

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

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

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

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