Environmental, Social and Governance Disclosures 2026

Supplemented by our:
Climate-related Financial Disclosures 2026

nationwide

Foreword and contents

We are committed to operating in a socially responsible way, as we deliver on our purpose of Banking - but fairer, more rewarding, and for the good of society. As a mutual, the value we create is used to benefit our members as owners – who are customers with a personal current account, savings or mortgage with us. Certain business accounts also qualify for membership[1]. We do not have to use our profits to pay dividends to shareholders, enabling us to grow our business, and balance:

- **Sharing our success with our members:** Through Nationwide Fairer Share payments; our leading service; and products which, on average, are better-priced than the market average.
- **With our need to keep enough profit:** To remain financially strong to ensure we can continue to invest in the business and meet the needs of our current and future members.

We also commit at least 1% of our pre-tax profits each year to fund charitable activities in communities across the UK.

The combination of our scale, mutual model and strong reputation puts us in a unique position in UK financial services. It enables us to prioritise customer experience and value, whilst having a positive impact on wider society.

Our Environmental, Social and Governance (ESG) Disclosures 2026 describe our ESG ambitions and performance over the 2025/26 financial year. Our disclosures are written on behalf of the Group, which includes Nationwide and its subsidiaries (including Virgin Money). The information set out in this report starts to consider the proposed UK Sustainability Reporting Standards (SRS) Sustainability Disclosures Standard (S1), ahead of expected regulatory adoption, following UK endorsement.

The ESG Disclosures 2026 is part of our annual reporting suite on nationwide.co.uk, and is complemented by our:
- ESG datasheet 2026
- Annual Report and Accounts 2026
- Climate-related Financial Disclosures 2026
- Intermediate (by 2030) net-zero-aligned Transition Plan 2023
- Principles for Responsible Banking report 2026
- Modern Slavery Act Statement
- Gender and ethnicity pay gap reports (Nationwide, Virgin Money)
- Our policies and statements

[1]Further information on Virgin Money customers joining Nationwide as members is available at virginmoney.com/nationwide-membership/

Our Environmental, Social and Governance (ESG) highlights

Our ESG ambitions are embedded within our strategy and are articulated through five Mutual Good Commitments. These are focused in areas where we believe we can make the most significant, positive impacts for our members and customers, our communities and society as a whole.

Our Mutual Good Commitments are overseen by Nationwide's Board and Executive Committee. The Strategy section of this report (from page 4) demonstrates our progress against these commitments. Information on the metrics that support these commitments is set out in the Metrics and targets section (from page 33).

Our Mutual Good Commitments				
We will offer customers a choice in how they bank with us, and support their financial resilience.	We will help more people into safe and secure homes, both our customers who have relationships with us and more broadly.	We will make a positive difference for our customers, communities and society as a whole.	We aim to build a more sustainable world by supporting progress towards a greener society.	We will enhance our performance by better reflecting the diversity of our society.
What we have achieved this year				
Extended our Branch Promise – to keep every one of our branches open until at least the start of 2030.	Helped **88,000 first time buyers** into homes of their own.	**Helped 200,000 people** through our Fairer Futures social impact strategy since its launch in June 2024.	**Reduced the scope 1 emissions from our business operations by 12%** in 2025/26, compared to last year.	**Expanded our inclusive early career development programmes, and welcomed around 240 colleagues,** forming our largest ever intake.
Helped prevent around £225 million of attempted fraud on card and online transactions, and through our Scam Checker Service.	Delivered **£1.3 billion of social housing lending.**	**Committed £21.8 million to charitable activities.**	**Removed gas from 100% of our Nationwide-branded branches by the end of May 2026.**	Retained our position among the **top 10 organisations for Women on Boards in the FTSE Women Leaders Review,** ranking fifth among the 50 largest private companies.
Helped more than 215,000 young people with financial knowledge through Nationwide Money Lessons and Virgin Money's Make £5 Grow programme.	**Partnered with Eco Approach** in June 2026, to offer our buy to let customers, through The Mortgage Works, a low-cost solution to assess the energy efficiency of their properties.	**Provided digital lessons to more than 7,000 attendees** in our branches.	**Launched Rapid, a free sustainable coaching tool,** to our agricultural customers – in partnership with Trinity AgTech.	**Over 1,000 Nationwide people managers and senior leaders completed our award-winning leadership programmes.**

Strategy

Understanding our key ESG sustainability topics

We continue to refine our understanding of the areas across our value chain where our business can have the most significant, and sustained, positive impact. In 2025, we completed our first Group materiality assessment, which was considered through a double materiality lens. We engaged with a wide range of stakeholders including customers, employees, suppliers and investors, to understand what matters most to them, and conducted a judgement-based exercise to understand the potential risks to Nationwide.

The table opposite shows our key sustainability topics, and where more information on our approach to these topics can be found in this report. Our Mutual Good Commitments and supporting targets remain reflective of these topics, as well as supporting our own strategic ambitions and broader UK challenges and priorities.

Topic	Stakeholder relevance	Page reference for more information
1. Foundations that build trust – building confidence through strong policies and controls, accessible services across all channels, and protecting customers' money and data.		
Keeping customers' money and data safe and secure: Ensuring the security of customers' money and data by enforcing robust data protection and economic crime measures.	All	30, 31
Ensuring choice of engagement channels: Providing customers with reliable and inclusive access to our products and services across channels.	All	5, 10
Embedding strong governance to ensure responsible business practices: Upholding high ethical standards, managing risks responsibly and maintaining transparent, accountable leadership.	Investors, suppliers and employees	25-32
2. Delivering our mutual difference – creating positive social impact by supporting communities, using our voice on key ESG issues, and developing financial products that meet diverse and vulnerable customer needs.		
Creating innovative financial products that meet the needs of our customers: Developing inclusive and affordable financial products that support our customers' financial wellbeing, with tailored support for vulnerable groups.	All	10
Delivering on our mutual purpose for social good: Creating positive social impact by supporting our customers, investing in communities, improving access to quality homes and education, and working with partners who uphold fair and responsible standards.	All	8, 14-19
Using our voice to raise awareness of ESG issues: Leveraging our scale and influence to highlight the issues our customers care about, helping to shape understanding, action and better outcomes.	Investors, employees	12, 13, 20
3. Leadership and role modelling – leading by example through reducing our own environmental impact, supporting others to do the same, and fostering a diverse, inclusive and supportive culture.		
Taking action within our control to reduce the environmental impact of our business: Reducing emissions from our own operations, and working with our supply chain, customers and the government on the challenges in transitioning to a low-carbon economy.	Investors, suppliers and regulators	20, 35
Progressing diversity, inclusion and equity: Having a diverse range of perspectives, skills and experiences will help us continue to serve our customers in the best way and offer the services and products that are most relevant to their needs.	Employees, regulators	21-24, 36

We will offer customers a choice in how they bank with us, and support their financial resilience

We recognise the importance of providing customers with choice in how they bank with us, and of supporting and protecting their financial wellbeing. This section describes the way we do this – through accessible, inclusive banking, and developing products, services and tools that help reach good customer outcomes.

We provide customers with choice in how they bank with us

We aim to combine a great digital banking experience with modern branches, where our colleagues can provide personalised and trusted support. We seek to make our channels inclusive and accessible for all our customers, including those with access needs, through:

Our Branch Promise – branches remain essential for those who depend on, or prefer, face-to-face banking. We have extended our Branch Promise – to keep every one of our branches open until at least the start of 2030[2]. Around a third of our current accounts and a fifth of our savings accounts were opened in one of our branches last year. **We have the biggest branch network in the UK. Nationwide won Branch Network of the Year at the 2026 Moneyfactscompare.co.uk Awards for the fourth year running.**

Our mobile banking apps – we are investing in our mobile banking apps, adding features and functionality that give our customers greater control and a simpler, more secure banking experience. More information can be found on page 8 of our Annual Report and Accounts 2026.

Alternative banking options – we provide flexible banking alternatives for our customers. Examples include providing access to key services[3] through the Post Office (around 11 million transactions were made this way over the year), and partnering with PayPoint (from April 2026) to enable customers to deposit up to £300 per day into their Nationwide account, and withdraw up to £50 per day, at over 3,000 PayPoint store locations across the UK.

A choice of engagement channels – customers can also reach us through our telephone and internet banking channels and online chats. We offer video appointments to Nationwide customers who are unable to access our usual channels.

We provide tools and initiatives to make managing money easier and more accessible. Some examples are provided in the table opposite, with a wider range described on our website[4].

SignVideo
Around one in three people in the UK are deaf, or have hearing loss or tinnitus[5]. For people who use British Sign Language (BSL), we offer SignVideo, an online video service that connects users with a qualified BSL interpreter to relay their banking queries to our banking teams.

The Big Word
In partnership with the Big Word, we launched an interpreter service for non-English speaking customers at our Virgin Money branches. This enables customers to access over 60 languages via three-way telephone conversations in branches and Virgin Money contact centres. This year, we helped around 240 customers through this service.

Speak Easy
All our branches are equipped with visual communication cards to help customers with communication difficulties, or who may communicate non-verbally. The cards feature simple images and icons, making banking accessible to many. To ensure a consistent customer experience across the industry, we are launching a non-branded Speak Easy pack that will be made available to all UK financial services providers.

Accessible branches
Almost all our branches have power-assisted or automated entrance doors, and level access or wheelchair ramps. All branches have at least one induction loop and we can arrange BSL interpreters by request. This year, we partnered with AccessAble to become the first major UK banking provider to publish detailed visual access guides for all our Nationwide branches, to enable customers to plan their visit[6]. Access guides for Virgin Money branches will also be available in the future.

Easy Read
In partnership with learning disability charity Mencap, we have developed a range of guides to support people with a learning disability and other communication needs. These guides are available on our Nationwide website, and use simple language and images to cover common banking topics such as fraud and scams, and account opening. New guides this year include third-party access and Power of Attorney.

[2] All our 605 Nationwide branches and 91 Virgin Money branches will remain open until at least 1 January 2030. Opening hours may vary. More information can be found on nationwide.co.uk/about-us/branch-promise/
[3] Customers who have FlexAccount, FlexPlus, FlexDirect, and FlexBasic products can check their balance and withdraw up to £500 at Post Offices.
[4] Accessibility tools | Nationwide
[5] RNID - Prevalence of deafness and hearing loss
[6] Detailed guides are available on the AccessAble - Your Accessibility Guide website to give customers detailed accessibility information for each branch ahead of their visit.

We support customers to build their financial resilience

Supporting vulnerable customers
We are committed to meeting the needs of, and providing good outcomes for, all our customers, including those in vulnerable circumstances.

Training our colleagues to recognise signs of vulnerability

- Our frontline colleagues are trained to recognise signs of vulnerability and hold sensitive, informed conversations. Specialist teams offer personalised support and signpost customers to trusted organisations for further help where required, including gambling, debt, domestic abuse and mental health charities. Product development teams are also equipped to consider vulnerability in their design of products and services. **In our Colleague Culture survey, 82% (2025: 79%) of colleagues said they felt increasingly equipped to assist vulnerable customers with their different needs[7].**
- This year, at our Nationwide admin sites, we hosted vulnerability awareness sessions, including lived experience videos on topics such as inclusive product and service design and behavioural bias. Virgin Money colleagues ran events to showcase customer success stories, including bringing in industry experts from Three Hands and Money Advice Trust to strengthen capability across the organisation.

Enabling customers to record support needs

- Customers can share their support needs with us through all our mediated and digital channels. This enables us to tailor our services and interactions to better meet their individual needs.
- Over 230,000 Nationwide customers logged their vulnerability information with us over the year.

Conducting research to deepen our understanding of vulnerability

- We use insight and research, as well as collaboration with external parties, to better understand vulnerability. This helps us to identify opportunities for improvement, inform strategy and proposition development, and monitor outcomes for vulnerable customers. In addition, we assess how customers with vulnerability characteristics might be impacted by a product or service, and consider how to best mitigate these risks within product and service design. More information can be found in our Responsible Products and Services policy statement.
- Last year, we partnered with Project Nemo, a disability inclusion in Fintech initiative, to publish research on the everyday banking barriers experienced by people with a learning disability[8]. The research was included as a case study in the Government's Financial Inclusion Strategy. **Project Nemo was recognised as the overall 2025 Diamond Grand Prix winner at the Money20/20 awards, with the report central to this achievement.**

Supporting customers experiencing financial pressures

We encourage customers to come to us if they have concerns about their current or future financial position and we offer dedicated support to them. We have a range of tools and processes to support customers, including:

- **Our online Mortgage Manager service** – to make it easier for customers with Nationwide-branded mortgages to stay on top of their payments. Through the service, customers can switch products or extend their mortgage term to reduce their borrowing costs.
- **A dedicated financial difficulties team** – we provide early support to customers experiencing financial difficulty, helping to prevent arrears where possible, assisting those already in arrears to help them get back on track, and exploring mortgage repossession only as a last resort. Where eviction may be necessary, we provide clear, advance notice, and signpost customers to independent support services.
- **Proactive outreach to customers experiencing potential financial pressures** – we use a data-led approach to proactively communicate with customers who may be struggling with persistent debt on their credit card, repeat overdraft usage on their current account, or where there are indications of financial difficulty on a mortgage or personal loan. We offer tailored measures to support them, including temporarily or permanently adjusting repayment terms and referring customers for free money advice. We will assess and communicate the implications of any proposed measures including, where relevant, the potential impact on customers' credit files.

[7] Results reflect Colleague Culture Survey in September 2025. Comparator reflects Colleague Survey in March 2025.
[8] The Safe Spending for Adults with a Learning Disability: A Call to Action for Financial Service

- **Money management guidance** – we provide guidance on our webpages to help customers in financial difficulty to understand the support available to them. We signpost debt advice charities to help further in situations where customers have debts across multiple lenders. We also provide online resources that cover budgeting, essential costs, saving, mortgage support, and persistent debt. We run a dedicated support line for financial concerns and Nationwide branches also offer free financial health checks. This year, we launched a new income and expenditure tool[9] to help customers build an accurate picture of their finances and enable us to determine the best possible support for them.
- **Helping customers identify and claim benefits and grants** – this year, we partnered with benefits expert Policy in Practice to create an interactive calculator[10] to help customers quickly determine what government support they might be eligible for. This solution is supported by a telephony service for those who are unable to, or prefer not to, use our digital calculator. In addition, we partner with IncomeMax and Turn2us, who work with people to navigate the Government's benefits system and access the benefits or grants they might be entitled to.

To monitor and help reduce the number of customers experiencing financial difficulties, we track measures such as spending patterns and how many homes move towards repossession at each stage of the arrears process. More information on how we can support customers experiencing financial pressures can be found on our webpages[11].

Providing financial education

Research highlights that low financial capability is a particularly significant issue for young people. Only 47% of children receive a meaningful financial education, leaving lasting impacts on their ability to save and build financial confidence in adult life[12].

Building the financial capability of young people is recognised as a national priority in the Government's Financial Inclusion Strategy. We are committed to addressing the financial education gap and we offer two programmes to do this – Money Lessons and Make £5 Grow.

Over the year, we reached over 215,000 pupils through our financial education programmes[13].

Money Lessons

Through Money Lessons, we provide financial education for children aged 7–14, covering topics such as banking, saving, borrowing, debt and financial safety. The programme and ready-to-use content was developed by Nationwide colleagues and supports personal, social, health and economic and Citizenship elements of the Department for Education National Curriculum. All materials for Nationwide's Money Lessons have been created with input from psychologists and Special Educational Needs (SEN) teaching specialists, to ensure suitability for all children including SEN. Sessions are delivered by Nationwide colleagues in schools and community settings and by school teacher-led delivery, with all modules accessible from our website. This year, we:

- Delivered over 5,000 Money Lessons.
- Launched a national accreditation[14] (Nationwide's Financial Education Accreditation) to support teachers with training and the confidence to deliver high-quality financial education to children and young people. The accreditation is the first initiative of its kind from a UK bank or building society.
- Developed a proposal for a central Financial Education Hub[15] that offers accredited resources, lesson plans, activities and a peer support community for teachers. Through our partnership with the Visa Town Fund and the Building Societies Association, we are committed to creating accessible resources that help the sector play its part in building financial capability.

Make £5 Grow

Virgin Money's Make £5 Grow programme encourages primary school children to develop financial literacy and build their entrepreneurship skills. We provide pupils with an optional £5 loan and equip schools with lesson plans and resources for pupils to develop innovative business ideas and create a plan to turn their idea into profit for their school. The programme builds practical enterprise and money-management skills that can be used later in life. In addition, educators have access to a Make £5 Grow ambassador and a suite of online resources, which have been awarded the Financial Education Quality Mark by Young Enterprise.

[9] Get back on track | Nationwide
[10] Check if you can claim for benefits | Nationwide
[11] Help with money worries | Nationwide and Virgin Money Credit Cards | Money worries | Virgin Money UK
[12] Less than half of UK children have been taught about money | Money and Pensions Service
[13] For teacher-led Money Lessons sessions, reach was estimated at 30 pupils per download until 5 March 2026, after which updates to nationwide.co.uk allowed us to capture actual download data. For colleague-led sessions, reach is based on recorded class sizes when the session is delivered. Reach figures for the Make £5 Grow programme are calculated as the total number of pupils recorded as participating, irrespective of whether the school opted to receive a Make £5 Grow loan, based on information submitted through the school's programme application.
[14] To become accredited, teachers must complete a two-hour course covering practical topics such as managing money, avoiding scams and recognising misleading online content, followed by a short competency test. Teachers will receive a certificate issued by CPD Certification Service.
[15] Pending sector approval; the next phase will focus on securing funding and progressing development of the Financial Education Hub.

Protecting customers experiencing mental health challenges or impacted by gambling harm or financial and economic abuse

We offer dedicated support services for customers experiencing challenging times and requiring extra care. This includes support for customers experiencing mental health challenges or those who are affected by gambling harms or financial and economic abuse. Further information is available on our website[16].

Supporting customers experiencing mental health challenges

Research highlights that people with mental health challenges are at a greater risk of financial exclusion and can often get caught in detrimental cycles of debt, exclusion and worsening mental health[17]. We recognise there is no one-size-fits-all approach to supporting customers experiencing mental health challenges and so we offer a range of tools and initiatives to provide tailored support.

Our specialist support teams are trained to identify when a customer may benefit from more intensive mental health-related assistance and can make referrals to Mental Health UK, Mind and SAMH (Scottish Action for Mental Health) for one-to-one mental health support. Our partnership with Mind and SAMH also supports the mental health and wellbeing of colleagues. Over the year, more than £400,000 was raised and donated for these charities, twice our ambition of £200,000. This funding has been used to keep their essential services running, supporting around 14,000 people through Mind's Welfare Benefits Helpline and SAMH's Nook – the first free, walk-in community mental health support hub in Scotland.

In addition, Nationwide signed up to the Shout text service, which is often a preferred communication channel for many customers facing mental health challenges. This service enables frontline colleagues to direct customers to confidential, 24/7 one-to-one text messaging support with a trained clinician. Since signing up to the Shout service in November 2025, over 100 customers have accessed support in this way. We have also extended this service to our colleagues.

Our partnership with Money and Mental Health Policy Institute (MMHPI)

Nationwide continues to partner with MMHPI, to ensure our services, communications and products are more accessible for people experiencing mental health challenges. In 2025, we became the first building society to achieve Advanced accreditation under their Mental Health Accessible programme. This year, we extended our partnership to include Virgin Money and we are working towards accreditation of Virgin Money against MMHPI's Mental Health Accessible programme. Nationwide collaborated with MMHPI to produce a research report[18] examining third-party access arrangements and the support needs of individuals facing mental health difficulties.

Supporting customers impacted by financial and economic abuse

We offer safe spaces in over 430 Nationwide branches and over 40 Virgin Money branches, where anyone experiencing domestic abuse can access supporting information or discreetly contact friends, family, specialist organisations such as Hestia, or the police. Customers can also use a dedicated domestic abuse contact form on our Nationwide webpage[19] to request a safely-timed call back from our specialist support team. This allows us to respond in real time to urgent cases. Nationwide also accepts Economic Abuse Evidence Forms from a number of debt organisations, preventing victim-survivors from having to re-tell their story to multiple firms.

This year, we introduced measures to address abusive payment references. Through inter-bank communication and a set of warning letters, we can warn perpetrators to stop sending harmful messages or multiple low-value payments intended to harass victims. This process relies on victim disclosure and consent to ensure appropriate action is taken. In addition, in May 2026, we were the first high street bank to launch a 'Hide Reference' feature on our Nationwide banking app, allowing customers to hide abusive payment references while continuing to receive essential payments such as child maintenance. The feature was tested with victim-survivors in partnership with Surviving Economic Abuse.

We have also partnered with Refuge, the UK's largest specialist domestic abuse charity, and can refer customers to help them receive specialist, one-to-one support.

Supporting customers impacted by the harms of gambling

We participate in the MMHPI Gambling Harms Action Lab, through which we are exploring ways to proactively identify and support customers who are exhibiting high levels of gambling spend. Nationwide provides practical tools to support customers affected by gambling-related harms, including offering gambling blocks within our banking apps and online. Our colleagues are trained to recognise and support customers who may be experiencing, or are at risk of, gambling harm. We work in partnership with GamCare, signposting customers to their services, the National Gambling Helpline, Citizens Advice, and Money Worries.

[16] Supporting you when life changes | Nationwide
[17] MMHPI - Who's in? Financial inclusion that delivers for people with mental health problems, September 2025.
[18] If I Needed Someone - Money and Mental Health Policy Institute
[19] Domestic and financial abuse contact form | Nationwide

Protecting customers from fraud and scams

According to the Office for National Statistics, fraud accounts for over 40% of crimes in England and Wales[20]. There were 3.3 million confirmed cases of fraud in the UK in 2024, a 12% increase from 2023[21]. The rising prevalence of fraud has implications beyond the monetary cost of fraud itself, such as causing stress, emotional harm, and the potential for reduced confidence in engaging with financial services products.

Last year, we protected customers across the Group from £225 million of fraud, including through Nationwide's Scam Checker Service, used by more than 900,000 people.

As scams become more prevalent and increasingly sophisticated through new technology, we have continued to strengthen our controls and capabilities to keep our customers safe. This year, we implemented a new artificial intelligence (AI) powered system at Virgin Money to monitor payments across customer accounts, helping to reduce alerts so customers experience fewer disruptions, while keeping them and our organisation safe. We also launched Call Checker in our Nationwide app, so customers can confirm that their calls with Nationwide are genuine.

We continued to build awareness of scams, through scam warnings in our apps, online education and fraud awareness campaigns, including the Take Five campaign. We also worked with the Government's Online Crime Centre initiative, which aims to unite public and private sector specialists from the Government, police, intelligence agencies, technology firms, and financial services, to drive coordinated action against fraud. We continue to contribute to cross-industry efforts to stop fraud through shared data and insights.

We support customers impacted by fraud or scams on a sensitive, individual basis through our dedicated Nationwide fraud telephony team and tailored aftercare, including through our partnership with Victim Support. We also introduced an escalation team to provide one-to-one specialist support to Virgin Money customers where a scam risk is identified.

Listening to customer feedback

As a mutual, we are here for our members and customers. We are keen to understand their views and what matters most to them. Customers can get in touch with us through a number of channels, and their feedback helps guide our decision making and improve our products, services and customer experiences.

We engaged with customers through our online research communities and customer experience surveys. Last year, we considered the feedback from over 920,000 customer experience survey responses to help us improve our products and services. We conduct extensive research and testing on our banking app, with customers and colleagues across all age groups and needs, to shape how we design new features and functions. Board members also engaged with customers through Closer to Customer focus groups, and visited our branches to strengthen their understanding of customers' views and needs. In addition, members can attend our Annual General Meeting (AGM) where they can vote and engage with the Board. More information on how we engaged with customers can be found on pages 15 and 16 of our Annual Report and Accounts 2026.

The Board continued to review customer service and satisfaction data regularly throughout the year, including our customer experience score which is based on customer survey feedback. In March 2026, our customer experience score of 89.9 was above our target of 89.2, with further information available on page 12 of our Annual Report and Accounts 2026. Our Nationwide brand remained first for customer satisfaction compared to our peer group for the 14th year running[22]. Our Nationwide brand also remained first for branch service in the Competition and Markets Authority's Personal Banking Service Quality Survey in both Great Britain and Northern Ireland. Virgin Money improved to seventh in Great Britain, its highest branch service score in four years[23].

Addressing complaints

We aim to tackle every complaint quickly and fairly, analysing root causes to improve customer outcomes, with complaints analysis reviewed regularly by the Board and Group Executive Committee. Our customer-facing colleagues are trained to identify and record complaints to help manage customer experiences effectively.

Based on data submitted to the FCA, across the year, we received around 207,000 complaints, with around 208,000 resolved (some of which were received in the prior period). Based on the latest published FCA data for the period 1 April 2025 to 30 September 2025, our Nationwide brand continued to receive fewer complaints relative to its size than peers for home finance (such as mortgages), and ranked as second-best performer for banking-related complaints. Virgin Money had higher complaint ratios than peers and we have provided significant investment into processes to support improved performance. Over this period, our Nationwide brand performed strongly against industry benchmarks, with low escalation volumes and with Nationwide's rates of complaints upheld by the Financial Ombudsman Service (FOS) broadly in line with, or better than, peer averages, with Virgin Money FOS outcomes also performing better than the industry average.

FOS performance is a key indicator of good customer outcomes, and we closely monitor internal targets to maintain strong performance compared to our peer group. We aim

[20] 2025 - Fraud - National Crime Agency
[21] UK Finance Annual Fraud Report 2025.pdf
[22] Nationwide brand lead as at March 2026: 8.0%pts, March 2025: 7.5%pts, March 2024: 5.5%pts, all are significantly larger (based on a 95% confidence level) than the next best peer since March 2013. © Ipsos 2026, Financial Research Survey (FRS), for the 12 months ended 31 March 2013 to the 12 months ended 31 March 2026. The survey contacts 50,000 adults in Great Britain. Interviews were face to face, by phone and online, weighted to the profile of the population. The results are based on a sample of around 13,000 Nationwide customers and around 65,000 peer group customers with a main current account, mortgage or savings, and reflect the percentage of extremely and very satisfied customers minus any dissatisfied customers. The peer group consists of Barclays, Halifax, HSBC, Lloyds Bank, NatWest, Santander and TSB. Prior to April 2017, Lloyds and TSB were combined as Lloyds TSB.
[23] According to an independent phone survey of 17,051 customers (aged 16+) of the 17 largest personal current account providers in Great Britain, and 6,018 customers (aged 16+) of the 12 largest personal current account providers in Northern Ireland, between January 2025 and December 2025, run by Ipsos. Learn more at Ipsos.uk/personal-banking-service-quality.

to ensure insights from our complaints translate into meaningful improvements for our customers. Complaints from vulnerable customers are prioritised through our urgent complaints process, with support from specialist teams provided where appropriate.

We offer products and services that support financial inclusion and inclusive economic growth

In support of the Government's Financial Inclusion Strategy priorities, we believe everyone deserves access to banking services to support their financial independence. We are committed to ensuring our products are accessible and inclusive for customers at every life stage, including through our:

- **Basic bank accounts** – access to banking is a pre-requisite for full participation in society, yet there remain 900,000[24] people without a bank account. Some of these face barriers such as a lack of standard identification documents, limited credit history or experience of financial difficulties. We are the second largest provider of basic bank accounts in the UK[25]. Through our basic bank accounts (Nationwide's FlexBasic account and Virgin Money's M account), we provide fee-free banking solutions for individuals who may not qualify for a standard current account. We can accept alternative forms of identification documents to support our approach. We also provide dedicated support for prison leavers to re-establish financial access. Over the year, Nationwide opened around 850 accounts under the government-led Prisoner Banking Programme. Nationwide is also part of UK Finance and Shelter's Breaking the Cycle Initiative pilot, in which verified charity partners support individuals who do not have standard identification or fixed addresses to access basic bank accounts.
- **FlexStudent account** – our Nationwide FlexStudent account supports students aged 18 or over in managing their money while on a full-time UCAS-registered course of two years or more. The account comes with an optional interest-free overdraft to enable qualifying customers to borrow money in the short term. Last year, we attracted a record 90,000 (2025: 46,000) students, achieving a 43% (2025: 27%) market share of new student current account openings[26]. We also sponsored the UK Youth Poll 2026, giving people aged 16-29 across the UK a chance to share their views. This has enabled us to understand the concerns and challenges faced by young people across our broader society and has informed our approach to supporting them.
- **Savings accounts** – having a low level of savings remains a key driver of low financial resilience, with 9% of adults unable to cover a week of living costs if their main source of income is stopped[27]. Nationwide's Flex Regular Saver encourages customers to save small amounts consistently, and offered an interest rate of 6.50%. Around 720,000 customers opened a Flex Regular Saver last year and made at least one payment into their account.
- **Children's accounts** – we support young savers in building early savings habits. Nationwide offers a fee-free FlexOne current account, supported by a linked FlexOne savings account. Nationwide also offer a Children's Future Saver account for parents or guardians to save up to £5,000 a year on behalf of a child.
- **Savings tools and guidance** – through our banking apps, customers can set financial savings goals. Our apps also offer tools such as round up and balance sweep features, and a savings calculator. Over the year, around 245,000 savings goals were set up by customers across the Group. Our webpages also support customers with budgeting and money management (see page 7).

Supporting UK businesses

We provide lending to UK businesses, predominantly comprised of small and medium sized enterprises (SMEs). As a lender, we have an opportunity to support SMEs to transition and work towards a more sustainable future by providing inclusive access to finance. Over the year, we:

- Provided 72% of our total business lending to SMEs.
- Achieved 11% growth in business current accounts, compared to the previous year.
- Provided 25% of our total business lending to businesses based in rural communities[28], which are typically underserved.

Championing diverse and inclusive entrepreneurship

We offer initiatives to support businesses in underserved communities, who traditionally have faced additional barriers to accessing finance and scaling their businesses. This includes through:

- **The Invest in Women Taskforce** – this year, we became a funding partner to the Invest in Women Taskforce, committing to invest £25 million, over a number of years, to support a more inclusive financial system, through helping female and mixed gender-led businesses to secure the funding they need to grow and develop their businesses. While evidence shows that female-led businesses on average deliver 35% higher returns than male-led businesses, they currently only receive 2% of venture capital investment in the UK[29]. This is a gap that continues to limit economic growth and innovation in the UK. Nationwide's Group Director of Business Banking is co-chair of the Invest in Women Taskforce.

[24] Financial Lives 2024: Key findings from the FCA's Financial Lives May 2024 survey
[25] Basic bank accounts: July 2023 to June 2024 - GOV.UK, based on latest available data published in November 2025.
[26] Based on Curinos eBenchmarkers comparison of financial services providers and Nationwide analysis, April 2025 to February 2026.
[27] Financial Inclusion Strategy
[28] Reflects lending where at least part of the business is based in a rural community, as identified by overlaying the Scottish government's and UK government's urban and rural classifications onto our business customer base.
[29] Invest in Women Taskforce | Funding female founders | Invest in Women Taskforce

- **Social Investment Scotland (SIS)** – through Virgin Money, we provided around £500,000 of lending to SIS to expand affordable finance for social enterprises and charities across Scotland. This funding helps SIS in their mission to mobilise funding into organisations that deliver measurable social impact in the communities they serve – 36% of all SIS investees operate in communities within the 35% most deprived communities in Scotland[30]. Our investment contributes to the Community Finance Fund[31] within SIS. Examples of outcomes for beneficiaries and customers that are within this fund include providing them with access to more local services and facilities, as well as education and training programmes. Beyond funding, SIS also supports organisations with advice, training and peer networking, helping to expand access to the skills and networks they need to grow.

Innovative funding arrangements to deliver social impact

We partner with The Care Workers' Charity (CWC), donating a share of the arrangement fee from every new care sector loan we originate directly to CWC's support programmes. The programmes offer emergency financial assistance, mental health assessments or counselling to care workers experiencing unexpected hardships such as illness, bereavement, domestic abuse or mental health challenges. The charity also advocates for improved conditions and recognition of care workers. This year, we donated around £200,000, providing support for over 200 workers.

Providing sustainability initiatives and tools to support UK businesses

We engage and educate businesses on their impact, as well as the influence they have on the communities in which they operate.

We continue to deliver our Mobiliser Fund, through which we aim to provide 20% of our commercial business lending (not inclusive of Nationwide registered social landlords or Nationwide commercial real estate) to businesses demonstrating they are working towards a more sustainable future by 2027.

In addition, our Sustainable Business Coach (SBC) is an intuitive digital coach aimed at helping our business customers to understand their ESG impact areas and performance, while providing guidance to help them take action. This year, we reviewed the effectiveness of the SBC and introduced screening questions which help gather information on the customer's sector, sub-sector and business activity. The questions within the SBC are now better tailored for the customer, whilst helping us gather more granular information on the activities customers are taking to transition towards a low-carbon economy. Over the year, 900 users engaged with the SBC tool.

This year, we also launched Rapid – a farmland carbon measurement tool for our agricultural customers.

More information on our business-related sustainability tools can be found on pages 6 and 7 of our Climate-related Financial Disclosures 2026.

[30] social-investment-scotland-impact-report-2025.pdf
[31] SIS Community Finance Fund | Social Investment Scotland

We will help more people into safe and secure homes, both our customers who have relationships with us and more broadly

We were founded to help people into homes of their own, and this remains important to us today. While we serve all our mortgage customers, we provide targeted support to help first time buyers.

Helping first time buyers into homes of their own

We believe everyone should have a place fit to call home, and we aim to increase the accessibility of home ownership for first time buyers. Home ownership remains a significant social and economic issue in the UK. Approximately one-third of renters aged 25-44 doubt they will ever be able to own a home, and substantial affordability challenges persist, with first time buyers citing issues around raising a deposit and affordability of mortgage payments as the biggest barriers[32]. Recent research shows around 2.2 million households who would have been expected to buy their first home since the financial crisis in 2007, based on historic trends, have failed to do so[33].

We are committed to reducing the barriers to home ownership for first time buyers, and have established clear targets to drive and measure progress. More information can be found in the Metrics and targets section on page 34.

Helping Hand mortgage

Our Helping Hand mortgage directly supports our commitment to helping first time buyers, by reducing the pressure for saving for a large deposit. It enables first time buyers to borrow up to six times their income, up to 95% loan to value. **Over the year, more than 18,000 first time buyers used our Helping Hand mortgage.**

Since the launch of our Helping Hand Mortgage in April 2021, we have lent over £15 billion through Helping Hand mortgages, supporting around 75,000 first time buyers. Through this mortgage, we are helping people bring forward the purchase of their first home – the average age of sole applicants using our Helping Hand mortgage is 31, compared to an average age of 34 for first time buyers overall across England[34].

Over the year, we also continued to make it easier for first time buyers to access home ownership through:

- **Helping secure a regulatory change that enables us to help more first time buyers**
  We successfully engaged with the Government and regulators to increase support for first time buyers at higher loan-to-incomes (LTI), enabling greater usage of the Financial Policy Committee's LTI cap. As a result, we are increasing our proportion of high LTI lending in a responsible way, prioritising high LTI lending to first time buyers.

  We used the change to reduce the minimum income thresholds on our Helping Hand mortgages (to £30,000 for single applications and a combined £50,000 for joint applications), improving accessibility to home ownership for first time buyers. Around 80% of our high LTI loans have been directed towards first time buyers, including through our Helping Hand mortgage, compared to around 50% of market loans. Over the year, there was a 140% increase in loans to those borrowing at or above 5.5x income, mostly through Helping Hand mortgages.
- **Expanding support for new build home buyers**
  Across Nationwide-branded mortgages, we increased the maximum loan to value available for buyers of new build houses and flats to 95% and 85% respectively. We also increased the mortgage offer period for new build properties from six months to nine months, increasing certainty and flexibility for buyers. For the six months to February 2026, there was an 11% increase in the value of lending on new build purchases through Nationwide-branded mortgages compared to the same period in the previous year, reflecting the impact of these changes.
- **Engaging with policymakers to enable greater access to part-repayment and part-interest-only mortgages**
  We consistently engaged with the FCA to consider rule changes that allow greater access to part-repayment and part-interest-only mortgages. Industry feedback suggests that this change can provide additional flexibility for first time buyers and customers whose financial circumstances may change over the course of a mortgage term, by enabling lower initial monthly payments which increase over time as first time buyers' income increases[35]. Following successful engagement with the FCA Mortgage Rule Review, further consultation is underway in 2026.

[32] Generation Stuck: Majority of 25-44 year old renters thought they would own a home by now
[33] BSA-First-Time-Buyers-Report-2025-(Web-Spreads).pdf. 2006 used as a baseline year to estimate the number of first time buyers that would have been expected to buy their first home, based on trends in previous periods prior to 2006.
[34] In London, the average age of first time buyers was 35 while in the rest of England it was 34 years in 2024/25. Chapter 3: Housing history and future housing - GOV.UK
[35] FS25/6: Mortgage Rule Review: Feedback to DP25/2 and Roadmap

Supporting landlords and helping them to provide quality homes for their tenants

We support landlords and those who rely on the private rented sector for their long-term housing needs through our buy to let business, The Mortgage Works. **As a Group, we are the UK's largest buy to let lender, with a 19.3% share of total buy to let balances. The Mortgage Works was recognised as the Best Buy to Let Mortgage Lender at the Your Mortgage Awards 2025/26.**

Around one in five UK households live in private rented homes[36]. This highlights the important role the private rented sector plays in the economy, as well as the responsibility on landlords to provide quality homes that meet the needs of private renters.

Supporting professional landlords

Landlords with five or more properties provide nearly half of all tenancies in the private rented sector[37]. We are committed to supporting professional landlords, who manage a portfolio of multiple properties, to deliver quality homes. We assessed the buy to let homes on which we originated new lending through The Mortgage Works to ensure they were fit to be let and met our minimum standards. Where properties did not meet these conditions, remedial work was completed prior to us lending on the property. Further checks are also completed within our assessment, such as ensuring there is a valid Energy Performance Certificate (EPC).

Improving the quality and energy efficiency of rented homes

We continued to engage with the Government to help inform regulatory and legislative changes impacting landlords, so they could be implemented in a way that supports a well-functioning private rented sector. Our engagement, including our published research into landlord attitudes on market dynamics[38], helped inform the Government's revision of the Minimum Energy Efficiency Standards. These standards, published in 2026, require rented homes to have an EPC rating of at least C by 2030, before they can be let. The revised 2030 deadline replaced the earlier proposal of 2028 for new tenancies and 2030 for existing ones, allowing landlords more time to make safe energy-efficient home improvements. The originally proposed cost cap for required energy efficiency improvements that landlords must spend before receiving an exemption was also reduced, from £15,000 to £10,000.

Research shows there are around three million rental homes that require upgrades to meet the Government's required EPC rating of at least C[39]. We recognise our role in supporting landlords through the transition. We have partnered with Eco Approach to pilot a low-cost solution to assess the energy efficiency of properties for a small group of our buy to let customers. Our pilot proposition offers a limited cohort of buy to let landlords a free EPC review, funded by The Mortgage Works. This includes a physical assessment which will provide a comprehensive view of the most cost-effective retrofit options, based on the needs of the property to achieve a minimum EPC C. This may include recommendations to install LED lighting, solar panels or better insulation. We provide funding options to help customers with any recommended improvements, including through our Energy Efficiency Further Advance product.

We continue to provide landlords with guidance on their responsibilities and insights into the latest legislation changes and housing market news through The Mortgage Works website. We engage with landlords on specific issues through our dedicated research team, to understand what they find challenging and where we can target our support.

Lending to the social housing sector

The UK has faced a persistent shortage of social housing, with over 1.3 million people remaining on waiting lists[40], and only around 65,000[41] social homes being built last year. Supporting the delivery of safe, affordable homes is central to our purpose of helping people into homes of their own. We aim to increase the provision of social housing and continue to engage with government to support planning reforms and other measures which would lead to an increase in housing supply across all tenures.

We are a committed supporter of social housing providers in the UK. **Last year, we delivered £1.3 billion (2025: £0.8 billion) of lending to the social housing sector, which included new lending and the refinancing of existing facilities.**

Delivering impact through sustainable lending

We continued to offer Sustainability Linked Loans (SLLs) to Nationwide's registered social landlords (RSLs), providing them with a rate reduction if they meet pre-defined sustainability-related key performance indicators (KPIs)[42]. We have currently provided over £600 million of SLL facilities to our customers.

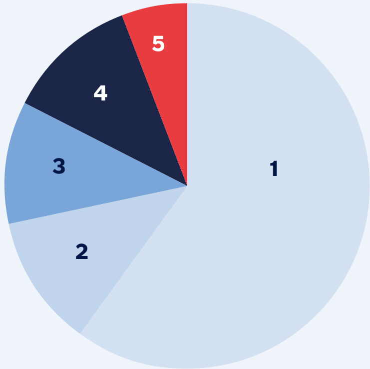
Sustainability KPIs are developed with our RSL borrowers to ensure they are appropriately ambitious in support of their sustainability strategy. We monitor and validate performance against the agreed KPIs on an annual basis.

Examples of KPIs embedded within SLLs include, but are not limited to, allocation of available properties for rent to homeless families, direct financial support delivered to social housing tenants, delivery of new social homes, and improving the EPC rating of their social housing portfolio.

[36] Chapters for English Housing Survey 2023 to 2024: Headline findings on demographics and household resilience - GOV.UK
[37] English Private Landlord Survey 2024: main report - GOV.UK
[38] Landlord Reports | The Mortgage Works for Intermediaries
[39] Rightmove Greener Homes Report, published October 2024
[40] Social housing lettings in England, tenants: April 2024 to March 2025 - GOV.UK
[41] Affordable housing supply in England: 2024 to 2025 - GOV.UK
[42] SLL options are offered to the customer at the inception of a loan and incorporated into new RSL loan documentation, where appropriate. RSL borrowers can either elect to activate the SLL from inception of the loan or at a later date.

We will make a positive difference for our customers, communities and society as a whole

As a mutual, we are guided by a social purpose and aim to have a positive and meaningful impact in our communities. We have a long-standing commitment to direct at least 1% of our pre-tax profits each year to charitable activities[43]. In 2025/26, this amounted to £21.8 million (2025: £18.7 million) and primarily contributed towards our Nationwide Fairer Futures social impact strategy. The distribution of this is illustrated in the graph below.



1	Charity donations	£12.3 million
2	Charitable and community activity	£2.9 million
3	Operational costs to support charitable activity	£2.3 million
4	The Nationwide Foundation	£2.7 million
5	The Virgin Money Foundation	£1.6 million

Nationwide Fairer Futures – our social impact strategy

Nationwide Fairer Futures was established to support people experiencing social disadvantage – people facing circumstances that can make life significantly harder.

It focuses on four intergenerational societal challenges: youth homelessness, families living in poverty, the challenges faced by those living with dementia, and those impacted by cancer. To deliver impact in these areas, we work in partnership with four charities: Centrepoint, Action for Children, Dementia UK, and The Royal Marsden Cancer Charity. Through these partnerships, we aim to improve outcomes and help build a more positive future for those we support. The metrics and targets used to measure progress can be found on page 34.

Since the start of Nationwide Fairer Futures, 90% of people we have supported through our charity partnerships reported feeling better equipped for the future.

In May 2026, Nationwide Fairer Futures won The Consortium Award at the Third Sector Business Charity Awards, which recognises outstanding partnerships between one or more companies and one or more UK charities.

[43]Our charitable commitment of at least 1% of pre-tax profits is based on average profits over the previous three years.

The programmes we have supported over the year include:

Our charity partners	Programme spotlight
CENTRE POINT ENDING YOUTH HOMELESSNESS **Providing young people experiencing homelessness with a safe space to rebuild their lives.** Our funding helps Centrepoint provide young people with emotional, practical and financial support to help break the cycle of homelessness. Our funding supports the provision of safe and secure homes, including refurbishing homes and funding deposits so young people can rent their own homes.	**Rent deposit guarantee scheme** Our funding provides deposits and support for homeless young people who are ready to leave supported homes and move into the private rented sector. The scheme helps them find the right accommodation and look forward to an independent future. Through this programme we have supported 316 young people over the year. **25-year-old supported through the scheme** "I didn't know this support ever existed. I've always worked full time, and I've never needed to not work, and then with my mum and my mental health...it kind of took a toll. If it wasn't for being referred... I think I would still be stuck sofa surfing or stuck with the [mouldy] flat."
Action for Children Safe and happy childhood **Helping families facing poverty with funding and support.** Our funding for Action for Children helps families experiencing poverty and financial hardship. We provide emergency funds for essentials through Action for Children's Family Fund. We also funded Family Clubs in around 50 locations across the UK, providing families with welcoming, safe spaces in local communities to connect and access help and advice.	**Family Fund** We provided vulnerable families with emergency funds for food, bills, clothing, and other essentials. We also provided funds to give children opportunities to access activities and experiences they would otherwise go without, such as a birthday cake, school trip, or a day trip to the beach. Last year, we introduced a new referral pathway with IncomeMax, enabling anyone (not just Nationwide customers) experiencing deep financial difficulty to receive access to grants through Action for Children. **Spring Nurseries Service – parent feedback** "The fund eased my anxiety by helping me afford essentials for my girls, especially formula [milk] for my youngest. It brought real relief when I needed it most."

The programmes we have supported over the year include:

Our charity partners	Programme spotlight
DementiaUK **Supporting people affected by dementia.** Our funding for Dementia UK helps people living with dementia and their carers. We fund 30 Admiral Nurse roles, expanding access to specialist dementia support through in-person dementia clinics held in our branches and on Dementia UK's dedicated helpline. Two of the Admiral Nurses are embedded in our workplace at Nationwide, to support colleagues with virtual clinic appointments and to deliver training. **Nationwide and Dementia UK won the Banking in the Community Award in The Banker's Bank of the Year Awards 2025.**	**Dementia clinics** We have now booked over 6,000 in-person dementia clinic appointments in around 250 of our branches. The Admiral Nurses we fund offer free, specialist support and advice to those impacted by dementia. Appointments are open to anyone, regardless of whether they are a customer, and can be booked online or by phone. Of those attending the clinic appointments, 90% reported that the appointment improved their ability to look after themselves or the person they care for. **Linda – carer for her mum** "I would encourage anyone affected by dementia to book a Nationwide clinic appointment and speak to an Admiral Nurse. We've all got lots of questions and need help and support. I prefer face-to-face support as I think you can express your emotions better and see empathy in a person's face. The clinics are so accessible and feel a lot more relaxed than appointments in a medical setting; nobody would have known that I was walking into the bank to speak to a nurse."
The ROYAL MARSDEN Cancer Charity **Supporting cancer treatment and research** The Royal Marsden Cancer Charity raises funds for The Royal Marsden NHS Foundation Trust. The trust is a specialist cancer centre, uniting world-class researchers and clinical teams to deliver expert, compassionate care. We are funding over 30 specialist research staff working on around 120 clinical trials through the charity, with the aim of developing more effective, personalised treatments that save the lives of cancer patients.	**Funding specialist research** Examples of the clinical trials we fund include: • Immunotherapy – developing treatments that harness the body's immune system to target advanced cancers that are unresponsive to other therapies. • Targeted therapies – pioneering innovative drugs to accelerate the development of safer, more targeted cancer treatments, improving effectiveness and minimising side effects. **A patient of the The Royal Marsden:** "The trial has made a big difference. I feel better than I have in years and have been able to return to everyday activities. I'm grateful to have had the opportunity to take part."

Driving positive impact in our communities, beyond Nationwide Fairer Futures

Using our branches as hubs that support local communities

Beyond financial services, we use our branches to support customers and local communities in practical ways. We are installing public access defibrillators and trauma kits (bleed control kits) in all Nationwide branches through a joint initiative with Visa[44] and providing training for branch colleagues, local communities and nearby businesses so more people feel confident using the equipment if needed. We also provide safe spaces in over 430 Nationwide branches and over 40 Virgin Money branches to support people experiencing domestic abuse (see page 8).

Championing digital and financial inclusion

Research shows that around 4.8 million working-age adults have never been online, creating barriers to finding work, increasing social isolation and making it harder to recognise and avoid online fraud[45]. We are committed to helping people build their financial confidence and digital capability. For example, last year:

- We helped more than 7,000 attendees with free digital lessons[46] in our branches.
- We distributed more than 3,000 free, data-loaded mobile SIM cards through our Virgin Money branches, enabling internet access for people affected by data poverty.
- We assisted over 215,000 children in building essential financial confidence and skills through Money Lessons and our Make my £5 Grow programme (see page 7).
- We supported our charity partners to strengthen their digital capabilities by facilitating training through Microsoft, who provided training on AI and how it could be applied in their organisations.

We also measure our impact on digital inclusion through the number of times people are helped through our digital initiatives and tools (see the Metrics and targets section on page 33 for more information).

Colleague fundraising and volunteering

Colleagues are encouraged to take part in fundraising and volunteering, with up to 14 hours (two days) of paid volunteering leave available each year. Around 16% of Nationwide colleagues logged volunteering activity in 2025/26, equating to around 19,000 volunteering hours. Nationwide colleagues volunteered with more than 350 charities across a wide range of causes.

Across the Group, colleagues raised around £910,000 in 2025/26. This included donations from salaries, including Payroll Giving[47], to charities such as our Fairer Futures charity partners (see pages 15 and 16).

[44] Nationwide and Visa have established the 'Towns Fund', dedicating funding to support customers, uplift communities, and positively contribute to society by creating lasting impact. Initiatives that have been mobilised support key themes such as digital inclusion, financial education, physical and mental health and wellbeing.
[45] Nationwide brings digital confidence to the high street as 11 million Brits lack basic digital skills.
[46] Digital lessons last up to 30 minutes and are available to anyone, regardless of whether they are customers.
[47] Through Payroll Giving, colleagues can make tax-free donations directly through their monthly pay to any UK-registered charity. The full donation goes straight to their chosen charity and we will pay any administration costs.

Nationwide Foundation

Homes are the foundations of our lives, and everyone deserves a home that is safe, secure and affordable. Yet today, thousands of people in the UK live in unsafe, insecure and unaffordable housing, with consequences for their health, wellbeing and future[48]. The Nationwide Foundation is an independent charity, established by Nationwide in 1997, that is dedicated to tackling these issues, by investing in innovative projects and progressive research to bring transformative change to the UK housing system.

The Nationwide Foundation remains committed to its Decent Affordable Homes strategy through to 2031. Over the year, the Nationwide Foundation strengthened its intermediary role between tenants, communities, landlords and governments, convened coalitions to drive change, and invested in pioneering research to build a strong evidence base to determine what truly works for the housing sector.

Given the long-term nature of housing system reform, several of the outcomes achieved in 2025/26 (in the table below) reflect work initiated in previous years.

Last year, we awarded £2.7 million (2025: £4.7 million) to the Nationwide Foundation, as part of the 1% of our pre-tax profits that we commit to good causes each year.

Our programmes	Transforming the private rented sector	Backing community-led housing	Nurturing ideas to change the housing system
About the programmes	The Nationwide Foundation continued to help reform the private rented sector so that it provides more affordable, secure and decent quality homes for renters. The Nationwide Foundation invested in tenants' voice projects and research that helps to build evidence based on life in the private rented sector, particularly for vulnerable people and policy reform.	The Nationwide Foundation progressed its long-term programme to expand affordable housing supply through community-led delivery, where communities are given the power to create decent, affordable homes in the places where they are wanted and needed.	The Nationwide Foundation supports innovative solutions to change the housing system, allowing them to be tested and moved into action so that more decent and affordable homes are available for those most in need.
The Nationwide Foundation's impact in 2025/26:	• As the founding funder of the Renters' Reform Coalition, the Nationwide Foundation convened 18 leading housing organisations to campaign for fairer renting. The Renters Rights Act was passed in UK Parliament, a landmark reform improving tenants' rights and protections. • Through Shelter's Fair Housing Futures work, the Nationwide Foundation brought landlords, tenants and local authorities together to help shape Greater Manchester's Good Landlord Charter. This initiative encourages social and private-rented landlords to go beyond legal minimums and provide safe, decent and affordable homes. As at June 2026, landlords of more than 50% of Greater Manchester's 234,000 rented households backed the Charter.	• As a result of the Nationwide Foundation's funding for community-led housing organisations, these groups have been able to influence government and secure access to over £4 million in government funds. Through partnering with Scottish and Welsh Governments, the Nationwide Foundation has invested £2 million, raised a further £2 million and developed almost 1,500 affordable homes, making community-led housing a real choice for families. • The Nationwide Foundation invested in socially-driven developers, such as We Can Make (a female-founded Bristol-based developer) to deliver affordable homes by unlocking new sources of land to meet local housing needs. We Can Make enables the delivery of low-cost homes on underused microsites such as large gardens and small infill plots. Without requiring any policy or regulatory change, the model demonstrates how communities can unlock dormant land.	• The Nationwide Foundation launched the Private Rented Sector Knowledge Hub, generating compelling evidence for local and national policymakers to improve the private rented sector for everyone. Working in partnership with leading housing experts, the hub has initiated research on the mediated market, the built-to-rent market and the lettings industry. • The Nationwide Foundation co-funded the Talking About Homes project, in partnership with the Joseph Rowntree Foundation. The project developed a toolkit aimed at changing how housing is understood to help housing communicators tell better stories about why homes matter. The project aims to shift how policymakers, politicians and the public think and talk about homes to ultimately support policy and practical changes within the housing sector.

[48] What is insecure housing? | Crisis UK

Virgin Money Foundation

The Virgin Money Foundation is an independent charity set up by Virgin Money in 2015 to support local communities in statistically disadvantaged areas. Since its launch, the Virgin Money Foundation has awarded over £17 million to charities and community organisations, working to create positive change. In January 2024, the Virgin Money Foundation launched its Tackling Digital Poverty Strategy, aiming to advance digital inclusion in these communities, to deliver educational, financial, social, and health-related benefits.

Over the past year, the Virgin Money Foundation has supported individuals and communities to increase digital skills and access. The strategy is being delivered through three programmes, as outlined below.

Last year, we awarded £1.6 million to the Virgin Money Foundation, as part of the 1% of our pre-tax profits that we commit to good causes each year.

Our programmes	Building Digital Skills Fund	Volunteer and Connect Fund	Digital Champions Programme
About the programmes	This multi-year fund supports charities and community organisations in the North-East of England and Glasgow, who work directly with people experiencing digital exclusion and are based in areas within the most deprived 20% of the UK, as defined by the UK Government's Index of Multiple Deprivation and the Scottish Index of Multiple Deprivation. Charities can apply for a grant of up to £100,000 to help address digital poverty in their local community.	Virgin Money colleagues who volunteer in a school can apply for a grant to support the school in addressing digital poverty with their pupils and their families.	This volunteering initiative trains Virgin Money colleagues as Digital Champions, to enable them to volunteer with their local charities and community venues to assist people with immediate digital needs.
The Virgin Money Foundation's impact in 2025/26:	• Over the year, the Virgin Money Foundation awarded 14 grants, totalling around £1.3 million, to community charities. These grants are expected to support around 9,500 people to develop digital confidence. • Digital poverty impacts some sections of society more deeply than others, requiring targeted interventions for these groups. Since the launch of its Tackling Digital Poverty Strategy in January 2024, the Virgin Money Foundation has awarded: - around 21% of its grants to charities that specifically support communities facing racial inequity, including refugees and people seeking asylum - around 13% of its grants to charities that specifically support vulnerable women and girls - around 5% of its grants to charities supporting people experiencing homelessness - the remainder of all grants to charities working community-wide, with around 38% of these grants made to charities based in neighbourhoods within the most deprived 5% of the UK, as defined by the UK Government's Index of Multiple Deprivation and the Scottish Index of Multiple Deprivation.	• The Virgin Money Foundation awarded 96 grants to schools across the UK. These grants are expected to support around 19,000 children in building digital confidence.	• The Virgin Money Foundation trained over 200 Virgin Money colleagues to become Digital Champions. • Digital Champions provided over 1,200 individual support sessions to help people in their local communities to gain digital skills and confidence.

We aim to build a more sustainable world by supporting progress towards a greener society

Our environmental impact

Environmental and climate consciousness are aligned to our mutual purpose. This compels us to take meaningful action by limiting the environmental impact of our business operations, helping customers to green their homes and businesses, and managing better the impacts of a more unpredictable climate.

Climate change continues to present a risk to us and our customers, and is considered, alongside nature, as a cause to our principal risks in our Group Risk Management Framework.

Our climate strategy

Our customers and wider stakeholders are at the heart of our purpose-led climate change strategy, and the six pillars of our strategy (opposite) highlight how we engage with them on climate change.

Page number references have been provided to indicate where additional detail can be found in our Climate-related Financial Disclosures 2026.

A summary of our progress towards our intermediate (by 2030) science-based targets is provided on page 35. Our scope 1 and 2 science-based targets are within our control, and we have confidence in our ability to achieve them. Our scope 3 upstream (categories 1, 2 and 4) science-based target is, by definition, partially within our control, as we have limited influence over our suppliers and their ambitions to reduce emissions. We have previously stated that our intermediate (by 2030) science-based target for mortgages will not be achieved, and we face similar challenges in achieving our intermediate (by 2030) science-based targets for our business lending portfolios (which, at present, we consider to be highly unlikely to be achieved). More detailed information on our scope 1, 2 and 3 targets can be found on page 22 of our Climate-related Financial Disclosures 2026.

1. Supporting greening of UK homes

We offer low-cost green finance to support customers in making energy efficient home improvements. This year, we published research which highlights the impact of home energy efficiency improvements on house prices. We also launched a new proposition in partnership with Eco Approach, to offer our landlord customers a free EPC review, funded by The Mortgage Works. Our aim is to support them in achieving an EPC C rating for their properties.

From page 4 in our climate disclosures

2. Enabling businesses to transition towards net-zero

We lend to UK businesses, primarily SMEs, and are focusing our efforts on reducing emissions from our highest-emitting business sectors.

This year, we launched Rapid, a free sustainable coaching tool, to our agricultural customers (in partnership with Trinity AgTech). This enables agricultural customers to better understand their carbon footprint and provides them with a tailored action plan for decarbonising their farms.

From page 6 in our climate disclosures

3. Advocating for a net-zero future

We collaborate cross-industry and engage, and influence, policymakers on a variety of climate topics, as well as green policy development. This year, we supported the development of climate policies such as the Warm Homes Plan and Minimum Energy Efficiency Standards. We also responded to consultations on the UK Sustainability Reporting Standards.

From page 8 in our climate disclosures

4. Greening our business operations and supply chain

We recognise that, to support the UK in achieving its net-zero ambition, we need to work towards reducing the emissions within our control, from our own business operations. We continued to remove gas from our Nationwide branches, admin sites and data centres.

Similarly, we continued to enhance sustainability practices across our supply chain. We also enhanced our use of EcoVadis, inviting suppliers to complete the Carbon Action Manager tool.

From page 9 in our climate disclosures

5. Embedding climate into our culture

We proactively encourage colleagues to engage with green issues and make sustainable choices. Our green employee network leads the internal conversations on sustainability topics.

We train employees who are engaged in managing climate-related activities across the value chain, including colleagues in Procurement and Business lending. Training covers topics such as responsible purchasing, value chain decarbonisation, and how to better support customers transition towards net-zero.

From page 10 in our climate disclosures

6. Enhancing our climate risk capabilities

This year, we continued to enhance our approach to climate change risk management. We conducted climate scenario analysis on our business lending portfolio, considering physical and transition risk.

Furthermore, we continued to evolve our understanding of the potential nature-related risks that could impact our business operations and supply chain.

From page 11 in our climate disclosures

We will enhance our performance by better reflecting the diversity of our society

We are committed to creating a customer-first, high-performing, inclusive culture. Having a diverse range of perspectives, skills and experiences will help us to continue to benefit our customers, through offering the products and leading levels of service that matter most to them.

Last year, we developed a Group purpose, strategy and set of behaviours that all colleagues could unite behind, putting customers at the heart of everything we do. We are investing in our people and unlocking our combined potential in delivering against our Blueprint for a Modern Mutual.

On 2 April 2026, alongside the legal transfer of the majority of Virgin Money's business to Nationwide, all Virgin Money colleagues became employed by Nationwide – a significant milestone which strengthens our collective identity.

Through the year, we have focused on building an inclusive approach to talent management, strengthening skills and capabilities across the Group, and ensuring a consistent experience for colleagues.

Progressing inclusion and diversity

Our focus remains on building an inclusive culture where everyone can thrive and belong, and our strategy will maintain an inclusion-first, data-led approach focused on taking action around three areas:

- enabling fair and inclusive recruitment and onboarding, to ensure we attract and engage a workforce that reflects the diversity of the UK at all levels.
- creating equitable and inclusive opportunities for all our colleagues, so that we can retain and progress talent while delivering consistent experiences and outcomes for everyone.
- building a culture of inclusion and belonging, by embedding inclusive leadership, policies, processes and practices so that all colleagues feel a genuine sense of belonging.

We report on our existing, Nationwide-only, diversity measures across gender, ethnicity, disability and sexual orientation in the Metrics and targets section on page 36. We saw improvements across most Nationwide-only measures and are on-track to meet six of our seven targets set for 2028.

We have now set new Group diversity targets, effective from 1 April 2026, and have redefined our definition of senior leadership across the Group. More information can be found on page 36.

We also publish a set of statutory Group diversity metrics on page 14 of our Annual Report and Accounts 2026. We are committed to continuing to focus on embedding inclusion into our processes, policies and practices.

Our Board remains committed to advancing our inclusion and diversity agenda and our senior leaders are also accountable for fostering an inclusive culture, supported by guidance and the data they need to drive meaningful action. Diversity measures for gender and ethnicity at senior levels are embedded in our Directors' Long-Term Performance Pay Plan (LTPP) awards to reinforce sustained progress (see pages 70-89 of our Annual Report and Accounts 2026).

We are also committed to having a diverse and inclusive Board to set and govern the Group's strategy and culture. We have retained our position among the top 10 organisations for Women on Boards in the FTSE Women Leaders Review[49], ranking fifth among the 50 largest private companies. For more information about the diversity of Nationwide's Board, see page 54 of our Annual Reports and Accounts 2026.

We seek to reduce our gender pay gaps and will continue using data to understand where we need to target action. Overall, our pay and bonus gaps are driven by having more women in our lower-paid customer-facing and support roles, and fewer in higher-paid manager, specialist and leadership roles. Our latest gender pay gaps report can be found on our website[50].

The composition of our workforce

On average across the Group over 2025/26, we had around 26,800 employees. We offer a choice of working patterns, providing flexibility to our colleagues. Of our permanent employees, around 80% work full time. More information on our people-related measures, including turnover and absence, can be found in our ESG datasheet 2026.

Building an inclusive approach to talent management

We continue to strengthen workforce planning to ensure we have the right capabilities in the right places, now and into the future. We are improving how we use data to better understand how people move through the organisation and to support all colleagues to access growth and development opportunities.

We have established a process to identify talent at different job levels and we provide focused support to colleagues where it is needed to improve internal, inclusive career progression and movement. We have also introduced career networking events, providing colleagues with practical support, tools and opportunities to make connections and hear real career stories.

[49] FTSE Women Leaders Review (February 2026)
[50] Pay gaps at Nationwide: nationwide.co.uk/about-us/inclusion-and-diversity/pay-gaps. Pay gaps at Virgin Money: virginmoneyukplc.com/our-people/diversity-and-inclusion/gender/

Our policy is to ensure fair access to training, career development, and progression for all colleagues. As part of our hiring approach, we provide prospective colleagues with access to adjustments and personalised support. We have also developed dedicated inclusion expertise within our recruitment team and provide support for people leaders in making fair hiring decisions. We actively support disabled colleagues and colleagues with long-term conditions through workplace adjustments and inclusive policies, and we are recognised as a Disability Confident Leader by the Government's Department for Work and Pensions.

We remain focused on removing barriers in early careers and building a pipeline for the future. Examples of programmes that supported our approach to career development in 2025/26 included:

- Our expanded internships, scholarships, and skills development programmes – around 240 colleagues joined these early career programmes over the year, forming our largest ever intake.
- In partnership with Progress Together, our Accelerated Progress Programme pilot supported individuals from underrepresented groups both within Nationwide and across the financial services industry to develop business-critical skills and grow their careers.
- Through our commitment to closing the gender pay gap and creating equitable opportunities for all, we funded around 260 Women in Banking and Finance licences, giving colleagues access to industry events and networking opportunities, external mentoring and volunteering roles that aim to stretch and develop their skills, helping them progress their careers and build meaningful connections across the industry.
- Welcoming six more students from low socio-economic backgrounds into our Nationwide Scholarship Programme, supporting them with living costs and access to work experience opportunities as part of our continued commitment to opening access to long-term career pathways.
- Welcoming 13 young people, who have faced homelessness, into our offices to provide them with insight to the world of work and the breadth of career opportunities within financial services, in partnership with our Fairer Futures charity partner Centrepoint.
- Providing a range of internal mentoring programmes to connect our colleagues and help them succeed at every level.

Our involvement in charters and accreditations continues to help us drive forward our inclusion and diversity ambitions. These include the Women in Finance Charter, Race at Work Charter, FTSE Women Leaders Review and the Parker Review. Our Group Chief Executive Officer is the Government's Women in Finance Champion.

Strengthening skills and capabilities across the Group

We continually invest in our people and equip our colleagues with opportunities to develop their skills and advance their careers. This supports their individual growth while enabling Nationwide to evolve the skills and capabilities needed to support our customers.

All colleagues also receive annual performance reviews to support their own personal development ambitions as well as progress towards the Group's strategic goals.

Over the year, we delivered a set of people manager and leadership programmes:

- Around 2,900 people managers had completed, or were currently participating in, our People Manager Programme, which focused on building inclusive, high-performing teams and developing future-ready skills. In 2026, we extended this programme to include colleagues at Virgin Money. **Our People Manager Programme received the Princess Royal Training Award and the highest benchmark of City & Guilds ILM Assured status, testament to our investment in development programmes.**
- Over 950 leaders had completed, or were currently participating in, our Senior Leader Programme. This programme focuses on strengthening commercial and business leadership capability and was awarded Silver for Learning Impact at the Learning and Performance Institute Awards 2026. In 2026, we extended this programme to include colleagues at Virgin Money.
- We launched an Executive Leadership Programme in March 2025, focused on leading a customer-first and commercial business, while building personal resilience and adaptability.
- We developed specialist retail training for Nationwide retail product teams, focused on core frontline leadership skills with proven operational practices that drive better customer outcomes.

Information on our broader set of training and development-related measures can be found in our ESG datasheet 2026.

Beyond formal training programmes, we offer stretch opportunities to individuals who demonstrate both the potential and the ambition to expand their leadership capabilities. Succession plans are in place for key roles, aligned with regulatory requirements. We actively strengthen our leadership pipeline by placing emerging leaders in stretch roles.

Developing future-ready skills

We are investing in AI capabilities to support the rollout of AI tools. We rolled out Microsoft Copilot to benefit colleagues and launched supporting training to help them to get the most from these tools, so we can work efficiently and improve our service for customers. Over the year, we saw an increase in the number of Nationwide colleagues focusing on AI skill development on our internal learning platform.

We continue to strengthen our digital skills strategy in partnership with the Financial Services Skills Commission.

Supporting our colleagues

We have a consistent colleague experience across the Group. This has included aligning our approach to performance management, variable pay, and terms and conditions, and introducing a new reward and grading framework, all of which became effective from April 2026.

Our newly aligned terms and conditions reflect a market-competitive package designed to attract and retain talent. Under the new arrangements, all colleagues have access to:

- Private medical insurance
- Group income protection
- A consistent suite of family friendly policies (see below)
- Enhanced pension offering
- Expanded access to a suite of salary sacrifice benefits, including additional pension contributions, discounted gym membership and cancer screenings.

Where appropriate, we have maintained legacy arrangements, ensuring existing colleagues retain the benefits most important to them, while all new colleagues will join on the aligned terms and conditions. Our new reward and grading framework also ensures a fair and consistent approach for grading and rewarding colleagues in comparable roles across the Group.

Family friendly policies

We enable hybrid working arrangements and offer a range of flexible working options, including part-time hours, to support our colleagues' preferences.

We offer a comprehensive range of family friendly policies. From April 2026, all parents[51] became entitled to up to 52 weeks of family leave from their first day of service. Our new policy also enables both parents to either take time off in one continuous block, or to take their leave flexibly over a two-year period, up to their child's second birthday. Colleagues receive full pay when attending pregnancy, adoption and surrogacy appointments, with additional paid leave available in the event of pregnancy loss, premature birth or neonatal care.

In addition to family leave, we have introduced additional paid leave to support colleagues with fostering and kinship care and have extended our family leave offering to colleagues who are long-term fostering or providing care under special guardianship. We recognise the emotional and physical impact of fertility treatment and provide paid support[52] for both the individual undergoing treatment and their partner.

In addition to public holidays, colleagues receive between 25 and 30 days of annual leave, with the option to purchase additional days of leave through our voluntary benefits platform. We also provide paid leave to support colleagues during bereavement.

We are proud of our support for colleagues who are also carers. We offer them the ability to buy an additional five days of annual leave in addition to their standard holiday entitlements as well as unpaid leave, to assist with their day-to-day caring activities. We also provide our carer colleagues with access to our specialist third-party care service offering, which provides a range of services including expert advice and one-to-one personalised support, and a suite of digital tools and resources, giving colleagues access to resources that help them manage their caregiving duties effectively.

Supporting colleagues' wellbeing

We maintain a continuous focus on providing our colleagues with support for their physical, mental, emotional, social and financial wellbeing. We have a comprehensive range of policies, resources, benefits and provisions. We also offer colleagues extensive support, such as:

- Access to employee assistance helplines, available 24/7, that offer free counselling, legal information, health and wellbeing advice, and debt support
- A mental health and wellbeing platform
- A comprehensive wellbeing hub which brings together all our wellbeing support and resources
- Access to an emergency support loan in instances where colleagues may be facing an unexpected financial crisis.

Last year, we introduced a new menopause policy. Our new policy recognises menopause as a natural life stage and provides compassionate, practical support to help colleagues focus on wellbeing, productivity, and career progression.

Fair and transparent reward

We are committed to paying our colleagues fairly for the work they do and the contribution they make, considering their experience and skills, and informed by external market benchmarking and the salary of colleagues doing similar roles. We carry out regular equal pay audits, checking the pay of people with different characteristics (such as gender and ethnicity) doing the same or similar roles. Our audits continue to show that our pay policies are operating fairly.

We are committed to paying the real Living Wage for all our employees we hire directly, which includes apprentices, temporary workers and contractors, going further than the Government's National Living Wage. We review our pay levels annually, informed by external market movements and changes in living wage. We are an accredited Living Wage Employer and Nationwide is a Principal Partner of the Living Wage Foundation.

[51] The same benefits are applicable to adopting and long-term fostering parents, and those adopting through surrogacy. Primary parents receive up to 26 weeks' full pay and co-parents up to 13 weeks, followed by statutory or unpaid leave.
[52] Colleagues can take up to 10 days paid leave for fertility treatment in a 12-month period, which can be used flexibly as needed.

Connecting with our colleagues

We invite all colleagues to share their views on working at Nationwide, the challenges they face and what works well. We engaged regularly through the year with colleagues, through surveys, listening events (including with the Group Chief Executive Officer and executive management), and through engagement with Employee Network Groups and employee unions.

In our latest colleague pulse survey[53], around 21,700 (81%) colleagues shared their thoughts and experiences on what it is like to work at Nationwide. Our Colleague Index, a measure of colleague sentiment, remains strong at 83%, outperforming the financial services benchmark. In our annual colleague culture survey[54], which takes a deeper look at how connected colleagues are to our purpose, the highest-scoring component of our Colleague Index related to colleagues enjoying work and feeling strongly connected to our purpose.

Our Board and Executive Committees receive regular updates on culture, including colleague sentiment data and results of Group colleague surveys. The Board also held townhall events and visited colleagues in Nationwide branches, to hear about the issues that matter to them. The insights gathered inform people decisions and drive effective change for our colleagues. The Board's non-executive director for Employee Voice continues to work closely with the People function and reports annually to the Board.

Engaging with colleague representatives

We recognise the importance of staff representation and believe having access to, and being represented by, a trade union is an important aspect of employee voice. We have collective bargaining arrangements in place with our employee unions: Nationwide Group Staff Union (NGSU) and Unite the Union. Across the Group, 99% of our colleagues have the right for representation.

We engage early and transparently with colleagues and our unions throughout any change process. We remain committed to effective, people-centred change, equipping our leaders with the tools and guidance needed to manage change consistently and with care. Our recognition agreements with the NGSU and Unite the Union document our commitment to working in partnership. Both unions hold negotiation rights on key matters, and we work with them transparently by sharing colleague feedback, equal pay insights, and inclusion and diversity data. We also engage proactively on remuneration and employment policy changes to ensure colleagues are fairly represented and treated consistently. More information can be found in our Freedom of Association Policy Statement[55].

We also have a range of employee networks who bring together colleagues with shared characteristics or life experiences, as well as allies, to foster connection, belonging and inclusion.

[53] Results reflect Colleague Pulse Survey in January 2026.
[54] Results reflect Colleague Culture Survey in September 2025.
[55] Freedom of association policy statement | Nationwide

Risk management

Effective risk management is essential to the Group's ongoing strength and the delivery of our strategic objectives. As such, we adopt a prudent approach to risk management, keeping our customers' money and data safe and secure. We do this by embedding a culture of responsible behaviour and ensuring that the risks we take in support of our strategy are controlled through a robust risk management framework.

Our approach to risk management

Nationwide identifies, assesses and manages risks to which it is exposed, including ESG-related risks, through its established, Board-approved, Group Risk Management Framework (GRMF). The GRMF encompasses the following core components: risk appetite, risk management, policies and controls, risk reporting and enablers and governance. In combination, these components ensure our approach to ESG-related risk management is appropriate and proportionate, and risk management activities are performed consistently and reliably across the Group, as follows:

Risk appetite – through the GRMF, the Board sets the Group's risk appetite, defining the acceptable levels of risk to take in pursuit of the Group's strategic objectives.

Risk management – risk management refers to the processes, tools and systems within our GRMF that are required to manage risk within appetite across the Group, including ESG-related risk. The Board receives regular reports and assessments of the Group's risk management, including key risk metrics, to monitor our position relative to risk appetite.

Policies and controls – policies and standards define the activities and controls required to ensure that risks are managed appropriately, in line with risk appetite. More information on our ESG-related policies and controls can be found in the Governance section, from page 28.

Risk reporting – a robust risk reporting approach ensures the appropriate monitoring of ESG-related risks by our Board, risk committees and management, to enable effective, risk-based decision-making and supporting better outcomes.

Enablers and governance – enablers and governance ensure that the GRMF is effectively and efficiently implemented across all risks, and helps support our risk culture. The GRMF sets governance mechanisms by which risk oversight is exercised and risk decisions are taken, including process and authorities for risk acceptance, including for ESG-related risks.

The embedding of ESG-related risks within our GRMF enables the Board and executive management team to make better, more informed, business decisions, which influence Nationwide's strategy and deliver good outcomes for our customers. Further information on our approach to risk management can be found on pages 26-28 and pages 94-172 of our Annual Report and Accounts 2026.

Our approach to managing social-related risks

The identification, assessment and management of social-related risks is inherent within our GRMF and we adopt a prudent approach to risk management. Information on our approach to the management of environment-related risks can be found in our Climate-related Financial Disclosures 2026 (pages 14-19).

Social-related risks most notably manifest within a certain subset of our principal risks, including credit risk, operational and conduct risk, and business risk.

Credit risk – The risk of loss due to customers or counterparts failing to meet their financial obligations.

We are committed to lending in a responsible, affordable and sustainable way, with a focus on championing good conduct and outcomes. This ensures the safeguarding of customers and the financial strength of the Group through the credit cycle.

Examples of social-related credit risks include:

- Inadequate credit underwriting processes – this may generate unaffordable debt for customers.
- Unforeseen rises in living costs, unemployment or wider social vulnerability – this may reduce customers' abilities to meet repayment obligations, increasing the likelihood of arrears, missed payments or default.

We have appropriate credit criteria and policies aimed at mitigating risk, and we ensure we only lend to customers who demonstrate that they can afford to borrow. We embed risk considerations into our product and lending design to protect customers against debt and affordability challenges. This includes:

- Credit assessments – to ensure we lend responsibly
- Financial difficulty policies – to govern fair treatment in cases of arrears, payment shortfalls, persistent debt and debt recovery.

Operational and conduct risk – The risk of impacts resulting from inadequate or failed internal processes, conduct and compliance management, people and systems, or from external events.

The primary areas of operational and conduct risk to which the Group is exposed include through technology risk, security risk (including cyber), data risk, economic crime risk and regulatory risk. Examples of social-related operational and conduct risks include:

- Failure to detect or respond to breaches of privacy – this may cause infringement of customers' and employees' rights.
- Failure to adequately implement controls to support our supply chain in meeting their ESG ambitions – to ensure third parties comply with human rights and modern slavery regulations.

Operational resilience is a fundamental part of the Group's strategy and continues to be an area of regulatory focus. The Board recognises the importance of, and has prioritised, continuous improvement in understanding the operational and conduct risks the Group is exposed to, and enhancement of the associated control environment it relies on to mitigate these risks. Ongoing investment is being made to further enhance cyber defences, economic crime, and conduct and compliance capabilities across the Group.

Business risk – The risk that volumes decline, margins shrink, or losses increase relative to the cost or capital base, affecting the sustainability of the business and the ability to deliver the strategy due to external factors (macroeconomic, geopolitical, industry, regulatory, technological, or other external events) or internal factors (including the development and execution of the strategy).

We actively manage business risks through a range of measures including financial forecasting processes, regular performance monitoring, and stress testing and sensitivity analysis. Examples of social-related business risks include:

- Failure to provide inclusive or accessible services – this may exclude customer groups from accessing our banking services and widen financial exclusion.
- Failure to identify or respond to shifts in customer needs – this may result in products and services that no longer meet consumers' needs.

Ongoing monitoring ensures that our strategy and associated execution plans adapt to address business risks by considering changes in the external environment, including technology innovation, consumer behaviour, regulation and market conditions.

Managing human rights risks

Respecting human rights is a fundamental part of how we operate. Our commitment is supported by our Human Rights Standard, which sets out our expectations for promoting and protecting human rights across our business operations and value chain.

Our approach is aligned with the United Nations Guiding Principles Reporting Framework, which provides a clear methodology for identifying, prioritising and reporting on salient human rights risks. Salient risks are those with the greatest potential to cause harm to people as a result of an organisation's activities or business relationships, if action is not taken to prevent or address them.

This year, we conducted a Group-wide saliency assessment, with stakeholders across the business, to identify and prioritise the human rights risks most relevant to our business. As part of this assessment, we evaluated each potential impact based on its severity and likelihood, to determine which risks require the greatest focus. Our identified salient human rights risks across our value chain are outlined in the table below. Oversight of our human rights approach sits with our Group Responsible Business Committee.

Affected stakeholders	Potential salient human rights risks and our mitigating activities
Retail customers	**Data privacy and security** – the misuse, loss or unauthorised access of personal data can seriously undermine customers' privacy, safety and financial security, making data protection a material human rights risk for our business. Our approach to data protection and operational resilience can be found on page 31. **Discrimination and inclusion** – we recognise that discrimination or insufficient inclusive support can cause significant harm to vulnerable customers, which is why we are committed to an inclusive-by-design approach that identifies customer needs early, strengthens colleague capability, continuously monitors outcomes, and ensures fair and equal access to our services. More information on how we support vulnerable customers can be found on pages 5-10. **Failure to protect against fraud** – failure to protect customers from fraud can undermine their wellbeing and financial security. We use controls, monitoring, education and rapid response processes to detect, prevent and address fraudulent activity. Further information about how we protect our customers from fraud and scams can be found on page 9.
Business customers	**Data privacy and security** – we recognise that the mishandling or loss of business customers' sensitive financial and operational data could cause significant disruption to livelihoods and business continuity. Amongst other supporting actions, mandatory training and learning is in place to reduce the risk caused by human error and emphasise the importance of data security and handling processes. Additionally, a range of technical and organisational security safeguards are in place. More information on our approach to data governance and protection, operational resilience and cyber security can be found on page 31.
Colleagues	**Discrimination and inclusion** – our approach to preventing discrimination and supporting fair treatment is outlined in our Discrimination policy statement. We have a suite of policies that ensure discrimination is not tolerated in our processes and practices. We also provide clear procedures for escalating concerns and for investigating, addressing and remediating any incidents. Our broader inclusion and diversity strategy, including how we foster an inclusive culture, is detailed on page 21. **Unfair working conditions** – workplace and non-workplace stress can have a significant impact on colleagues' wellbeing. Our approach to supporting wellbeing is outlined on page 23. Verbal and physical aggression towards colleagues remains a concern, and we are committed to supporting and protecting colleagues, and taking action to prevent and address unacceptable behaviour. Further detail is provided in our health and safety section on page 30.
Supply chain	**Unfair working conditions** – unfair working conditions (such as excessive hours, inadequate rest, unsafe environments or unfair pay) can significantly affect workers' health and wellbeing. These risks are more likely to arise in lower tier supply chain relationships, where visibility is limited. **Modern slavery and forced labour** – modern slavery and forced labour involve coercion, debt bondage, restriction of movement or intimidation, and can result in severe, long-lasting harm to workers' safety, freedom, economic security and overall wellbeing. As with many global supply chains, these risks may be present in the production of goods and services we procure. We mitigate these risks through a combination of clearly-defined supplier expectations, strengthened due diligence and enhanced monitoring. This includes applying our Third Party Code of Practice, conducting onboarding checks, delivering responsible purchasing training, and carrying out supplier audits and EcoVadis assessments. These activities help us identify potential issues earlier, engage suppliers on improvements, and escalate concerns where necessary. Our broader approach to managing human rights risks in our supply chain is outlined on page 32 and in our Modern Slavery Act Statement.

Governance

How we govern ESG-related risks and opportunities

Our ESG governance model provides clear oversight and management of sustainability-related risks and opportunities and supports us in delivering our purpose of Banking – but fairer, more rewarding, and for the good of society. Information on our Group governance framework can be found on pages 46-51 and 96 of our Annual Report and Accounts 2026. Information on our climate-related governance model can be found on pages 20-21 of our Climate-related Financial Disclosures 2026.

The Board

Our Board has ultimate accountability for all responsible business and climate change risk-related matters within the Group. The Board is responsible for setting the Group's strategic direction, including our responsible business strategy and climate-related components. Throughout 2025/26, the Board engaged on responsible business-related matters, including:

- Overseeing the transfer of substantially all of the assets and liabilities from Virgin Money's main operating subsidiary, Clydesdale Bank PLC (Clydesdale), to Nationwide Building Society.
- Endorsing the decision to extend our Branch Promise to at least the start of 2030.
- Receiving an annual update on our Fairer Futures social impact strategy, and meeting representatives from our charity partners.
- Approving Nationwide's third Fairer Share payment of £0.4 billion, distributed to eligible members in June 2025.

More information on the Board's engagement with stakeholders, and on its decision-making, can be found on pages 15-20 of our Annual Report and Accounts 2026.

Board-level committees

Our Board is supported by board-level committees that provide oversight and advice on a range of matters, including sustainability-related matters. Throughout 2025/26, this included:

- Audit Committee reviewing, and endorsing, our Climate-related Financial Disclosures 2026, in May 2026.
- Remuneration Committee approving Nationwide's gender and ethnicity pay gap reporting for 2025.
- Board Risk Committee reviewing how we have considered climate change within our Internal Capital Adequacy Assessment Process.
- Remuneration Committee tracking progress against the executive directors' Long-Term Performance Pay (LTPP) plan. The LTPP plan is linked to a scorecard that includes progress towards our diversity measures and intermediate (by 2030) science-based targets. As part of the remuneration of our most senior leaders, an individual's contribution is considered, including their impact on ESG measures where relevant. More information can be found on pages 78-80 of our Annual Report and Accounts 2026.

Group Chief Executive Officer (CEO)

Our Group CEO is accountable to the Board for the Group's performance and delivery of its strategy. The Group CEO is responsible for the day-to-day operation and management of the Group, under delegated authority from the Board.

To help our Group CEO deliver on these responsibilities, executive management-level committees and operational-level committees are in place to ensure sustainability-related risk is managed effectively, reporting to Board as required.

Management-level committees
Our Group Responsible Business Committee is the management-level committee accountable for overseeing Nationwide's responsible business agenda. The Committee meets on a quarterly basis to discuss and approve sustainability-related matters, and reports to the Group Executive Committee and Board as required. In 2025/26, this included: • Reviewing progress towards our Mutual Good Commitments, including our intermediate (by 2030) science-based targets. • Providing input into our new Mutual Good Commitment targets for 2025/26. • Discussing updates on our social impact strategy and our approach to supporting vulnerable customers. • Discussing updates on climate-related matters and business banking sustainability-related activity. • Discussing the material ESG topics that were identified as part of our 2025 ESG materiality assessment, including topics relating to keeping customers' money and data safe and secure. • Discussing our investors' ongoing interest regarding ESG matters, including our ESG ratings.
Operational-level committees
We have a number of operational-level committees and working groups that frequently engage on, and approve where appropriate, responsible business and climate-related matters. Matters are reported to the management-level committees as required. These include, among others, our Customer Vulnerability Working Group (engages monthly), and Group Climate Change Risk Committee (engages monthly; see page 21 of our Climate-related Financial Disclosures 2026).

Our responsible business operating model

Day-to-day ownership for responding to Nationwide's responsible business agenda sits with the Director of Strategy, Performance and Sustainability, who reports to the Group Chief Financial Officer and is supported by the Head of Sustainability. Our climate change and responsible business capability is managed through our Finance function, which takes a co-ordinated approach, working closely with other specialist teams across the business to deliver our responsible business strategy. These specialist teams include: Retail Products, Retail Services, Mortgages, Business Banking, Economic Crime, People Strategy, Social Impact, Business Services, Treasury Sustainability and Investor Relations, Policy and Public Affairs, Second Line Risk Oversight, and Internal Audit. These teams provide the relevant information around responsible business-related risks and opportunities to the management-level committees and working groups.

Operating in a responsible way

We aim to act responsibly, doing business in a way that positively impacts our customers, colleagues and communities, while seeking to reduce our impact on the environment. Our Code of Conduct guides colleagues on the standards of conduct and behaviour we expect from them. This is supported by colleague training and our remuneration practices, alongside a suite of policies. Our policies set out the required activities and controls to ensure that risks are managed effectively, including those risks highlighted in the Risk management section of this report. Our policies set clear expectations for how we work, the standards we uphold, and the responsibilities of our colleagues, as well as temporary workers and contractors where relevant. Policies are subject to periodic review and are each overseen by a policy owner. Examples of our progress in policy areas central to our approach to sustainability risk management are covered below. Our full suite of sustainability policies can be found on our website[56].

Policy	Examples of our progress this year and our approach to mitigating key risks
Health and safety	• Over the year, our focus remained on improving how we respond to verbal and aggressive behaviour towards frontline colleagues. We introduced de-escalation training for Nationwide branch managers and strengthened colleague safety measures, including rolling out portable SOS alarms to branch colleagues. We also continued to prioritise supporting colleagues through periods of change and helping them to manage their mental health. • We continued to provide a broad range of workplace adjustments to support our diverse workforce, covering both physical and non-physical needs. This year, we simplified the workplace adjustments process to improve manager understanding of the adjustments available, and implemented changes to create a smoother experience for colleagues. • We continue to assess risks and take appropriate corrective action as we seek to reduce the number of accidents and absenteeism due to ill health. We maintain limits and triggers for key health and safety metrics, including the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. We have formal escalation routes in place for any limits that are exceeded. More information on our metrics can be found in our ESG datasheet 2026. • We have a suite of policies and procedures developed in partnership with our employee unions that manage specific health and safety risks.
Speaking up and whistleblowing	• We actively encourage our colleagues, contingent workers, and any other parties we have a business relationship with, to speak up and raise concerns, without fear of retaliation. This year, we added modern slavery as a specific reportable category within our Whistleblowing Policy. More information on metrics related to speaking up and whistleblowing can be found in our ESG datasheet 2026. • All colleagues and contingent workers are required to complete annual, mandatory training to ensure they understand how to recognise concerns, how to report them, and the protections available to them. 98% of colleagues completed this training in 2025/26. Colleagues that support the whistleblowing function are provided with additional annual investigator training. • Our latest colleague culture survey[57] showed that 88% of colleagues feel able to speak up if they witnessed or experienced unacceptable behaviour. Our score was 12 percentage points higher than the financial services benchmark and 16 percentage points higher than the high performing benchmark.
Economic crime	• We are committed to preventing our products, services and commercial activities being used to facilitate any form of economic crime. Our economic crime framework applies to Nationwide and all its subsidiaries and includes an Economic Crime Policy and supporting control standards that apply to subsidiaries, business functions, employees, third parties (including suppliers) and associated persons. As part of our framework, we undertake annual business-wide risk assessments to identify and assess our inherent economic crime risks. This informs the design and application of proportionate controls to mitigate these risks. This is supported by our Economic Crime Threat Assessment, which uses internal and external sources to identify and score existing and emerging threats. • We complete initial and ongoing due diligence, risk assessment and screening of our business relationships, including employees, customers, third parties and associated persons. We have systems in place, including transaction monitoring, to detect, investigate and report suspicious activity. We apply enhanced due diligence and increased ongoing monitoring to higher risk relationships and transactions, in line with our legal and regulatory obligations. • We have allocated clear roles and responsibilities for our colleagues and senior managers (including function leaders) for the management of risk, including clear escalation routes and a range of whistleblowing channels. • We work collaboratively with the Government, regulators, law enforcement, trade bodies and our industry peers. We are committed to the UK's Public-Private Partnerships, including our work with the Joint Money Laundering Intelligence Taskforce, the National Economic Crime Centre's data-sharing initiatives and the Joint Fraud Taskforce.

[56] Policies and statements | Nationwide
[57] Results reflect Colleague Culture Survey in September 2025.

Cyber security	• This year, we launched our three-year Group security strategy. Our strategy sets out the key investment priorities for managing security risk across eight pillars, including detection and response, creating a hostile environment for adversaries, and strengthening cyber resilience. Our cyber security approach is aligned to the National Institute of Standards and Technology 'Cyber Security Framework' and we maintain independent annual maturity reviews against the framework. We routinely test our response and recovery capabilities, including methods practiced by individuals and organisations that attempt attacks. • We also regularly test our cyber response strategies and security incident management procedures to ensure we can maintain customer services should an attack be successful. We have industry-standard reactive measures in place to respond quickly to any incidents and clear escalation routes for employees and the public to report incidents, vulnerabilities or suspicious activity. To measure the effectiveness of our controls, we conduct regular internal audits of our information security systems. Our external auditors also assess our security controls as part of our annual Group audit. • We have continued to educate colleagues on cybersecurity risks. This includes through annual mandatory training and a Group-wide Security Awareness Week covering key security topics such as social engineering, managing who has access to critical systems, and understanding how hackers test for weaknesses. We work with the National Protective Security Authority, the National Cyber Security Centre, other government bodies, and peers in financial services to stay informed about both potential threats and responses, while sharing best practice in combatting cybercrime.
Operational resilience	• We have a comprehensive operational resilience framework, with policies, standards and processes in place that aim to minimise potential operational disruptions. • Beyond operational resilience expectations set by our regulators, we continually invest in our operational resilience capabilities. This year, we provided a more seamless payments experience for Nationwide customers by implementing the UK's first dual-cloud payments system. All Faster Payments with Nationwide now run across two cloud platforms, reducing reliance on a single platform and ensuring we can provide a faster, more resilient and uninterrupted payments service for our customers.
Data privacy	• We are committed to protecting the data under our control and achieving compliance with all legal and regulatory obligations, such as the UK General Data Protection Regulation, Data Protection Act and the Privacy and Electronic Communication Regulations. Policies and controls are in place to protect and manage data risk. • Our focus for the year included a review of our internal risk and control landscape, including the introduction of an organisation-wide data risk within our GRMF, and updating our key policies, including our Data Privacy, and Information and Physical Security policies. Looking forward, our priority will be on the safe integration of Nationwide and Virgin Money systems and data. • We assess the risk of all change initiatives and undertake risk assessments, including data protection impact assessments, where required. If data issues are identified, timely and proactive remediation activities are prioritised. All employees are required to complete annual, mandatory training on data protection and privacy. This year, we conducted an independent review into our training and awareness offering, which indicated that the programme is performing effectively. We regularly share privacy awareness communications with colleagues across the Group, with a particular focus on our frontline colleagues. • We are an active member of the Data Protection and Ethics UK Finance group. We maintain proactive oversight of emerging and evolving legislation and guidance by closely monitoring the introduction of the Data Use and Access Act and any updated regulatory guidance. We continue to ensure our policies and controls are reviewed and updated alongside evolving legislation.
Artificial intelligence (AI)	• We continue to invest in making our business even safer and stronger. This year, Nationwide became the first organisation globally to adopt the Microsoft Sentinel data lake security platform. This further strengthens the security of our systems and keeps our customers safer, by enabling us to more efficiently manage AI-driven security threats across Nationwide. • We are embracing generative AI carefully and responsibly to deliver better outcomes for customers and colleagues. We already have an increasing number of AI-enabled processes live across the Group, including its use in fraud detection, supporting customer communications, quality assurance, banking app personalisation, chatbot capability and creating real-time actionable insights that improve customer experience, including reducing call wait times. • We rolled out Microsoft Copilot to benefit colleagues, so we can work efficiently and improve our service for customers. • Our modern technology foundations are also enabling us to accelerate AI adoption, for example in automating workflow and implementing more automated, agentic AI solutions. Our Group AI Council considers ESG principles in their decisioning process.

Governing sustainable procurement practices

We work with around 1,600 third-party suppliers, who help us run and improve our business and deliver quality service to our customers. We aim to use our influence to promote responsible practices across our supply chain and encourage responsible purchasing and supplier management behaviours among our colleagues. Our Procurement for Mutual Good programme helps embed ESG factors into how we source, contract with and manage suppliers, and focuses on five key areas where we can make the biggest difference, as illustrated below.

We have also defined ESG expectations for our suppliers. Our Third Party Code of Practice outlines the minimum ESG standards we expect our suppliers to uphold, beyond applicable legal requirements, depending on company size.

In May 2026, we published our Third Party Code of Practice to cover all suppliers across the Group, including Virgin Money, and evolved our contractual expectations for large suppliers to include reporting on nature-related metrics and wellbeing commitments. In addition, we enhanced contractual expectations for certain suppliers around payment of real Living Wages, setting science-based targets, and completing EcoVadis assessments.

We apply a minimum 10% weighting to ESG-related questions in our supplier tendering processes, to place a prominence on sustainability matters at the point of supplier selection. Our template set of questions cover topics including Disability Confident employers, diverse ownership and social enterprise status, as well as an evolving list of service-specific ESG questions.

Our areas of focus	Key ambitions and progress made this year
Climate action	• We have a target to reduce our upstream scope 3 emissions, across categories 1, 2 and 4[58] , by 42% by 2030 compared to our 2021/22 baseline. We achieved a cumulative 23% reduction in upstream scope 3 emissions in 2025/26. • This year, our science-based target expectations for certain suppliers[59] expanded to suppliers across the Group. By the end of 2025, suppliers accounting for around 60% of our scope 3 upstream emissions, and 80% of our total spend, had either set or committed to setting targets. We surpassed our target for 67% of Nationwide suppliers, by emissions, to have set or committed to setting a target by the end of 2025, as set out in our Transition Plan[60]. • We invited around 115 of our most climate-material suppliers[61] to complete the EcoVadis Carbon Action Manager scorecard assessment – a tool that helps organisations identify, and supports them in addressing, their carbon emissions risks. More information can be found on page 10 of our Climate-related Financial Disclosures 2026.
Modern slavery	• We continue to take steps to understand better, and mitigate the risk of, modern slavery within our supply chain. We have controls in place across the key stages of our supplier relationships. More information can be found in our Modern Slavery Statement. • We also shared the results of our supplier voice survey along with refreshed guidance on responsible purchasing and supplier management to colleagues involved in procurement activities. • We undertook two factory visits within our uniform supply chain to follow up on on-site audits and emphasise the importance of ethical trading.
Fair payment	• At Nationwide, our standard contractual payment terms are 45 days for businesses with more than 50 employees, and we endeavour to pay businesses with fewer than 50 employees in 10 days. At Virgin Money, our standard contractual payment terms are 30 days for all businesses. • In June 2026, we were awarded the Fair Payment Code Silver Award by the Small Business Commissioner, recognising companies that pay at least 95% of invoices within 60 days and at least 95% of invoices to small businesses (with fewer than 50 employees) within 30 days.
Social enterprise	• We are members of the Buy Social Corporate Challenge – a group of businesses committed to collectively spending £1 billion with social enterprises between 2016 and 2026. In 2025, we spent around £460,000 with social enterprises, and over £4 million with non-profit organisations. • This year, we created short films that showcased the social value created through our social enterprise supplier relationships. The films were shared with colleagues to encourage further engagement with social enterprises across our supply chain.
Inclusive procurement	• We are part of the Minority Supplier Development Network, the UK's leading supplier diversity advocacy organisation. We procured services from 33 organisations this year, who identified as ethnic minority, disability, LGBTQ+, or women-owned.

[58] Category 1 relates to purchased goods and services; category 2 relates to capital goods; and category 4 relates to upstream transportation and distribution.
[59] Suppliers of contracts with a value of £3 million or more are asked to agree to our science-based target contractual terms.
[60] Intermediate (by 2030) net-zero-aligned Transition Plan 2023 | Nationwide
[61] We define these as suppliers who meet a set of internal climate criteria relating to spend and emissions.

Metrics and targets

We have a number of metrics and targets that support our Mutual Good Commitments. Our progress against these measures over 2025/26 is set out across the following pages.

Where we can report on progress covering the Group, we show **Group**, but for other measures we continue to report in relation to the Nationwide brand only and we show **N**.
We have highlighted where our progress is on-track ● or currently off-track ○ against our targets. We also present new targets that we will be introduced for 2026/27 on pages 35 and 36.

Mutual Good Commitment	Our target measures	Our progress
We will offer customers a choice in how they bank with us, and support their financial resilience.	**Group** Our Branch Promise: We promise to keep every one of our branches open until at least the start of 2030[62].	● **Extended our Branch Promise** This year, we extended our Branch Promise further, to at least the start of 2030. We have kept all our branches open over the year[63].
	N By 2028, we will support 500,000 additional customers, who live in the least well-off areas of the country, to develop positive savings habits[64].	● **255,000 customers** Our calculation involves supporting the least well-off in society within our customer base, identified by overlaying the Government's Index of Multiple Deprivation, which ranks areas of the country based on deprivation and affluence, on our customer base. Savings customers are considered to have developed positive savings habits if they have made a deposit into a Nationwide-branded savings account in four months within a consecutive six-month period. We seek to support these savers through our competitive savings range, as well as with savings tools such as Savings Goals, Roundups and Quick Saving, and through our SavingsWatch service, which informs registered members of changes to savings accounts, interest rates and new product launches. We use marketing and advertising to build awareness and we offer customers free savings reviews in our Nationwide branches.
	N By 2028, customers will have used our digital inclusion initiatives and tools in over three million instances[65].	● **1.1 million instances** Our measure demonstrates our support for digital inclusion. We help customers build their digital confidence in banking online safely and effectively, through the help and support tools on our website, where they can also access self-serve digital lessons. Our branch colleagues also provide face-to-face support for customers who may need extra help or reassurance, by having digital conversations with customers, and delivering free digital lessons in our branches.

[62]All our 605 Nationwide branches and 91 Virgin Money branches will remain open until at least 1 January 2030. Opening hours may vary. More information can be found on nationwide.co.uk/about-us/branch-promise/.
[63]In September 2025, we re-located one of our branches to around 100 metres from its original location, as we were unable to extend the lease. Similarly, since our year end, in June 2026, we re-located one of our branches to around 1.5 miles from its original location, as we could not extend the lease on the branch, nor was there a suitable alternative location in the immediate local area.
[64]Set against a baseline of 31 March 2025.
[65]Set against a baseline of 31 March 2025. This target measures the number of instances a digital inclusion initiative or tool was used, and therefore may include multiple uses per customer. We have a multitude of interactive step-by-step demonstrations of how to transact digitally on our app or our internet bank, on our Discover Digital demonstrations webpage. Digital skills lessons are available as a self-help facility on our webpage. Our colleagues' digital conversations with customers are recorded as the number of Discover Digital demonstrations they access when guiding customers in their conversations.

Mutual Good Commitment	Our target measures	Our progress
We will help more people into safe and secure homes, both our customers who have relationships with us and more broadly.	**Group** By 2028, we will help 250,000 people, through our first time buyer proposition, to buy a home[66].	**88,000 people** We continue to focus on helping first time buyers into homes. Our progress reflects the ongoing success of our Helping Hand mortgage. Over the year, we helped secure a regulatory change on high loan to income lending, and used the change to support more first time buyers. We also made supportive changes to our mortgages to make it easier to buy a home (see page 12).
	Group By 2028, we will have provided £1.5 billion of new lending to support the social housing sector[67].	**£1.3 billion of lending** Our target demonstrates our support for the social housing sector, as we aim to increase the provision of social housing and benefit those in more vulnerable housing situations. Changes that we implemented to our lending criteria and the development of a more dynamic pricing structure over the last 12-24 months have supported our progress.
	N We will ensure our new buy to let lending on rental properties meets our minimum standards, which are informed by and exceed the Decent Homes Standard.	**Continued to meet our minimum standards** We seek to enable a private rented sector that works for the mutual good of both landlords and tenants. We continued to assess the buy to let properties on which we originated new loans through The Mortgage Works, to ensure they met our minimum standards. Following the introduction of the Decent Homes Standard into the Renters' Rights Act (2025), we will be retiring this measure as the requirements are now embedded in legislation.
We will make a positive difference for our customers, communities and society as a whole.	**Group** We will commit at least 1% of our pre-tax profits[68] to charitable activities each year.	**£21.8 million (more than 1% of pre-tax profits)** We aim to have a positive and meaningful impact in our communities. Our £21.8 million commitment primarily contributed towards our Nationwide Fairer Futures social impact strategy. More information on the charitable activities we support can be found from page 14.
	Group By 2027, we will have helped more than 200,000 people through our Nationwide Fairer Futures social impact strategy[69].	**200,000 people** We achieved our target of helping more than 200,000 people through our Nationwide Fairer Futures social impact strategy, ahead of 2027. This milestone reflects the strength and scale of the programmes we are delivering with our charity partners. Our commitment to these programmes will continue this year, meaning we will support more people than planned. More information on how our funding is making a positive impact can be found from page 14.

[66] Set against a baseline of 31 March 2025.
[67] Set against a baseline of 31 March 2025. Committed lending to the social housing sector includes new lending committed to both new and existing customers that results in an increase in the overall total lending commitment to that customer. It also includes refinanced facilities for existing customers. We refer to the commitment rather than balance, as some of our facilities to social housing customers are revolving credit facilities that provide flexibility on how and when facilities are drawn.
[68] Our charitable commitment of 1% of pre-tax profits is based on average profits over the previous three years. Our commitment of £21.8 million included £12.3 million of charitable donations, £2.9 million to deliver charitable and community activity, and £2.3 million relating to operational costs to support such activity. It also included donations of £2.7 million to the Nationwide Foundation and £1.6 million to the Virgin Money Foundation.
[69] Set against a baseline of 1 April 2024. This target measures our reach in terms of the number of individual beneficiaries across three of our charity partnerships: Centrepoint, Action for Children, and Dementia UK. Our partnership with The Royal Marsden Cancer Charity is not included in the measurement of this target as we are funding research studies and clinical trials which, by their nature, contribute towards knowledge advancement, rather than measuring the number of people reached. The measure is tracked with the support of a third party, Chrysalis Research, who have worked with these three charity partners to implement a reporting framework to accurately identify unique beneficiaries from the Nationwide Fairer Futures funded programmes. The data is collected and analysed on a quarterly basis.

Mutual Good Commitment	Our target measures	Our progress
We aim to build a more sustainable world by supporting progress towards a greener society[70].	**Group** We aim to reduce our scope 1 emissions that we control across our own business operations, in line with our 2030 scope 1 science-based target.	● **On track with our scope 1 target** Our scope 1 emissions have continued to reduce in comparison to previous years, and we are currently ahead of our intermediate (by 2030) science-based target pathway. See page 23 of our Climate-related Financial Disclosures 2026 for more information.
	Group We aim to continue to source 100% renewable electricity for our own operations, in line with our 2030 scope 2 science-based target.	● **On track with our scope 2 target** We have continued to source 100% renewable electricity, and are on track to achieve our scope 2 science-based target. See page 23 of our Climate-related Financial Disclosures 2026 for more information.
	Group We aim to reduce our scope 3 emissions for our mortgages, business lending, other secured lending activity, and our supply chain, by taking steps to reduce those emissions within our control and encouraging our customers and suppliers to do the same, in line with our 2030 scope 3 science-based targets.	○ **We have very limited control over our scope 3 targets** We have a number of scope 3 upstream and downstream targets across the Group. We have previously stated that our intermediate (by 2030) science-based target for mortgages will not be achieved, and we face similar challenges in achieving our intermediate (by 2030) science-based targets for our business lending portfolios (which, at present, we consider to be highly unlikely to be achieved). Consequently, we will be revising our approach to our targets in our future Transition Plan. Information on the progress of our scope 3 targets is in our Climate-related Financial Disclosures 2026 from page 22.

New measure to be introduced from 2026/27	Description
Group By 2030, we will have provided at least £500 million of new lending to support the energy and environmental sector[71]	Our new target reflects our ambition to grow new lending to support businesses or projects that enable the energy transition. The target period was set to be consistent with the period of our intermediate (by 2030) science-based targets. This has replaced our energy and environmental target we set last year.

[70] More information on baselines can be found in our Climate-related Financial Disclosures 2026, from page 22.
[71] Set against a baseline of 31 March 2026. Relates to lending that supports businesses or projects that enable the energy transition. Includes new drawn lending or refinanced facilities, that results in an increase in the overall total drawn lending to that customer. This applies to new and existing customers.

Mutual Good Commitment	Our target measures	Our progress	
We will enhance our performance by better reflecting the diversity of our society.	N By 2028, female representation[72] in our leadership population[73] will be 50.0%.	○ **37.5%**	Our seven diversity measures span across gender, ethnicity, disability and sexual orientation. Our diversity measures continue to show progress, while also highlighting where further work is needed. We saw improvements across most measures and are on track to meet six of our seven Nationwide-only diversity targets for 2028. Female representation in our leadership population increased from 36.7% to 37.5%, and we continue to place focus on this. From 2026/27, these targets will be replaced by a Group set of targets, described in the table below. More information on our work to progress inclusion and diversity can be found on pages 21-24.
	N By 2028, ethnically diverse representation[74,75] in our employee population will be 15.0%.	● **18.0%**	
	N By 2028, ethnically diverse representation[74,75] in our leadership population[71] will be 12.0%.	● **10.8%**	
	N By 2028, representation of those identifying as disabled[75,76] in our employee population will be 12.0%.	● **11.2%**	
	N By 2028, representation of those identifying as disabled[75,76] in our leadership population[71] will be 8.0%.	● **8.3%**	
	N By 2028, representation of those identifying as LGBTQ+[75,77] in our employee population will be 4.0%.	● **4.6%**	
	N By 2028, representation of those identifying as LGBTQ+[75,77] in our leadership population[71] will be 4.0%.	● **3.3%**	

New measures to be introduced from 2026/27	Description
Group By 2030, female representation[72] in our leadership population[78] will be between 45-50%.	From 1 April 2026, we have introduced new diversity targets for the combined Group, ensuring we have one clear, unified approach. The new targets are informed by the diversity profile of our combined organisation. We will publicly report on gender and ethnicity across our newly-defined senior leadership population, while continuing to track progress internally across a broader set of measures, including gender, ethnicity, disability and LGBTQ+ representation across both leadership and the wider employee population. We will also continue to internally monitor wider inclusion data, such as socio-economic background, carer status and faith and religious beliefs.
Group By 2030, ethnically diverse representation[74,75] in our leadership population[78] will be 12-14%.	

[72] Gender is as recorded in Nationwide's HR system.
[73] Leadership population – a targeted and broader leadership population comprising around 1,000 of our leaders.
[74] Figures reflect Black, Asian, mixed and other. Excluded from the calculation are white majority and minority.
[75] The percentage of colleagues meeting this characteristic is based on their voluntary self-declaration recorded in Nationwide's HR system, which states that they consider themselves to belong to this characteristic.
[76] Reflects those identifying as disabled or as having a long-term health condition.
[77] Figures reflect those identifying as bi-sexual, gay man, gay woman, lesbian and other. Excluded from the calculation are those identifying as heterosexual.
[78] Definition of leadership population comprises approximately 600 of our most senior roles within the top three levels (0-3) of the organisation.

Cautions about this disclosure

This disclosure is not intended to, and does not constitute, represent or form part of any offer invitation or solicitation of any offer to purchase, otherwise acquire, subscribe for, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction. No securities are being offered to the public by means of this disclosure. None of Nationwide, its members, subsidiaries, affiliates, associates, or its directors, officers, partners, employees, representatives and advisers (the “Relevant Parties”) makes any representation or warranty, express or implied, as to the accuracy or completeness of the information contained in this disclosure, or otherwise made available, nor as to the reasonableness of any assumption contained herein or therein, and any liability therefore (including in respect of direct, indirect, consequential loss or damage) is expressly disclaimed. Nothing contained herein or therein is, or shall be relied upon as, a promise or representation, whether as to the past or the future and no reliance, in whole or in part, should be placed on the fairness, accuracy, completeness or correctness of the information contained herein or therein. Further, nothing in this disclosure should be construed as constituting legal, business, tax, actuarial, investment, financial or other specialist advice. None of the Relevant Parties have independently verified the material in this presentation.

The disclosure is prepared based on reviews and analysis of internal data, which may be from management systems separate from those that form part of our financial reporting internal controls framework. Whilst statements and measures made within the disclosure are presented in good faith and based upon sources expected to be reliable, their accuracy is not guaranteed. For certain information within the disclosure, preparation has included various key judgements, assumptions, and estimates. Where information is presented from a public or third party source, we have not independently verified its completeness, reasonableness or accuracy. Any third party opinion and views disclosed in this report are those of the third parties themselves, and not necessarily of Nationwide. We recognise that sustainability reporting is not yet subject to the same standardised disclosure framework as for traditional financial reporting. This may result in non-comparable information or measures between organisations and between reporting periods as disclosure frameworks evolve.

Forward-looking statements

Certain statements in this document are forward-looking with respect to plans, goals and expectations relating to the Group's performance, including but not limited to the Group's Mutual Good Commitments. Such forward-looking statements can be identified by the use of forward-looking terminology, including but not limited to words such as “aims”, “ambition”, “believes”, “could”, “expects”, “goal”, “intends”, “may”, “plans”, “potential”, “seeks”, “should”, “target”, or the inverse of those terms. Although we believe that the expectations reflected in these forward-looking statements are reasonable in the context of the caveats outlined, we can give no assurance that these expectations will prove to be an accurate reflection of actual results. By their nature, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that are beyond the Group's control including, amongst other things, UK and global economic and business conditions, market-related risks such as fluctuation in interest rates and exchange rates, the impact of competition, changes in customer preferences, risks concerning borrower credit quality, delays in implementing proposals, the timing, impact and other uncertainties of future acquisitions or other combinations within relevant industries, risks relating to sustainability and climate change, the policies and actions of regulatory authorities and the impact of evolving UK and global legislation and other regulations in the jurisdictions in which the Group operates. The economic outlook remains unusually uncertain and, as a result, the Group's actual future performance may differ materially from the plans, goals and expectations expressed or implied in these forward-looking statements. Due to such risks and uncertainties, we caution readers not to place undue reliance on such forward-looking statements. We undertake no obligation to update any forward-looking statements whether as a result of new information, future events or otherwise.

Glossary

Item	Description
Branch Promise	A commitment to our customers, that every branch is remaining open until at least the start of 2030. More information can be found on nationwide.co.uk/about-us/branch-promise/
Decent Homes Standard	In 2026, the Government confirmed the new Decent Homes Standard, which will apply to both social homes and private rented homes. The Decent Homes Standard already sets mandatory minimum quality standards for social homes and these standards have been extended to the private rented sector as part of The Renters' Rights Act 2025, to raise housing standards for private renters, by providing them with safer, decent quality homes, and bringing their rights into line with those of council and housing associations.
Double materiality	Double materiality assessments consider an organisation's financial materiality (such as how ESG sustainability factors could affect the organisation's financial performance) and its impact materiality (such as how an organisation could impact on the environment and society).
EcoVadis	A sustainability ratings provider, that supports sustainability performance improvement for firms and their value chains. Nationwide partners with EcoVadis to monitor its suppliers' environment, labour, human rights, ethics and sustainable procurement activities.
Fairer Futures	Nationwide Fairer Futures was created to support those who have been dealt an unfair hand. Through it, we aim to help tackle four of the biggest issues we see in society today, that impact across generations: youth homelessness, families living in poverty, people affected by dementia, and those impacted by cancer. We have partnered with four charities: Centrepoint, Action for Children, Dementia UK, and The Royal Marsden Cancer Charity, to help us make a meaningful difference.
Financial Conduct Authority	The statutory body responsible for conduct of business regulation and supervision of UK authorised firms. The FCA also has responsibility for the prudential regulation of firms that do not fall within the Prudential Regulation Authority's (PRA's) scope.
Group Risk Management Framework	A framework that provides context and guidance for cohesive risk management activity. The framework is based on principal risk categories, establishing risk appetite and implementing risk management through the three lines of defence model.
Materiality assessment	Assessments used by firms to help identify sustainability priorities that significantly impact business performance or matter to stakeholders. In 2025, we completed our first Group materiality assessment, which was considered through a double materiality lens. We engaged with a wide range of stakeholders to understand what matters most to them, and conducted a judgement-based exercise to understand the potential risks to Nationwide.
Mutual Good Commitments	Articulate our ESG ambitions, and are focused in areas where we believe we can make the most significant, positive impacts for our members and customers, our communities and society as a whole.
UN Global Compact	A voluntary initiative based on Chief Executive Officer (CEO) commitments to implement universal sustainability principles and to take steps to support UN Sustainable Development Goals (SDGs). As a signatory, Nationwide has reinforced its commitment to social and environmental sustainability and its shared responsibility for a better world. See About the UN Global Compact | UN Global Compact.
UN Sustainable Development Goals (SDGs)	A collection of 17 interlinked goals adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development. The goals are a shared blueprint for achieving a better and more sustainable future for all. Nationwide's Mutual Good Commitments are most closely aligned to SDG 1 (No poverty), 5 (Gender equality), 7 (Affordable and clean energy), 8 (Decent work and economic growth), 10 (Reduced inequalities), 11 (Sustainable cities and communities), 12 (Responsible consumption and production) and 13 (Climate action).

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