

## OUR COMMITMENT

### OUR PURPOSE

Purpose answers the question “*Why do we exist?*” It is the fundamental reason we exist beyond profits. It is our contribution to society and our core reason for being.

**Improving lives and strengthening communities.**

### OUR VISION

Vision answers the question “*Where are we going?*” It’s an outward-focused and inspirational declaration of what we want to achieve. It inspires others to join us – as employees, as members, and community.

**Neighbours cooperating for a prosperous tomorrow.**

### OUR MISSION

Mission answers the question “*What do we do and how?*” It declares our core function, who we serve and how we deliver value. It also identifies where we must concentrate our efforts to deliver our Vision.

**Creating shared prosperity for those we serve through values-driven advice and reliable financial services.**

### OUR VALUES

Values answer the question “*What do we stand for?*” They are fundamental beliefs and guiding principles that shape our culture, behaviour and decision-making.

#### ACCOUNTABILITY

We willingly accept responsibility for our actions, hold ourselves to high standards, and support each other in doing what’s right.

We demonstrate this by:

- Following through on commitments
- Owning outcomes and learning from mistakes
- Being dependable, responsive and consistent
- Holding ourselves and others respectfully accountable
- Supporting a culture of shared responsibility

#### RESPECT

We create an environment where people feel seen, heard, and valued — in every interaction, with every member, and within every team.

We demonstrate this by:

- Building mutual respect through honesty and authenticity
- Listening with empathy and presence
- Valuing every role and contribution
- Giving and receiving feedback with care
- Treating all people with dignity and kindness

#### COOPERATION

We achieve more when we work together — combining our strengths, supporting each other, and building shared success through collaboration.

We demonstrate this by:

- Working across teams to achieve common goals
- Sharing information and ideas openly and honestly
- Looking beyond appearances and first impressions to appreciate the uniqueness that each individual brings
- Encouraging participation and collective problem-solving
- Resolving conflict with a focus on shared understanding

#### TRUST

We build relationships through honest advice, ethical decisions, and doing what’s best for our members and communities.

We demonstrate this by:

- Maintaining the highest ethical standards
- Communicating honestly and transparently
- Making decisions that reflect our values
- Prioritizing what’s right over what’s easy
- Maintaining professionalism and confidentiality

We are an **independent** PenFinancial Credit Union that is **profitable** and **sustainable**, while remaining true to our Purpose and values.

We will achieve this by focusing our energies and resources on delivering against three strategic pillars.

## **PEOPLE-DRIVEN:** Empowering people to thrive and grow

By investing in our teams and culture we elevate performance, foster collaboration, and build an organization where people thrive.

### **OBJECTIVES**

#### **Employee Engagement**

- Maintain healthy employee engagement
- Manage voluntary turnover of employees
- Enhance leadership and sales training

#### **Community Impact**

- Deliver on our Purpose by maintaining our Truly Local Commitment

## **MEMBER-CENTRIC:** Serving members through insight and experience

By putting our members at the heart of every decision, we nurture meaningful relationships through value-added service and personalized advice.

### **OBJECTIVES**

#### **Membership Growth (critical focus)**

- Acquire new members
- Optimize existing membership
- Deepen member relationships to improve profitability

#### **Member Experience**

- Maintain member satisfaction
- Enhance digital banking
- Preserve personalized service and advice

## **INTEGRITY-FIRST:** Leading with integrity and financial accountability

By making risk-informed business decisions guided by strong governance, discipline, and regulatory alignment, we act as responsible stewards of our members' trust and financial resources.

### **OBJECTIVES**

#### **Profitability (critical focus)**

- Grow Return on Assets
- Decrease reliance on investment shares

#### **Governance & Risk**

- Ensure regulatory compliance
- Maintain robust Enterprise Risk Management (ERM) practice
- Mature governance practices