



A relationship bank for a digital world

Explore our Purpose and Strategy

By championing potential, helping people, families and businesses to thrive, and delivering on our strategic priorities and areas of focus, we will drive sustainable returns to shareholders.



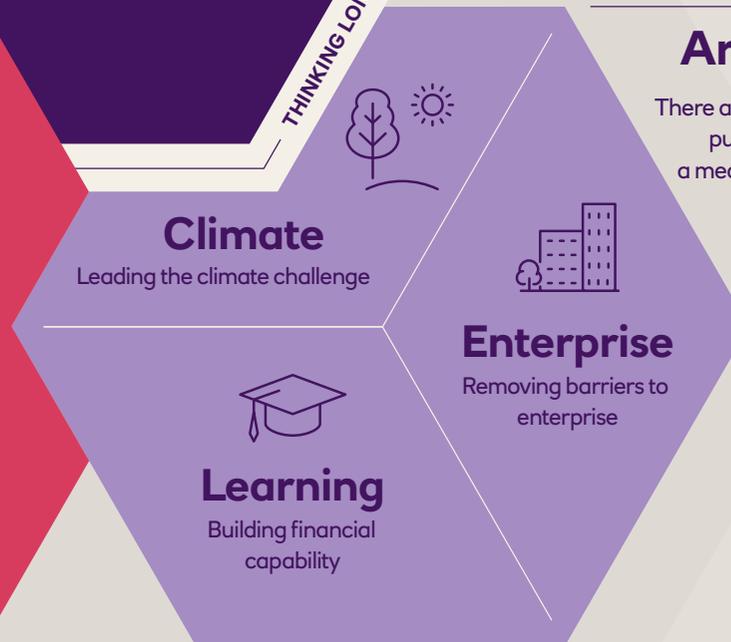
Our Strategy

Our strategy is to deliver on our purpose and drive sustainable returns to shareholders through four strategic priorities.



Areas of Focus

There are three focus areas of our purpose where we can make a meaningful contribution to our customers, colleagues and communities.



Our purpose has never been more important.

We champion potential, helping people, families and businesses to thrive. If our customers and communities succeed, so will we.



**19 million
customers**

**Support 1 in 4
businesses**



**In every
region in the UK
and Ireland**



**One bank working
across boundaries to
serve our customers**



**Discover how we're building
a Purpose led bank**

Areas of Focus



There are three focus areas of our purpose where we can make a meaningful contribution to our customers and communities.

We will help create a greener, fairer, and more inclusive economy for all by building deeper relationships with customers and communities in every region of the UK and Ireland.

Being purpose-driven is not only the right thing to do, it will create shareholder value because when our customers, communities and the economy succeed then we will too.



Climate

Halve the climate impact of our financial activity by 2030

£20bn additional funding and financing for climate and sustainable finance by 2021

Make our operations climate positive by 2025



Enterprise

Help create an additional 50,000 new businesses by 2023

Inspiring and supporting 500k people

60% female led

20% BAME-led

75% outside London and SE



Learning

2.5m people reached each year to improve their financial capability

2m additional customers helped to start saving by 2023

100% of front-line colleagues professionally qualified within first 18 months in role



Climate

We will lead the fight against climate change by playing an active role in the transition to a low-carbon economy.

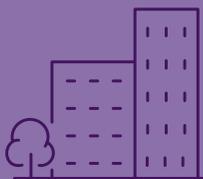


We've achieved net zero carbon for our own direct operations with a goal to be climate positive by 2025.

In October last year we launched our Green Mortgages – **1,229 mortgages worth £315m by end of 2020.**

Our role as COP26 principal banking partner shows how we can lead the way in **helping people and businesses across the UK tackle climate change.**

We delivered **£12bn funding for climate and sustainable finance** and brought forward our **£20bn target from 2022 to 2021.**



Enterprise

As the champion of businesses in the UK and Ireland we will remove barriers to enterprise and help the economy build back better.

We committed **£1bn of funding to support female entrepreneurs.**

We **supported businesses** to deal with the **impact of COVID-19.**

Our Entrepreneur Accelerator Programme moved online, supporting the **delivery of more than 10,000 coaching sessions** in 2020.

We've allocated a further **£1bn funding to support female-led businesses** recover from pandemic disruption.

We helped to **create 1,926 new businesses.**

We approved over **£14.1bn of lending through government schemes**, with over **300,000 applications.**



Learning

We will build financial capability by helping those who want to take control of their finances and their futures to make the most of their money.

We **launched the NatWest Group Learning Academy** bringing the very best learning together online to **help colleagues develop for current and future roles.**

Island Saver, our first ever money management video game saw **2.3m downloads.**

Our digital and innovation apprenticeship programme welcomed **60 talented 16 to 24 year olds from less advantaged backgrounds.**

98% of our frontline colleagues professionally qualified/accredited within their **first 18 months in role.**

Our Strategy

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**Supporting
customers at
every stage of
their lives**



**Powered by
partnerships
and innovation**



**Simple to
deal with**



**Sharpened
capital
allocation**



Supporting customers at every stage of their lives

We're getting to know our customers better, building deeper relationships and using data to evolve to meet their needs – our digital services will make it easier for customers to bank with us anytime, anywhere. We will think as one bank to better serve our customers changing financial requirements throughout their lives.



Around 11.6m people privately rent accommodation in the UK – we launched a new pilot app 'Housemate' to help renters manage shared bills, build their credit score and build tenancy trust.



Powered by partnerships & innovation

We're building on our strong culture of innovation, harnessing new technology and our digital expertise to partner globally with leading organisations that share our passion for brilliant customer experiences. All powered by quick and simple engagements and one bank allocation of investment to support the needs of our customers.

Here are just some
of our partnerships





Simple to deal with

We're becoming much simpler as a bank, focusing on building great customer experiences once and sharing them across the group. As part of our 'One Bank' operating model, we are creating Centres of Excellence in areas such as climate change, fraud and financial crime which bring together the expertise of colleagues for the benefit of all our customers.



In 2020 our customers had 9 million conversations with Cora our virtual assistant a 68% increase on 2019.

40% of conversations required no human intervention.

86% of all customer needs were met digitally in Q4 2020 – including mortgages, loans and queries.



Sharpened capital allocation

We're being smarter with how we spend our money - working as one bank to optimise returns from a safe and secure base, encourage growth and make consistent capital decisions that support our customers and deliver for our stakeholders.



We've refocused NatWest Markets to serve our corporate and commercial customers better. This saw us deliver market leading results providing customers with access to COVID-19 corporate financing facilities and environmental, social and governance (ESG) finance.

In 2020 NatWest Markets reduced risk weighted assets by £11 billion to £26.9 billion, ahead of our £32 billion target.



Delivering our priorities

Our strategy remains unchanged, but we have updated our targets. These targets will help us assess our progress against our strategic priorities.



(1) Total operating expenses excluding litigation and conduct costs, strategic costs, operating lease depreciation and the impact of phased withdrawal from the Republic of Ireland.

(2) Comprises customer loans in our UK and RBS International retail and commercial businesses, excluding UK Government financial support schemes.



NatWest
Group

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