



OUR PURPOSE

# creating FANS is at the heart of our culture

Successful customer-facing businesses see things from the customer's point of view. That's why we hire for attitude and train for skill. We over-invest in our people. And at the centre of the million little things they do for our customers, you'll find our culture.



We're all part of the Revolution.



### EMPOWERING COLLEAGUES

Our culture encourages colleagues to speak up in a variety of ways including our internal social media platform, Yammer, regular Revolution Update sessions with the Executive Leadership Team and annual colleague surveys.



### DOGS RULE

Dogs, horses... even sheep! If it matters to you then it matters to us. So bring your dogs, kids, bikes; we'll make sure they're all well looked after.



### ORGANIC MARKETING

FANS tell their friends to bank with us. That's what we call marketing.



### SERVICE TARGETS

Service matters and that's how we create FANS. Our people act in the customer's best interest with our mantras of "one to say yes, two to say no" and "no stupid bank rules".



Culture matters

AMAZEING VALUES

People want a purpose at work and our simple, compelling vision of creating FANS runs through everything we do at Metro Bank, whichever team you are in.

We also know that culture drives customer experience, so we hire for the right attitude and look for people who want to surprise and delight customers and create FANS.

We underpin all of that with fantastic training from our in-house Metro Bank University, which ran over 6,000 classroom courses last year.

Of course, our people need to be the most professional bankers too, so we provide the Chartered Banker qualification to all colleagues in our entry-level service roles.

We promote around 20–30% of our colleagues every year and always look for talent inside our organisation before we hire externally.



tend to every detail

ake every wrong right

sk if you're not sure – bump it up!

est is contagious, share it!

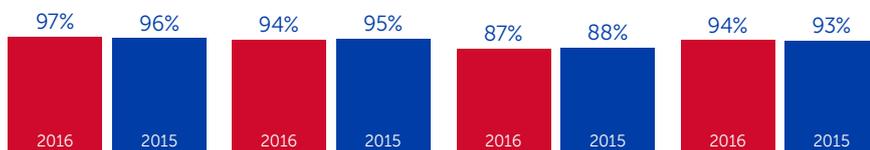
xceed expectations

nspire colleagues to create FANS!

urture colleagues so they grow

ame change because this is a revolution

OUR HIGHLY ENGAGED COLLEAGUES CREATE FANS



I understand how my business unit contributes to the overall success of Metro Bank

Metro Bank is a good place to work

I believe there are opportunities for promotion within Metro Bank

I am encouraged to bump up (escalate) issues

Source: 2016 Voice of the Colleague Survey.

78% NET PROMOTER SCORE\* 2016 AVERAGE



Most Trusted Financial Provider

\* An industry measure of customers' willingness to recommend us to others.

Case study

OUR COLLEAGUES HAVE THE M-FACTOR



We have one question for anyone looking to join Metro Bank, "have you got the M-Factor?"

It's this special star quality we are seeking in every single person who joins the Bank, whatever their role. We hire for attitude and train for skill. If you can demonstrate a passion for the customer, are committed to doing the right thing and smile when you walk in the room, then we might be the career for you.

We ask all our customer-facing colleagues to take part in our "M-Factor" auditions. These events give us the chance to really get under the skin of the individuals hoping to join us and, more importantly, give them the opportunity to find out what it's like to work for the UK's first new high street bank in over 100 years. The audition involves role plays and interviews and helps us to find out how candidates would react in true to life scenarios.

We created the M-Factor auditions to mirror what it's like to be part of the Metro Bank family. Our hope is that candidates will be the perfect fit but we also focus on creating a fun and informative journey for them too. What we've found is that, even if they decide we're not the employer for them, they still leave as a FAN of the brand. After all, every candidate is a potential customer.

For those lucky ones who make it through the M-Factor, the audition is only the beginning. Every single new colleague – from Director to receptionist – takes part in our two-day cultural induction programme, "Visions". Visions immerses new colleagues in our culture, introduces our values and explains how we operate as a business fanatically focused on customers. Plus our CEO comes to every single Visions event to tell colleagues first hand why he started the Revolution and how he needs their help to create FANS.