

NS&I

Embracing corporate social responsibility

Our performance and our aspirations

2017-18

About this report

This document fulfils two purposes:

- It is our end of year report on our performance against the NS&I Carbon Management targets we have set ourselves for the financial year 2017-18. These targets are largely driven from the NS&I Carbon Management Plan, which we introduced during the year 2011-12. In 2013-14, we updated the Carbon Management Plan to reflect changes in the business.
- It is our ninth report detailing progress of the implementation of our Corporate Social Responsibility (CSR) policy and measuring our performance.

At NS&I, we see sustainability as an essential part of what makes us an efficient and responsible business and we recognise the need to adapt to climate change. We have made continued progress towards our 2020 carbon reduction targets this year, and we continue to exceed some of the government sustainability targets (Greening Government Commitments).

The carbon reduction plan, developed with the support of the Carbon Trust, set out how against the 2009-10 baseline, we would reduce our carbon emissions by over 7,000 tonnes a year from the end of March 2015. This equated to over 50% of our emissions, significantly ahead of both our own initial target and those set centrally by government. The plan was developed as part of our participation in the pilot of the carbon management programme for central government supported by the Carbon Trust, which seeks to reduce carbon emissions across government. NS&I was one of 20 central government organisations that chose to participate in the programme.

The report sets out our performance during 2017-18 against the commitments and targets we set. It indicates our CSR targets for 2018-19 and shows the 2009-10 baseline data, which we measure our performance against.

The baseline emissions and subsequent years' emissions calculations have been made using the Carbon Trust's tools, which were derived from the DEFRA/DECC2009 GHG conversion factors for company reporting.

Our annual reporting of carbon emissions (CO₂e) uses the calculations and conversion factors set out in the following Government document.

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017>

The full CSR policy can be found at <https://nsandi-corporate.com/governance/corporate-and-social-responsibility>

Basis for Reporting

NS&I is committed to a low carbon vision:

Our vision is to be a low carbon business in which sustainability is embedded within decision-making. We will balance performance, service delivery and financial viability against social and environmental responsibility. We will seek to fulfil stakeholder expectations by demonstrating best practice in meeting mandatory and corporate sustainability targets.

To achieve our vision we have a series of key performance indicators which we report on annually in this report. To assist our readers in understanding this report the tables below set out the basis for reporting these key measures.

Reduce carbon emissions from energy consumption by at least 20% from the 2009/10 baseline year by end of March 2015 and by 30% by 2020.	
Method of calculation	All energy consumption (electricity and gas) for all UK operational sites involved in NS&I business (Blackpool, Durham, Glasgow and London) in kilo watt hours converted to CO _{2e} emissions
Unit of data collected	All electricity and gas consumed in kilowatt-hours.
Location of conversion tables	https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017
Restatement of year on year performance	Where the conversion factors for previous years have changed this will be noted in the report within the section where the changes occur.
Assumptions	None
Exclusions	Where the supply is from a renewable source or zero emissions tariff this is discounted from the calculation.

Reduce waste arising by 25% by 2020 relative to our 2009-10 baseline year.	
Method of calculation	Total waste for all UK operational sites involved in NS&I business (Blackpool, Durham, Glasgow and London) in tonnes of waste.
Unit of data collected	Tonnes of waste arising by the following categories <ul style="list-style-type: none"> • Total waste arising • Total hazardous waste arising (including electrical) non-landfill • Total non-hazardous waste to landfill • Total waste recycled/reused (including organic waste)
Location of conversion tables	For the calculation of CO _{2e} emissions https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017

Restatement of year on year performance	Where the conversion factors for previous years have changed this will be noted in the report within the section where the changes occur.
Assumptions	None
Exclusions	None

Recycle 40% of waste by 2012 and 75% by 2020.	
Method of calculation	Total waste recycled expressed as a percentage of total waste arising from all categories of waste across all UK NS&I Sites (Blackpool, Durham, Glasgow and London)
Unit of data collected	Tonnes of waste arising by the following categories <ul style="list-style-type: none"> • Total waste arising • Total hazardous waste arising (including electrical) non-landfill • Total non-hazardous waste to landfill • Total waste recycled/reused (including organic waste)
Location of conversion tables	For the calculation of CO _{2e} emissions https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017
Restatement of year on year performance	Where the conversion factors for previous years have changed this will be noted in the report within the section where the changes occur.
Assumptions	None
Exclusions	None

Reduce water consumption by 25% by 2020 relative to our 2014-15 baseline year	
Method of calculation	Total water consumption for London office in m ³ of water consumed.
Unit of data collected	Total water consumed in m ³ by location
Location of conversion tables	Not applicable
Restatement of year on year performance	Where the conversion factors have changed or other material changes for previous years have occurred this will be noted in the report within the section where the changes occur.
Assumptions	None
Exclusions	The operational sites at Glasgow, Blackpool and Durham are not solely occupied by NS&I and therefore accurate recording is not possible.

To ensure good procurement practice and maintain sustainable procurement	
Method of calculation	All commercial contracts let by NS&I should include either: <ul style="list-style-type: none"> • The Government Procurement Services standard clauses for sustainability; or • The NS&I sustainability clauses.
Unit of data collected	Not applicable
Location of conversion tables	Not applicable

Restatement of year on year performance	Not applicable
Assumptions	None
Exclusions	None

To support good causes by encouraging at least 10% of our NS&I Head Office staff to utilise the Payroll Giving facility offered to them.	
Method of calculation	Number of staff that utilise the payroll giving facility offered, divided by the total number of staff
Unit of data collected	Number of staff on a per head basis not a full time equivalent basis.
Location of conversion tables	Not applicable
Restatement of year on year performance	Not applicable
Assumptions	Not applicable
Exclusions	Not applicable

To evidence good standards of environmental management through retention of ISO14001 accreditation.	
Method of calculation	For the NS&I Head Office an annual assessment of the ISO14001 standard by an approved body.
Unit of data collected	Not applicable
Location of conversion tables	Not applicable
Restatement of year on year performance	Not applicable
Assumptions	Not applicable
Exclusions	The UK operational sites at Blackpool, Durham and Glasgow.

Performance against our targets 2017-18

Sustainability is at the heart of our business strategy, and we take our commitment to sustainable business practice and governance seriously. Since the publication of our sustainable development policy in 2006-07, we have produced an annual sustainable development action plan, which has focused on five key areas:

- using resources efficiently
- reducing carbon emissions
- supporting our community
- involving people; and
- leading by example.

In all our areas, we have sought to use measurable targets and have seen good progress against these. In particular, we initially adopted Sustainable Operations on the Government Estate (SOGE) targets to provide a consistent means of assessing our performance in areas such as waste

management and recycling. However, these targets have been replaced by the Greening Government targets, which we also work to. There are a number of areas where we do not have the baseline year data (e.g. travel and paper consumption), so are unable to measure performance against SOGE targets fully.

During 2009-10, we conducted a thorough review of the way we collect and calculate our carbon footprint and other environmental indicators. As a result, we now have baseline figures (2009-10) for the whole estate – that is, our head office and the sites operated by our delivery partner Atos – whereas previously we only had data for the space operated and managed by NS&I.

NS&I and Atos have committed to work in partnership to help monitor and measure the environmental aspects of their operations and drive improvements in environmental performance across the whole business in line with SOGE / Greening Government targets.

The tables below show relevant figures for 2017-18, as well as the previous three years and the 2009-10 baseline figures, where we have them. The narrative below each table provides additional background information and highlights where we have been able to meet specific government sustainability targets.

Energy consumption

NS&I Energy Consumption		2009-10 Baseline	2014-15	2015-16	2016-17	2017-18
Non-Financial Indicators (kwh)	Electricity (non-renewable)	13,395,736	557,239	503,614	545,271	502,683
	Electricity (renewable)	0	10,445,037	5,137,148	2,494,588	2,615,495
	Gas	14,533,749	10,997,798	6,970,361	807,043	837,929
	LPG (Liquid Petroleum Gas)	0	0	0	0	0
	Other	0	0	0	0	0
Financial Indicators (£k)	London	78	72	94	81	80
	Operational Sites	1,749	1,190	631	292	249
	TOTAL SPEND	1,827	1,262	725	373	329

In 2009-10, NS&I focused on establishing a robust baseline from which it can accurately measure improvements and progress towards the carbon management targets across the whole business.

The baseline data needed to provide a meaningful measure of the energy efficiency of the whole NS&I estate and had not previously been available.

The electricity consumption for the 2017-18 financial year saw a 3% increase across the estate against the 2016-17 levels and a 76% decrease against the 2009-10 levels. This was because of the cold winter of 2017-18 and its impact on the operational site buildings in Glasgow, Durham and Blackpool.

The gas consumption for the financial year saw a 4% increase across the estate against the 2016-17 levels due to the harsh winter of 2017-18. Against the baseline, data of 2009/10 there is a 94% reduction in gas consumption.

Overall, we saw a 3% decrease in total energy consumption across the estate against the 2016/17 levels and an 86% reduction against the 2009-10 levels, all helped by the rationalisation of the NS&I estate.

CO_{2e} emissions

NS&I Emissions		2009-10 Baseline	2014-15	2015-16	2016-17	2017-18
Non-Financial Indicators (tCO _{2e})	Total direct emissions (gas and diesel)	2,674	2,034	1,289	149	154
	Total indirect emissions (electricity, waste, water, transport)	9,114	461	504	346	276
	TOTAL EMISSIONS	11,788	2,495	1,794	495	430
Financial Indicators – cost of CO _{2e} (£k)		2,068	N/A	N/A	N/A	N/A

Overall, our CO_{2e} emissions from energy consumption reduced by 96% against the 2009-10 baseline year and reduced by 5% against 2016-17. Our direct emissions from burning natural gas for heating used to represent a relatively small proportion of our total carbon emissions. The indirect emissions associated with the use of electricity have historically, made up the vast proportion of our energy carbon emissions. In 2014-15, Atos were successful in transferring all their electricity supplies to be sourced from renewable energy, hence the massive reductions in CO_{2e} emissions. This change was not foreseen and therefore not incorporated into our original Carbon Management Plan when we set it out in 2009/10.

For the third year running, NS&I are able to report the CO_{2e} emissions for NS&I Head Office staff business travel. This amounted to 88 tonnes of CO_{2e}. This represents an increase of 49% on the 2016-17 levels, due to a significant amount of project works requiring our London based staff to travel to the operational sites. Against our baseline year of 2015-16, this is a decrease of 6.9%.

It is important to note that, under the Carbon Reduction Energy Efficiency Scheme, Atos is accountable for the operational emissions from the three main offices in Blackpool, Durham and Glasgow. NS&I has no obligations under the CRC scheme.

Waste and recycling

NS&I Waste		2009-10 Baseline	2014-15	2015-16	2016-17	2017-18
Non-Financial Indicators (t)	Total hazardous waste	5	1	2	1	1
	Non-hazardous waste to landfill	290	106	280	50	44
	Non-hazardous waste reused/recycled	843	643	610	240	172
	Total Waste	1,138	750	892	291	217
Financial Indicators (£k)	London	14	Not available	Not available	Not available	Not available
	Operational Sites	118	Not available	Not available	Not available	Not available
	TOTAL SPEND	132	Not available	Not available	Not available	Not available

Waste recycling

The 2017-18 recycling figures for the whole business is 79%, which is ahead of the Greening Government target level of 75% by 2020.

Waste arising

Overall, waste arising from all four sites decreased by 26% against last year. Against the baseline year of 2009-10, there is an 81% reduction in total waste arising.

Water consumption

NS&I Water consumption		2009-10 Baseline	2014-15	2015-16	2016-17	2017-18
Non-Financial Indicators (m3)	Water consumption / supplied	60,635	33,122	25,959	6,804	7,925
Financial Indicators for water supply (£k)	London	Not available	4.5	1.7	3.4	4
	Operational sites	264	234.7	94.5	91.1	60.1
	TOTAL SPEND	Not available	239.2	96.2	94.5	64.1

The main use of water within NS&I is to supply water for domestic needs (washroom facilities, kitchens etc.). In 2009-10, NS&I focused on establishing an accurate baseline from which it can measure improvements and progress towards the SOGE targets.

The London Office utility data is calculated on an apportionment of the overall bill for the building basis. We also report that our operational sites in Blackpool, Durham and Glasgow have been shared

with other tenants and apportioned water calculations have not been possible. The total water consumed therefore is not solely for NS&I business.

Overall, our water consumption across the estate increased by 16% against the previous financial year. This appears to be a variance in billing arrangements across financial years with an element of estimation being required. Against the baseline year there is an 87% reduction in water consumption.

Comparing our sites

The following table shows the environmental performance of our different sites in 2017-18 (**in bold**) compared to the previous four years and the baseline of 2009-10.

Location	Year	Energy (MwH converted to CO2e tonnes)	Water (cubic metres)	Waste Arising (tonnes)	Recycled Waste (%)
Blackpool	2009-10 (base)	2,839	30,197	191	71
	2013-14	2,091	9,350	159	79
	2014-15	249	8,924	135	49
	2015-16	59	9,167	156	77
	2016-17	441	3,035	63	83
	2017-18	3	4,043	37	71
Durham	2009-10 (base)	3,451	12,346	482	66
	2013-14	2,692	10,772	297	86
	2014-15	969	15,230	85	61
	2015-16	956	9,517	368	45
	2016-17	238	2,307	49	65
	2017-18	96	214	38	74
Glasgow	2009-10 (base)	2,249	14,308	395	85
	2013-14	1,914	5,092	884	93
	2014-15	775	7,003	529	91
	2015-16	236	6,450	333	82
	2016-17	109	N/A	150	85
	2017-18	0	N/A	114	78
London	2009-10 (base)	355	3,748	71	73
	2013-14	273	1,301	38	100
	2014-15	317	1,965	37	100
	2015-16	287	826	36	100
	2016-17	301	1,441	28	100
	2017-18	287	1,741	27	100

Total carbon emissions reduction

Total tonnes CO _{2e}	2009-10 baseline	2014-15	2015-16	2016-17	2017-18	Percentage change against previous year	Percentage change against baseline year
Energy	11,143	2,310	1,538	419	331	21% reduction	97% reduction
Transport	573	143	166	59	88	49% increase	84% reduction
Water	21	11	9	3	3	no change	86% reduction
Waste	51	31	81	14	8	43% reduction	84% reduction
TOTAL	11,788	2,495	1,794	495	430	13% reduction	96% reduction

The performance in 2017-18 for total carbon emissions shows a 13% reduction on the previous year and a 96% reduction against the baseline year. The main reason for the significant reduction is the change in energy emissions; in particular, the introduction of renewable energy has had a significant impact, as has the completion of the relocation of our operations in Durham and Glasgow to new, smaller modern offices. The target in our Carbon Management Plan 2009-10, was to reduce our CO_{2e} emissions by 7,000 tonnes a year from the end of March 2015. This was achieved in 2014-15 with a 7,026t reduction. Since then, we have reduced the emissions by a further 25,229 tonnes over the following three years, delivering a total reduction to date of 32,255 tonnes. The caveat to the table above is that the water data for Glasgow is not available at the time of reporting; however, this will not make a significant change to the CO_{2e} emissions.

Key achievements in 2017-18

In addition to the quantitative measures above, NS&I has continued to introduce more sustainable ways of working across our operations. During 2017-18, we:

- maintained our commitment and delivery against the Sustainable Mail™ environmental standards for direct mail. The standards cover not only the materials used in mailings – which should be environmentally friendly and recyclable – but also avoiding waste by improving data. By achieving the standards, we are able to carry out mailings at a lower price tariff – creating valuable savings.
- continued our work with our operational delivery partner, Atos, on sustainability measurement and performance through our commitment to the Central Government Greening Government Commitments.
- achieved full 100% compliance with the new ISO14001 standard for our environmental management systems at the London office.
- participated in the ninth year of the civil service-wide staff engagement survey. NS&I had an overall employee engagement index of 67% (compared to 65% in 2015-16 and 69% in 2016-17). This remains a high figure against Civil Service and industry benchmarks, and we were pleased to be positioned well above both the Civil Service average and the High Performance benchmark.

- engaged the NS&I Social Committee and CSR Champions to organise various events to raise funds for our corporate charity – Honey Pot Children’s Charity. In addition, our staff have completed their own sponsored activities and a total of over £2,100 has been raised this year, bringing the total to £5,226. As well as financial donations, the staff have also contributed Easter eggs and Christmas presents. In addition NS&I staff have raised over £650 in support of Epilepsy in Action and £49 for Meningitis Now, both in memory of members of our staff.
- encouraged staff to donate to charity through Payroll Giving – currently 14% of staff are signed up.
- Atos have moved all of their electricity supplies to green energy tariffs with zero CO2 emissions. In addition, at Blackpool we have seen a return from the Feed In Tariff scheme for the solar energy we now generate.

Our CSR policy and targets for 2018-19

We believe our CSR Policy reflects the broader impact we have on customers, communities and our people and how, through our core purpose and activities, we can work towards important social and environmental goals.

While many aspects of the CSR policy are not measurable in a quantitative way, we will seek to adopt measurable performance targets wherever possible, including specific actions and aims for the year. These will form a key element of the 2018-19 CSR plan.

We will focus specifically on the Greening Government targets to:

- reduce carbon emissions
- increase energy efficiency in the newer buildings
- increase the proportion of energy from renewable sources
- reduce water consumption
- reduce waste arising
- increase the proportion of waste that can be recycled

In 2018-19 we will launch our new five-year Corporate Social Responsibility Strategy.

We use the figures from 2009-10 as our baseline for assessing progress. Our CSR performance has been independently assessed by the Government Internal Auditors.

The tables below set out our targets for the 2018-19 financial year and show how we performed against targets for the past four years.

CO_{2e} emissions

NS&I CO _{2e} emissions		2009-10 baseline	2014-15	2015-16	2016-17	2017-18	2018-19
Non-Financial Indicators (tCO _{2e})	Total gross emissions	11,788	Target 8,867 Actual 2,495 72% better than target	Target 2,200 Actual 1,794 18% better than target	Target 2,200 Actual 495 78% better than target	Target 1,800 Actual 430 76% better than target	Target 1,800
	Gross emissions attributable to official business travel	573	No target set Actual 143	Target 143 or less Actual 166 16% above target	Target 143 or less Actual 59 58% below target	Target 143 or less Actual 88 38% below target	Target 143 or less
Financial Indicators (£k)	CRC gross expenditure (2010 onwards)	0	0	NS&I is not subject to CRC	NS&I is not subject to CRC	NS&I is not subject to CRC	NS&I is not subject to CRC
	Expenditure on accredited offsets (e.g. GCOF)	0	0	NS&I is not subject to GCOF	NS&I is not subject to GCOF	NS&I is not subject to GCOF	NS&I is not subject to GCOF
	Expenditure on official business travel	Not applicable	To be agreed	To be agreed	To be agreed	To be agreed	To be agreed

Waste and recycling

NS&I Waste		2009-10 baseline	2014-15	2015-16	2016-17	2017-18	2018-19
Non-Financial Indicators (tonnes)	Total Waste	1,138	Target 866 Actual 783	Target 700 Actual 892	Target 700 Actual 291	Target 700 Actual 217	Target 700
	Total Hazardous Waste	5	Target 4 Actual 1	Target 3 Actual 2	Target 3 Actual 1	Target 3 Actual 1	Target 3
	Non-hazardous Waste to Landfill	290	Target 220 Actual	Target 200 Actual	Target 200 Actual	Target 200 Actual	Target 200

			106	280	50	44	
	Non-hazardous waste reused / recycled	843	Target 650 with 75% recycled Actual 642 82% recycled	Target 525 with 75% recycled Actual 610 68% recycled	Target 525 with 75% recycled Actual 240 83% recycled	Target 525 with 75% recycled Actual 171 79% recycled	Target 525 with 75% recycled
Financial Indicators (£k)	Disposal cost London operations	14 118	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service
	Total hazardous waste disposal costs	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service
	Non-hazardous waste to landfill costs	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service
	Non-hazardous waste reused/recycled costs	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service	Data not available due to shared service

Water consumption

NS&I Water Consumption		2009-10 baseline	2014-15	2015-16	2016-17	2017-18	2018-19
Non-Financial Indicators (m³)	Water consumption (supplied water)	60,635	Target 25,700	Target 25,700	Target 25,700	Target 24,000	Target 7,500
			Actual 33,122	Actual 25,960	Actual 6,804	Actual 7,925	
Financial Indicators (£k)	Water supply London	Not available	4.5	1.7	3.5	4	
	Water supply operational sites	264	234.7	95	70	60	
	TOTAL cost water supply	Not available	239.2 Target a 3% reduction in spend	96.7 Target a 3% reduction in spend	73.5 Target a 3% reduction in spend	64 Target a 3% reduction in spend	64 Target a 3% reduction in spend

Energy consumption

NS&I Energy Consumption		2009-10 baseline	2014-15	2015-16	2016-17	2017-18	2018-19
Non-Financial Indicators (kwh)	Electricity (non-renewable)	13,395,736	Target 1,500,000 Actual 557,239	Target 500,000 Actual 503,614	Target 500,000 Actual 545,271	Target 500,000 Actual 502,683	Target 500,000
	Electricity (renewable)	0	Target 11,252,400 Actual 10,445,037	Target 100% for operational sites Actual 5,137,148 100%	Target 5,000,000 and 100% Actual 2,494,588	Target 5,000,000 and 100% Actual 2,615,495	Target 5,000,000 and 100%
	Gas	14,533,749	Target 11,500,000 Actual 10,997,798	Target 10,500,000 Actual 6,970,361	Target 8,000,000 Actual 687,245	Target 1,000,000 Actual 541,259	Target 25,700
	LPG	0	Target 0 Actual 0	Target 0 Actual 0	Target 0 Actual 0	Target 0 Actual 0	Target 0 Actual 0
	Other	0	Target 0 Actual 0	Target 0 Actual 0	Target 0 Actual 0	Target 0 Actual 0	Target 0
Financial Indicators Energy Expenditure (£k)	London HQ	78	72	94	81	80	
	Operations	1,749	1,190	631	292	249	
	Total	1,827	1,262	724	373	329	

In addition to the SOGE and Greening Government targets, we have set ourselves the following goals for 2018-19.

We will:

- continue to support various charities both through fundraising events and giving our people volunteering opportunities, and also by maintaining our Gold Award standard for Payroll Giving. Our new nominated charity is The Share Foundation.
- continue to expand the boundaries of our CSR policy, seeking more ways to measure performance and investigating how we can cover a wider range of activities.
- develop targets to meet our remit within the following key areas: - our estate - working with others - our people.

About NS&I

NS&I is one of the largest savings organisations in the UK with 25 million customers and £157 billion invested.

NS&I is both a government department and an Executive Agency of the Chancellor of the Exchequer. Our origins can be traced back over 150 years to 1861.

When customers invest in NS&I products, they are lending to the Government, which goes towards the public purse. In return, the Government pays interest, or prizes for Premium Bonds. We offer 100% security on all deposits.

Our purpose

We want to inspire a stronger savings culture. We believe everyone should have the opportunity to save confidently.

Our mission

- Providing cost-effective financing for government and the public good
- Offering trusted savings and investments propositions
- Delivering valued services for government
- Supporting a fair and competitive market and balancing the interests of our savers, taxpayers and the market.

Our values

Our values are at the heart of everything we do

We are secure

- With our people
 - We are responsible and do the right thing. We deliver safely and take a balanced approach to innovation and risk.
- With our customers
 - 100% security for savings, backed by HM Treasury. Our digital security is trustworthy. We protect our business.

We are inspiring

- With our people
 - We use fresh thinking for public good. We have a willingness to learn quickly. Diversity, innovation and curiosity are welcomed.
- With our customers
 - Acting decisively and confidently for customers, working with pace to create value and inspiring them to secure their financial future.

We are straightforward

- With our people
 - We have integrity and work together in straightforward ways. What we say matters. We are empowered by our leadership.
- With our customers
 - Clear, 'everyday', understandable language. Products designed simply to meet our customers' needs and easy to use services.

We are reassuringly human

- With our people
 - A small organisation with a big reach. We care for colleagues, respect one another, invest in our people, and manage their talent effectively.
- With our customers
 - We listen to our customers, understand and respond to their needs. We care for customers, our environment and the public good.

Our operating framework

To balance the interests of our savers by offering a fair rate; the taxpayer by delivering long-term cost-effective finance; and the stability of the broader financial services sector by acting transparently and maintaining an appropriate competitive position.

<https://nsandi-corporate.com/>