

Report to Society

2024





We're Aldermore, the award-winning, specialist bank helping over 800,000 customers to achieve more.

We're here to support people and businesses with our range of mortgages, savings accounts, and motor and business finance solutions.

Our purpose is to back more people to go for it, in life and business, and this extends beyond just the products and services we offer.

In this, our *Report to Society*, we share examples of how our core business activities contribute intentionally to four identified societal challenges, while also generating commercial value. The report does not provide an exhaustive view of all our activities, instead offering highlights from our most recent full, financial reporting year.

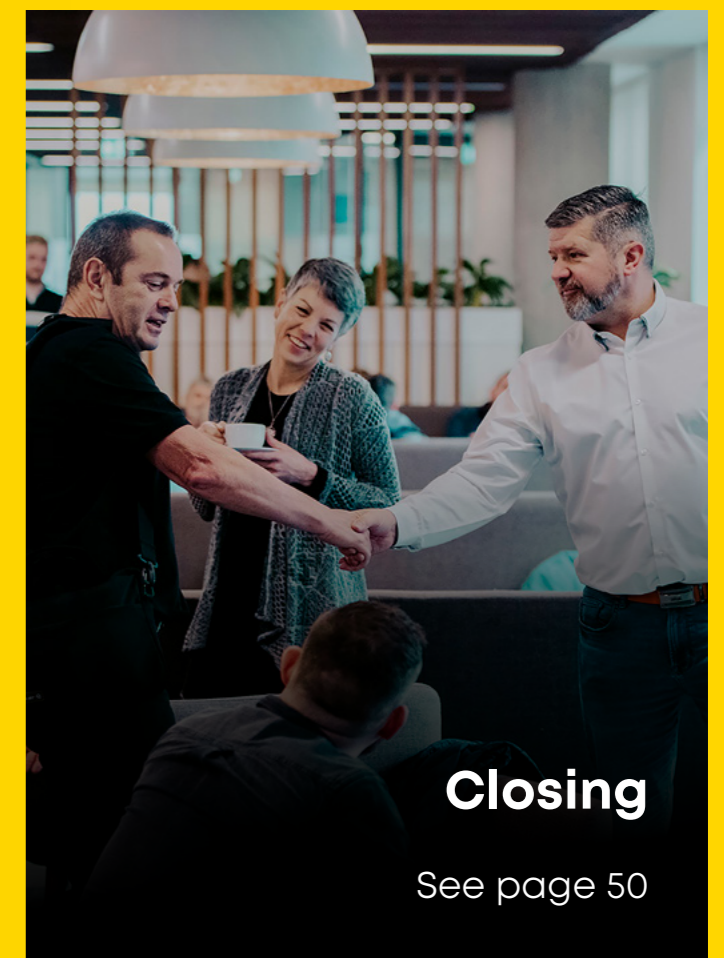
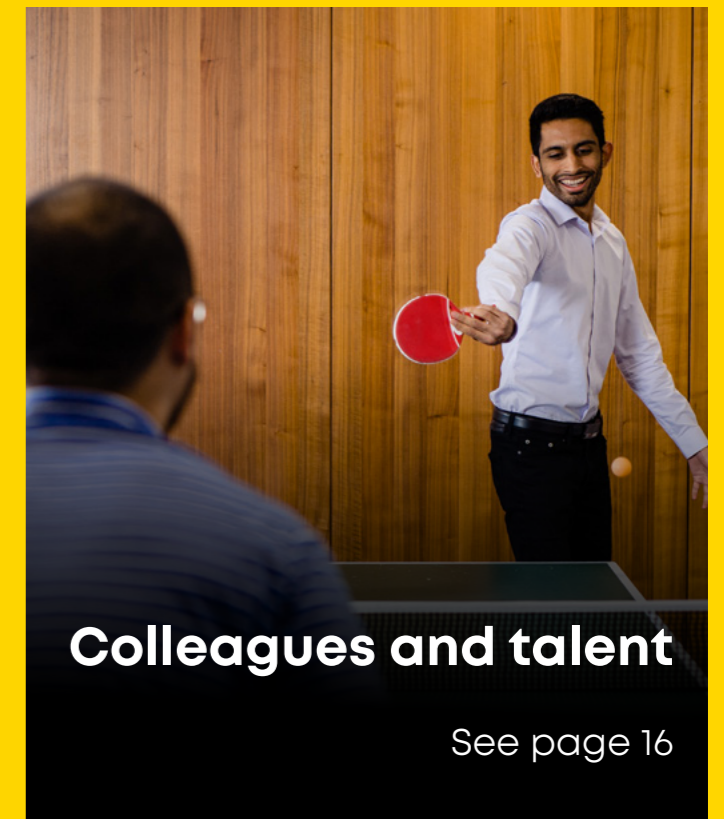
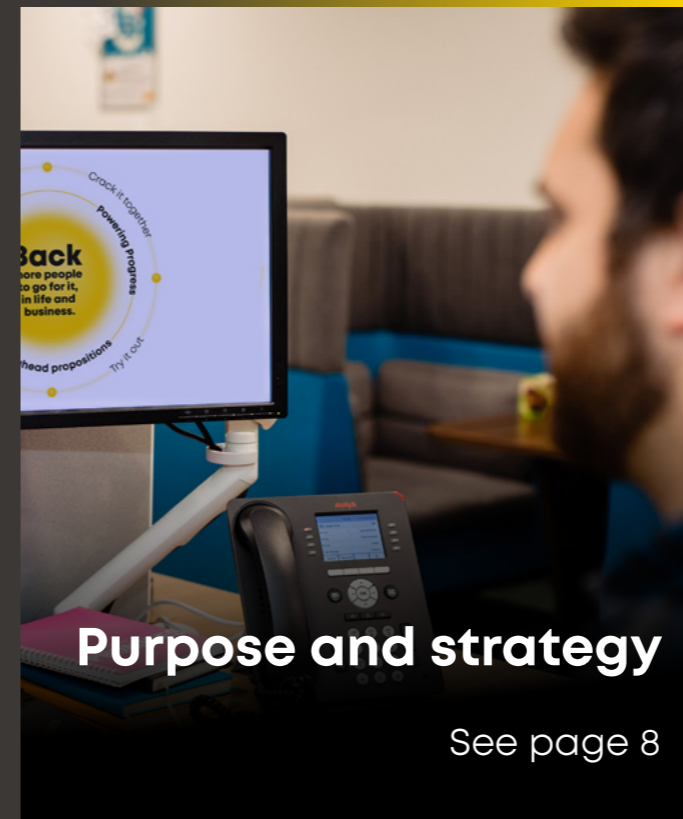
Our identified societal areas of focus are:

-  Economic transformation
-  Financial wellbeing
-  Climate impact
-  Financial inclusion

To view our annual integrated report (featuring our climate-related financial disclosures), please refer to our annual report at investors.aldermore.co.uk.

All reported data and information is for the year ended 30 June 2024 unless indicated otherwise.

→ Inside this report



Message from the CEO

This year saw Aldermore mark an important milestone, when we turned 15 in June. In the midst of the celebrations, it was important for us all to step back and recognise the significant achievements we've made in that time.

Aldermore was originally founded as a challenger bank, following a time of financial crisis. We set out with the goal to back more people in life and in business. Fifteen years later and no longer a challenger, we operate as a maturing, award-winning specialist bank, with well-established credentials within the financial sector. However, we have never lost sight of helping the underserved and continue to keep our purpose of backing more people to go for it at the heart of all we do.

In this, our third edition of the Aldermore Report to Society, we take a look at the real and meaningful ways we are putting this purpose into practice. Whether that is as part of our core business activity, or the ways in which we invest in our colleagues, you will read here about the many ways our purpose is powering our way forward.

We're especially proud to showcase the work we do with the many businesses we support, from family farms to football clubs. In particular, we are delighted to include a snapshot of the recent study completed with Norwich City Football Club around the role our financing has played in enabling economic growth in the city.



Over the past year we have also made significant progress further developing our work nurturing young talent and promoting financial education. We are exceptionally pleased to share news of our outstanding apprenticeships programmes, plus you can read how we are focusing on building strong skills for the future. We recognise this is fundamental to our purpose and aids our ongoing commitment to social mobility.

We hope you enjoy reading the report. Thank you to all of our customers, colleagues and investors for joining us in putting our purpose into practice. Together we will achieve great things.

Steven Cooper CBE, Aldermore CEO

Our 2024 highlights

Purpose and strategy



Introduced sustainability incentivisation: Integrated delivery of the Group's sustainability priorities within the non-financial remuneration scorecard.



Released our first Principles of Responsible Banking report: In March 2024, we released our first report on the progress being made to integrate these Principles within the business.

Colleagues and talent



Fostered future skills: Invested almost £330,000 in apprenticeship development to attract, retain and develop a diverse demographic of talent.



Introduced our first colleague sustainability training programme: With bespoke mandatory training for all colleagues and specialist training rolled out to over 200 mid-to-senior leaders.

Economic transformation



Demonstrated socio-economic impact with Norwich City Football Club and the University of East Anglia: Showing the £88m socio-economic impact of the club on the city of Norwich and the surrounding area.



Continued to back UK businesses with specialist financial solutions: Such as record levels of nearly £475m motor intermediary wholesale funding.

Financial wellbeing



Aided social mobility: Acted as an engine for social change by positively impacting almost 9,000 people through our activities and partnerships.



Supported our vulnerable customers: Implemented new strategies to support over 9,000 vulnerable customers.

Climate impact



Net zero target: Committed ourselves to a target of reaching net zero emissions by 2050 for scopes 1 - 3.



Managed our technology impact: Invested in streamlining our workspaces and IT equipment to reduce our electronic waste and energy consumption.

Financial inclusion



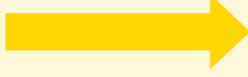
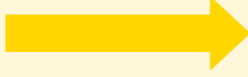









Helped support mortgage customers with historic credit problems: Revamped and relaunched our cascade level 1, 2 and 3 mortgage range, to help customers with poor credit scores.



Promoted strong saving habits: Introduced a new regular saver product that rewards consistent monthly deposits.

Progress on claims made in our 2023 Report to Society

	In our last report we said we would:		Here's the progress made:	Details on page:
Complete	Complete a space utilisation study to help us reduce our operational emissions without impacting business operations.		We successfully reduced our operational office footprint.	Page 42
	Submit our first-year UN Principles for Responsible Banking progress report, reporting on how we have integrated the Principles in 2024.		Our report was published in March 2024. You can read it at aldermore.co.uk/about-us .	Page 13
Ongoing	Improve our real estate efficiency, using the London office as a template, with a 50% reduction in energy usage expected over the course of the transformation strategy.		We are making strong progress in our real estate transformation, achieving nearly half of our target (22.23%) in the strategy's first full year.	Page 42
	Work towards our target of reaching net zero for our operational emissions (Scopes 1-2) by 2030 and continue developing our plans to reduce our financed emissions.		This year we confirmed our first net zero pathways, and we are continuing to work towards this goal.	Page 41
	Continue enhancing and updating our climate-related financial disclosures, aligning with UK government requirements.		We've continued to enhance and update our disclosures, with our progress detailed in our CFD section of the annual report.	Page 41
	Use our apprenticeship funding to attract, retain, and develop diverse talent.		This year, we reached record-level apprenticeship support and will continue developing the project next year.	Page 20
	Increase the number of colleagues that have updated their socio-economic information to aid our internal meritocracy.		This activity is ongoing, but in 2024 we successfully doubled our data capture, raising participation from 25% to 50%.	Page 18
	Continue to focus on refining good outcomes for customers, following the implementation of consumer duty.		This year, positive customer outcomes has remained a priority, with us implementing a variety of measures to aid this, such as our new vulnerable customer policy.	Page 35
Incomplete	Phase out internal combustion engine vehicles from the company fleet by end of FY 2024.		Despite reducing internal combustion engine vehicles by 90% last year, one remained at the time of reporting due to a specific colleague requirement.	Page 42
	Continue developing decarbonisation pathways across business lines, with the goal of agreeing transition pathways in FY23/24.		Whilst we have developed and finalised our net zero plans for our financed emissions, we haven't yet agreed transition pathways.	Page 41
	Increase our representation of women in senior leadership from 39% in 2023 to 40% in 2024.		We currently have 38% female representation in senior leadership roles, and look to improve this in the coming year.	Page 18

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Purpose and strategy



Our purpose and impact

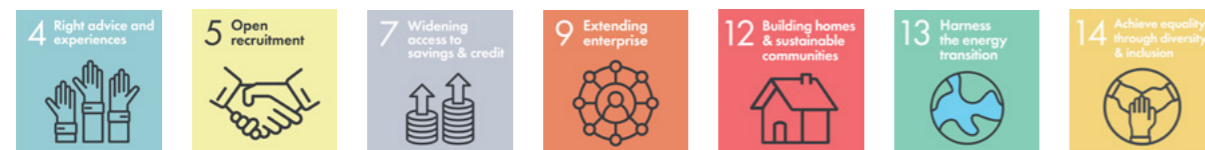
Aldermore's purpose is to back more people to go for it in life and business. This guides everything we do and extends beyond the products and services we offer.

To hold ourselves accountable and measure the good work we do putting this purpose into practice, we have key sustainability priorities for the businesses to track against in the following four areas:

Economic transformation	Financial wellbeing	Climate impact	Financial inclusion
Using core business activities and resources to create societal benefit and opportunity.	Empowering society to feel more confident about money by improving financial literacy, resilience and independence.	Enabling our partners and broader society to transition to a more sustainable economy.	Increasing access and suitability of financial services across society in responsible and sustainable ways.

These focus areas support the following UK Purpose Goals and United Nations Sustainable Development Goals:

UK Purpose Goals supported



UN Sustainable Development Goals supported



Our awards in 2024

Some of our proudest achievements this year:



Sunday Times Top 10 Best Places to Work employer



Forbes 2024 World's Best Bank UK



Silver Award for Innovation
- Social Mobility Awards



Silver Award, Alignment of Brand Values during a CSR Programme
- Corporate Engagement Awards



Best Regular Savings Provider
- MoneyNet



Best Niche Lender award
- London & Country Mortgages Awards



Business Development Award
- British Specialist Lending Awards



Customer Service Excellence
- Car Finance Awards

Stakeholders

We understand that our business impacts people differently, depending on who they are. We recognise each of these different groups as stakeholders and ensure we address their needs appropriately to deliver on our purpose and growth ambitions:

- **Customers:** We put them at the centre of decision-making. We aspire to help them find the right solutions to get more out of life and business, with the confidence of being backed by a company that champions them where others would not.
- **Colleagues:** We regard them as the foundation to our success and so endeavour to have a clear value exchange. We offer great benefits, working environments and development opportunities, while bringing clarity on what is expected in return.
- **Distribution partners:** We provide products and services to brokers and intermediaries, working closely together to understand their requirements and the needs of their clients.
- **Dealers:** We deliver products and services to support their businesses and ensure dealer finance remains vibrant and sustainable in an evolving market.
- **Society:** We utilise our key strengths and capabilities to drive impactful change in the areas where we can make the biggest difference to the society we serve.
- **Investors:** We generate sustainable returns by focusing on long-term growth in four of the most attractive markets in UK banking.
- **Regulators:** We maintain regular, open and transparent dialogue, ensuring alignment on evolving regulatory priorities.

For more detail on our stakeholders, please see our annual report.

Industry partnerships

Aldermore is part of many ecosystems across different industries. We recognise that by working with other organisations we can be more impactful and deliver in the areas that matter most.

We are actively involved with many industry bodies, including UK Finance, the Finance & Leasing Association (FLA), the Intermediary Mortgage Lenders Association (IMLA) and the Banking Standards Board.

We are also signatories or members of:

- **The Women in Finance Charter**
- **Race to Work Charter**
- **The Mindful Business Charter**
- **UNEP FI Principles for Responsible Banking**
- **The Purpose Coalition**
- **Business in the Community**
- **Progress Together**

UNEP FI Principles for Responsible Banking



In November 2022, Aldermore Group became a signatory to the United Nations Environment Programme Finance Initiative (UNEP FI) Principles for Responsible Banking (the Principles).

The Principles, launched in September 2019, are designed to provide a universal

framework for sustainable banking practices and encourage the banking industry to demonstrate how it makes a positive contribution to society. Aldermore Group believes the intended application of the Principles provides an important underpin to the way financial services can deliver better and more sustainable outcomes for broader society.

In March 2024, we released our first report on the progress being made to integrate these Principles within the business. The report provides insight into the two SMART goals set by Aldermore group which are fundamental to our success in becoming a more sustainable business: 1) Achieving Net Zero emissions by 2050, and 2) Develop and deliver our first Sustainable Finance Framework. A further update will be published in March 2025.

To read more about this report, please visit aldermore.co.uk/about-us.

FirstRand Limited



Aldermore is part of the FirstRand Group.

FirstRand Limited is listed on the Johannesburg Stock Exchange (JSE) and the Namibian Stock Exchange (NSX) and is the largest financial institution by market capitalisation in Africa.

The group comprises a portfolio of integrated financial services businesses and offers a universal

set of transactional, lending, investment and insurance products and services; and operates in South Africa, certain markets in sub-Saharan Africa and the UK. FirstRand can provide its customers with differentiated and competitive value propositions due to its unique and highly flexible model of leveraging the most appropriate brand, distribution channel, license and operating platform available within the portfolio.

FirstRand's strategy is executed utilising innovative thinking enabled by disruptive digital platforms, an owner-manager philosophy and the disciplined allocation of financial resources.

The group's track record of delivering superior returns to shareholders has been achieved through a combination of organic growth, acquisitions, innovation and the creation of completely new businesses.

Partnership with The Purpose Coalition

Comment by: Rt Hon Justine Greening, Chair of The Purpose Coalition and Former Secretary of State for Education



Aldermore's third Report to Society comes at a time of change across the country, with a fresh new Government agenda that is calling on businesses across all sectors to work in partnership, not only with their industry partners, colleagues, and customers but also with local communities. To stimulate the inclusive growth Britain needs, the innovations of purpose-led private sector businesses like Aldermore bank need to be shared and honed through strategic collaboration – this is the work that Aldermore's Chief Executive Steven Cooper CBE, and I have been so focused on throughout our long-standing work together.

There are numerous examples of this great work throughout the report, and I am particularly keen to recognise the work Aldermore has done to champion financial education and wellbeing, by breaking down barriers to financial literacy and security.

Through its focus in four clear and strategic buckets of impact, Aldermore has cemented its role as a forward-thinking, purpose-driven bank committed to supporting individuals, businesses, and communities in meaningful ways. In the past year, the Bank has continued to integrate economic opportunity, financial wellbeing, environmental stewardship, and inclusive banking into its strategy, tracking the impact of this strategy against the Purpose Goals. Through this, Aldermore is helping shape a future that is both sustainable and equitable. As the bank looks ahead, it remains focused on evolving its services and partnerships to further drive positive impact and break down barriers, demonstrating that financial success and societal progress can and should go hand in hand.



Colleagues and talent

Our colleagues play a significant role in helping us to realise our purpose. Here's an overview of how we've supported them to achieve more this year.

Purpose goals

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Open recruitment



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Achieving equality through diversity and inclusion



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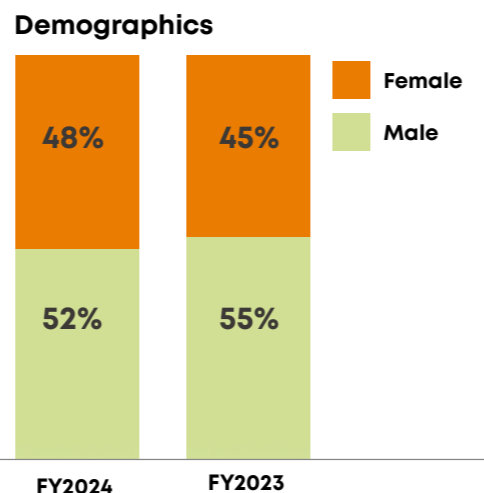
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Backing our colleagues

We have over 2,000 employees across five UK locations: Cardiff, Manchester, Wilmslow, Reading and London.

From creating an environment where colleagues can bring their best selves to work, to helping develop the future professional skills that will drive us all forward, our people strategy aims to create a best-in-class colleague experience.

Through this approach, we are proud to have been recognised as a Sunday Times Top 10 Best Places to Work Employer in 2024.



Colleague experience

We strive to make financial services open and accessible to all. We do this through intentional activities and partnerships that focus on equity of opportunity, and regular engagement surveys to let us know how we're doing.

Creating an engaged and inclusive culture

- Over the last year, we've continued to gather socio-economic background data from our colleagues to better inform the make up across our workforce, managing to double the participation of colleagues from 25% to 50%. We've also joined the network 'Progress Together', a group that is working to level the playing field for financial services employees from all socio-economic backgrounds.
- We continue to demonstrate our commitment to supporting women in our business and beyond, with 38% female representation across our senior leadership roles, an active membership to the 30% Club Moving Ahead programme and a headline sponsor for the national Women of the Year awards for the second year in a row.
- Recognising the need to actively bring more ethnically diverse people into financial services and helping them succeed, we are proudly committed to the Race at Work Charter and sponsor the 10,000 Black Interns scheme, welcoming our second cohort during summer 2024. In addition, this year we developed and launched our first 'Embrace Your Future' programme which gave 22 participants across the business a chance to develop their career with structured learning and mentorship.



I have found Aldermore's approach to career development incredibly refreshing. Since joining, I've been encouraged to leverage a variety of resources, from the 30% Club Moving Ahead mentorship programme to women's networking events, and these all contributed to my 2024 promotion into the Strategy Team.

Elsbeth Lund, Strategy Specialist, Aldermore



Since earning my place on the 10,000 Black Intern scheme, hands-on experience and networking opportunities have enabled me to develop my skills and insights across the financial sector, whilst supporting my personal development. I've been able to explore a range of business areas, including the world of Risk in my new role at Aldermore!

Nadine Brown, Risk Intern



Diversity and inclusion considerations are not just about equity and ethics, they also make for a better place to be. More interesting, more stimulating. We strive to embed fairness at every level so inclusion become part of the norm not the exception.

Justine Pernice, Diversity, Inclusion and Wellbeing Manager



Our colleague networks

To find out more, please see our annual report.

Aiding the financial wellbeing of our colleague base

To support our people with their financial wellbeing we launched our Money Coach benefit in collaboration with Octopus Money in January 2024. Money Coach is here to help our people make their money go further and reach their goals faster. They offer one-to-one advice from a real person and a personalised plan for total financial peace of mind. By bringing together all the pieces of financial life, they make sure our people's savings, investments and pensions are all on track for the life they want to live. Since launch, 178 colleagues have signed up to the scheme, with 581 coaching sessions taking place.

1-to-1 money coaching sessions

581

Building future skills SPOTLIGHT

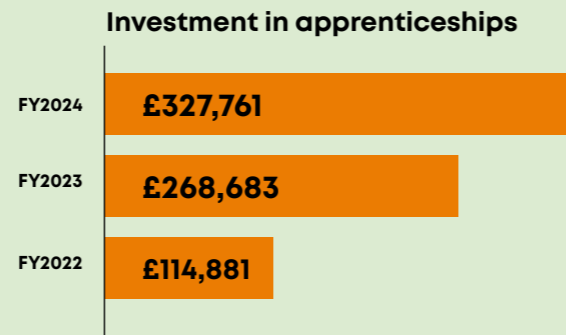
We believe in equity of opportunity and the value in working in a meritocratic environment where our people progress based on their hard work, approach and positives relationships. Our learning and talent strategy strives to provide this environment for colleagues through a wide range of development opportunities to build future skills and support social mobility.

Providing career development

- Colleagues have access to tools such as World Class Manager for aspiring people leaders, and our CoachHub programme, which provides colleagues access to expert, one-to-one external coaching. We've also created development programmes for high potential individuals with 'Leading the Way' providing a platform for 20 middle to senior colleagues to grow, with a further 20 senior colleagues in 'Advancing Aldermore' being prepared for a future executive position.
- During the course of FY24 we have seen 153 internal promotions and 68 lateral moves and our internal/external hire ratio is balanced (44% / 56%).

Fostering future talent through apprenticeships

- In 2024, we increased our apprenticeship levy spend by nearly 22% compared to the previous year. This includes creating roles for eight new colleagues and investing in the ongoing professional development of 45 existing colleagues with participation from those in their early careers through to senior leadership.
- For our Cardiff-based colleagues we have supported career development for 34 individuals in areas such as management, mentoring, business administration and customer services through available government skills fund.



Age of colleagues	FY2021-2024	Gender of colleagues	FY2021-2024
13-24	47	Male	46.2%
25-40	120	Female	53.8%
41+	58		

Subject areas of qualification	Number of colleagues FY2021-2024
Management	55
HR / Learning / Coaching	53
Technology	38
Customer Services	23
Business Administration	20
Compliance / Risk	15
Accountancy	14
Sales	3
Marketing	3
Sustainability	1



Completing an apprenticeship with Aldermore gave me the opportunity to develop a wide range of essential skills, equipping me for a successful transition into the professional world. Throughout my time here, I have gained hands-on experience and practical knowledge while working in a supportive and collaborative environment.

Laura Chapman, MotoNovo Service Desk Team Leader

The success of the Aldermore apprenticeship programme is exemplified by Laura Chapman, who transformed from a shy 17-year-old into a confident team leader of eight analysts, winning a coveted national award at the Apprenticeship Awards. Starting with a BTEC Diploma, Laura completed an apprenticeship in IT, an ITIL Certificate, and an ILM Level 3 in Management.



Bringing our purpose to life through bespoke sustainability training

We launched our first colleague training programme for sustainability, with mandatory training introduced for all colleagues to introduce foundational themes and how they support our corporate strategy and purpose. In addition and as a result of a two-year partnership with learning and development specialist, Attain, we launched a customised, specialist training module for 207 mid-to-senior leaders on sustainable finance and the role responsible banks can influence broader society.

Attain specialist training April - June 2024

Colleague feedback pre- and post- training

Number of colleagues who completed cohort	207 across 15 sessions
Average improvement: confidence to discuss sustainable finance with stakeholders and customers	+53%
Average improvement of colleague understanding of the term 'greenwashing'	+44%
Average improvement: understanding of how sustainable finance will influence our strategy and the way we conduct business	+41%



It is great to see Aldermore putting so much focus on the development of sustainability skills across all parts of the organisation to foster a culture in which sustainability is lived every day. We have been impressed by the passion shown by all colleagues who attended as well as the richness and quality of the discussion.

Klaus Woeste, Founder, Attain Learning



Corporate responsibility

Community giving

Our community giving programme aims to provide impact to the communities we serve, outside of our products and services. It has two components: financial giving and volunteering.

Giving our money

- In FY24, we were pleased to make full use of our community giving budget to support our strategic charity partner and local communities and causes chosen by our colleagues. We provide financial giving through matched funding, disaster relief and strategically aligned, exco nominated causes.
- Notable contributions include funding a complementary therapist at Alder Hey Children's Hospital and donating the funds required to license 1,400 laptops to local community centres and schools.

Charitable donations



1,400 laptops
donated to communities



The Alder Centre at Alder Hey offers care and education for anyone affected by the death of a child. Alongside structured counselling, the centre offers complimentary therapies such as reiki, massage and reflexology. The loss of a child impacts the body as well as the mind and with support from Aldermore of a full time Complimentary Therapist, we can provide this vital service for families at the times that work for them.

Hayley Thomas, Head of Corporate Funding, Alder Hey Children's Charity



Giving our time

In 2023, we introduced a day's paid leave for all colleagues to carry out hands-on volunteering to support charitable causes and organisations they are passionate about within their local communities. As 2024 marks the first full financial year of this initiative, we are proud to report that Aldermore colleagues have collectively contributed over 1,750 volunteer hours to charities across the UK.

1,750 hours
volunteered



Thank you so much for all your hard work alleviating some of the day to day pressures for our team. Never underestimate the difference you all make when gifting your wonderful support!

Shannon Couling, Fundraising Champion Reubens Retreat

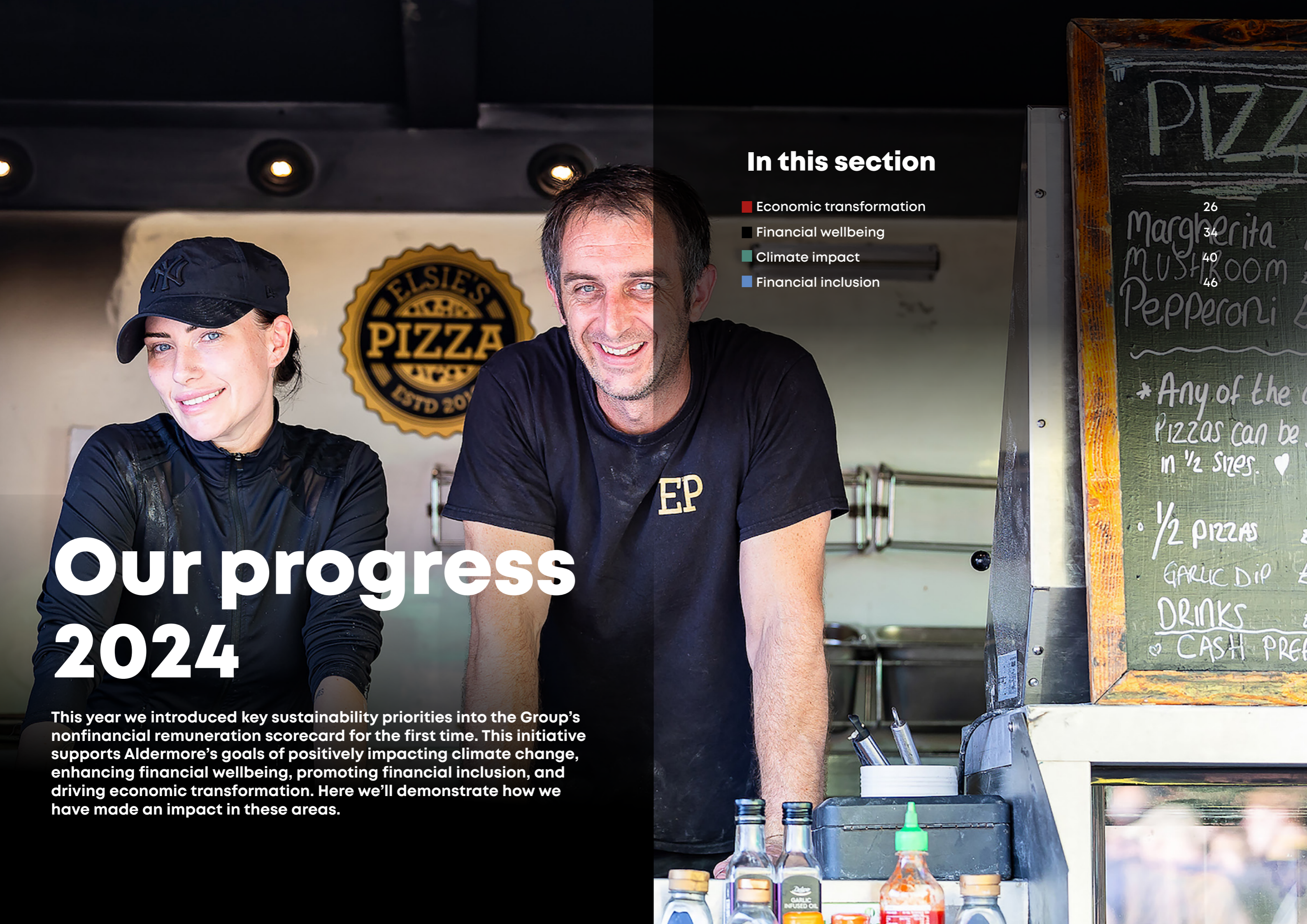


Participating in the charity day at The Mustard Tree was an invaluable experience. The day

was filled with a range of activities, from organising donations to serving meals, each task bringing its own sense of fulfilment. We didn't realise the wide reach of The Mustard Tree until we saw firsthand the variety of services and impact they provide.

Aisha Mahmood, Audit Manager Aldermore





Our progress 2024

This year we introduced key sustainability priorities into the Group's nonfinancial remuneration scorecard for the first time. This initiative supports Aldermore's goals of positively impacting climate change, enhancing financial wellbeing, promoting financial inclusion, and driving economic transformation. Here we'll demonstrate how we have made an impact in these areas.

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Economic transformation

Using core business activities and resources to create societal benefit and opportunity.

We have always been committed to creating financial opportunity that helps people and businesses to thrive. Through our specialist solutions, we're able to support in areas that can often be overlooked and under-supported, such as SMEs or self-employed – helping these individuals to thrive, creating further opportunity and stimulating innovation.

Purpose goals

7 Widening access to savings and credit



9 Extending enterprise



Our impact across each of our markets

Motor

Measure	FY2024	FY2023	FY2022
Number of motor dealerships (intermediaries) we partner with	1,910	1,996	2,500
Customers we back with mobility solutions	463,000	510,000+	500,000+
Total percentage of used car, bike, or vans we finance in the UK	8%	7%	11%
Trustpilot score of exceptional service	4.6/5 star * based on 30,500+ reviews	4.6/5* based on 28,000+ reviews	4.6/5* based on 25,000+ reviews

Property

Measure	FY2024	FY2023	FY2022
Number of registered property brokers we work with	17,488	15,500	17,000+
Customers we back with property finance solutions	43,604	43,049	43,634

Business Finance

Measure	FY2024	FY2023	FY2022
Number of intermediaries we work with	780	656	739
Number of live customers	30,774	32,699	30,357

Savings

Measure	FY2024	FY2023	FY2022
Number of personal savers	242,495	222,779	212,247
Number of business savers	33,611	28,490	22,317
Trustpilot score of exceptional service	4.6/5* based on 4,870 reviews	4.4/5* based on 3,688 reviews	4.6/5* based on 2,739 reviews

*The impact numbers for 2024 are reflective of the reporting period 1st June-30th June 2024. The numbers for 2023 and 2022 are reflective of the reporting period 1st October-30th September during the corresponding years.

Supporting property developers amid economic challenges

The commercial real estate (CRE) sector plays a vital role in supporting the UK economy, aiding sectors such as student accommodation, care homes, and build-to-rent projects. We are particularly committed to helping developers who use Modern Methods of Construction (MMC) or focus on sustainable development, energy-efficient initiatives, regeneration projects, and efforts to level up the UK's regions.

Case study

In January 2024, we completed a complex refinancing deal with Pickard, a Leeds-based, family-owned property investment and development company, with over 50 years of experience in raising the standards of residential, commercial, and student living. This transaction involved a £47m loan from Aldermore which enabled Pickard to refinance existing loans and complete several development projects. As a result, Pickard was able to support their SME tenants while contributing to the creation of sustainable housing.

Helping SMEs to thrive and navigate business challenges

Our tailored working capital, and invoice finance solutions, including bad debt protection solutions, are designed to support SMEs to pursue their growth ambitions and safeguard their businesses during challenging times.

Case study

We have worked with Chiltern Transport and Warehouse Limited since 2023, when they had their funding unexpectedly withdrawn by a high street lender. We provided a £400,000 invoice discounting facility line, ensuring they could continue operating without disruption, with our facility playing a crucial role in keeping their business on track during a critical time.



If you want a bank that wants to understand you and your business; talk to Aldermore Bank. They listen, they want to help you reach your goals and not just take you through a process of ticking boxes. It's a refreshing change in the banking world.

Keith Croker, Founder and Managing Director, Chiltern Transport and Warehouse Limited





SPOTLIGHT

Demonstrating socio-economic impact with Norwich Football Club

Over the last few years, we're proud to have partnered with Norwich City Football Club by providing finance to support the club's operations. In 2024, alongside the University of East Anglia, we worked together on an ambitious project to measure the socio-economic impact that the football club had on the city of Norwich and the surrounding area. This collaborative work resulted in club's first [Socio-Economic Impact Report](#) published in [September 2024](#).

Report highlights:

This report shows how our funding has not only helped create jobs for the residents of Norwich and the wider Norfolk area, but also driven revenue for businesses across the region.



We wanted a partner that shared our purpose of making the football club better today than it was yesterday, which is where Aldermore came in. For just under five years we have worked together to create the financially stable club you see today. This stability has helped the club to invest in Norwich and the wider Norfolk areas, supporting the local economy and its people.

James Bemment, Head of Strategy, Norwich City Football Club



Supporting our motor dealer partners to grow

One of the fundamental ways that MotoNovo Finance continues to help its dealer intermediaries grow is through its wholesale funding solutions. By working closely with each business and understanding their future plans, we can support with funding to enable additional vehicle stock, which can generate business growth such as more jobs or premises.

We continue to refine this offering by finding ways for the funding to go further for each dealer partner, such as the introduction of our supplier direct funding solution. With many used car dealers purchasing their stock from car auctions, we made the decision in 2021 to partner with these auction houses directly to create a streamlined solution. We now partner with 11 of the biggest vehicle auction houses across the UK, facilitating a smoother buying process for the dealer intermediary and a significant cash flow benefit as we'll directly pay 100% of the invoice price*. Traditionally, the dealer intermediary would have to make the payment and await funding of typically 70-80%. This additional amount frees up capital for our dealer partners to invest elsewhere in the business. In 2024, we saw a significant increase in the usage of this product, with over £57m spent in securing stock this way.

*reimbursement collected from dealer intermediary in line with agreed terms

Totals of intermediary wholesale stock funding <small>(Restated from last year due to change in reporting with our suppliers)</small>	FY2024	FY2023	FY2022
Funded value	£474m	£457m	£411m
Number of vehicles funded through wholesale funding	41,255	37,108	32,471
Totals of supplier direct funding (SDF)	FY2024	FY2023	FY2022
Funded value	£57m	£33m	£24m
Number of vehicles funded through SDF	5,207	2,863	2,275



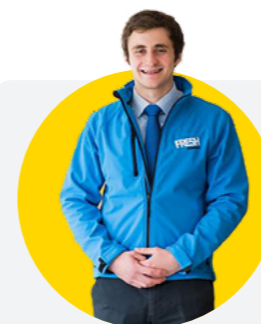
The wholesale funding stocking facilities we offer is an investment in dealers businesses. It evidences MotoNovo's dedication to long term partnerships backing our dealers to sell more cars and meet the mobility needs of more customers. These facilities often help dealers to grow their businesses by enabling moves to larger retail locations or the opening of additional sites. With this expansion comes increased employment in local areas, as dealers hire mechanics, sales advisors, and customer service staff to support a growing customer base.

Debbie McKay, Director – Distribution, MotoNovo Finance, Aldermore



Case study

Over the last eight years, Fresh Motors has grown from a small owner operator, turning over less than £1m a year, to a business that now employs 25 people and turns over £8m. We have been there to support their growth through wholesale stock funding across three premises and diversification into servicing and maintenance.



Our long-standing partnership with MotoNovo since 2016 has been an integral ingredient in our growth and performance. This has allowed the business to be more useful to society beyond the products and services we offer, notably through further employment to job creation, with the ability to help those in need such as local schools and causes.

Jacob Freshwater, Managing Director, Fresh Motors



Financial wellbeing

Empowering society to feel more confident about money by improving financial literacy, resilience and independence.

We are committed to helping people feel more confident and in control of their finances, with financial wellbeing being essential in protecting our partners and colleagues' mental health, as well as ensuring that they are on track for a healthy financial future.

Purpose goals

4 Right advice and experience



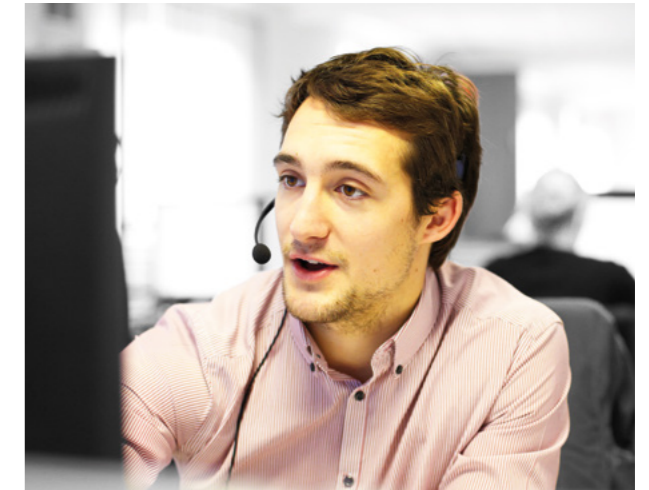
7 Widening access to savings and credit



Supporting our vulnerable customers

It's important that the welfare of vulnerable customers is considered at every stage of their journey with us, and throughout our ongoing implementation of FCA's Consumer Duty, this is something we have worked hard to improve even further.

Over the last 12 months our dedicated teams in financial assistance have helped to support over 9,000 vulnerable customers, with 100% good outcomes in the last quarter of this year, as indicated in our quality checking scores. Here are some of the changes we've made:



- **We trained all staff and partners on identification and support for vulnerable customers.**
This ensures we have a consistent approach across the organisation and partners to supporting vulnerable customers.
- **Our vulnerable customer policy was reviewed and updated.**
This sets out the key principles of how to identify and support our vulnerable customers, providing clear guidance on the four key drivers of vulnerability along with examples of their characteristics. It also provides effective quality assurance on services and products along the customer journey, giving us the ability to spot where the needs of vulnerable customers are being met and evidence when good customer outcome are being delivered, enabling us ensure that the policy is being adhered to and is embedded into the operational teams.
- **New vulnerable customers standards framework was put in place.**
Our standards cover our approach to supporting vulnerable customers and the tools and techniques we have.

Feedback from two vulnerable customers

I just wanted to reiterate again my gratitude for the way you handled our telephone conversation last night. Due to my current circumstances ...not only did you make this process smooth and easy for me, your kindness, patience and understanding really had a hugely positive impact on my day.



The level of care and understanding I have experienced from your team has been exceptional. Your willingness to work with me and find a solution that suited my circumstances is greatly appreciated. Not only have you helped alleviate financial stress, but you have also made life more bearable during a challenging time.



Aiding social mobility through our partnerships

Aldermore continues to act as an engine for social change internally and externally, beyond our commercial lending and intentional partnerships. By collaborating closely with partners that align with our purpose, we generate more meaningful and inclusive impacts on the areas of society that matter to us most.

Fostering financial empowerment with The Money Charity

Over the last two years we've collaborated with The Money Charity, a non-profit organisation that focuses on enhancing financial literacy and wellbeing.

The Money Charity's educational initiatives complement our efforts in this area by ensuring people are well-prepared to navigate the complexities of modern finance. Together, we work towards creating a more inclusive financial system, empowering both young people and adults to make informed financial decisions, secure their future, and actively participate in the economy. In FY24 we wanted to ensure that we continued to support young people in this space, but also aid adults too, splitting our funding equally between the two groups.



We are really grateful to Aldermore Group for their continued support for our important work. With their support we managed to deliver our vital financial education and wellbeing workshops to more young people and adults across the UK than ever before in 2023/24. They are really good partners to us, not only providing financial support, but doing so on a multi-year and flexible basis, meaning that we have continuity and certainty of funding, but also that we can influence where that funding is directed.

Michelle Highman, Chief Executive, The Money Charity



Summary of the impact:	FY2024	FY2023
Overall number of people reached	2,103	2,486
Young people	1725	2,308
Community adults	378	178
Overall workshop hours delivered	137 hours	148.5 hours
Young people	80 hours	120 hours
Community adults	57 hours	28.5 hours

Our decision to increase support for adults, which is more expensive than reaching young people, marginally decreased our impact figure, despite maintaining the same budget as FY23/22.

Engaging with schools on financial services

We operate an active early careers calendar of events throughout the academic year across England and Wales. This year, we have continued to work with local communities to help bridge the gap between education and employment, delivering more than one event per week over the course of the academic year to secondary, FE and HE institutions. Events included careers fairs, mock interviews, assessment centres, careers carousels and dragon's den style pitches.

	FY2024	FY2023
Number of events delivered	52	55
Student interactions	5,787	3,739
Colleagues involved	149	131
Hours provided	490	586





These events ignite student curiosity about banking and how it works. Students particularly enjoy networking with our colleagues, gaining insight into the types of jobs available and the skills you need, raising their future aspiration. It's a fantastic way for our colleagues to get involved, share their experiences and hopefully build towards their future careers.

Francesca Webster, Talent Management Partner, Aldermore



Building financial literacy with EVERFI

We continue to proudly sponsor the Aspire Programme through our partnership with EVERFI from Blackbaud, educating young people across schools in Cardiff and Greater Manchester. Designed for students aged 14-18, Aspire is a mobile-first financial education resource helping young people to build their financial literacy and wellbeing in areas such as budgeting, entrepreneurship and investing.

As part of this year's programme, Aldermore colleagues visited Neston High School in Chester to take part in a school event. The day provided students with the opportunity to ask questions and talk about careers and financial literacy. Students were able to engage with real career profiles from Aldermore Bank and understand more about what it would be like to be an employee.

	September 23 - May 24	September 22 - May 23
Unique schools	26	25
Unique students	1,063	798
Hours of learning	1,006	1,215
Kickstarter workshops	23	15
Average increase in assessment score post digital session	40%	26%

Helping credit unions support their members

In addition to our retail savings operation, Aldermore has a specialist corporate deposits team who help customers with larger deposits place savings for a multitude of reasons. One such example is a credit union needing to look after the financial needs of its members. We have been supporting this sector since 2015, recognising the role these institutions play in serving the needs of communities and workplaces with safe and fair credit options when they need most support.

As of June 2024, corporate deposits had 116 credit union clients representing circa £157m in deposits.

Case study

Blues and Twos credit union have now been working with Aldermore for 10 years as part of their regular investment cycle. By providing competitive deposit solutions, we enable Blues and Twos to help their members to save regularly and borrow in an effective way.



We work continuously on improving financial wellbeing to help our members make the most of their hard earned money by helping them save regularly direct from their salary and borrow only what they need at a sensible rate. Aldermore Bank has been a key part of our investment cycle for over ten years, helping us maximise the return for our members funds, money that is saved regularly with Blues and Twos.

Vicki Harrison, Chief Executive Officer, Blues and Twos Credit Union



Climate impact

We enable our partners and broader society to transition to a more sustainable economy.

We're committed to supporting the UK in its efforts to reduce emissions. We are seeking out ways to engage in sustainable business practices both in terms of the everyday running of our business and the impact of our financing.

Purpose goals:

7

Widening access to savings and credit



13

Harness the energy transition



Our progress towards net zero

We are committed to supporting the UK's transition to a net zero economy. We have a strategic plan to reduce the amount of greenhouse gas emissions, including those from our everyday operations such as travel and office management, and our financed emissions, including property and motor vehicles.

For more information on our decarbonisation, please see our annual climate-related financial disclosure on page 35 in our 2024 annual report and accounts.

Operational emissions net zero target	2030 (scopes 1 & 2 only)
Financed emissions net zero target	2050 (scopes 3)



As we continue to work towards a net zero future, it is crucial that we integrate sustainability into every aspect of our business. This climate transition will take time, dedication, and collaboration across all levels of the organisation, and we are fully committed to the pathway and in meeting our responsibilities.

Michelle Mott, Chief Risk Officer, Aldermore



Financed emissions

With the help of external expertise, we have produced our first full, net zero plan for financed emissions including interim targets for each of our asset lines (property finance, business finance and motor finance). We are now integrating the associated targets across the Group.

The financed emissions and financed emissions intensities associated with the Group's property finance and motor finance portfolios are displayed in the table below. These have been calculated on £7.8bn of property finance balances and £3.9bn of motor finance balances (this does not include any dealer intermediary stock funding). A PCAF score has also been included to indicate data quality associated with the calculations. At this time we are unable to provide financed emissions data for our business finance business due to challenges around maturing data accuracy, but we are working to improve this for future disclosure.

Portfolio	Financed emissions (tCO2e)	Financed emissions intensity	PCAF score (1 = highest quality data, 5 = lowest)
Property finance	146,190	19g CO2e / £	4.0 / 5
Motor finance	635,700	165g CO2e / £	2.4 / 5

Operational emissions

Our strategy focuses on:

1. Cutting the energy and efficiency required to power our office operations

As part of a refreshed real estate strategy, we have reduced our office footprint by 2000sqm and therefore reduced emissions from electricity and natural gas sources by 115.1 tCO₂e (18.2 %).

2. Transitioning our corporate fleet to battery-powered electric vehicles

70% of the fleet is now fully electric and 29% is plug-in hybrid. One internal combustion engine (ICE) vehicle remained in 2024 to meet a specific colleague need.

3. Working with our suppliers to decarbonise the goods and services we purchase

During 2024 our supplier classifications changed to better align with regulatory expectations and help improve supplier governance, meaning our 2024 report is therefore based on a slightly different sub-set of suppliers which has resulted in a reduction in the percentage of those measured with ISO 14001 Certification.

The below dashboard highlights our progress for operational emissions (scope 2 only):

1. (tCO ₂ e)	FY2024	FY2023
Scope 2		
Purchased electricity (market based)	273.4	357.3
Purchased heat (natural gas)	243.5	274.7
Total gross emissions for purchased electricity and heat	516.9	632

2. Corporate fleet	FY2024	FY2023	FY2022
Number of company cars	111	109	120
Number of electric vehicles	77	65	47
Number of plug-in hybrid electric vehicles	33	34	40
Number of internal combustion engine vehicles	1	10	33

3. Supplier governance	FY2024	FY2023	FY2022
Suppliers with environmental policies	81%	74%	17%
Suppliers with an ISO 14001 accreditation	19%	29%	N/A

Helping finance the transition to electric motoring

As electric vehicles generally have a higher price tag, MotoNovo recognises the important role it plays in helping people access quality, used electric vehicles with effective financing solutions. With nearly an estimated one million battery electric vehicles now on the UK roads, more and more of them enter the second-hand market that MotoNovo and its dealer intermediaries operate within. As a fundamental part of our net zero strategy, we continue to review our lending policies and products in order to best support our commitment of enabling the UK's transition to lower carbon motoring.

Battery electric vehicles	FY2024	FY2023	FY2022
Number of EVs	4612	2089	1376
Percentage of all fuel types	3.91%	1.35%	0.75%
Value of funding on EVs	£87,983,702	£46,221,605	£31,785,254

Our approach to helping the UK property industry on its decarbonisation transition

The UK property sector represents a sizeable amount of the country's greenhouse gas emissions, and as a bank anchored in the specialist market, we are mindful on how to best support our customer base and intermediary partners through the industries transition to low-carbon housing. With no quick and simple solutions available, Aldermore acknowledges the complex challenges ahead and remains thoughtful on the partnerships and products it offers.

Case study

We continue to offer a range of buy to let mortgage products for landlords when buying or re-financing more energy efficient properties – e.g. those with a current energy efficiency rating of A, B or C. These products provide a discounted rate compared to equivalent products for less energy efficient properties. While we do not believe this product is the single solution to the UK property market's decarbonisation journey, especially in the specialist lender space, we believe it is a useful first step in us offering products that aid the transition.

Buy to let EPC related mortgage completion	FY2024	FY2023
£ value of loans	£72m	£14m
Cases	523	86
Portfolio percentage (this is the value of EPC loans expressed as a % of completion value for that period)	7%	5%

Working with our clients on their decarbonisation journey

Due to the technical, subject-matter expertise involved, our commercial real estate activities sit outside of our core property business and operate instead within our business finance team. Using deep specialist knowledge we work closely with clients not just for mutual commercial benefit, but where possible, together on initiatives that benefit the broader community that the client operates within.

Case study

We have worked with Kexgill Group, a leading property owner and manager of student accommodations for the past 4 years. In 2024, we supported them with an additional £1.6m to take our overall funding position to £46m, enabling the development of a total 1,226 student bedrooms. Through this partnership, we have also become the headline sponsor of their 'Green Room Project', which brings together people from various backgrounds to promote sustainable living practices. Kexgill applied the project's findings across its portfolio, cutting energy costs by over £200,000 across 2,000 housing units by June 2024. These insights and technologies are now being integrated into new developments, expanding the project's positive impact.



Launched in 2022, the Green Room Project has delivered impressive results, with this initiative helping reduce energy costs in a meaningful way. These learnings are now being integrated into all future developments, broadening the scope and positive impact of the project.

Richard Scott, Managing Director, Kexgill



Managing our technology impact

Over the last year, we have invested in streamlining our workspaces and IT equipment to optimise our colleague experience and reduce our electronic waste and energy consumption.

Case study

To help tackle the UK's e-waste challenge, following the roll out of new, more effective laptops, we launched a recycling initiative focused on reusing old technology. We started by offering employees the chance to buy laptops, supporting 148 colleagues and their families and extending device lifespans. We then donated 1,400 refurbished laptops with free software to six UK charities and schools, providing volunteer support to help recipients learn how to use their new devices. This initiative reduced e-waste, lowered resource demand, and aided underserved communities with essential technology

Over the course of our Reading and London refurbishment we've dramatically streamlined our technology infrastructure, investing in modern workspaces that feature widescreen monitors. In doing so, we've replaced 1,016 monitors and 508 docks with 246 widescreen monitors, eliminating the need for docks across the two sites. This has not only simplified our technology support model and colleague experience but also has reduced electronic waste and energy consumption, aligning with our commitment to environmental sustainability.

(Over the devices lifetime)	Previous Numbers	Previous CO2 impact (kgCO2e)	Current	Current CO2 impact (kgCO2e)	Net Saving
Monitors	1,016	452,120	246	197,292	
Docks	508	18,156	0	0	272,984
Total CO2		470,276		197,292	



In a time of financial challenges, our initiative to recycle old laptops has provided vital support to our colleagues and charitable organisations across the UK. By offering these devices and donating them to six charities, we've not only empowered communities but also contributed to reducing the UK's e-waste footprint.

Viv Mair, Product Head, Colleague experience, Aldermore



Financial inclusion

Increasing access and suitability of financial services across society in responsible and sustainable ways.

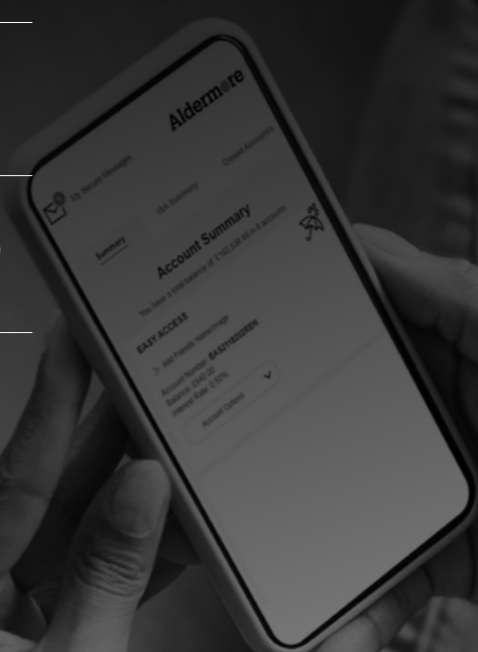
We are committed to ensuring our products and services are as accessible as possible, helping our customers, colleagues and partners make the most of the opportunities presented to them. We continue to challenge ourselves to find ways to support more people's hopes and dreams.

Purpose goal:

7 Widening access to savings and credit



9 Extending enterprise



Widening access to savings and promoting strong saving habits

The Aldermore savings portfolio, with £16.3bn in balances, plays a pivotal role in funding 87% of the Group across personal, business, and corporate savings portfolios. In 2024, our savings franchise was recognised as the #1 Bank in the UK by Forbes and awarded the MoneyComms 2024 Top Performer Award for Business Savings Provider of the Year, with these achievements highlighting our ongoing commitment to providing accessible, competitive and customer-focused savings products.

Case study

This year we took further steps to promote the accessibility of our savings franchise by widening access to our savings accounts by reducing the minimum deposit on our Easy Access account from £1,000 to £100.

In addition, we launched our first Regular Saver account in November 2023, allowing deposits from just £25 and rewarding those who make consistent monthly deposits with a preferential rate, incentivising them into building a savings habit. Since launch, we have seen a steady increase in balances across the Regular Saver portfolio, indicative of a trend of consistent saving and strong saving habits.

Saving balances since launch:

	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Avg customer balance	£266	£420	£516	£660	£808	£908	£1,043	£1,183



We launched our Regular Saver for customers wishing to develop good savings habits by savings a little and often. It can be difficult when saving towards a purchase or building funds for a rainy day so it feels good that we can help our customers reach their goals with a genuinely accessible and flexible savings product.

Benjamin Yardley, Senior Product Manager, Aldermore



Focus on underserved property market segments

As part of our commitment to financial inclusion, we provide lending to traditionally underserved areas of the mortgage market who don't fit the standard requirements of high street banks. Our own research shows the societal need for this support is clear, and below we share the ways we have responded to each area looking for support.

The need: first time buyers

The Aldermore First Time Buyer (FTB) Index revealed that **17%** of prospective first time buyers have a poor credit history, and **23%** were rejected for mortgages. These aspiring homeowners face significant challenges.

Our response

Widened our mortgage loan to value options to help FTBs step onto the property ladder confidently. By providing accessible financing, we empower them to realise their homeownership dreams.

The need: self-employed and non-standard employment

The UK has witnessed a surge in self-employed and contract workers, with their numbers rising from approximately **3.5m to 5m** over the past two decades. These individuals often have complex income sources and are generally underserved by lenders.

Our response

We have made significant changes, including:

- Increased the maximum loan-to-value (LTV) ratio to 90% (from 85%) for owner-occupied self-employed customers with less than 2 years of trading.
- Expanded allowable income criteria.
- Enhanced the percentage of income sources considered for affordability assessments in both owner-occupied and buy-to-let applications.
- Accepted 100% of evidenced income from overtime, bank nursing, universal credit, working tax credit, and child tax credit.
- Introduced a new contractor-friendly proposition, offering more choice and flexibility for this market segment.
- Increased our maximum age to 75 or the declared retirement age.

The need: customers with poor credit scores

One in five UK adults carries a poor credit score¹. This means that millions with historical credit issues encounter obstacles when purchasing a home or seeking to remortgage.

¹finder.com/uk/credit-cards/credit-score-statistics

Our response

We revamped and relaunched our cascade level 1, 2 and 3 mortgage range to reflect our commitment to supporting customers with historic credit issues. Through a human-led, common-sense approach to underwriting, we strive to make homeownership accessible to all.

	FY2024	FY2023	FY2022
New lending to first-time buyers	£57m	£165m	£274m
As % of new owner-occupier lending	34%	40%	44%

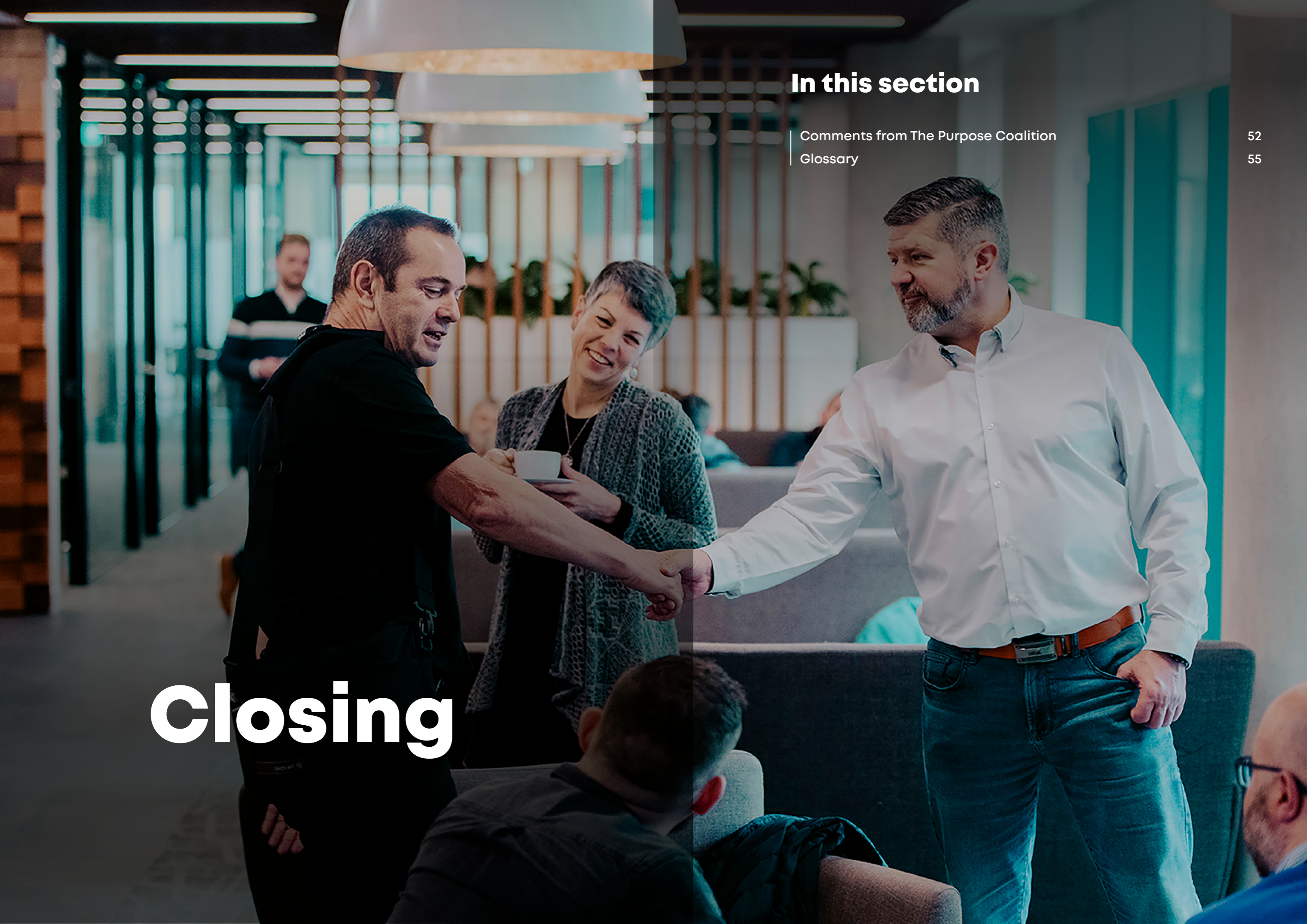
	FY2024	FY2023	FY2022
New lending to self-employed (owner-occupier)	£66m	£141m	£165m
As % of new owner-occupier lending	39%	35%	26%
Cases	907	575	682



It's been great to see how, over the past year, we've embraced supporting underserved markets by providing homes and fostering stability—whether that's through expanding homeownership opportunities to help people buy their dream homes or helping landlords grow their portfolios to benefit their tenants.

Clare Thomas, Business Development Lead





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Closing

Comments from The Purpose Coalition

Aldermore Bank has trail-blazed on social mobility practices and should now look to take the next step in this work, measuring, quantifying, and gathering insights on the exact social impact of its work so far, and looking for where it can go even further.

Purpose Goal 4: Right advice and experiences &
Purpose Goal 5: Open recruitment



One of the main barriers to opportunity across Britain is the lack of access to the necessary advice and experiences, academically and vocationally. Once individuals have the experience, it is also critical that the opportunities to make use of this in employment are as open as possible to all groups and communities.

As evidenced on page 18, Aldermore Bank is committed to building future skills through a focus on offering critical experience. Critically, the recruitment agenda for this programme reflects Aldermore's wider focus on Purpose Goal 5. In its most recent cohort, the Bank's apprenticeship programme offered a higher percentage of women – 53.8% - compared to the national average – 51.4%.

Recommendation

Aldermore Bank can improve its impact on social mobility by implementing a trailblazing Purpose Goals Employee Survey which can provide insight on the drivers of progression and which barriers employees themselves feel they face. This survey would provide direct insights into barriers employees face throughout their career journey, for example, Purpose Goal 10 on the digital divide, or Purpose Goal 4, access to the right advice or Purpose Goal 7 on access to affordable finance. Through collecting structured feedback that aligns with its Purpose Goals social mobility framework and strategy, Aldermore can assess how well employees are supported in areas critical to financial literacy and career progression, pinpointing challenges that may hinder their growth and engagement.

Purpose Goal 7: Widening access to savings and responsible credit



All too often, being able to climb the ladder of opportunity is dependent on access to and knowledge of cash and capital – with an uneven lack of access to savings credit being one of the major barriers to opportunity across Britain. Aligned with Purpose Goal 7, Aldermore has continued to develop products that serve a broad range of customers, including first time buyers, the self-employed, and individuals with complex income sources.

Recommendation

Aldermore Bank should extend its impactful community and financial inclusion agenda, advocating for policies that promote digital infrastructure improvements in low-income areas.

Partnering with Purpose Coalition members, like UK Power Networks for example, the Bank could work to identify gaps in financial services and accessibility within communities,

ensuring that all individuals have the necessary tools to engage with digital banking and financial services effectively.

Aldermore could participate in forums or working groups focused on digital inclusion – a critical underpinning to financial inclusion - lending its voice to campaigns for infrastructure investment. The Bank could also contribute resources or expertise to community initiatives aimed at increasing internet accessibility, including supporting the installation of public Wi-Fi hotspots or providing digital devices to those in need.

Purpose Goal 9: Extending enterprise



Local economies and businesses up and down the country have suffered in recent years as a result of recent socioeconomic challenges and rising costs. A lack of private enterprise and entrepreneurship is one of the central barriers to opportunities many face, with the creation of jobs and opportunity suffering as a result.

Throughout 2024, Aldermore's dedication to Purpose Goal 9 has continued, with a focus on supporting SMEs and regional economic growth. These efforts reflect Aldermore's commitment to driving economic transformation through targeted support for critical enterprise growth Britain needs.

Recommendation

Aldermore Bank, already a key supporter of SMEs across the UK, can further strengthen its social impact by increasing engagement through Customer Assemblies focused on understanding the current barriers and challenges faced by its SME customers, particularly within its motor dealership and mortgage divisions. It can also use the Purpose Goals customer survey alongside Customer Assemblies to get quantitative evidence of where customers feel their barriers are to progressing and growing their businesses. This approach of both a qualitative and quantitative assessment of social mobility challenges and areas for focus will enable Aldermore to gather crucial insights directly from customers who play an active role in local economic growth and social mobility, helping the Bank align its services more closely with their needs.

Purpose Goal 12: Building homes and sustainable communities &
Purpose Goal 13: Harnessing the energy transition



Communities with a good quality of life and liveable homes that individuals and families can afford are central to sustainable communities. With regions that do not offer this, they find themselves stifling opportunity and development. Not only is the quality of homes and communities a potential barrier to opportunity, the nature of the opportunities and skills on offer is critical to harnessing the low-carbon transition revolution to ensure the development of communities most in need.

Recommendation

Aldermore Bank has made steps in reducing its climate impact and that of its supply chain. To improve its social and environmental impact further, Aldermore should consider

implementing the Purpose Goals Supplier Statement, through which key suppliers would set out the summary of their own social mobility and social impact work in a way that can be aggregated with and set alongside Aldermore's own plan. As the wider Purpose Coalition looks at common ways to mobilise supply chains, by joining other leaders in the Purpose Coalition, Aldermore can better quantify and understand the wider community impact of its supply chain whilst also assessing further steps on environmental commitments.

Aldermore should also consider partnering with other Purpose Coalition employers and organisations on a more joined up, place-based approach to improve social mobility where it can find synergies with other organisations. It could use a Purpose Goals assessment of community needs to work with other Purpose Coalition organisations to leverage its social mobility strategy for even stronger grassroots impact.



Purpose Goal 14: Achieve equality through diversity and inclusion

Aldermore has built on its sector-leading work against this Goal, embedding these values in its workplace culture and recruitment practices. Steven Cooper CBE, alongside Rt Hon Justine Greening of the Purpose Coalition, has led on championing the gathering of socio-economic data from employees. Through this, the Bank aims to create a more inclusive environment, doubling participation to 50% and using this insight to improve diversity.

Recommendation

Aldermore Bank has shown real leadership against Purpose Goal 14 on intersectional diversity tracking and championing. To build on this, the Bank should improve its initiatives with a focus on continuous improvement in diversity and inclusion ensuring long-term impact and an inclusive culture across the organisation.

Aldermore can begin by regularly evaluating programmes like Embrace Your Future, using participant feedback and metrics to measure effectiveness and identify areas for growth. Developing targeted training on unconscious bias, cultural competency, and inclusive leadership will deepen employee understanding, with visible senior leader involvement reinforcing commitment.

The Bank could also explore implementing tailored career progression pathways for employees, including those from lower socioeconomic backgrounds, which will support advancement and engagement. Clear pathways, targeted training, and leadership development opportunities will help these employees succeed, with regular communication ensuring awareness and access.

Glossary

- **Biometric Verification:** A way to identify individuals based on their unique characteristics or body measurements e.g. their face, fingerprints or voice.
- **Decarbonise:** Stopping or reducing carbon gases, especially carbon dioxide, being released into the atmosphere as the result of a process.
- **EPC:** Energy Performance Certificate.
- **E-waste:** Discarded electronic appliances such as mobile phones, computers, and televisions.
- **Financed-emissions intensity:** A current climate-impact metric that indicates the amount of GHG emissions created to per £ of financing.
- **Financial Literacy:** the ability to understand and effectively use various financial skills, including personal financial management, budgeting, and investing.
- **FY:** Financial Year.
- **Future Skills:** Skills that enable one to navigate new, previously unknown challenges with confidence.
- **Green House Gas Emissions (GHGs):** Gases in the earth's atmosphere that trap heat.
- **ISO 14001 accreditation:** An international standard for environmental management systems (EMS).
- **Social Mobility:** The ability to move from one level of society to another.
- **Socio-Economic Impact:** The impact or effect on an economy (of a place, region, or country) of a particular activity, project, or programme.
- **Net Promoter Scores:** A measure used to gauge customer loyalty, satisfaction, and enthusiasm.
- **Net Zero:** A target of completely negating the amount of greenhouse gases produced by human activity, to be achieved by reducing emissions and implementing methods of absorbing carbon dioxide from the atmosphere.
- **LGBTQ+:** The acronym for lesbian, gay, bisexual, trans, queer or questioning, intersex, asexual and more identities.
- **Low-Carbon:** Causing or resulting in only a relatively small net release of carbon dioxide into the atmosphere.
- **PCAF (Partnership for Carbon Accounting Financials) score:** A score that quantifies the greenhouse gas emissions associated with financial institutions' lending and investment activities, helping measure their carbon footprint.
- **Real Living Wage:** An unofficial hourly rate of pay which is overseen by the Living Wage Foundation charity. It is based on the amount of money the charity believes people need to earn to live.
- **Scope 1 emissions:** Direct greenhouse gas emissions that occur from sources that are controlled or owned by the reporting organisation.
- **Scope 2 emissions:** Indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat, or cooling. They are accounted for by the reporting organisation as they are a result of the organisation's energy use.
- **SMEs:** Small to medium-sized enterprises, a company with no more than 500 employees.
- **United Nations Sustainable Development Goals:** A set of internationally recognised goals that aim to transform our world. They are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity.

