

# Setting out the Blueprint

Our Blueprint brings together why the Group exists as an organisation, framed in the context of the role that our business plays in the lives of our customers. It also sets out the strategic drivers of focus and the key priorities that will drive both competitive advantage and commercial success for the whole Group.



The Group began to embed the Blueprint, to develop its culture through 2019. These strategic drivers are beginning to drive the right behaviours on a daily basis, putting the customer in mind with each decision. Each division has begun to define KPIs to evidence how they have progressed with each of the strategic drivers in the year. This will feed into Group metrics in future, allowing the development to be evidenced and reported.



## Purpose

We help to put people on the path to a better everyday life.

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## Strategic drivers

Our purpose is built upon a number of strategic drivers. They will help drive our competitive advantage and provide a framework for our decision making, including how we prioritise our investment, set the strategic direction of our Group and operate to keep us true to our purpose and creating conditions for our collective success.

[+ Read more on pages 14 to 21](#)



## Behaviours

Create a culture where we think 'customer' all the time; we constantly innovate and make things better for all our stakeholders; and we hold ourselves and each other personally accountable for success.

[+ Read more on pages 22 and 23](#)



# Driven by our purpose

## Our key relationships



### Customers

Our 2.3 million customers are at the heart of what we do; they are the 20% of UK adults who at any one time are looking for something that mainstream lenders do not offer. We specialise in serving their needs and have adapted our business model to do so.



### Colleagues

Our 4,900 colleagues are critical to delivering our tailored and understanding business model, balancing the personal touch with the use of technology where customers increasingly want and expect it.



### Regulators and government

The nature of our customer base and the market we specialise in makes the building and maintaining of open and trusting dialogue with policy makers and our key regulators (the Prudential Regulation Authority (PRA), Financial Conduct Authority (FCA) and Central Bank of Ireland (CBI)) critical to a sustainable business model.



### Equity and debt investors

We secure long-term, lower-rate funding through strong relationships with our lending banks, depositors and investors. We generate capital to deploy in growing our business and serving more customers as well as delivering returns to shareholders.



### Suppliers

Our suppliers are essential to provide our divisions with the goods and services required to enable us to continue to meet our customers' needs. They play a vital role in our operations so it is important that we develop strong supplier relationships with them.



### Communities

Our community investment strategy is aligned to our social purpose and seeks to invest in activities and initiatives which address the key factors that tend to reduce somebody's access to credit.

## How we create value

### We develop tailored products to meet customers' needs

We focus on the credit market in the UK and ROI, developing simple, transparent products with flexibility to help customers not well served by mainstream lenders manage life.

### We attract customers who we can serve

We use many ways to reach consumers including increasingly digital methods, as well as face-to-face and partners such as agents and brokers.

### We carefully assess customer affordability and creditworthiness

We use internal and external data, including face-to-face interactions, taking into account both the current situation and the likely future.

### We lend responsibly

We tend to lend smaller amounts over shorter periods and take a 'low and grow' approach as customers demonstrate suitability and sustainability.

### We collect payments due

We offer many ways to pay in cash and remotely, maintaining frequent customer contact. We stay close to customers through call centres, digital communications and face-to-face meetings in the home.

### We manage arrears and customer difficulties

We establish early contact and an ongoing dialogue with customers who have difficulties, with a sympathetic approach, to understand their circumstances and offer forbearance.