



CULTURE AND SUSTAINABILITY REPORT

OUR APPROACH TO CULTURE AND SUSTAINABILITY

At Vida, the shared purpose of helping more people find a place to call home drives everything we do. A clear and intentional approach to culture ensures that our actions align with our values and support the delivery of our strategy.

OUR CULTURE AND VALUES

In 2023, Vida introduced a Culture Strategy to define and explain what it means to work here and how our values shape the way we support and empower our people.

This culture is built on care, at the heart of everything we do, and is reflected in our focus on our Customers, Colleagues, Company, and Communities – the 4C's framework.

FOR CUSTOMERS:

Every decision prioritises their needs and financial goals. Vida is committed to doing what's right and supporting customers through challenges, ensuring trust at every stage of their journey.

FOR COLLEAGUES:

A diverse, collaborative, and empowering environment encourages transparency, values constructive feedback, and supports everyone in their growth and development.

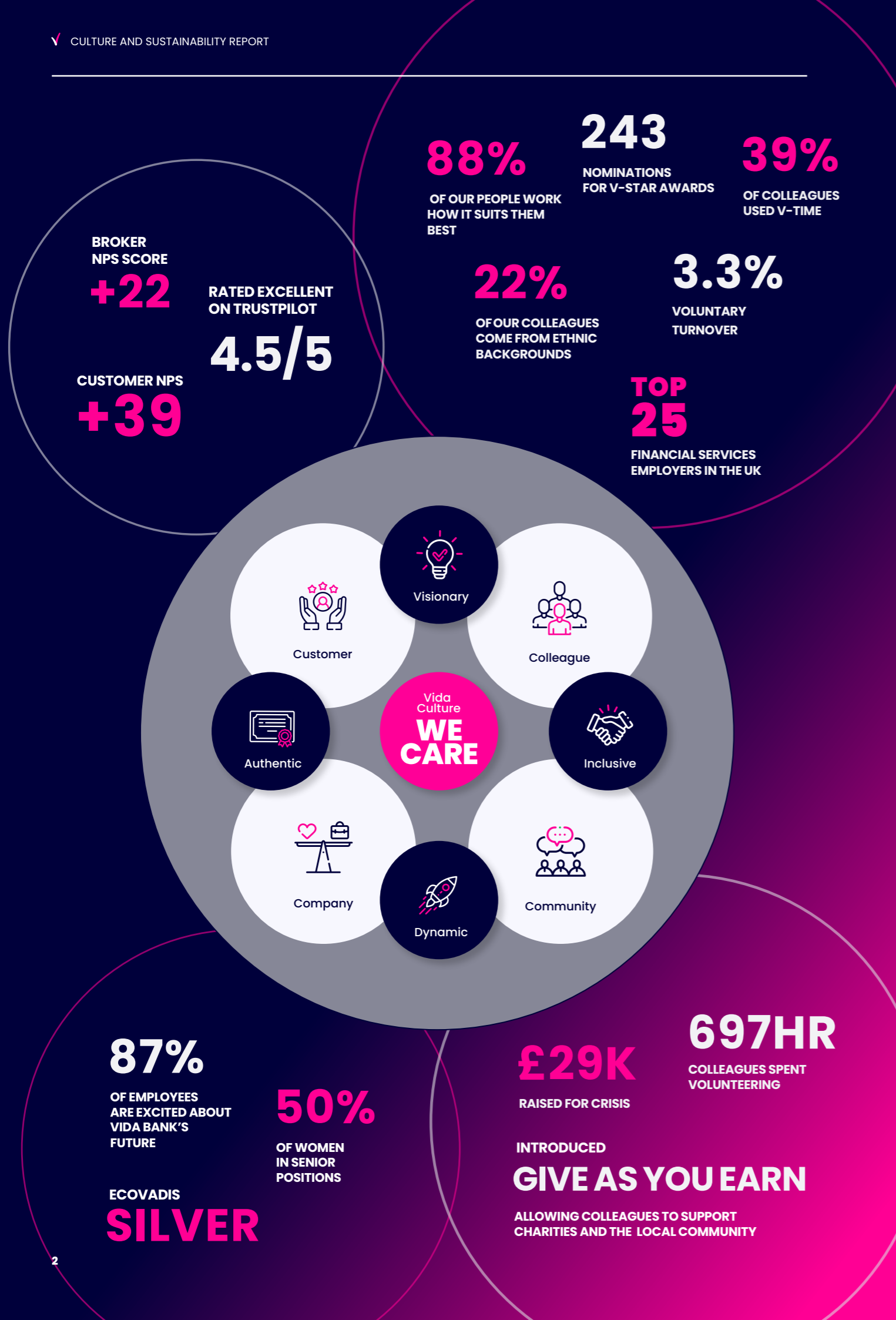
FOR COMPANY:

A resilient, sustainable business balances financial objectives with the positive outcomes expected by customers and stakeholders. Strong relationships with business partners are integral to this vision.

FOR COMMUNITIES:

Vida is committed to creating inclusive and sustainable communities, giving back through time, resources, and meaningful initiatives that demonstrate even small actions can make a big difference.





CULTURE AND SUSTAINABILITY IN ACTION

In 2024, the Culture Strategy evolved into a combined Culture and Sustainability Strategy, approved by the Board. This update integrates principles of Environmental, Social, and Governance (ESG) and Equality, Diversity, and Inclusion (EDI), aligning with the United Nations Sustainable Development Goals (UN SDGs) that best fit Vida's purpose and strategy.



A detailed implementation plan for 2025 has been developed to embed this strategy across the business, with clear activities under each of the 4C's. Progress will be tracked quarterly through the Culture Committee and Board, using a Scorecard to measure success against key metrics.

Vida remains committed to being a socially responsible business, making a genuine and positive impact on colleagues, customers, communities and the environment.

CUSTOMERS

For our customers caring means understanding and striving to meet the financial needs and objectives of our core customer base, acting in their best interests to deliver good outcomes and ensuring support is available when needed.

Delivering Good Customer Outcomes

We want our customers to know that we are open and transparent with them throughout their journey with us and they are able to trust us to do what's right for them. In short, caring means putting the principles of the FCA's Consumer Duty at the centre of everything we do. During 2024, embedding and meeting those requirements has

remained a priority for Vida as we focused on enhancing processes and oversight. The Executive Risk Committee and Customer Committee ensure effective oversight and management of conduct risk, the conduct rules and Consumer Duty principles and implementation and embedding of the Consumer Duty is overseen and monitored by our Board. Our Senior Independent Non-Executive Director (INED) is our Consumer Duty Champion and during 2024 she held deep-dive sessions with colleagues from across the business to consider how the Consumer Duty is understood and embedded in practice across the organisation, including in day-to-day processes, controls and reporting. Topics covered included price and fair value, product development, customer support, compliance monitoring and testing and regulatory early warnings.

Customer Focused Culture

At Vida we aim to provide choice and value for both savings and mortgage customers. From the start to the end of their journey with us, we want to ensure our customers can trust us to put their needs and financial objectives at the centre of our decision making, to do what's right and to support them through the challenges they may face along the way.

Having received a banking licence Vida launched its first savings account in December 2024 and we plan to expand our savings product range in 2025, providing more choice for customers with the addition of access accounts and a full range of cash ISA products.

As we continue our journey to become the UK's most trusted specialist mortgage bank, we asked ourselves 'can we do more?' and in 2024 we implemented mortgage product improvements, enhancing credit criteria and launching limited edition and packager exclusive products, enabling both new and existing mortgage customers to progress on their home ownership or landlord journey. To help our customers and strengthen the support we provide to vulnerable customers and those in financial difficulty, we further developed our pre-arrears communication strategy and offered a wider range of forbearance options.

We remain very aware of the challenges and downside risks related to rising living costs and higher interest rates and we aim to provide a proactive approach to ensure fair treatment and good customer outcomes by exploring and agreeing reasonable measures of support. Customer vulnerability is well documented and understood across the business with Vulnerable Customer Standards supporting an overarching Customer Policy. The identification of and fair treatment of vulnerable customers is monitored by all three lines of defence in their monitoring and testing frameworks. Key risk indicators and oversight management information are reported to the Customer Committee and, where appropriate the Executive Risk Committee, Board Risk Committee and Board.

Our colleagues continue to work hard to provide the high levels of service that our customers and intermediary partners expect however we recognise that we don't always get everything right. Customer journey reviews are undertaken and our Complaints Policy details our approach to handling complaints to ensure fair outcomes

for our customers. We are committed to managing complaints justly and resolving them as swiftly as possible and our mortgage service pledge reinforces this commitment. Our goal is to learn from complaints by identifying and addressing the root causes. Information on how complaints are handled is regularly reviewed and discussed at the Customer Committee, with significant findings escalated to the Board Risk Committee and subsequently reported to the Board.

In 2024, 2.3% (13) of 554 closed complaints to Vida were subsequently referred to the Financial Ombudsman Service (FOS). One case was recorded as a Change in Outcome. In one other case, we proactively settled the concerns following discussion with FOS which resulted in this case being recorded as being Proactively Settled. We are awaiting adjudications on two cases and the remainder were recorded as No Change in Outcome, affirming the effectiveness of our internal resolution mechanisms.



COLLEAGUES

Our colleagues are our biggest asset and building strong relationships and working practices which truly embed a positive culture across, as well as, within teams is crucial to our success. We pride ourselves on our caring culture which means creating a workplace in which everyone feels that they belong and knows their wellbeing matters, where everyone is supported to develop and grow to reach their career and personal goals.

Since 2020 we have been measuring colleague engagement through our annual 'B-Heard' survey, which is run by Best Companies.¹⁰ We were delighted to be recognised in the 2024 Best Companies league tables as one of the top 25 companies in financial services and top 100 best mid-sized companies to work for in the UK.

Insights from the 2024 survey were instrumental in identifying areas for improvement, leading us to develop targeted action plans alongside our Culture Champions to encourage a supportive and inclusive culture where colleagues can invest in their career whilst balancing other aspects of life.

Creating a Diverse and Inclusive Workplace

We want Vida to be a great place to work and our agile working model, the Vida Ways of Working guide, family friendly policies and the introduction of V-Time (to support colleagues with unplanned life events), together enable enhanced flexibility, support diversity and inclusion and encourage a positive work-life balance for our colleagues. Vida also provides a comprehensive benefits package to support health and wellbeing. The Employee Assistance Programme provides colleagues with confidential counselling and advice. Our trained Mental Health First Aiders raise awareness and understanding of the mental health challenges colleagues may face both inside and outside of work and the support that is available to them.

We continue to foster an inclusive and collaborative environment and as part of the broader Culture Strategy, we have undertaken a number of activities which support Equality, Diversity and Inclusion (EDI) in Vida, including enhancing the onboarding process, and considering EDI as part of recruitment, succession planning and the learning and development framework. Over the past year, workshops and training sessions have been held on unconscious bias, allyship, and inclusive practices and our Senior INED took part in a panel event to mark International Women's Day along with other Board members and

colleagues from across the business. Our EDI Forum has continued to progress initiatives which build on the commitments set out in our EDI Charter, supporting the business in bringing EDI to life for example celebrating cultural and religious holidays and Pride month, and providing support with mental health.

At Vida we believe that a healthy culture embraces diversity in all areas of life – whether that is socio-economic background, education, sexual orientation, gender, ethnicity, or religion.

We took proactive actions in 2024 through our recruitment process, development policies, and broader employee proposition to ensure we continue building a diverse and inclusive business. In 2024 we updated our diversity metrics to reflect regulatory definitions and latest census data and our internal diversity survey was voluntarily completed by over 90% of colleagues. At a companywide level Vida has a broad mix across all diversity metrics, 22% of our colleagues are from an ethnic minority background (excluding white ethnic groups) and we continued to hit our goal of 50% women in senior positions as at the end of 2024.

Vida voluntarily produces a Gender Pay Gap report and for the first time shared insights from this and the diversity survey with colleagues.

Colleague Engagement and Recognition

At a company level, culture and employee engagement is measured through our survey results and colleague engagement remains high with engagement levels in excess of c. 90%. In March 2025, we were awarded a Best Companies '1 Star' accreditation, signifying 'very good' workplace engagement levels once again.

To ensure colleagues feel connected within the business and with each other, two new Vida Voices communication channels have been established this year alongside our virtual Workspace, monthly all-staff themed calls and quarterly business updates.

Our recognition platform, Applause, encourages interaction between all areas of the business and makes it easy for people to say 'thank you' or 'well done'. Colleagues also recognise peers every quarter who have demonstrated the Vida Values and celebrate where individuals have gone 'above and beyond', with an overall Values winner being awarded the Employee of the Year annually.

10. Best Companies b-Heard Employee Engagement Survey invites employees to respond to statements about wellbeing, pay and benefits, personal growth, team and leadership. **Website:** www.b.co.uk/products/bheard

Supporting Personal Growth

During 2024 there was a focus on personal development with the introduction of a new learning and development framework, grading structure and behaviours framework, supporting transparency, accountability and responsibility between roles. A monthly HR snapshot has been introduced to ensure clear communication on people-related subjects, including role opportunities (which are shared both internally and externally) and potential apprenticeships.

Training activity supports delivery of both in-person development and virtual training using online Teams sessions and the use of our e-learning platform. All colleagues are required to undertake mandatory annual training plus specific training to ensure they have the skills necessary to undertake their roles, and we support colleagues in gaining professional qualifications where required.

At an individual level, people managers are supported to drive conversations about our values and behaviours with their teams and to help colleagues with the implementation of their Personal Development Plans. During 2024, we developed a Behaviours Framework which sets out for colleagues what behaviours are expected to ensure we consistently act in accordance with our Values. Colleagues are now assessed through the performance management process not just on 'what' they deliver but 'how' they deliver it, with ratings given for both aspects.

Formal performance management processes are in place and communicated internally with talent management, succession planning and development metrics reviewed by the Culture Committee.

COMPANY

For our company, caring means building a safe and sustainable business, delivering our strategic priorities whilst balancing the interests of our stakeholders and colleagues with those of our customers.

Robust Corporate Governance and Risk Culture

Our commitment to a customer-focused approach, supported by a robust risk culture and established corporate governance framework, policies and procedures ensures we lend and borrow responsibly within our risk appetite and that we observe best practice in looking after our customers and their data. Such policies include Responsible Lending Policy, Credit Lending Policy, Customer Policy including Vulnerable Customers and Arrears Management Policy. Personal information is managed with robust application of the Data Protection Regulation and the General Data Protection Regulation Principles.

We are committed to offering competitive products to both new and existing customers and have a robust Product Governance Framework and Pricing Committee in place to ensure our products are designed to meet the needs of our target customers. As part of the framework, a 'Value Proposition Canvas' is completed for all new propositions. This includes clearly identifying the target saver or borrower and their needs, and how the proposition will meet those needs. The framework also includes Annual Product Reviews to ensure that our products are performing as anticipated.

Strong Stakeholder Relationships

We are building a brand which we want all stakeholders to trust and we strive to provide excellent service to our mortgage intermediary partners, savings partnerships and customers. Customer service is closely monitored and discussed at the Customer Committee and the Board. Quarterly engagement surveys are run to seek feedback directly from intermediary partners, and in 2024 our Intermediary NPS score reached +25 in Quarter 4. The overall NPS score for the year was +22. We also achieved 'Excellent' status on Trustpilot at 4.5 out of 5 (2023: 4.4), with over 900 reviews and our Service Pledge, which refunds the application administration fee to a broker if they feel they've had anything but excellent service, was claimed on only 0.6% of applications received in the year.

Supplier Management

Maintaining open and effective relationships with the third party suppliers with whom we work forms an integral part of our business model and we are committed to undertaking sustainable procurement wherever possible. Management is responsible for the day-to-day success of our supplier relationships, with a robust governance and oversight model in place ensuring that risk and ESG considerations are embedded in onboarding and due diligence and key service levels and metrics are constantly monitored and reviewed. The Board Risk Committee receives periodic updates regarding our material service providers to ensure they retain oversight and are satisfied that the relationships continue to add strategic value to the business.

During our supplier selection and due diligence process we consider whether the supplier has a good reputation, acts in an ethical manner and is socially responsible consistent with our values. As part of the due diligence process, we will consider if the supplier has an ESG plan or strategy, including its carbon emissions strategy, reporting and reduction targets and will request information on the suppliers' approach to equality, diversity and inclusion, modern slavery, labour practices and health and safety. Monthly relationship management meetings and quarterly reviews are conducted for our Class 1 and 2 suppliers.

Human Rights

Vida prioritises respect for all human rights, particularly emphasising non-discrimination, fairness, and privacy. These principles are crucial for our key stakeholders: customers, colleagues, and suppliers.

Operating solely in the UK, Vida adheres to the Human Rights Act 1998, integrating the European Convention on Human Rights into UK law. We have established systems to ensure our operations align with all legal obligations and to identify any new or emerging requirements.

The responsibility for upholding human rights across Vida lies with the Board and CEO. Our goal is to proactively manage potential negative impacts on human rights while fostering positive outcomes. This commitment is embedded in our employment, equality, customer treatment, and information security policies. Our policies are designed to ensure compliance with UK laws and regulations by employees and business partners, promoting best practices. Our policies are formulated and kept up-to-date by the relevant business areas, authorised in accordance with the governance procedures and are communicated to all employees.

Our compliance with human rights regulation is integral to our overall compliance framework, and any breaches or potential breaches would be investigated and addressed through the Enterprise Risk Management Framework and, if appropriate, its disciplinary procedures. In 2024 there were no cases of human rights investigations raised nor were there any fines or prosecutions in respect of non-compliance with human rights legislation, including Modern Slavery legislation, incurred in the last financial year.



COMMUNITY

For our communities, caring means understanding our wider environmental and social impact and giving back into the communities in which we operate.

Giving Something Back

In 2024 we renewed our partnership with Crisis whose mission is to end homelessness in the UK for good and their work is founded on the belief that everyone should have a safe, stable place to live. We share the same belief and view our partnership with Crisis as an important part of our giving back to community and throughout the year colleagues from across the business have engaged in fundraising activities including the Vida Alternative Olympics raising £29,000 in 2024.

We have also taken into consideration colleague feedback and from 2024, as well as supporting Crisis, colleagues can support charities or local community groups of their choice through the Give As You Earn scheme with Charities Aid Foundation.

To support the wider community, everyone at Vida is given a volunteering day and we want to support as many colleagues as possible to participate in giving back into their local communities, whether this is by using all or part of their volunteering day in one go, or an hour at a time. In 2024 colleagues volunteered their expertise and time to help foster partnerships which can benefit those communities in which our customers live and work, logging 697 hours of volunteering and exceeding our target for the year.

Culture and Sustainability Governance

Operating within a robust governance and risk management framework helps ensure that the decisions and actions we take are ethical, support good customer outcomes and align with our purpose and the delivery of our strategic objectives in a way which is consistent with our values.

The Board, Executive Team and wider leadership team recognise the importance of having a clearly articulated Culture and Sustainability Strategy and the need to actively manage how it embeds in the business together with the behaviours which exemplify it. Other Executive Committees play a significant role in developing and overseeing the delivery of our Culture and Sustainability Strategy. The Customer Committee focuses on customer and conduct matters and the Culture Committee people and culture matters including ESG and EDI. The ESG Forum and EDI Forum have cross functional representation and directly report into the Culture Committee, which in turn reports to the Remuneration and Nominations Committee and to Board.

The Culture and Sustainability Scorecard is reported to the Board quarterly, setting out key metrics and targets and measures our performance as an organisation and this feeds into our overarching Business Scorecard. Progress against the Business Scorecard is taken into account in determining Directors' remuneration, and bonus, and performance levels across all staff.

