FirstBank UK

/ Culture Report 2025/2026

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Welcome to FirstBank UK's Culture Report 2025/2026

We are delighted to present the second edition of FirstBank UK's Culture Report. This publication offers a window into FirstBank UK – our values, our ways of working, and the essence of our culture.

This year, we focus on how we are strengthening our cultural practices to drive effective outcomes across our organisation.

/ A message from our CEO

Adapting to a New Rhythm

"If the rhythm of the drumbeat changes, the dance step must adapt."

In 2023/2024, we embraced this spirit of adaptability as the Bank embarked on an ambitious transformation journey. This culminated in the creation of our new **Purpose, Vision, and Values,** supported by a five-year strategy designed to place our clients and employees at the heart of everything we do.

Our culture is a strategic priority for our business, and over the past twelve months, we have made significant strides in embedding this culture and ensuring every colleague is aligned with our values and purpose.

Through our **People Promise,** we have strengthened commitments to:

- Living our values, as the pillars of our culture
- Improving ways of working to deliver the best for our clients
- Championing diversity and inclusion
- Creating opportunities for growth and development
- Building strong connections within our communities.

This report demonstrates how our behaviours are firmly rooted in our values and purpose. It reflects the progress we've made in building a culture that drives performance, impact, and shared success.

Finally, a heartfelt thank you to all our colleagues for embracing change and driving our transformation forward. Your adaptability, energy and commitment have been the rhythm behind our success.

Together, we will continue to deliver on our vision: **to be the leading UK bank for African trade and investment, driving responsible growth and providing excellent service to customers.**

Olukorede Adenowo (K.O)
CEO FirstBank UK

/ Our Values

Working together

We know that by working together we'll achieve more than we can alone.

Thinking big and making it happen

We're ambitious and innovative; we want to get things done.

Being inclusive

We create a safe environment where people can be themselves and feel valued.

Taking ownership

We have high standards and hold ourselves to account.

Showing we care

We ensure good outcomes for our customers, ourselves and our stakeholders.

/ Key Culture Statistics

/ Key Culture Statistics

8,500+ FirstBank Group colleagues worldwide

200+ work at FirstBank UK

84% of staff feel motivated to do their best work

85% of staff are proud to work for FirstBank UK

87% of staff are clear on FirstBank UK's purpose, future goals, and where we are heading as an organisation

82% of staff consider senior leaders are doing the right things to give FirstBank UK a successful future

Source: 2025 Work buzz Q4 survey.

/ Key Culture Statistics

93%

of staff agree good customer outcomes are the priority

81%

of staff feel comfortable being their true self at work

80%

of staff agree people of all cultures and backgrounds have the same opportunities at FirstBank UK.

Source: 2025 Work buzz Q4 survey.

/ Delivering on our People Promise

/ Doing the Best by Our Customers

Over the last twelve months the Bank has taken the opportunity to ensure, once again, our primary focus is on our customers, their experience and outcomes.

The Bank has reviewed, continually refined and embedded its frameworks, processes and practices to enhance our customers' experience. This has included:

- Significant investment in new technology and systems to enhance automation and customer experience, e.g. client portal
- Notable improvements in monitoring and reporting in relation to customer metrics and consumer duty data, incorporating early warning indicators
- Delivery of a rigorous training programme across the Bank on the Consumer Duty and other customer-related training topics.

Impact
Our employee engagement survey confirms:

93%

of staff at the Bank agree: 'At FirstBank UK, good customer outcomes are the priority'.

92%

of staff agree: 'The customer always comes first'.

/ Team-Based Embedding

In 2025, the Bank launched its 'Team-Based Embedding' programme, a key component in sustaining FirstBank UK's culture in the future. Team-Based Embedding is a programme of workshops, which equips, empowers and enables our people and teams, at every level, to 'bring values and behaviours to life' in their habitual, day-to-day behaviours, mindset, processes and ways of working.

Through Team-Based Embedding and other related culture programmes, the Bank is building leader and employee capability to:

/ Challenge how they operate as a team

/ Collaborate with other teams

/ Undergo a continuous process of embedment in line with the Bank's values.

/ 'Risk Culture' Learning Programme

The Bank delivered a rigorous learning and development programme across the Bank focused on 'Risk Culture' over 2025. Included were sessions on: the Consumer Duty, Vulnerable Customers, Senior Managers and Certification Regime, Conflicts of Interest, and Customer Complaints.

/ Leadership Excellence – Coaching

Following on from the extensive training programmes delivered to the leadership and senior management teams in 2023/2024, the Bank continues to invest in its leadership team through its coaching programme. This programme will be extended to the senior management team in 2026, further supporting their personal and career growth.

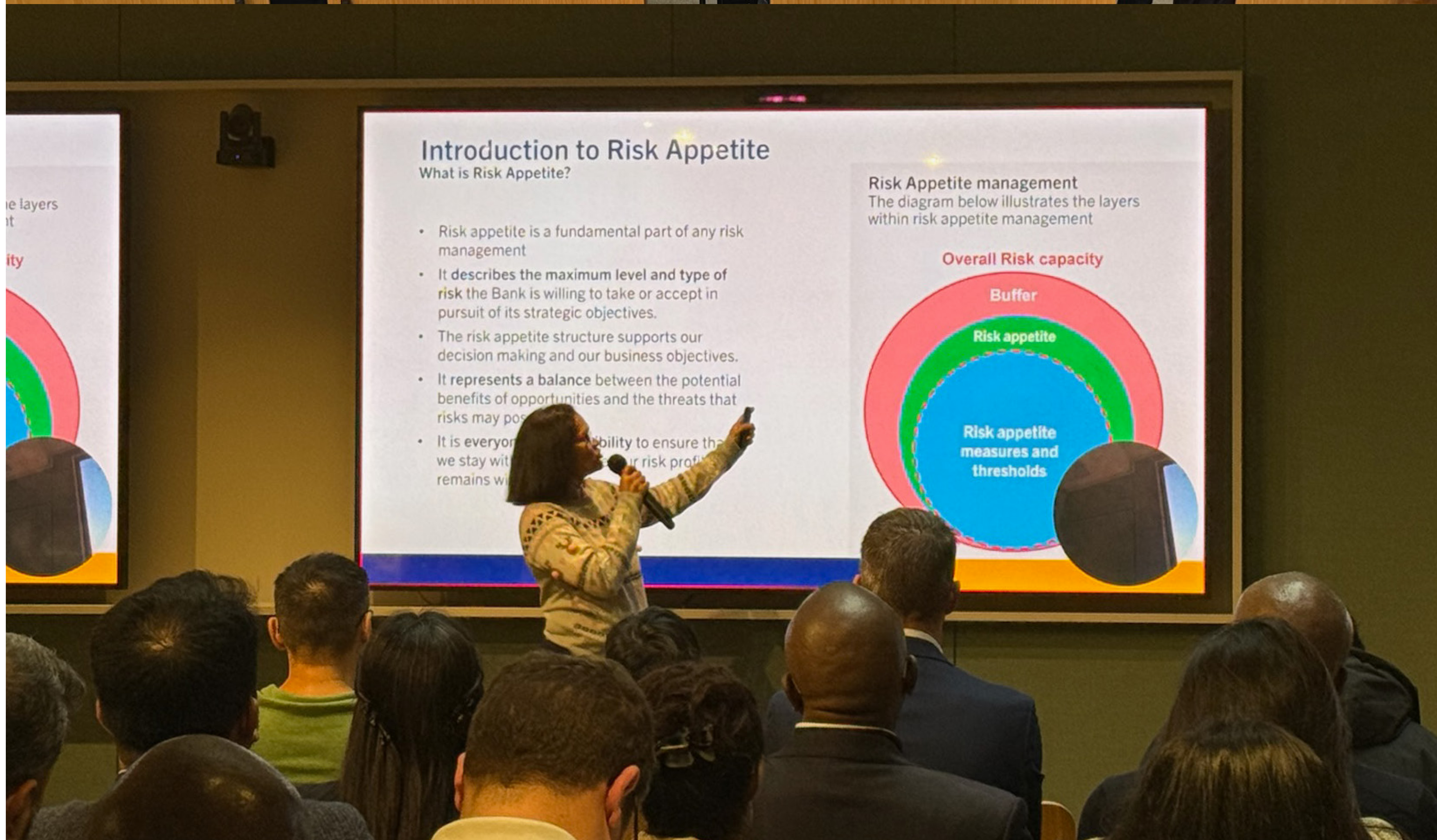
/ 'Being Better Informed' Programme

Through its 'Being Better Informed' programme, the Bank has sought to build empathy, understanding and awareness through several training programmes aimed at supporting the Bank's 'Inclusive' value. These have included sessions on: Cross-Cultural Awareness, Equality, Diversity & Inclusion and Sexual Harassment.

/ New Career Pathway Launch

The Bank is excited to launch its new Career Pathway programme in early 2026. The new pathway will provide a clear and transparent framework to guide the Bank's recruitment, remuneration and promotional processes and will support individual growth at all levels.

/ SMT Lunch and Learn



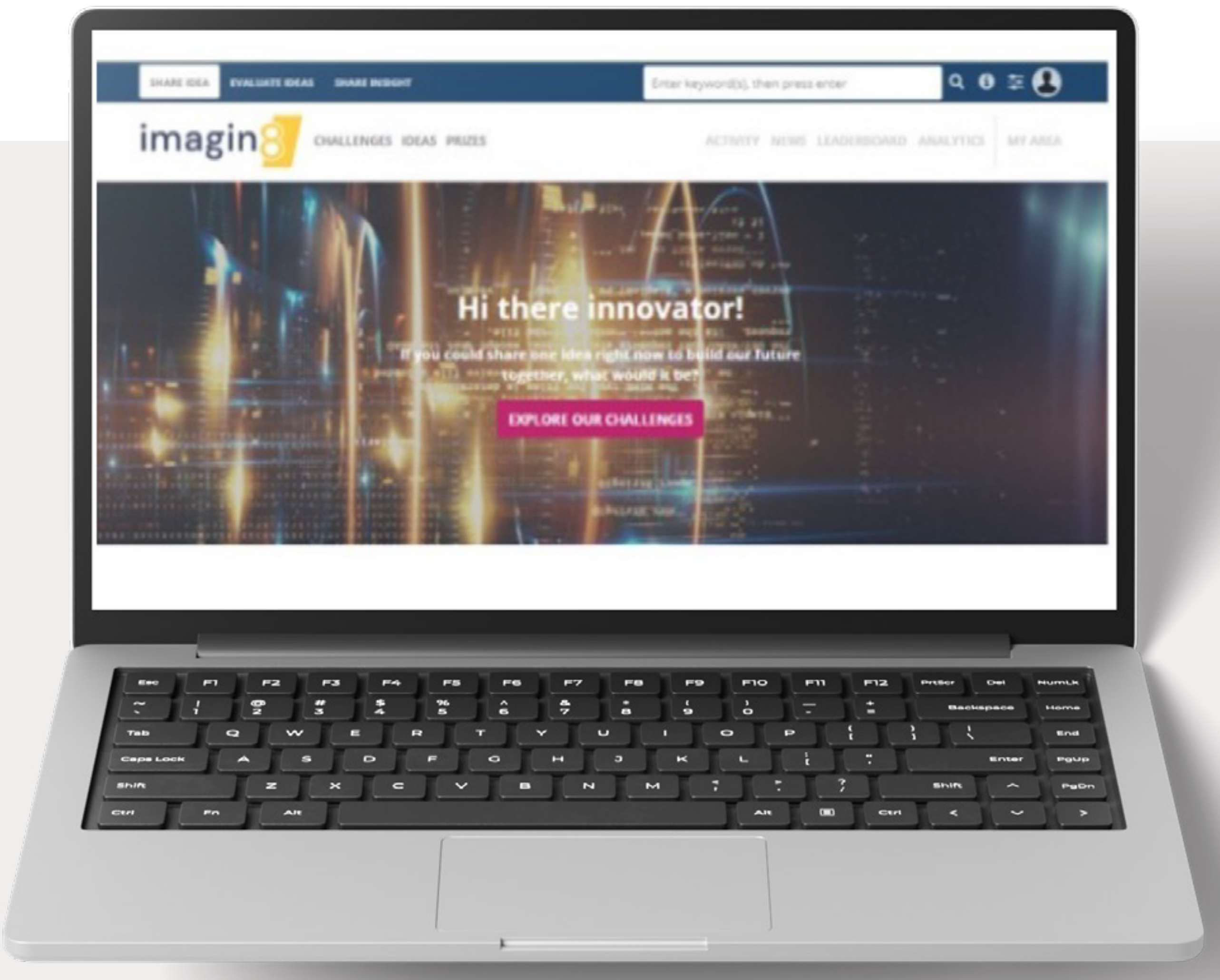
In May, we introduced the senior management team's ("SMT") Lunch & Learn series – an initiative designed to foster engagement between staff and senior leadership.

The goal is to highlight the wealth of knowledge and talent within our organisation and the impact that comes when we create space for sharing and learning. Each session offers an opportunity to pause, connect, and gain insights directly from members of the SMT.

Colleagues come together to learn something new, engage in an interactive Q&A, and enjoy a delicious lunch – strengthening both knowledge and relationships across the Bank.

/ Immersion 2.0

In October, the Bank launched its follow-up 'Immersion 2.0' event for all new joiners to the Bank. Our Immersion events are designed to 'immerse' our colleagues in our culture and our Purpose, Vision, and Values, and coordinated to provide colleagues with opportunities to assimilate our values through various fun activities, challenges and decisions.



/ Imagin8

Turning Ideas into Impact

In 2025, we launched Imagin8, an innovative internal platform designed to capture, manage, and develop ideas across the Bank. This initiative reflects our commitment to Innovation and Collaboration, empowering colleagues to share creative solutions and contribute to shaping the future of our organization. By providing a structured space for idea generation, Imagin8 transforms individual insights into actionable strategies – driving progress and reinforcing a culture where every voice matters.

/ Charitable Donations

We donated £500 to Save the Children for Christmas jumper day, £1,000 to Mayor's Fund for London and NGN 150,000.00 (£1,000) to the Lagos Foodbank Initiative.

Save the Children	£500
Mayor's Fund for London	£1,000
Lagos Food Bank Initiative	NGN 150,000

/ Working Together

Mission Possible: Customer Service Week

We launched our 'Customer Service Week' from 6 to 10 October 2025 – a campaign designed to reinforce our values and highlight our customer-centred approach. The initiative focused on the critical role service that excellence plays across every function of the Bank.

During the week, colleagues engaged in a variety of interactive and fun activities aimed at bringing our values to life and connecting them to practical ways of delivering exceptional service.

To symbolise the importance of small, everyday actions, each colleague received a pair of "Walking in Excellence" socks, reminding us that every step counts when it comes to creating outstanding client experiences.

/ Showing We Care

Spark Week 2025

SPARK Week 2025 exemplified our 'Showing we care' value – demonstrating the kindness, collaboration, and responsibility that are central to FirstBank UK and to the FirstBank Group.

Kindness Enriches Culture	Random acts of kindness during Spark Week foster a positive and supportive corporate culture.
Creative Wellbeing Initiatives	Innovative wellbeing programs encourage employee wellness and creativity at the bank.
Thriving Workplace Community	A supportive and innovative environment benefits both employees and society.

/ Thinking Big & Making it Happen

/ Supporting Sustainable Development

We welcomed 20 delegates from the Nigerian Content Development and Monitoring Board (NCDMB) for an executive training workshop focused on advancing Nigeria’s Oil & Gas industry toward a Net Zero future.

This engagement underscores our culture of collaboration and impact – sharing expertise, fostering dialogue, and contributing to sustainable development across critical sectors.

By creating space for learning and innovation, we reinforce our commitment to shaping a future where progress and responsibility go hand in hand.

/ Championing Inclusion and Driving Growth: Global Trade Review ("GTR")

Our culture is built on Collaboration and Impact, and in 2025 we brought these values to life through strategic engagement with GTR.

At the Women in Trade Finance event in London, Adekemi Iyinbor, Head of Corporate Banking, shared an inspiring message on confidence and individuality: "We each have a strength – a superpower – that we can harness to make it work for us."

This theme of empowerment reflects our commitment to inclusion and diversity in global trade. We were proud to be a Silver Sponsor at GTR Africa 2025 London, where Adekemi Iyinbor and Bola Ola-Olabode, Head of Trade Finance, joined over 500 industry leaders and 50 expert speakers to explore solutions for closing the trade finance gap and driving sustainable growth.

These partnerships demonstrate that for us, trade finance is not just about transactions – it is about creating opportunities, amplifying diverse voices, and shaping frameworks for progress across African markets.

/ Invest Africa

Culture thrives on Collaboration and Impact, and in 2025 we demonstrated these values through active engagement with various influential platforms shaping Africa's economic narrative. Partnering with Invest Africa, we participated in the Africa CEO Forum in Abidjan, contributing to conversations on sustainable growth and regional integration. In London, we hosted the closing drinks reception at The Africa Debate, creating opportunities for dialogue and connection among senior leaders and innovators. We also supported a Nigeria-focused side event, reinforcing our commitment to inclusive engagement across diverse markets.

These initiatives reflect how our culture extends beyond our immediate operations:

- / Building bridges
- / Fostering partnerships
- / Amplifying our voice on issues that matter.

/ **Culture That Delivers:** Values in Action, Partnerships with Purpose

From diplomacy to delivery – thinking big to create sustainable outcomes.

We believe that collaboration is the cornerstone of Africa's future. We were proud to sponsor and attend the African Union ("AU") Heads of Mission year-end gala, a gathering that united AU Heads of Mission and London partners to advance Africa's 2063 Agenda.

We remain committed to fostering dialogue and nurture our relationship with the AU Heads of Mission Group in London because it empowers Africa's long-term success. These commitments are underpinned by our values: working together, taking ownership, showing care, and fostering inclusivity. Together, we are driving diplomacy, forging strategic partnerships, and aligning around a shared vision for sustainable growth and prosperity across the continent.

Our longstanding presence in the UK financial services sector reflects a deep commitment to operating within regulatory requirements while delivering value to our clients and partners.

/ Connect with us

FirstBank UK is a licensed bank in the United Kingdom, authorised by the Prudential Regulation Authority ("PRA") and regulated by the Financial Conduct Authority and the PRA. FirstBank UK was incorporated in England and Wales in 2002 as a Limited Company under the Companies Act 1985. Prior to that it had operated as a Branch of its parent company since 1982, being the first Nigerian bank in the UK.

Our vision is to be the leading UK bank for African trade and investment, driving responsible growth and providing excellent services. We have built a reputation on highly personalised client services, an unparalleled expertise of Nigeria and other African markets, and robust compliance and governance that takes a long-term view of our clients' and our own businesses to ensure the right outcomes and best service for our customers.

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