

Aldermore Report to Society 2025



PURPOSE
GOALS



Proudly run by
this is purpose

■ Inside this report

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Doing business with purpose

At Aldermore, we're focused on helping people move forward, whether that's buying a home, growing a business, or saving for the future. With more than 800,000 customers, we're proud of the role we play in supporting individuals, communities, and the wider economy.

And we also understand that being a responsible business means looking beyond our day-to-day products and services. That's what this *Report to Society* is about. It shares how our core activities are contributing to three key areas of impact: access to credit and savings, business ethics and services, and developing our people – while also creating long-term value.

The report covers some important highlights and offers a clear picture of where we've made progress over the past year, and where we're continuing to learn and build on what's working.

Our impact at a glance:

- ▶ Fuelling 428,000 drivers to move forwards.
- ▶ Helping 250,000 personal savers and 31,000 businesses grow their money.
- ▶ Powering over 30,000 UK SMEs to take their next step.
- ▶ Enabling over 13,000 families to own a home and over 35,000 landlords to create homes for others.
- ▶ Over 2,000 colleagues driving our success.
- ▶ 4 offices across the UK.

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 2025 unless indicated otherwise.

Message from our CEO

As I begin my journey as CEO of Aldermore, I feel proud and excited to be leading an organisation with a clear and meaningful purpose: to back more people to go for it, in life and in business. Having spent 17 years with FirstRand, Aldermore's parent company, I know how powerful a purpose-led approach can be. It reflects being deeply invested and having courage - values that have always been at the heart of both Aldermore and FirstRand.

I want to start by thanking my predecessor, Steven Cooper, for his leadership and the strong foundation he has built. Thanks to him, and to the dedication and hard work of colleagues right across the business, Aldermore is in a fantastic position to keep growing its positive impact for the communities it serves.

We're proud to publish this report, our fourth annual *Report to Society*, which continues to share the real, measurable ways we're living our purpose, helping people and businesses thrive, and working to build a fairer, more inclusive society.

The achievements reflected in this report highlight the ways our people bring Aldermore's purpose to life every day, proving that when we back others, great things can happen.

Thank you to everyone at Aldermore, and to everyone who shares in our purpose. I can't wait to see what we'll achieve together in the year ahead.



Raj Makanjee

Chief Executive Officer, Aldermore



Our 2025 highlights*

Access to credit and savings

Savings



Rewarding positive savings

- ▶ Introduced Single Access and Double Access variable rate ISAs.

Expanding our reach

- ▶ Partnered with digital cash platforms, including Prosper to expand our reach and impact.

Business Finance



Supporting clean energy and SMEs

- ▶ Launched our Energy & Infrastructure proposition, providing a £25m loan to Osprey Charging, one of UK's largest EV networks.

Backing UK small business

- ▶ Joined Growth Guarantee Scheme (GGS) to help more SMEs invest, expand & thrive.

Property



Specialist mortgage support

- ▶ Helped over 600 people with imperfect credit through our specialist mortgages.

Backing the self-employed

- ▶ Doubled our support for the self-employed, helping more entrepreneurs and independent earners secure a home.

Motor



Access for more drivers

- ▶ Increased acceptance rates for customers with lower credit scores by 29%, meaning more people, regardless of background, can access the vehicles they need.

Supported young drivers

- ▶ 85% lending increase to under-21s, helping them access vehicles for transport, work and study.

* Aldermore's financial year runs from July 1st to June 30th

Developing our people

Strength & agility

- ▶ Female representation at ExCo and ExCo-1 rose from 21% in 2022 to 41% in 2025.



Future focus

- ▶ Supported over 200 colleagues with skills development across our funded learning programme, apprenticeships and with Welsh government funding.

Business ethics and services

Customer experience & impact

- ▶ Supported nearly 6,000 vulnerable customers in challenging times.



Community impact

- ▶ Delivered nearly 2,400 volunteering hours for over 40 different charities.

Progress on last year's claims

In our last report we said we would	Here's the progress made	Details on page
Complete		
Continue to provide accessible, competitive and customer-focused savings products.	introduced Single Access and Double Access variable-rate ISAs and expanded our reach through partnerships with digital cash platforms.	Page 12
Help 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.	Funded a series of projects that align these areas, including ones with Osprey Charging and regenerative student accommodation.	Page 23 -25
Use our apprenticeship funding to attract, retain, and develop diverse talent.	Enrolled 51 colleagues in apprenticeships and Welsh Government funded learning, with 38 existing colleagues completing their studies.	Page 34
Increase our representation of women in senior leadership.	Exceeded our gender diversity goals, with female representation at ExCo and ExCo-1 rising from 21% in 2022 to 41% in 2025.	Page 31
Increase the number of colleagues that have updated their socio-economic information to aid our internal meritocracy.	Colleague participation has grown from 50% to 60%. To help drive this progress, we introduced our 'Count Me In' campaign, encouraging colleagues to share their diversity information.	See our annual report
Ongoing		
Continue to evolve our services and partnerships to further drive positive impact, break down barriers and make people feel more confident and in control of their finances.	Work continues across our businesses to develop products and services that improve access for underserved groups.	Page 11 - 28
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.	Launched a climate balance sheet and achieved reductions in financed emissions intensity across Property and Motor. Moreover, our operational emissions have fallen by 13%.	Page 43
Improve real estate efficiency, using the London office transformation as a model for a 50% energy reduction.	Reduced our footprint by relocating the Cardiff office to a smaller, more efficient space, contributing to a 131.9 tCO ₂ e reduction in emissions from electricity and gas.	See our annual report
Review lending policies and products to enable the UK's transition to lower-carbon motoring.	Currently financing an above-market share average number of electric vehicles, and are now continuing to work on how our lending practices can be increasingly accessible.	Page 27
Working with our suppliers to decarbonise the goods and services we purchase.	Work continues with our material suppliers to further decarbonise our operations and continuously improve the quality of the data we capture.	See our annual report
Incomplete		
Continue developing decarbonisation pathways across business lines, with the goal of agreeing transition pathways in FY23/24.	While we continue to work on decarbonising our asset lending, we haven't yet agreed transition pathways.	Page 43
Provide financed emissions data for our business finance division.	We are actively developing methods to measure these emissions and will continue refining our approach for future reporting.	Page 43

Our purpose and impact

Aldermore's purpose is to back more people to go for it, in life and business. This purpose drives everything we do, from our products and services, to how we operate and our business priorities. By concentrating on solving real challenges in our core markets, we create commercial value while also generating meaningful social impact.

In 2025, we refreshed our ESG and sustainability strategy to ensure it was still aligned with the Group's latest business direction. This updated approach introduces a refined set of focus areas that will guide our work going forward, helping us deliver measurable value for all our stakeholders.

■ Our three areas of focus

Access to credit and savings

1

- Using our core business to create intentional opportunities for the underserved in society.

Developing our people

2

- Fostering an environment that attracts, retains, and grows top talent, with strong diversity of thought.

Business ethics and services

3

- Collaborating across teams, communities and our partners to build a responsible and resilient business.



“Every year, we gather stories for this report and are continually amazed at the daily achievements of colleagues to serve our intermediaries and customers in ways that make a difference. Our refreshed approach to ESG & sustainability allows us to be clearer on those differences, why they matter and the role every colleague plays in delivering them.”

Tom Harding, Head of ESG & Sustainability, Aldermore



■ Our stakeholders

We recognise that our business affects people in different ways, depending on their relationship with us. Each of these groups is a key stakeholder and we're committed to engaging with them in a way that reflects both their needs and our long-term ambitions.

- ▶ **Customers:** we put customers at the heart of what we do. Our goal is to help them make the most of life and business, with confidence that they're supported by a company that stands with them, even when others might not.
- ▶ **Colleagues:** our people are the foundation of our success. We're committed to a clear value exchange: offering strong benefits, supportive workplaces, and development opportunities, alongside clear expectations and shared purpose.
- ▶ **Regulators:** we maintain open, transparent, and proactive relationships with regulators, working closely to ensure we stay aligned with evolving expectations and industry standards.
- ▶ **Society:** we use our strengths to create meaningful impact in the areas where we can make the biggest difference. Whether through financial inclusion, innovation, or partnerships, we aim to serve society, not just our bottom line.
- ▶ **Investors:** we deliver sustainable, long-term value by focusing on growth opportunities in some of the UK's most attractive banking markets. Our strategy is built for consistency and resilience.
- ▶ **Distribution partners:** we work closely with brokers, dealers and intermediaries, listening carefully to their needs and those of their clients. We provide products and services that make it easier for them to do great work while keeping finance competitive in a changing market.

■ Industry partnerships

We are part of a wide network of industries and know that working in partnership with others helps us broaden our perspective and amplify our impact. We actively engage with a number of key industry bodies, including:

- ▶ UK Finance
- ▶ Finance & Leasing Association (FLA)
- ▶ Intermediary Mortgage Lenders Association (IMLA)
- ▶ Banking Standards Board

Beyond this, we're proud to support and contribute to a range of initiatives that reflect our values and commitments. We are signatories or members of:

- ▶ The Women in Finance Charter
- ▶ The Race at Work Charter
- ▶ The Mindful Business Charter
- ▶ Business in the Community
- ▶ Progress Together

■ 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.



FirstRand

■ Comments from The Purpose Coalition



Aldermore's *Report to Society* 2025 captures an organisation that continues to evolve from embedding purpose into its operations to truly living it through measurable, strategic impact. What stands out most in this year's

report is the clear step forward in measurement and accountability, the integration of sustainability and inclusion priorities across leadership performance and business strategy marks an important shift from intention to execution.

The report also highlights the strength of Aldermore's inclusive business model. From expanding access to savings and mortgage lending for underserved customers, to supporting SMEs through the British Business Bank's Growth Guarantee Scheme and launching a dedicated energy and infrastructure finance proposition, Aldermore continues to back people and businesses that drive the UK economy forward.

Equally impressive is the continued investment in people. The 'developing our people' section showcases a mature approach to colleague development - with 74% engagement, growing gender representation at senior

levels, and sector-leading inclusion programmes such as Embrace Your Future and Change 100. These achievements show a business that understands that purpose begins with its own people. Through its commitment to transparency, collaboration, and impact measurement, Aldermore is setting an example for how financial services can create long-term value for society. The Purpose Coalition is proud to continue partnering with Aldermore as it aligns its national priorities around opportunity, inclusion, and sustainability to our Purpose Goals framework.

— Rt Hon Justine Greening, Chair of The Purpose Coalition



Access to credit and savings

Using our core business to create intentional opportunities for the underserved in society.

We create meaningful impact for society by using specialist knowledge and expertise to provide financial products to those often underserved by high street banks. By giving more opportunity to individuals and small and medium-sized enterprises (SMEs), we help keep the UK economy moving.

Purpose goals

7

Widening access to savings and credit



9

Extending enterprise



11

Infrastructure for opportunity



12

Place: Building sustainable communities



13

Harness the energy transition





Savings

Creating opportunity and building financial resilience through our savings business

We provide award-winning personal, business, and corporate savings accounts designed to help people and businesses make their money work harder. Our savings portfolio, holding £17 billion in balances, is the primary source of Group funding (95%), allowing us to extend financial opportunity through our targeted lending activities in our other business lines. In 2025, we were recognised as a 'Savings Customer Satisfaction Champion' in the Finder Awards and also won 'Best Easy Access Savings Provider' and 'Most Transparent Savings Provider' at the MoneyComms Awards.

How we support

■ Personal savings

Easy Access, Fixed Rate, ISAs, and Notice Accounts, all FSCS-protected (up to £85,000).

■ Business savings

Fixed Rate and Easy Access accounts with competitive rates and no fees.

■ Corporate Deposits

Tailored liquidity and treasury solutions for large firms and professional organisations, with flexible terms and dedicated relationships.

Who we support

- Individuals and families looking to protect and grow wealth, plan for life stages, and build saving habits.
- Small to medium-sized businesses managing surplus funds and planning for growth.
- Corporates, public bodies, charities, and universities seeking secure, flexible cash management.

Widening access to savings

“Following a record-breaking year in 2024, when more customers than ever chose Aldermore for their ISA needs, it has been essential for us to continue supporting our customers in achieving their financial goals.

By combining customer feedback with behavioural insights, we developed the Single Access and Double Access variable rate ISAs - tailored to meet the diverse needs of savers who value both accessibility and discipline. These products offer higher rates of return with limited access (once or twice annually) and revert to a lower rate if that limit is exceeded, resetting on the 12-month anniversary of account opening.

The introduction of these products not only widens our product offering to provide more options for customers to choose from, but also rewards their positive saving habits.



“We understand that people are saving for long-term financial goals and striving to build strong saving habits. These ISAs offer a competitive rate to reward that discipline, while still providing the flexibility to access funds when life calls for it. It’s about making saving sustainable, and empowering customers to stay in control of their financial journey.”

Jouelle Raphael, Product Manager - Savings,
Aldermore



Reward ISA type	Accounts opened 2025	Balances 2025
Single access	6,910	£278m
Double access	2,378	£271m

Promoting strong saving habits

In November 2023, we launched our first ‘Regular Saver’ product, allowing deposits of just £25 and rewarding those who make consistent monthly deposits with a preferential rate. We are pleased to see the average balance of these accounts steadily increasing since introduction, with the average balance increased by 759% since product launch.

	Sept-24	Dec-24	March-25	June-25
Average customer balance	£1,517	£1,609	£1,967	£2,286

SPOTLIGHT

Finding new ways to help more savers

Our corporate deposits portfolio supports a diverse range of businesses in managing their cash reserves more effectively. We serve two key segments: direct corporate customers and clients accessing our products through digital cash platforms. For many corporate customers, particularly those underserved by traditional banks, our dedicated relationship managers offer tailored support to help them achieve the right balance of security, liquidity, and return.

★Case study★

BBB Farms Ltd is a thriving rural business park near Braintree, Essex. Home to over 55 tenants, from start-ups to national firms, BBB Farms relies on Aldermore to manage its cash reserves efficiently while supporting its continued growth.

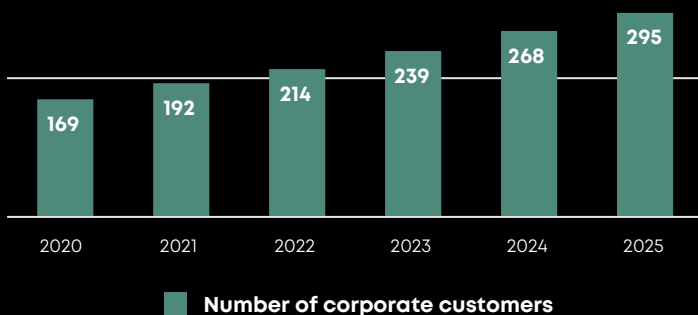


“Partnering with Aldermore Bank has been a strategic move; their expert guidance and transparent approach have enabled us to make informed decisions with confidence. Their ongoing support has ensured our capital is not only protected but positioned for sustainable returns.”

Fiona Waugh, Director, BBB Farms



To broaden our reach and offer even greater flexibility, we've also partnered with a range of digital cash platforms. These platforms connect savers with a curated panel of banks, enabling businesses, charities, and individuals to diversify their deposits and access competitive rates through a seamless digital experience. Our collaboration with Insignis for example, has helped us support a wider variety of clients - from credit unions to small corporates, who benefit from the same trusted savings products available through our direct channels.



“Insignis partnered with Aldermore in 2017, and since then, thousands of our clients have benefited from access to their specialist savings products. Aldermore’s tailored solutions help meet a range of access and savings needs, and as a cash management platform, we’re proud to include them as part of our trusted banking network.”

Kate Toumazi, Chief Executive Officer,
Insignis Cash



In July 2025, we took this a step further by launching a three-way partnership with Prosper, a fintech platform, and Bondsouth, a leading financial technology company. This innovative collaboration allows us to distribute corporate deposit products to a broader audience, reinforcing our commitment to expanding access to savings and supporting financial resilience across the UK economy.



“Aldermore have been an amazing partner to Prosper, helping us and our customers thrive by being incredibly responsive and working with us hand in glove to deliver results for our partnership.”

Ricky Knox, Founder, Prosper





Property

Supporting underserved communities and strengthening financial resilience through our property business

We are an award-winning specialist mortgage provider, working exclusively through brokers to support customers often overlooked by mainstream banks, such as the self-employed, those with complex credit, and buy-to-let landlords. In FY25, we provided £8.68bn in loans, combining a flexible, personal approach with enhanced service through our Platinum Broker proposition, offering faster decisions and dedicated support to help brokers deliver the best outcomes for their clients.

How we support

■ Residential mortgages

For first-time buyers, remortgaging, equity release, and customers with complex income or credit challenges.

■ Buy to let and commercial mortgages

For landlords, whether they be first-time investors or experienced portfolio managers.

Who we support

- Individuals at all stages of home ownership, including self-employed and those overcoming credit challenges.
- Landlords managing single properties or large portfolios, including SPVs, trading companies HMOs.
- Mortgage brokers seeking flexible lending and strong partnership support.



“Our mortgage business sits at the heart of our purpose. This year, we’ve seen strong commercial performance, but what makes us proud is the real-world impact: supporting people who weren’t sure they’d be able to get a mortgage to buy their own home, and enabling landlords to provide quality rental homes. With the crucial support of our broker partners, we’re proving that doing the right thing for society can also drive sustainable growth.”

Ross Dalzell, Managing Director for Property & Strategic Growth, Aldermore Bank



■ Supporting customers with challenging credit backgrounds

In the UK, 20 million people are financially underserved, often facing barriers due to fair or poor credit scores²

These challenges can make buying a home or remortgaging difficult. To address this need, we offer three lending levels tailored to different credit situations, ensuring our products meet the needs of underserved customers. Our Level 2 and Level 3 products, designed for customers with more complex financial situations, supported over 600 people this year, a significant increase on previous years. Without this tailored support, many of these customers may have struggled to achieve their homeownership goals.

	FY2025	FY2024	FY2023
Cascade Level 2 & 3 Lending Completions	603	66	375
Cascade Level 2& 3 Lending Completions	£98m	£8.8m	£59m



“I’m proud to have played a key role in evolving our mortgage offering to better support customers who are underserved by mainstream lenders. It’s incredibly rewarding to help design products that reflect real life circumstances and make a genuine difference in people’s lives.”

Joseph Abrahams, Product Lead, Property Business, Aldermore

★Case study★

A customer came to us as a last resort after struggling to find support due to significant adverse credit, including two County Court Judgments totalling over £2,000 and 22 historic defaults. They wanted to relocate from Southend to Inverness to be closer to their parents, a move driven by family and care.

While other lenders may have turned them away, we looked beyond the credit file to understand their individual circumstances. Through our specialist approach, we were able to issue a mortgage offer in just ten days from application, helping them secure the funding they needed for a fresh start and reconnection with loved ones. This case highlights our commitment to fast, fair, and compassionate support when it matters most.



“Just wanted to let you know that this case was offered to the customer this afternoon. Ten working days from application to offer - thank you for all your help.”

Mark Watts, Charwin Private Clients



² PwC, <https://www.pwc.co.uk/industries/financial-services/insights/overlooked-and-financially-underserved.html#>

■ Supporting first-time buyers

This year, we raised the maximum loan-to-value on several of our products and reintroduced our 95% LTV mortgage, reducing the deposit barrier that prevents many from owning a home. We also refined our affordability approach to ensure our products remain responsive to customer needs in a challenging housing market.



This product changes helped us support more than 850 first-time buyers in FY25, backing more people to take that all-important first step towards homeownership.

	FY2025	FY2024	FY2023
New lending to first-time buyers	£158m	£57m	£164m
Cases	859	309	888

■ Supporting self-employed and non-standard income customers



We remain committed to empowering self-employed individuals and those with non-standard incomes, such as contractor types, CIS and zero-hour workers, who are often overlooked or excluded by automated lending systems. In FY25, we strengthened our support for contractors, including day-rate workers, whose financial realities are frequently misrepresented by traditional credit models.

By maintaining a manual underwriting process, we evaluate each application individually, ensuring real-life circumstances guide our decisions. This personalised approach enabled us to support nearly 600 customers, the most we've supported for several years.

	FY2025	FY2024	FY2023
New lending to self employed individuals	£133m	£66m	£144m
Cases	587	273	575

■ Developing and empowering the landlord community

A strong private rental sector is essential to a thriving society. It provides housing flexibility for those who cannot or choose not to buy, supports workforce mobility, and eases pressure on social housing. Beyond that, it offers choice and diversity in housing, helps people navigate life transitions, and contributes significantly to the economy through investment, jobs, and tax revenue. Recognising this, we've focused on empowering private landlords to deliver positive experiences for their tenants, working closely over the past year and the wider network to make this happen:

- ▶ We ran a series of educational events for our landlords, in conjunction with Hamptons and James Wood, Head of Policy at the NRLA. These sessions were designed to keep landlords informed on key topics, from the Renters' Rights Bill to understanding market trends, economic conditions, and the latest legislation shaping the buy to let sector.
- ▶ Our business development managers (BDMs) have driven broker engagement, holding 1,110 face-to-face meetings since January, while our telephone BDMs completed over 65,000 calls. These interactions have been pivotal in educating brokers on how our solutions can help customers who might otherwise feel unable to secure credit.



"By combining deep expertise with practical education, Aldermore helps brokers simplify the complex and deliver the right outcomes. Through our Partnership with Aldermore, we make the process easier for brokers and better for customers."

Gareth Herbert, Distribution Director,
Mortgage Advice Bureau





Business finance

Creating growth opportunities and enabling infrastructure through our business finance business

Our business finance division exists to help UK businesses unlock their full potential, providing over £3.8bn in loans in FY25. We do this by providing flexible funding solutions across a diverse range of sectors through a network of specialist brokers and dealer partners, combining speed, expertise, and a personal approach to deliver finance that enables businesses to take their next step.

How we support

■ Asset finance

Funding to purchase or upgrade essential equipment and vehicles, including hire purchase, lease, and refinance options.

■ Invoice finance

Unlocking working capital tied up in unpaid invoices. Solutions include invoice discounting, invoice factoring, asset-based lending, receivable finance, and specialist football finance.

■ Commercial real estate finance

Funding for owner-occupiers and investors in commercial properties, including property development finance and large commercial mortgages (£500k–£50m).

Who we support

- SMEs seeking flexible funding to scale and stabilise operations across sectors such as manufacturing, agriculture, construction, and services.
- Mid-sized companies and partnerships managing liquidity and expansion through asset and invoice finance.
- Property developers and investors acquiring, developing, or refinancing commercial property portfolios.
- Specialist brokers and dealer partners offering asset, invoice, and property finance solutions.

SPOTLIGHT

Creating SME growth opportunities through our broker network

We're committed to empowering our brokers to unlock opportunities for their SME clients. By taking the time to understand every business we support, we treat each customer as a unique enterprise with individual goals and challenges. Through our combined approach of automated decisioning and manual underwriting, we provide SMEs with fast access to finance while ensuring every lending decision reflects the full picture of their circumstances.

★Case study★

One of our broker partners, MAF, came to us with a unique challenge. Together, we supported a small, family-run farm in Yorkshire as they looked to diversify and build greater economic resilience. The family was seeking funding to develop a Padel court, capitalising on one of the UK's fastest-growing sports and creating a new income stream for the rural business.

Traditional lenders struggled to accommodate the staged payments needed for the project. Using our agricultural loan product, we delivered a £150,000 tailored finance solution that made it possible.

The impact: a thriving diversification project that boosts the farm's resilience, brings a new sports facility to the community and helps rural enterprises prosper in a changing economy.



“This deal is a great example of how understanding a client’s unique needs can unlock a real business opportunity, enabling us to structure a solution that supported their ambitions. Our close relationship with Aldermore was key to making this deal possible as their collaborative approach and speed meant we could deliver a bespoke funding package that met the client’s needs.”

Stuart Buchan, Agriculture & Renewables
Director, MAF Finance Group



★Case study★

In July 2025, Aldermore became an accredited lender under the British Business Bank's Growth Guarantee Scheme (GGS). By joining the scheme, we responded directly to client feedback calling for greater funding support beyond our existing options.

The GGS provides a government-backed guarantee, allowing us to offer flexible, tailored finance, including term loans and invoice finance, to help businesses invest in new equipment and technology, expand into new markets, create jobs and strengthen cash flow and working capital.



“We’re delighted that Aldermore has been accredited as a delivery partner under our Growth Guarantee Scheme. Their provision of invoice finance and term loans will help to increase the choice and diversity of finance available to smaller businesses in the UK.”

Reinald de Monchy, Chief Banking Officer, British Business Bank



■ Launching our Platinum Broker programme

To further support our brokers, in October 2025, we launched the business finance Platinum Broker programme, designed to offer a select panel of our most valuable introducers a priority service, as well as early access to new products and journey improvements. This programme ensures SMEs receive faster decisions and greater certainty to access the funds they need, when they need them.

The initiative reinforces Aldermore's commitment to brokers who consistently deliver outstanding outcomes for their clients, helping SMEs across the UK invest, grow, and succeed.

Platinum brokers benefit from:

- ▶ Priority access to underwriting and support teams
- ▶ Closer collaboration with Aldermore's asset finance specialists
- ▶ Early access to new products and process improvements
- ▶ Dedicated relationship management and business planning support



"At Aldermore, we're passionate about helping businesses go further, and our Platinum Broker programme is another step towards strengthening the critical relationships that make that happen."

Lee Rhodes, Commercial Director for Asset Finance, Aldermore



"I'm delighted that Victor Finance is on the Platinum Broker programme and that Aldermore values our relationship. We have a strong book of business but also place a large emphasis on the quality and care we put into every deal. We have already noticed a real shift in service, especially around credit and payouts."

Barry Nichol, Sales and Operations Manager, Victor Finance



■ Funding regenerated student accommodation

This year, our funding enabled the regeneration of almost 1,000 student rooms, transforming tired accommodation into modern, safe, and accessible homes across 10 major university cities.



★Case study★

We recently worked with Bathford Investments, providing a multi-million-pound loan to refinance and refurbishing first-generation student accommodation in the Southwest. The upgraded properties deliver energy-efficient homes for students, improving living conditions while supporting the regional economy.

“The team at Aldermore have been a pleasure to work with. In a demanding market they have a refreshing can do attitude. In addition, the funding is allowing us to fully refurbish the accommodation so the students can enjoy their homes and focus on student life.”

Richard Crawshay Jones, Director, Bathford Partners



“When we were engaged by the Bathford team to secure the finance for this project, Aldermore Bank were one of the first lenders that came to mind. Their support for the PBSA market is well known and has been evident for many years. Given the timeframes involved, I was extremely comfortable in recommending Mick and his team and my faith was well founded as the deal ran smoothly from start to finish.”

Steve Williams, Director, Redgate Specialist Finance Limited



■ Aiding the UK's transition to net zero with energy & infrastructure finance

We recognise the critical role that energy and infrastructure investment plays in supporting UK businesses transition to net zero with alternative energy solutions. In FY25, we launched a dedicated energy & infrastructure projects. Our proposition is tailored to meet the evolving needs of the sector, offering:

- ▶ Refined solar finance solutions with flexible tenures of 7+ years
- ▶ Milestone-based funding to support supplier payments and project delivery
- ▶ Support for decarbonisation and energy security goals while enhancing business cashflows



“Delivering the right charging infrastructure is absolutely crucial to accelerating electric vehicle adoption across the UK. We’re proud to partner with Osprey Charging and this multi-bank facility underlines our commitment to backing high-quality, sustainable energy projects that deliver real benefits for drivers, businesses and local communities.”

Lauren Pamma, Head of Energy and Infrastructure, Business Finance, Aldermore



★Case study★

In August 2025, we signed an agreement with Sunbird Solar UK to fund the installation of rooftop solar panels across a portfolio of commercial properties. The first phase will see panels installed on 22 sites, generating 4865 kW of clean energy.

The addition of solar panels will enhance the energy performance certificate (EPC) credentials of the respective buildings, supplement and provide on-site green electricity to common parts and reduce CO2 emissions by some 743 tonnes. The annual solar output for the first phase of the joint venture is the equivalent of reducing the electricity usage of 1,500 average UK households.³



³ This estimation uses the latest UK Government emission factor for 2025 (183.4g/kWh) and Ofgem's current typical domestic consumption value of 2,700 kWh/year.

★Case study★

In July 2025, we announced a £25m loan as part of a multi-bank facility for Osprey Charging, one of the UK's largest public rapid EV charging networks. This funding will accelerate the rollout of high-power charge points nationwide, supporting the UK's decarbonisation goals by boosting charging capacity, building driver confidence, and helping more people make the switch to EVs ahead of the 2030 ban on the sale of new petrol and diesel cars.



"We're delighted that financial institutions are supporting the work our fantastic, dedicated team are doing. At Osprey, we build the charging hubs customers want – clean and secure, super-fast, easy to use and easy to pay for."

Ian Johnston, Chief Executive Officer, Osprey Charging





Motor

Breaking down barriers and enabling mobility with our motor business

Aldermore Group's motor finance business, MotoNovo, has over 40 years' experience in helping customers and businesses fund cars, vans and motorbikes, working with a trusted dealer network to deliver tailored products designed around customer needs. In FY25 we made vehicle ownership more accessible by providing over £4bn in loans.

How we support

■ Hire purchase (HP)

Fixed monthly payments, ownership at end of term after paying the option-to-purchase fee.

■ Personal contract purchase (PCP)

A flexible option offering lower monthly payments and a final balloon payment, giving customers the choice to own the vehicle, return it, or part-exchange for a new one.

■ HP for business

Lower monthly payments for business users with a lump sum at the end.

■ Fleet funding

Finance solutions for businesses to grow or renew vehicle fleets.

■ Wholesale funding

Supporting motor dealers with funding solutions that enable them to purchase vehicles upfront, helping maintain inventory levels, meet customer demand and manage cashflow.

Who we support

- Retail motor customers seeking competitive, transparent finance options.
- Younger buyers expecting simple, digital-first journeys and online convenience.
- SME's and corporates wishing to purchase a single vehicle to multiple.
- UK based motor dealers seeking flexible finance solutions to support customers and grow their business.

■ Reaching more drivers with fair finance



This year, we have focused on breaking down barriers in vehicle lending, broadening our credit appetite to serve customers which we previously could not. One example of this is

where we have increased acceptance rates for customers with lower credit scores by 29%, reducing overall decline rates from 55% to 48%. This shift means more people, regardless of background, can now access the vehicles they need for work, family, and everyday life.

We've achieved this by refining our credit models and maintaining strict affordability checks, ensuring that every approval is made within responsible lending guardrails. This approach balances inclusion with financial safety, helping customers borrow sustainably without risking over-indebtedness.



"We have worked with MotoNovo Finance since 2008, and in that time our business has gone from strength to strength, selling thousands of cars and now employing nearly twenty people. Their systems make life quicker and easier for us and the customer, meaning everyone can focus on making the new car experience as good as possible."

Imtiaz Sharif, Director, Brownroyd Motors Limited



■ Unlocking mobility for younger drivers



Young people often face structural barriers when accessing finance, from limited credit histories to affordability assessments that don't reflect their real circumstances. In 2025, we developed several changes to our products to better support customers under 21, including higher loan-to-value (LTV) ratios and refined affordability checks for those living with parents. These changes have had a transformative impact.

Lending to under-21s rose by 85%, with new business volumes more than doubling to nearly £5 million. This growth reflects a step-change in financial inclusion, enabling more young people to access vehicles and take their first steps towards independence.

■ Supporting the UK's transition to EV



As the UK accelerates its transition to cleaner transport, we are finding ways to make the journey more accessible for more people. We've grown our battery electric vehicle (BEV) lending by 86% - four times the market rate, by making EV finance more accessible and affordable for everyday drivers.

We also help our dealer partners successfully shift to selling EV's by providing them with market insights such as optimal stock levels and best practice tools on how to sell them effectively. This has enabled hundreds of customers each month to make the switch to electric, while also helping local businesses prepare for the future.

★Case study★

Founded in 2021 and based in the Midlands, car360 has become a trusted name as the UK's largest used EV specialist. With expert guidance, transparent pricing, and nationwide delivery, the business has built a trusted online model that has so far, doubled its annual sales year on year. Partnering with MotoNovo has been key to this growth, supporting customers with flexible finance options that make owning an electric car more affordable.



"Our mission at car360 is to make switching to an electric vehicle as straightforward as possible. MotoNovo's EV finance options have been a real catalyst for that, giving more people the confidence to go electric. Together we're helping hundreds of drivers every month leave petrol and diesel behind and embrace a more sustainable way to drive."

James Buxton, Chief Operations Officer, car360



"Witnessing Car360's growth has been amazing. They have made significant strides in enhancing the customer experience to promote transparency, such as now offering a comprehensive battery health check with every car online. This was recently recognised at MotoNovo's Extra Mile Awards, where they proudly took home the Sustainability Award."

Ellie-Jayne Brookes, Business Development Consultant, MotoNovo Finance



Developing our people

Fostering an environment that attracts, retains, and grows top talent, with strong diversity of thought.

Our success starts with our people. We're committed to creating an environment where talent can thrive, grow, and feel valued. By fostering a culture that encourages different perspectives and ideas, we attract and retain great people while helping them develop their skills and careers.

Purpose goals

5 Open recruitment



6 Fair career progression



We focus on cultivating a high-performance culture, with our human resources (HR) team providing the foundation for a change-resilient and innovative organisation. To bring this vision to life, our people strategy has evolved to better reflect colleague feedback and the changing needs of our customers.

Our Group people strategy now revolves on the following three themes:

- 1. Strength and agility** - building a change-ready organisation with flexible career pathways and strong support for our managers.
- 2. Culture and brand** - continue to build a high-performance culture and strengthen our employer brand by refreshing our value proposition.
- 3. Future focus** - equipping people managers with the skills and resources needed to lead effectively in dynamic, fast changing environments.

To ensure we are doing this effectively and holding ourselves accountable, we actively listen to our people through regular colleague surveys, conducted during the year in November 2024 and April 2025. These insights help shape our culture and drive meaningful change. Engagement rose from 71% to 74% over the period, accompanied by a 92% response rate - our highest ever - and an eNPS (Employee Net Promoter Score) of 36. Feedback indicated that colleagues felt better equipped to navigate change, praised Aldermore's inclusive and supportive culture, and found leadership's visibility and communication as a huge positive.



“As the worlds of technology and business constantly evolve, so do the expectations of our stakeholders. We believe the best way to meet these needs is to focus on our people, creating a colleague culture that is highly adaptable, resilient, future focused, and has open communication at its heart.”

Alexandra Pierce, Director of Talent, Engagement & Culture



Strength and agility

■ Cultivating a diverse workforce

We remain committed to building a diverse workforce that is reflective of the customers and communities we serve, leveraging diversity of thought to unlock better solutions. By grounding equitable career progression of our colleagues in insight and data, we're ensuring our actions address real barriers for future leaders of our organisation. Good progress was made on this in FY25, with improvements in our representation of leaders across gender and ethnicity.



Our senior leadership programmes follow a gender-balanced selection process, enabling us to exceed our target for female representation at ExCo and ExCo-1, rising from 21% when we first set our target in FY22, to 38% in 2024, and now 41% in FY25.

“ This marks a significant milestone in strengthening gender equity and increasing diversity of thought at senior levels of the organisation. For more information on this, including our gender pay gap, please see our 2025 Annual Report.

FY	FY2025	FY2024	FY2023
Female staff as percentage of total workforce	48%	48%	47%
Female senior managers as percentage of total senior management	41%	38%	39%
Female representation on board as percentage	30%	28%	20%
Female representation on executive committee as percentage	38%	25%	18%

We also concluded our first cohort of the 'Embrace Your Future' programme, which was developed in response to analysis showing that while ethnically diverse colleagues were progressing into new roles, targeted support was needed to help them sustain success once promoted. The programme offered sponsorship, tailored development, and a three-day workshop designed to build confidence, networks, and visibility. 20 colleagues took part, with 30% promoted or seconded and 60% undertaking additional qualifications.

Culture and brand

■ Fair and rewarding jobs

It is important to support our workforce by continually enhancing our benefits package in ways that truly matter to them. We believe the best way to do this is by adopting a 'total reward' approach, meaning our colleague packages are comprised of multiple components, including fixed pay, customisable benefits, variable pay and non-financial rewards.

An example of how we listen to colleague needs is how we worked with our Family & Carers colleague network in June 2025 to launch new benefits aligned to support those with caring responsibilities outside work. The first offered colleagues a simple way to set up a lasting power of attorney for themselves or their relatives, and the second offered free support and information for those who are caring for elderly relatives.

From a fixed pay perspective, our most recent pay review allocated a higher proportion of our budget to colleagues whose salaries sat lower against the market median salary for their role, to support those who may be most adversely impacted by cost-of-living challenges. The average pay award across the Group was 3.5%. For junior employees, we continue to support the Real Living Wage (RLW), which reflects the true cost of living in the UK. New RLW rates are generally announced in October each year, and we are committed to awarding any necessary uplifts immediately, well in advance of the recommended six month implementation period.



“Decisions regarding pay are made equitably, considering role, skills and performance, without bias or discrimination. By upholding this culture, we aim to attract and retain talented people whilst embracing and celebrating diversity.”

Ben Thurstan, Head of Reward Schemes & Benefits, Aldermore



■ Inclusion and belonging



Inclusion is fundamental to how we think, make decisions, and deliver for our customers. Through intentional and focused activities, policies, and partnerships, we ensure equity of opportunity across our colleague base while building a culture that thrives on openness and curiosity.

Our Employee Resource Groups are central to embedding and deepening our culture of inclusion across Aldermore.

- ▶ **Rainbow:** champions our LGBTQ+ community
- ▶ **Gender Network:** leads the mission for gender parity
- ▶ **Family and Carers Network:** helps colleagues in and out of work
- ▶ **Great Minds:** focuses on mental health and wellbeing
- ▶ **EmbRace:** supports better ethnic and cultural diversity
- ▶ **DAWN:** (Disability Awareness Network), advocates for inclusion and accessibility
- ▶ **VetNet:** supports veterans and reservists

Their collective impact is seen across the organisation, from creating supportive communities to shaping practical change. For example, the Family and Carers Network held quarterly Parental Leavers and Returners events, the Great Minds network helped train additional Mental Health First Aiders to take our total to 45 and the DAWN Network improved accessibility by launching a Digital Accessibility Hub that consolidates tools, quiet spaces, and peer support into one access point.



“I’m incredibly proud of the network we’ve built here. It provides a safe, supportive space that empowers colleagues with parental and caring responsibilities to thrive both personally and professionally. As a senior leader and a parent to two young boys, I’ve seen firsthand the powerful impact that networks like this can have, not just in helping people feel supported, but in unlocking their full potential.”

Anna Homewood, Director of FP&A and Co-chair of the Family & Carers Network, Aldermore



Future focus

■ Talent and learning



Our talent strategy is designed to give everyone the tools to thrive, build meaningful careers and share their expertise with the next generation. We do this principally through four routes of continuous development which are championed throughout the business: apprenticeships, funded learning, targeted programmes, and self-led learning.

We remain passionate believers in apprenticeships and Welsh Government funded learning, supporting colleagues through these qualifications to provide valuable skills for their time at Aldermore and beyond. Our own offering of funded learning exists for those occasions where a colleague wishes to deepen their expertise or explore

career mobility, while our targeted programmes are designed for specific colleague groups, such as our 'Leading the way' programme to help middle to senior colleagues grow and achieve a CMI Level 7 Certificate in Strategic Management and Leadership Practice.

Our self-led learning platforms allow colleagues to strengthen their regulatory, technical and leadership skills with world-class resources such as CoachHub, LinkedIn Learning, Aldermore Management DNA from the Global Growth Institute and our new modern learning platform 'Thrive'.

	FY2025		
Funded learning spend	£170,000		
Number of colleagues	156		
	FY2025	FY2024	FY2023
Apprenticeship starts	51	53	69
Levy investment	£264,460	£329,761	£277,200
Completions	38	11	18

■ Early careers

We are proud to run a wide range of initiatives that open doors and broaden pathways into financial services. Through programmes such as the 10,000 Black Interns scheme and Leonard Cheshire's Change 100 programme, we support talented individuals from diverse and underrepresented backgrounds to access opportunities within our business. Our active apprenticeship programme, open to both new joiners and existing colleagues, provides valuable career routes into the sector. This year our programme was ranked in The Sunday Times top 10 for the banking and finance sector.



"I've experienced the way Aldermore offers its people the opportunity to challenge and create impact. This makes the growth of every individual a measurable part of the company, which I find immensely powerful."

Kaleb Samuel, Summer 2025 10KBI intern



Our talent strategy extends beyond our own colleagues to the communities in which we operate. We run a vibrant community engagement calendar, including careers fairs, work experience placements, and keynote talks across secondary schools, further education, and higher education institutions. The impact of these can be found in the 'Community impact' section within 'Business ethics and service'.



Business ethics and services

Collaborating across teams, communities and our partners to build a responsible and resilient business.

As a digitally enabled bank serving a wide range of customers, we know trust is built on more than regulatory compliance. It comes from how we safeguard data, manage risks with partners, support communities and the planet, and deliver reliable, transparent services - especially as we grow and evolve.

Purpose goals

7	Widening access to savings and credit	
8	Good health and well-being	
9	Extending enterprise	
13	Harness the energy transition	



Customer experience and impact

■ Supporting vulnerable customers at Aldermore

We're committed to treating all our customers fairly, including those who find themselves in vulnerable circumstances and navigating financial difficulties. By providing compassionate and proactive assistance, we understand each customer's unique circumstance to effectively manage their outstanding balance with us while minimising the impact to their overall financial position.

Over the past year, our collections teams have identified and supported nearly 6,000 vulnerable customers across all our businesses.

Vulnerability can affect anyone at any point in their lives, often driven by one or more of the following four key factors:

- ▶ **Health:** Physical or mental health conditions that impair an individual's ability to manage day-to-day activities.
- ▶ **Life events:** Situations such as bereavement, job loss, or other significant emotional shocks that can lead to financial or emotional instability.
- ▶ **Resilience:** A reduced capacity to cope with financial or emotional stress.
- ▶ **Capability:** Limited knowledge of financial matters or a lack of confidence in managing money.

In 2025, we evolved several initiatives to ensure we continue to meet our customers' needs. These included refreshing our mandatory all-colleague training on how to identify and support vulnerable customers and created a dedicated hub of online materials to help colleagues deliver good customer outcomes. The hub provides clear guidance on effective communication, access to external support services such as food banks, and practical advice for handling a variety of customer situations. Since launching ten months ago, the hub has received nearly 1,000 interactions.



"In my work, I see every day how important it is to recognise the human side of what we do - understanding that behind every conversation or decision, there's a person with their own story, challenges, and emotions. Helping others embrace vulnerability is something I'm truly passionate about. When we lead with empathy and authenticity, we give others permission to do the same. That's how real understanding happens, and it's how we make a genuine difference in our customers lives."

Lisa Rowlands, Financial Assistance Manager, Aldermore



■ Customers in crisis

Aldermore receives around nine Threat to Life (TTL) calls each month. To ensure we respond effectively and compassionately, ten colleagues have completed specialist, TTL-accredited training via the Money Advice Trust. This training has empowered colleagues across the business to handle critical situations with confidence.

★Case study★

A customer urgently needed to remove her ex-partner from the mortgage and borrow more to escape ongoing abuse and gain financial independence for herself and her daughter. Despite her application falling outside standard policy, the team acted swiftly to collaborate across departments and secure a policy exception without fees to offer a more suitable product.

As her situation worsened, the team went beyond the mortgage process - they worked with solicitors, shared advice on support services, and helped manage communications to reduce her direct contact with others involved. Their empathy and understanding played a huge part in helping the customer feel safe and supported.

“You and others have had to deal with threats and issues that you really shouldn’t have to deal with in your jobs. But because of you, my daughter and I now have the freedom to keep our home. Thank you.”

A Vulnerable Customer



Community impact

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

Financial support remains essential for charities to continue delivering vital services, enhancing facilities, and protecting vulnerable communities. Our contributions aim not only to provide funding but to empower organisations to create lasting, meaningful change. We provide financial support through matched colleague funding, disaster relief, and causes nominated by our leadership committee. In 2025, we made use of our full budget of £125,000, providing it to a mix of partner and colleague-supported causes.

- ▶ **The Money Charity (TMC)** – As our main charity partner, we continued our long-term support with a £40,000 donation to help deliver financial education and wellbeing workshops across the UK. Through this multi-year partnership, we're helping individuals and families build stronger financial futures.
- ▶ **Alder Hey Children's Hospital** - As a leading children's hospital in the North West of England where we have a strong operational presence, we donated £17,000 to fund the Child Death Helpline. This will provide critical support to families during the most difficult times.

"I took part in a Dragon Boat Race to raise money for Alder Hey and it was such a great morning. The sun was shining, the atmosphere was brilliant, and it was amazing to meet colleagues from across the business as well as other teams supporting this fantastic charity. We raised £1,250, which, with matched funding, brought our total to £2,500."

Liz Woolliscroft, Business Change Specialist, Aldermore



■ Giving our time



Charities across the UK continue to face rising demand for their services while struggling with stretched resources. Corporate volunteering offers valuable support - bringing energy, expertise, and capacity to help meet these challenges.

This year, 350 Aldermore colleagues supported 43 different charities with nearly 2,400 volunteering

hours - an increase from last year's hours by 36%. These volunteering experiences not only deliver immediate benefits to communities and the environment - they also strengthen the connection between our people and the causes they care about, fostering a culture of purpose and shared value.

	FY2025	FY2024
Hours volunteered	2,384	1,750

“A fantastic day with a truly inspiring charity, it’s really uplifting to be able to make a difference for such a deserving cause. CHAS as always were really grateful for the support, and it was very humbling to be able to help them.”

Stuart Dyce, Senior Business Development Consultant, MotoNovo Finance



“Volunteering with the RSPB at Dovestone was an unforgettable experience. Our team worked together planting moss to restore the landscape, enjoying the camaraderie and the chance to meet new people passionate about nature. It was a rewarding way to spend time outdoors, surrounded by the beauty of nature while contributing to conservation.”

Carlos Medina, Data Specialist, Data, Aldermore



■ Financial inclusion partnerships and early careers

Over the past several years, Aldermore has strengthened its commitment to financial inclusion and building tomorrow's talent by working hand-in-hand with expert partners who share our vision of empowering communities. Through long-standing collaborations with schools programmes and community organisations, we've funded or delivered resources that help young people and adults build confidence in managing money and building careers.

From nationwide school initiatives to community-based workshops, these collaborations have grown year on year, reaching thousands of people and delivering hundreds of hours of practical learning. Together, we're creating lasting change, helping individuals and families improve financial resilience and opening doors to opportunities that might otherwise remain out of reach.

In the last 12 months we've positively impacted over 9,500 lives across all of our partnerships, through our comprehensive outreach programmes.

For more information on each of our outreach programmes, please see our Report to Society 2024.

The Money Charity	FY2025	FY2024	FY2023
Overall number of people reached	2553	2103	2486
Young people reached	2255	1725	2308
Community adults reached	298	378	178
Overall workshop hours delivered	143	137	148
Young people workshop hours	100	80	120
Community adults workshop hours	43	57	28

EVERFI	Apr 24 – Apr 25	Apr 23 – Apr 24	Apr 22 – Apr 23
Students	1933	1063	1215
Schools	27	26	25
Workshops	26	23	15
Hours of digital learning	568	240	280

Community engagement	FY2025	FY2024	FY2023
Number of events	53	52	55
Student interactions	5274	5787	3379
Colleagues involved	161	149	131
Hours provided	652	490	586

Trust and resilience

■ Our approach to managing risks

Recent large-scale events across the globe have exposed the vulnerability of systemic risks to our financial system, whether it's operational disruptions, third-party failures, or geopolitical shocks.

While Aldermore's size and complexity mean we're unlikely to trigger instability in the wider financial system, we still play a vital role in reinforcing its resilience. By strengthening our own financial and operational foundations, we help safeguard the system as a whole.

To achieve this, we take a proactive, multi-layered approach to risk management, built around a strong risk culture, robust capital planning and embedded operational resilience across our end-to-end processes such as cyber security and third-party oversight. Our approach has matured from desktop reviews to more complex, full-scale simulations involving: critical third parties, peer bank collaboration and a diverse range of testing techniques (e.g., penetration testing, disaster recovery, etc).

These efforts strengthen our ability to prevent, adapt, recover, and learn from disruption – meaning that we're not just protecting Aldermore - we're contributing to the strength and stability of the financial system as a whole.

For more information on our risk management, please see our 2025 Report and Accounts.



“Resilience starts with the example we set. The culture we build – and the behaviours we choose not to walk past – determine how well we respond to disruption. By strengthening our risk mindset and leading through our actions, we’re helping to reinforce the resilience of the whole financial system.”

Gary Howarth, Enterprise Risk Governance Manager, Risk, Aldermore



■ Customer data and account security

We are committed to upholding the principles of UK GDPR and ensuring our customers understand how their data is used. We aim to treat customers fairly and use their data appropriately, securely, and for the right purposes. This year, we have addressed several complex data-related issues to ultimately better serve our customers.

- **Fraud concern:** A customer raised a concern about a suspicious credit search. Our investigation confirmed it was a legitimate soft search linked to his directorship. We provided reassurance and updated broker guidance to improve transparency

- **Mortgage transfer:** Following the death of a company director, his spouse experienced 18 months of conflicting advice and rising costs. Our data governance team discovered that the original loan setup supported a like-for-like transfer. We resolved the issue, updated the mortgage, and provided compensation - highlighting process gaps that are now being addressed.
- **Incorrect third-party information:** A declined finance application, and a credit marker were traced to inaccurate third-party data. We worked with the external bank to correct the record, remove the marker, and approve the funding - restoring the customer's financial standing.

■ Our progress towards net zero

We remained committed to supporting the UK's transition to a net zero economy. As part of our strategy, we are actively working to reduce greenhouse gas emissions across both our operational footprint and our lending activities. Our operational footprint includes emissions from offices, business travel and supply chain, with financed emissions tracking the greenhouse gasses associated with all of our financing and lending activities, such as mortgages or car loans.

Net zero targets:

- Operational emissions (Scopes 1 & 2): Net zero by 2030
- Financed emissions (Scopes 3): Net zero by 2050

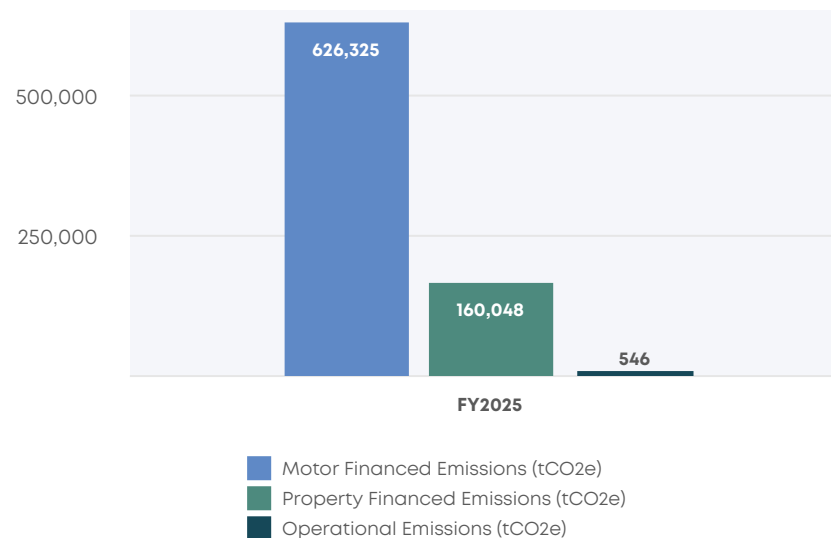
Financed emissions:

Financed Emissions: Key milestones and next steps

- **2024:** Net zero pathways were defined for each asset line.
- **2025:** We enhanced data quality, launched a climate balance sheet, and achieved reductions in financed emissions intensity across Property and Motor.

- **2026 onwards:** Our annual incentive plan will require fully integrated net zero pathways across all asset lines to ensure accountability and continued progress.

Emissions data - FY2025



Please note this chart does not include the emissions data of our Business Finance division. We are working to refine our data across the different markets that comprise our lending in that division to a sufficiently comparable standard for reporting.

For more information including a detailed breakdown of our emissions profile, energy use, please refer to the Energy & Carbon Reporting section of our Annual Report.

Closing

Strategic recommendations and Purpose Goal alignment

These recommendations build on the progress captured in the Report to Society 2025, ensuring that Aldermore continues to drive meaningful impact aligned with the Purpose Goals framework, a cross-sector blueprint developed by The Purpose Coalition to remove barriers to opportunity across the UK.

1. Deepen financial inclusion through targeted innovation

(Linked to Purpose Goals: 7 – Widening Access to Savings & Credit; 10 – Closing the Digital and AI Divide; 14 – Opportunity for All: Everyone Everywhere)

Aldermore's continued success in widening access to financial services demonstrates its commitment to inclusion. Expanding savings and lending products, alongside partnerships such as Prosper, has improved financial confidence among those traditionally underserved by mainstream banks. To build on this, Aldermore should continue innovating in product design to meet the specific needs of groups such as renters, younger savers, and self-employed customers. Greater use of data and analytics can help the bank understand customer engagement and measure outcomes that reflect real-world inclusion. As technology plays an increasing role in finance, Aldermore has an opportunity to use digital innovation responsibly, closing, rather than widening, the AI divide to ensure fair, transparent financial solutions for all.

2. Strengthen regional impact and SME growth

(Linked to Purpose Goals: 9 – Extending Enterprise; 11 – Infrastructure for Opportunity; 12 – Place: Building Sustainable Communities)

Aldermore's strong record of supporting small and medium-sized businesses continues to underpin local economic growth and resilience. Its participation in the British Business Bank's Growth Guarantee Scheme and its specialist lending to SMEs are helping to extend enterprise and create jobs across the country. The next step is to deepen this regional impact by developing a more systematic approach to measuring the outcomes of its investment. A Regional Impact Index would map Aldermore's lending against regional deprivation, highlighting where finance drives regeneration and productivity. By focusing on the infrastructure for opportunity, Aldermore can continue to help build sustainable, thriving communities across the UK.

3. Lead on responsible and ethical finance

(Linked to Purpose Goals: 7 – Widening Access to Savings & Credit; 8 – Good Health and Well-being; 14 – Opportunity for All: Everyone Everywhere)

The 2025 report demonstrates Aldermore's growing leadership in responsible banking. Its work to identify and support vulnerable customers, combined with its emphasis on ethical lending and data protection, reflects a deep commitment to doing business in the right way. As digitalisation transforms financial services, Aldermore could strengthen its position by embedding public commitments on AI and digital ethics, ensuring that innovation remains

fair, transparent, and inclusive. Using insights from its vulnerability and wellbeing programmes to inform product design will also help to support financial resilience and mental health, particularly during periods of economic uncertainty.

4. Accelerate the transition to net zero

(Linked to Purpose Goals: 12 – Place: Building Sustainable Communities; 13 – Harness the Energy Transition)

Aldermore has made clear progress in embedding sustainability across its business. Operational emissions have fallen by 13%, a climate balance sheet has been introduced, and the financing of renewable energy projects such as Osprey Charging and Sunbird Solar underline the bank's contribution to the energy transition. The next phase of progress could come from fully integrating financed-emissions targets into divisional scorecards and linking them to leadership performance. Expanding the scope of green lending and sustainable infrastructure finance will also help accelerate the UK's move to a low-carbon economy. By supporting SMEs and customers with advice, data, and finance to adopt cleaner technologies, Aldermore can ensure that the transition to net zero is both inclusive and locally rooted - helping to build more sustainable communities across the country.

5. Further embedding purpose in leadership and people strategy

(Linked to Purpose Goals: 4 – Right Advice and Experiences; 5 – Open Recruitment; 6 – Fair Career Progression; 8 – Good Health and Well-being)

Aldermore's investment in its people is well established, with high engagement levels, balanced representation, and innovative development programmes that set the sector

standard. The next phase could be to deepen the connection between this strong people strategy and the delivery of purpose itself. Embedding purpose-linked metrics into leadership objectives and reward structures will strengthen accountability and ensure that cultural progress is matched by measurable outcomes. By tracking the long-term impact of initiatives such as Embrace Your Future and Change 100 on progression and inclusion, Aldermore can further evidence how its approach to leadership drives opportunity across the organisation. Sharing these insights externally and collaborating with partners will position the bank as a leader in purpose-led people strategy, building wellbeing, inclusion, and fairness into the future of work.

Collective impact

Together, these recommendations outline a clear pathway for Aldermore to move from purpose in practice to purpose in leadership - deepening inclusion, enabling enterprise, advancing responsible finance, accelerating the net zero transition, and embedding purpose in its people. By continuing to measure, collaborate, and innovate, Aldermore can consolidate its position as a leader in purpose-led banking and demonstrate how financial services can be a lasting force for social and economic progress.

Glossary

- ▶ Cascade lending: A tiered mortgage lending approach that offers different levels of support based on a customer's credit profile, often used for those with complex or poor credit histories.
- ▶ Decarbonise: Reduce or eliminate carbon emissions from a process.
- ▶ Financed-emissions intensity: A climate-impact metric for the amount of GHG emissions produced per £ of financing.
- ▶ FY (Financial Year): A 12-month accounting period used for financial reporting and budgeting.
- ▶ Greenhouse Gas Emissions (GHGs): Gases in the earth's atmosphere that trap heat.
- ▶ Hire Purchase (HP): Finance where a customer pays in instalments and owns the asset after the final payment.
- ▶ Individual Savings Account (ISA): A UK tax-free savings account with annual contribution limits.
- ▶ Intermediary Mortgage Lenders Association (IMLA): An industry body for lenders who work through brokers.
- ▶ LGBTQ+: The acronym for lesbian, gay, bisexual, trans, queer or questioning, intersex, asexual and more identities.
- ▶ Low-carbon: Causing a relatively small amount of carbon emissions.
- ▶ Modern Methods of Construction (MMC): Innovative building techniques using off-site manufacturing or advanced materials for efficiency and sustainability.
- ▶ Net Promoter Scores: A measure of customer loyalty and satisfaction.
- ▶ Net zero: A target of completely negating the amount of greenhouse gases produced by human activity.
- ▶ Personal Contract Purchase (PCP): Car finance with lower monthly payments and an optional final lump sum, giving customers flexibility to buy or return the vehicle.
- ▶ Real Living Wage: A voluntary wage rate set by the Living Wage Foundation based on the cost of living.
- ▶ Scope 1 emissions: Direct emissions from sources owned or controlled by an 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 250 employees.
- ▶ Socio-economic impact: The economic and social effects of an activity or project.
- ▶ Threat to Life (TTL) Calls: Urgent customer calls involving risk of harm or suicide that need immediate specialist response.

