



People Strategy

2022-2024



Introducing our People vision

Pay.UK has come a long way in a relatively short time since its formation, and we should all be proud of the critical contribution we make to the UK economy. Throughout the pandemic our people have worked tirelessly to maintain the resilience and reliability of payments, supporting customers and end users alike.

As we look ahead, we want to build on our successes and support our ambitious and exciting new business strategy, which describes our priorities in the years and months ahead.

We are clear that we will only achieve these ambitions through the talent, skills and experience of each and every colleague. We are clear that we are an organisation that truly is powered by our people.

We are therefore delighted to launch our first People strategy. We want to share with you these strategic initiatives to support and enable everyone to take Pay.UK to the next level. It is our commitment to providing a great Colleague Experience, Growing Potential and developing our Talent and Leadership.



Underpinning all aspects of our People strategy are our core values of which were developed by and for our colleagues and which provide us all with a firm commitment on how we will work with each other and with our customers.

We are really excited to work together to bring this People strategy to life. Together we can make Pay.UK a really great place to work as we move into this new chapter for our people and our organisation.

David Pitt
Chief Executive Officer

Sherree Schaefer
Chief People and Culture Officer

Our People vision

We are powered by our people.

We respect and enable everyone to thrive and feel valued to make a significant difference to the UK economy.

Our values

How we work with each other and our customers

We are Respectful

We **respect** each other's points of view, to deliver our purpose together

1

We are Transparent

Decision making is **transparent** and we trust those accountable to deliver

2

We give Constructive challenge

We are professional and respectful as we give and receive **constructive challenge** to overcome problems

3

We are Curious

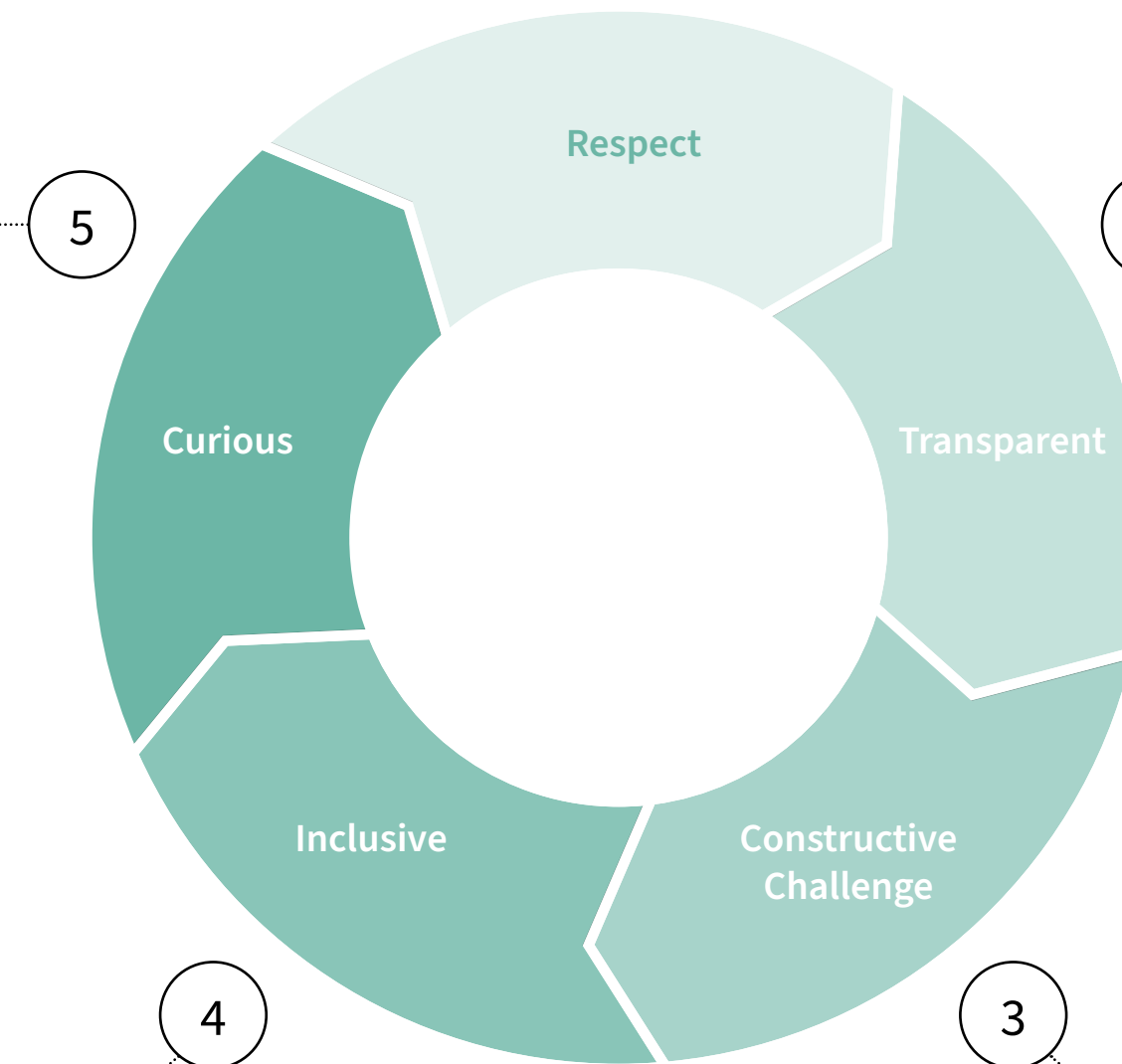
We take pride in who we are, whilst being **curious** as we shape the future

5

We are Inclusive

We look out for each other and are **inclusive** of everyone's views, needs and circumstances

4



Our People priorities

Putting our people at the heart

Colleague experience

We are committed to Pay.UK being a great place to work for everyone, and providing opportunities for a career-defining experience in a supportive environment.

Growing potential

Our people are our biggest asset and we will invest in and develop the skills, knowledge and experience of our people to help everyone and the organisation to thrive.

Talent and leadership

To power us into the future, we will attract and retain great people who are committed to building Pay.UK for today, tomorrow and beyond.



A woman with dark hair tied back, wearing a dark blue shirt with white polka dots, is looking towards a man on her left. The man is wearing glasses and a light blue shirt. They appear to be in a meeting or discussion. The background is bright and slightly out of focus.

People priority

Colleague experience

We are committed to Pay.UK being a great place to work for everyone, and providing opportunities for a career-defining experience in a supportive environment.

From 2022 we will:

- Foster a culture where we live and embed our values and behaviours in a safe and supportive environment, underpinned by leadership role models
- Continue our focus on colleague wellbeing, promoting a healthy, positive and engaged workforce through colleague-informed policies and initiatives
- Embed Diversity and Inclusion across all aspects of the organisation by delivering our new Pay.UK Inclusion strategy.



People priority

Growing potential

Our people are our biggest asset and we will invest in and develop the skills, knowledge and experience of our people to enable our colleagues and the organisation to thrive.

From 2022 we will:

- Identify the key capabilities required for Pay.UK now and in the future, and develop programmes to bridge these gaps
- Foster a culture of high performance across the organisation, providing support and development to colleagues to maximise their potential
- Develop entry level programmes and initiatives, including apprenticeships, secondments and mentoring, to build a strong and diverse pipeline of talent and future leaders.

People priority

Talent and leadership

To power us into the future, we will attract and retain great people and leaders who are committed to building the Pay.UK for today, tomorrow and beyond.

From 2022 we will:

- Establish a talent framework which includes our approach to talent management and succession planning to identify and nurture existing and future talent
- Equip our leaders and managers with the necessary skills and behaviours to lead others through best practice management and leadership programmes
- Develop specific initiatives to establish a strong and diverse pipeline of talent across the whole of Pay.UK.





What will this strategy mean in reality?

Our People strategy must work in real life as well as on paper. The individual experience of every one of our colleagues is vital.

Our people are the key to fulfilling the ambitions of our company and the needs of our customers.

What our people should think and feel

Everyone feels respected and supported to deliver their best at Pay.UK

Our core values are lived and central to how we work together

Pay.UK is recognised as a great place to work

Opportunities to progress and develop are available to all based on their talent and aspirations

What our customers and stakeholders should think and feel

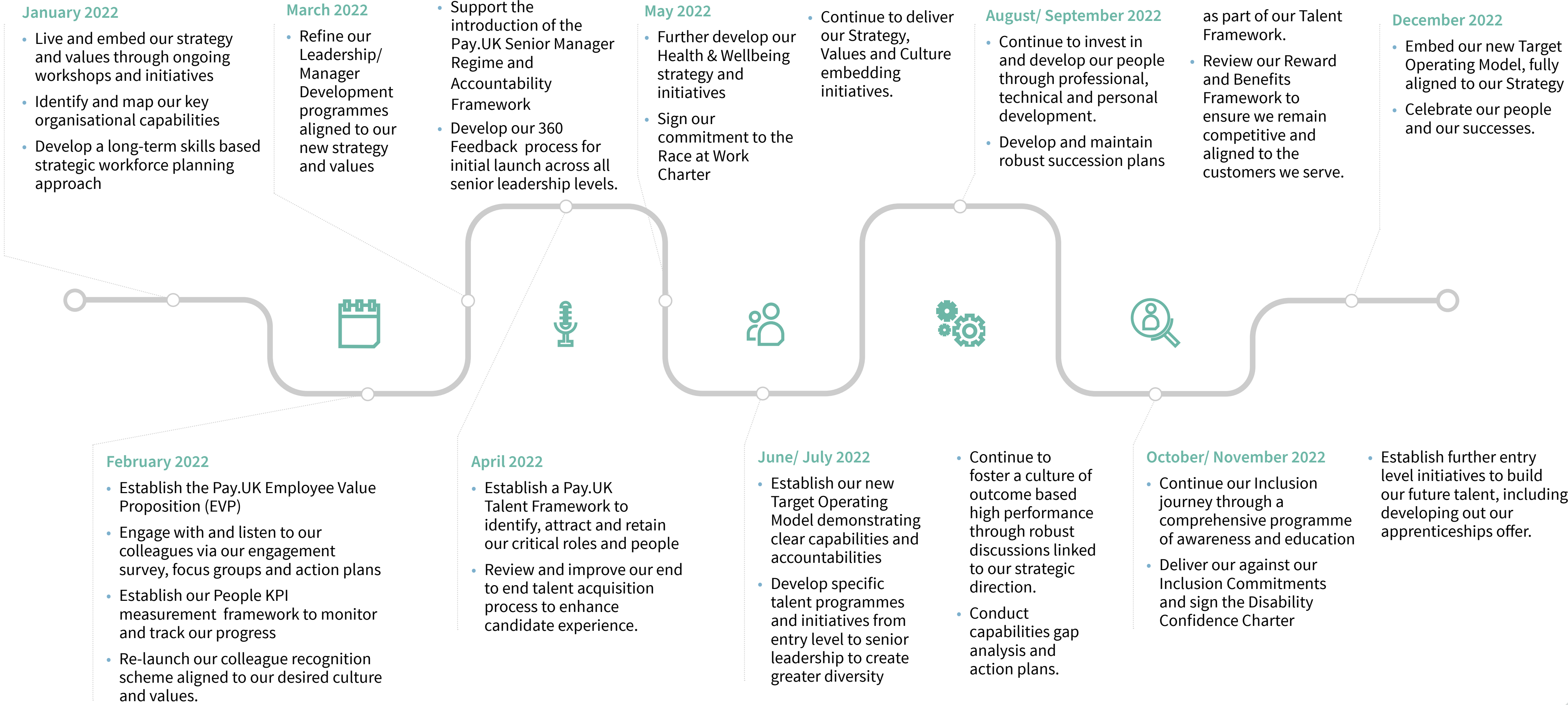
Confidence in Pay.UK's ability to deliver its services powered by its people

Pay.UK reflects the communities that it serves and works in

Pay.UK collaborates with suppliers with shared values

Pay.UK is recognised as having great people with the skills and experience to make a significant difference to the UK economy

People strategy implementation roadmap



How we will bring our strategy to life

We have refreshed our People Strategy to address current challenges and future needs of Pay.UK.

To accompany our People Plans, a number of key measures will be tracked and measured to hold us to account as well as enabling the celebration of successes across Pay.UK.

People priority	Commitment	Key measures of success	Source
Colleague experience	We live and embed our values and behaviours in a safe and supportive environment.	<ul style="list-style-type: none"> We have a clear and consistent set of values that govern the way we do business Behaviours that undermine our values are acknowledged and addressed. 	Colleague engagement survey Colleague forum feedback 360 feedback outputs
	We focus on colleague wellbeing promoting a healthy, positive and engaged workforce.	<ul style="list-style-type: none"> We have policies and initiatives which are colleague informed to promote wellbeing Our employment offer and benefits provide a range of wellbeing options Our absence and attrition rates track below industry benchmarks. 	Benefits take up reports People KPI reports Health & wellbeing pulse survey
	We embed Diversity and Inclusion across all aspects of the organisation.	<ul style="list-style-type: none"> Our diversity profile of hires and promotions is improved with a focus on leadership levels We track our diversity data of across employee life cycle (performance, pay, promotions, development, attrition) Our policies, processes, development and awareness initiatives foster a culture of inclusion. 	Analysis of colleague composition D&I Audit Review (BITC) D&I pulse survey Gender (Ethnicity) Pay Gap
Growing potential	We identify the critical capabilities required for Pay.UK now and in the future, and develop programmes to bridge these gaps.	<ul style="list-style-type: none"> Capabilities are mapped, gap analysis and action plans implemented Colleagues access to learning and development opportunities which develop their potential Our leadership and management programmes are best practice and forward thinking. 	Performance review data L&D development spend Utilisation of apprenticeship
	We foster a culture of high performance across the organisation, with support provided to colleagues to maximise their potential.	<ul style="list-style-type: none"> We set a high bar and operate frameworks which recognise and reward high performance We consistently address poor performance, supporting those with scope to improve. 	Performance review data Colleague engagement survey Attrition and exit data
	We develop entry level programmes and initiatives to build a strong and diverse pipeline of talent and future leaders.	<ul style="list-style-type: none"> Number and quality of entry level schemes (apprenticeships, first career opportunities) Enhanced career experience and opportunities (secondments, mentoring, shadowing). 	Utilisation of apprenticeship levy Talent review data Promotion and progression data
Talent and leadership	We equip our leaders and managers with the necessary skills and behaviours to lead others.	<ul style="list-style-type: none"> Participation in leadership and management development programmes and initiatives Access to mentoring and reverse mentoring opportunities Investment in executive coaching programmes to accelerate leadership skills and capabilities. 	Colleague engagement survey 360 degree feedback L&D dashboard
	We develop programmes to establish a strong, diverse pipeline of talent across the whole of Pay.UK.	<ul style="list-style-type: none"> Development of targeted programmes to promote diversity at all levels Our diversity profile across leadership and technical specialist roles is improved Our colleagues acknowledge equality of opportunity and our inclusive culture. 	Colleague engagement survey D&I pulse survey Succession and talent data
	We operate a talent framework and approach to succession planning to identify and nurture our talent.	<ul style="list-style-type: none"> Robust succession plans in place at Board, Executive and Directorate level for key roles Talent is identified and supported through inspiring career and development discussions Increased bench strength and capability at all leadership levels. 	Succession planning data Talent review data Colleague engagement survey

If you'd like to find out more...

Internal:

Please contact your People Partner

External:

Please email the Ask People mailbox:
AskPeople@wearepay.uk

