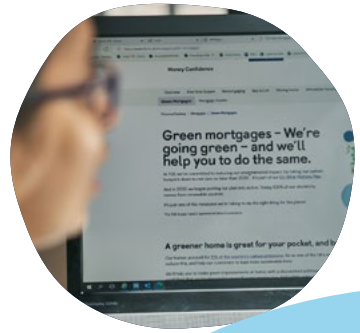
¹SBTs = emissions reductions and net-zero targets developed in line with climate science

Help customers play their part in tackling climate change

We recognise our responsibility in enabling our customers to make sustainable choices. So, in June 2021, we launched our Green Additional Borrowing Mortgage product – offering cheaper borrowing rates to encourage our customers to improve the energy efficiency of their homes to reduce costs and emissions. This aligns with the industry-backed Green Home Finance Principles, established by the Green Finance Institute. We know our customers want us to support them to make sustainable choices. That's why we're continuously exploring ways to make it easier for them through activities like our Innovation Labs with FinTech Scotland. [See page 30 for more information.](#)

We partnered with Eforests, who plant a tree whenever a customer moves home with a TSB mortgage. So far, they've planted more than 45,928 trees across England, Scotland and Wales at local nature reserves and community-run woodlands on our behalf to support biodiversity in the UK. And in December 2021, TSB launched a new partnership with Cogo so that customers can now monitor and reduce their carbon footprint.

This is a start, but there's much more we need to do. Over the coming months and years, we're committed to strengthening our green customer propositions.



60%
of TSB customers said it's either very or quite important for TSB to help customers reduce their carbon emissions*

“Innovation and transparency will be essential for scaling-up the green mortgage market and accelerating the decarbonisation of UK homes. The launch of TSB's Green Additional Borrowing mortgages is a welcome contribution to creating a thriving market for green mortgages in the UK.”

Dr Rhian-Mari Thomas OBE is the Chief Executive of the Green Finance Institute

“I decided to improve my home and contacted TSB to borrow some money to complete the work. We'd looked at moving to a bigger, and more expensive house, but with the cost of living going up it made more sense to us to stay put and renovate the house we already have.

Part of the loan has paid for making my home more energy efficient and saving me money on my energy bills – something that's important to me. And as it qualified as a green home improvement loan, I'm paying less for the money I've borrowed too.”

**James Sargeant,
TSB mortgage customer**

*TSB Bank NPS Survey, April 2021

Empowering business customers

We're helping our 140,000 business banking customers, the majority of which are small businesses, to be more sustainable. Earlier this year, we unveiled Plan it with Purpose, in collaboration with Enterprise Nation and Aviva, to get behind the national effort to help 20,000 businesses implement sustainable best practice.

The programme has been designed to support small and medium businesses and business owners by increasing their understanding of environmental and social issues in the UK. It showcases relatable role models, builds sustainable ventures, and encourages change through tailored resources, action plans and recommendations.

As part of the programme, we've launched the Sustainable Small Business Awards. According to the British Business Bank, SMEs are responsible for a third of all UK greenhouse gas emissions, but research as part of the Plan it with Purpose initiative found most want to make a change. Small businesses can enter across five award categories:

-
- Sustainable Business Transition Award**
-
- Sustainability Changemaker Award**
-
- Sustainable Start-Up Award**
-
- Sustainable Next Generation Business Award**
-
- Sustainable Business of the Year**



This is a really great initiative and something I'm pleased to see TSB being involved in. I think the more focus we can give to this agenda, the greater the exposure it will get and the more prominent it will be in the thoughts and minds of our business customers as well as TSB colleagues. I think it's commendable to champion those businesses that place sustainability at the heart of what they do and reward them for the differences they're making in this area."

Tom Gawne is a Business Banking Relationship Manager, and is a member of our Green Team

Empower workforce to improve sustainability

To succeed in reaching our goals, everyone at TSB has a key part to play. Our focus with our colleagues is centred around building climate confidence and creating opportunities to develop sustainable knowledge and skills so that they can build sustainability into their day-to-day decision making.



Building climate confidence

Last November, we launched an environment e-learning module for colleagues to learn more about sustainability, the actions that TSB are taking, and the role that they can play in helping us reach our net zero ambitions.

We also recognise that certain roles require specific training, which is why we're continually enhancing our training offer. This year, we're delivering targeted training on climate risk to relevant colleagues.

Colleague-led green activists

Last year, to mark World Earth Day, we launched our colleague-led TSB Green Team, which now has over 400 members. This active group has a vital role in helping to build a climate-confident workforce. They challenge TSB to do more, encourage people to debate the thorny issues related to climate change, and share tips for making small changes to our everyday lives, in and out of the workplace. Our ambition is to continue to grow this group and encourage people to take part.

Sustainable choices at work

To help colleagues reduce their environmental impact, we continue to build more sustainable choices into the way they work with us. This year, we're reviewing our approach to sustainable travel to address our commuting and homeworking emissions. We've got a target to achieve a fully electric car fleet by 2026 (currently 71%) – and now colleagues can only order EV company cars.

We're also looking at our Workplace Defined Contribution Pensions to show we're committed to full transparency on our impacts. We want to make sure our colleagues are aware of the power of their pension pots and how they can choose more sustainably focused funds.



Taking sustainable action has been a personal passion for a long time and, at the start of 2022, I took steps to make it part of my career too. The green agenda has ramped up at TSB over the past few years and I realised there could be an opportunity for me to get more involved. A fantastic opportunity was created where I could bring my financial services legal and regulatory experience and apply it to the fast-developing area of environmental and social governance law and regulation. I'm so proud that TSB has supported my development in this way."

Kirstie Ross is a Senior lawyer at TSB, and a member of our Green Team

Support local community activity to drive sustainability

One of the ways we're helping make our communities sustainable is by supporting high-quality nature-based solutions.



Nature-based solutions are actions to protect, sustainably manage and restore natural and modified ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits.”

International Union for Conservation of Nature



Working in partnership

We partner with Forest Carbon to support nature-based solutions in the UK to protect, manage and restore ecosystems. Forest Carbon have built strong partnerships with landowners, companies and individuals, enabling private sector investment to fund the planting of over 12 million trees, mostly in the UK.

Forest Carbon support the message that “there is no clear path to deliver climate mitigation without investing in nature” and have stringent protocols in place to make sure the projects made available through them meet international and national standards. Their work to support land managers ensures that they, and the surrounding community, experience the benefit.

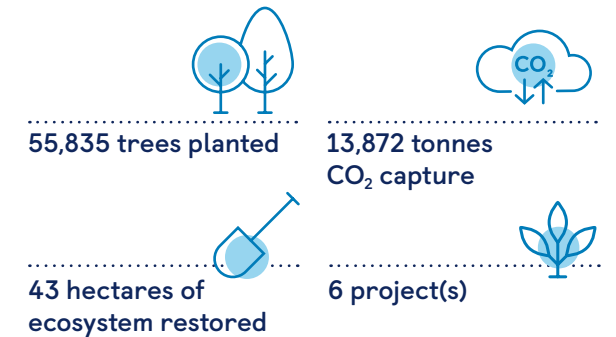
Colleagues can play their part

Through these projects, which are accredited by the Woodland Carbon Code, colleagues can visit the sites where trees, paid for by TSB, are planted, to learn about the importance of healthy ecosystems, biodiversity, and the role these play in addressing the impacts of climate change.

In the UK, this includes supporting two forestry projects in South Lanarkshire, around 30 miles from our Edinburgh head office, as well as projects in Sunderland and Bedford.

And further from home, one of the projects TSB is supporting is Forest Carbon's ArBolivia agroforestry project in Bolivia. The project is quality assured under the Gold Standard, one of the world's leading independent carbon and climate change project certification standards.

Through the partnership with TSB, Forest Carbon achieved the following:





I really didn't know what to expect when I signed up to a Forest Carbon site visit but what can I say apart from it was brilliant! From a business perspective being able to touch and feel the impact of our DWMP environmental commitment was invaluable. We all read articles and review the strategy launches around the environment and desire to improving it but being able to see first-hand what we are doing really hit home. I have shared my experience with colleagues, friends and family. Thank you for the opportunity, TSB."

Raj Panesar is a Business Performance Manager, and a member of our Green Team. Raj recently took part in an educational site visit with Forest Carbon



Partner to drive sustainability through the supply chain

Measuring and reducing our Scope 3 emissions, including those arising from our supply chain, requires us to look at further strengthening our supplier partnerships and identifying more collaborative opportunities to innovate.

Setting clear expectations

As part of our Responsible Supplier Charter, we lay out what we expect of the suppliers we work with. We ask suppliers to:

- Abide by all valid local, national and international legislation and regulation relating to protecting the environment
- Carry out their business activities with respect for the environment, set challenging carbon reduction targets and measure, manage and report on their environmental performance
- Make sure climate change is embedded in their strategy so that all related risks are appropriately managed
- Collaborate with us to help reduce our environmental impact and reach our net-zero goal by 2030, including measuring and sharing emissions data related to the goods and services we procure

In return, we commit to our own set of actions, to proactively manage and reduce the impact we make on the environment.



Collaborating for joint success – spotlight on ISS

ISS provide TSB with facilities management and have played a huge role in helping us shape, implement and manage key aspects of our net-zero strategy. ISS provide expertise on how we can lower our impact on the environment. They help us implement robust waste processes, provide sustainable catering options, and run our offices in the most energy-efficient way.

We're currently working with them to deliver an energy optimisation programme, which will include a team of energy managers who'll monitor our consumption and work with us to reduce it. This is vital for us to meet our net-zero commitment by 2030."

Charlotte Warren,
Property Operations at TSB



Keeping up the momentum

The DWM 2025 plan is dynamic by design. We've shaped it so there is room to continuously improve and to make sure it remains relevant, reflecting the changing needs of society.

Each year in our annual report and accounts, we'll report on the plan and how we're measuring up against our promises, calling out where we need to do more. And we'll provide information through the [DWM 2025 plan](#) pages on TSB's website.

TSB colleagues, and our partners and stakeholders, have been integral to the success of the DWMP to date. Their insight and experience have helped us create something that is relatable and meaningful for our customers, colleagues, and communities. We'll continue to tap into this invaluable resource and consult with them on any changes to the plan before we make them.

Appendix

Appendix A: Do What Matters 2025: People

		Goals	Aims	2022-23 Actions	Metric
People	Customers	Nurture financial resilience and support for tough times	<p>Help customers to improve their Money Confidence and protect them in times of financial difficulty</p> <p>Make sure our services are easy to use</p>	<p>Money Confidence education and support</p> <p>Refund innocent victims of fraud</p> <p>Support businesses to get paid quickly</p> <p>Continue to improve services to support vulnerable customers</p>	<p>What we will achieve:</p> <ul style="list-style-type: none"> Refund rate of over 95% for customer fraud claims BSI requirements for Inclusive Access Provision (Mark of Trust) <p>What we will track:</p> <ul style="list-style-type: none"> How our Money Confidence pop-ups are being used % take up of Revenue
	Colleagues	Continue building a representative workforce where colleagues can thrive	<p>Continue to build and support a diverse workforce</p> <p>Empower colleagues to reach their full potential</p>	<p>Career Confidence programme</p> <p>Deliver Black representation plan</p> <p>Drive inclusive leadership</p> <p>Build on inclusive policies</p> <p>Develop intersectional inclusion network</p>	<p>What we will achieve:</p> <ul style="list-style-type: none"> Females at Grade F+ 40% or greater BAME colleagues at Grade F+ 10% or greater Black colleagues at all levels 3% or greater <p>What we will track:</p> <ul style="list-style-type: none"> TSB Manager module 1 completion Survey question responses on: <ul style="list-style-type: none"> Inclusive culture Speak up Diversity of thought
	Suppliers	Promote fair business and shared values	<p>Lead by example on prompt payment</p> <p>Support a diverse supply chain</p>	<p>Continue to be a signatory of Prompt Payment Code</p> <p>Focus on paying small suppliers quickly</p> <p>Develop suppliers programme to support a diverse and inclusive supply chain</p>	<p>What we will achieve:</p> <ul style="list-style-type: none"> Adherence to Prompt Payment Code Over 95% small suppliers paid in under 10 days <p>What we will track:</p> <ul style="list-style-type: none"> Development of supply chain D&I programme 2023
	Communities	Work to improve Money Confidence in local communities	<p>Share and apply our knowledge through community activities</p> <p>Work with NGOs, business and government</p>	<p>Financial education for young adults</p> <p>Citizens Advice volunteer programme</p> <p>Develop community impact programme focused on domestic abuse</p>	<p>What we will track:</p> <ul style="list-style-type: none"> Citizens Advice partnership programme metrics <ul style="list-style-type: none"> Customer events delivered Colleague evaluation feedback Development of domestic abuse programme Number of Money Confidence workshops delivered % of colleagues volunteering Number of non-geographical sort code accounts and removal of joint account parties

Appendix B: Do What Matters 2025: Planet

		Goals	Aims	2022-23 Actions	Metric
Planet	Customers	Help customers play their part in tackling climate change	<p>Provide ways to finance energy-efficient purchases and improvements</p> <p>Help customers understand and reduce their environmental impact</p>	<p>Green loan product development</p> <p>Launch green additional borrowing via brokers</p> <p>Engage customers in the Cogo app to help them understand their carbon footprint</p> <p>Deliver Plan it with Purpose partnership programme</p>	<p>What we will achieve:</p> <ul style="list-style-type: none"> • Help 20,000 businesses to implement sustainable best practice <p>What we will track:</p> <ul style="list-style-type: none"> • % share of new build and green further advances • % take up of Cogo
	Colleagues	Empower workforce to improve sustainability	<p>Improve energy efficiency and decarbonise our buildings</p> <p>Help colleagues adopt sustainable habits</p>	<p>Implement energy efficiency projects to reduce consumption</p> <p>Ensure facilities provided to support sustainable commuting for employees</p> <p>Review Green Reward & Benefits Plan</p> <p>Deliver Green Learning Plan</p> <p>Develop and grow engaging green colleague network</p> <p>Increase environmental volunteering</p>	<p>What we will achieve:</p> <ul style="list-style-type: none"> • Net zero operational emissions by 2030 • Set Science Based Targets with the SBTi • 90% recycling rate • 65% paper reduction • Maintain emissions below 50% of our business travel emissions in 2019 <p>What we will track:</p> <ul style="list-style-type: none"> • Energy consumption reduction • No. of colleagues actively involved in Green Team colleague network • No. of colleagues completed environmental learning • % full EVs in company car fleet
	Suppliers	Encourage sustainable business practice	<p>Build a sustainable supply chain</p> <p>Collaborate to understand and reduce our environmental impact, and help smaller suppliers do the same</p>	<p>Benchmark suppliers against sustainability criteria</p> <p>Embed sustainability into Supplier Relationship Manager governance</p> <p>Deliver supplier upskill & communications plan</p>	<p>What we will track:</p> <ul style="list-style-type: none"> • No. of new and existing critical and standard suppliers reviewed for sustainability credentials (due diligence) • No. of sustainability related initiatives identified and in delivery with supply chain
	Communities	Support local activity to drive sustainability	<p>Support community volunteers to look after the environment</p> <p>Champion projects that support biodiversity and wider society goals</p>	<p>Support colleagues to take part in local environmental activities</p> <p>Continue partnerships with Forest Carbon and Eforests</p>	<p>What we will track:</p> <ul style="list-style-type: none"> • No. of volunteering hours used for environmental initiatives • No. of trees planted to offset the carbon impact of house moves



We have a small, but passionate, responsible business team. Together, they drive the collaboration needed to deliver the great work happening across the business, that makes up the Do What Matters 2025 plan. They're a friendly bunch, so if you want to find out more, get in touch.



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