

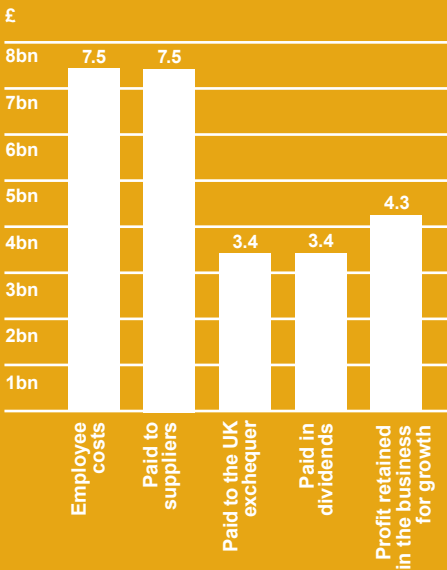
## Corporate Responsibility Report 2007

10 issues that matter most



At RBS group, corporate responsibility is about understanding the issues that matter most to our stakeholders and addressing them through our businesses and our people.

### Economic impact



### About this report

Our Corporate Responsibility Report explains how we deliver our financial success in a way that is sustainable. The report identifies the issues that matter most to our stakeholders and how we are managing them across the business. It provides an update on our activity throughout 2007 and explains our goals going forward.

Further information about our activities can be found on the corporate responsibility section of our website [www.rbs.com/cr](http://www.rbs.com/cr).

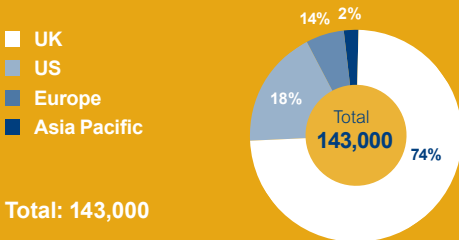
Our reporting, both within this document and online, meets the requirements of G3 Application Level B+ of the Global Reporting Initiative (GRI). A GRI index can be found at the back of this report and on our website, [www.rbs.com/cr](http://www.rbs.com/cr).

Deloitte & Touche LLP were retained to provide limited assurance on selected material. The scope has been extended from our 2006 report to include assurance of the Equator Principles and our stakeholder engagement initiatives.

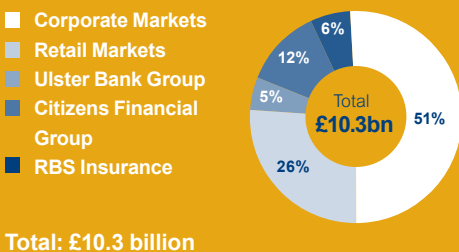
In the text of this report, all references to 'the RBS group' or 'the Group' refer to the Group as a whole. 'The Royal Bank of Scotland' or 'RBS' refers to The Royal Bank of Scotland retail banking division.

The information in this report relates only to the RBS group to year end 2007. In October 2007, the RBS group led the successful acquisition of ABN AMRO as part of a consortium with Santander and Fortis. The transition to ABN AMRO's future owners has begun, in the interim period they have published a Sustainability Review. This can be found at [www.ABNAMRO.com/sustainability](http://www.ABNAMRO.com/sustainability).

### Employees – Geographic analysis



### Group operating profit



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# Key Corporate Responsibility Highlights in 2007

[www.rbs.com/cr](http://www.rbs.com/cr)



**1.4m**

extra security card readers issued to online customers



**1.2m**

customers benefitted from personal financial reviews



**5,000**

money advice training places funded by RBS

Top **10** position in Sunday Times List of Best Companies to work for



**100%**

of contracted electricity in the UK and Ireland from renewable sources since October



**£57.7m**

invested in our communities



One of the leading financiers of renewables globally with

**\$1.5bn**

committed

Delivered MoneySense finance lessons to

**635,000**

school children in the UK



**272**

free-to-use ATMs installed in rural and deprived areas



**500**

new business banking managers in branches

# Chairman's introduction

[www.rbs.com/cr](http://www.rbs.com/cr)

“The Group's management of its social and environmental impact is based on the clear rationale that it is ultimately good for business.”



I am extremely pleased to see the continuing focus across all the RBS group businesses on managing our social and environmental impact. This is simply the way the Group does business, and will hold firm whatever market or operational circumstances we face.

2007 was a difficult year for the financial services both in the UK and globally. These turbulent times serve to underscore the importance of responsible business practices.

We adopt a stakeholder-based approach to identifying the social and environmental risks and opportunities for our business, and we have made considerable progress against our objectives in 2007.

Climate change is an area that is important for all organisations to address. In 2007 we scored 95% in the Carbon Disclosure Project and have completed the first phase in our £55 million investment programme to reduce our carbon footprint.

Our Employee Opinion Survey (EOS) tells us our commitment to the community is valued by our people. This fact is one of the measures that contributes to the consistently high scores we achieve in this survey. In 2007 we again exceeded the Global Financial Services norm on every indicator.

The Group's social and environmental activity is based on the clear rationale that it is ultimately good for business. This strengthens my belief that we will actively address the issues that count in the future, just as we have in the past.

A handwritten signature in black ink that reads "Tom McKillop".

**Sir Tom McKillop**  
Chairman

# Group Chief Executive's statement

[www.rbs.com/cr](http://www.rbs.com/cr)

“ Specific annual research to identify stakeholder priorities provides the foundation of our Corporate Responsibility strategy. ”



RBS enjoyed a successful year in 2007 despite challenging market conditions. The Group's operating profit increased by 9% to £10,282 million, and we led the successful acquisition of ABN AMRO. This will give us a significant presence and options for expansion in the world's most rapidly growing economies. It also allows us to build on the long-standing commitment and firm reputation that ABN AMRO has in the field of corporate responsibility. We will report on the activities of the enlarged Group in the 2008 CR Report.

As well as delivering value for our shareholders, our goal as a Group is to run our business in a responsible way. This means understanding the issues that matter most to our stakeholders and addressing them.

This work provides the foundations of our Corporate Responsibility strategy. It enables all parts of the Group to effectively focus their efforts and resources on the most important issues.

We rely on our people to deliver responsible business management through their daily actions and decisions. We therefore seek their views through the annual Employee Opinion Survey (EOS) and focus groups. Last year they told us they were concerned about the environment. We responded by launching YourWorld, a dedicated service that helps employees calculate their carbon footprint and take steps to reduce it.

This year the issue of most concern to the majority of our stakeholders is financial crime, up from third place in 2006. We recognise that this issue concerns the fundamental responsibility of a bank, to keep its customers' money and personal information secure. The Group is at the forefront of industry efforts to counter fraud. During 2007 we invested £5.8 million in over 30 new fraud prevention programmes to protect our customers and contributed £1.4 million to joint initiatives.

Our internal security teams employ over 1,200 people and their annual budget equates to that of the City of London Police. This shows the level of importance we attach to tackling financial crime and our aim of making the RBS group the safest place to do business.

Our activity on other key issues is similarly extensive. Our ongoing investment in customer service in 2007 was rewarded by the fact that RBS once again secured the Number 1 position among major High Street banks for customer satisfaction. We developed new products to encourage saving, and reviewed our employee performance evaluation procedures to ensure that our people have an opportunity to earn a similar reward for both service and sales. We remain the top UK provider of basic bank accounts, and in 2007 opened a further 208,608 accounts – the highest volume in the last three years. We installed an additional 272 free-to-use ATMs in rural and deprived areas. We were also the first bank to design an account specifically for the Polish community, supported by a Polish speaking call centre.

We provide more information on our activity in 2007 on all the issues that matter most to our stakeholders throughout this report and online. We also provide an update on our progress against the priorities we set ourselves on these issues last year, and lay out our plans for the year ahead. This enables us to chart not just where we have come from, but also where we plan to go. I look forward to providing you with an update on our success this time next year.



**Sir Fred Goodwin**  
Group Chief Executive

## How the Group manages CR

Corporate Responsibility is central to the way we run and manage our business, and it is delivered, on an ongoing basis, by all the people that work for us, through all of the decisions that they make every day. Having the right management structures in place and clear leadership helps set the framework against which this happens. We therefore have a clear governance structure for CR that runs right through our organisation. We also have a CR team with a specific remit to support the Group's CR activities and to convene the CR Forum.

### Group Executive Management Committee

The Group Chief Executive oversees corporate responsibility matters at Group Executive Management Committee (GEMC) and Board level, and directs the Group strategy and approach. Corporate responsibility matters are reported formally to the GEMC and the Board twice a year. In addition, the Chief Executive's advisory group meets daily and any issues that demand immediate action can be brought to this forum.

### Corporate Responsibility Forum

Our Corporate Responsibility Forum has been in place for four years. It comprises senior executives from all the divisions and relevant Group functions and it meets quarterly. The Forum provides an opportunity to update members on developments within corporate responsibility; looks at examples of best practice; shares information on programmes across the business units; considers the Group's current performance and proposes new initiatives.

### Steering Groups

Further specific groups have also been established in response to the research we have conducted with our stakeholders. The purpose of these groups is to examine our approach to key issues highlighted by the research on an ongoing and proactive basis. There are four steering groups and an advisory panel:

- Group Security and Fraud Steering Group
- Group Environment Board
- Retail Markets Steering Group
- Ulster Bank Steering Group.
- MoneySense Advisory Panel

The Retail Markets Steering Group has also established a number of smaller working groups focusing on financial inclusion and financial capability.

### Business Divisions

The Chief Executives of the businesses and the Directors of Group Functions are then responsible for implementing the Group's strategy and incorporating the relevant corporate responsibility policies and principles into their core operating procedures. This responsibility covers regulation, risk, compliance and reputational issues.

# Stakeholder engagement

[www.rbs.com/research](http://www.rbs.com/research)



## Our businesses

The RBS group is one of the world's largest financial services groups. In 2007, before the acquisition of ABN AMRO, the Group served over 36 million customers in 30 countries worldwide and consisted of five customer-facing divisions supported by the Manufacturing division.

### United Kingdom



### Europe & Middle East



### Americas



### Asia – Pacific



## Overview

Listening to all the groups of people who are important to our business on an ongoing basis is the best way to keep in touch with our market and all of the factors that influence it. This is the foundation of our approach to understanding and managing our responsibilities as a business. Throughout the Group, we have a regular and ongoing dialogue with our stakeholders, and we have established mechanisms in place to gather their views, ranging from large scale quantitative opinion surveys to small, local sessions on particular issues. This includes meeting regularly with representatives from NGO groups, media, Government and regulators. We contribute to industry-wide discussions and attend advisory groups. We also consult with consumer groups, and plan to expand this engagement still further in 2008.

In addition to this ongoing communication and engagement, we conduct a specific piece of stakeholder research annually to identify and prioritise the corporate responsibility issues that matter most to our stakeholders in the context of financial services. This work feeds directly into our corporate responsibility strategy. It ensures we are focusing our resources effectively on the issues that are of most concern to the people who matter most to our business. These issues are also the focus of this Report.

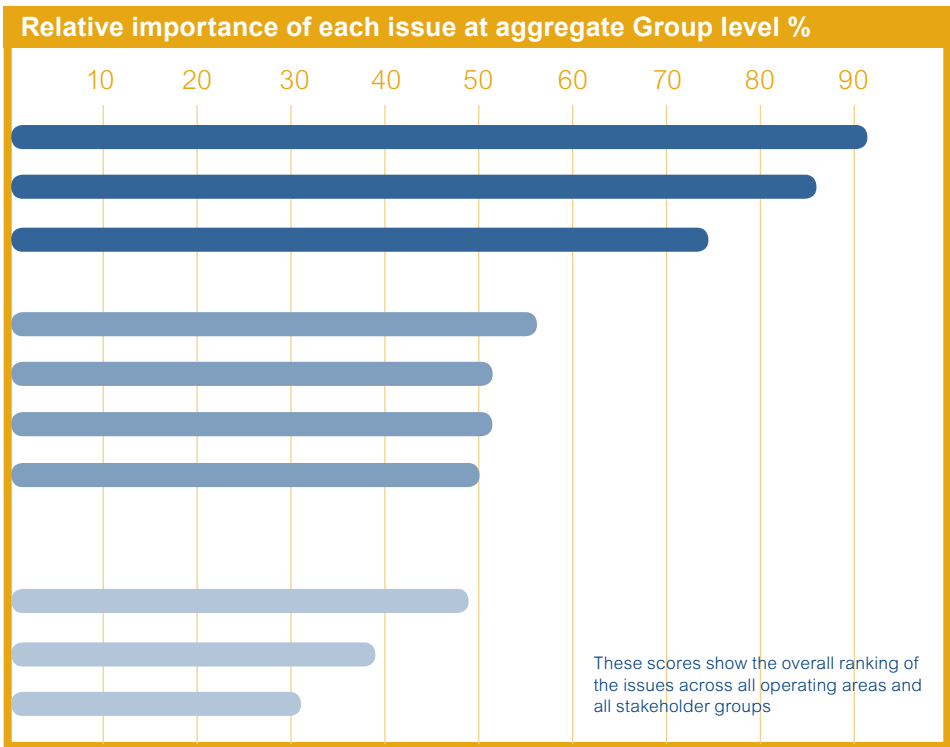
## Process

We wanted to build a detailed picture of the issues landscape across the Group's global footprint. We therefore expanded our stakeholder research in 2007 to include a specific focus on the following customer-facing divisions: Retail Markets, Ulster Bank Group, RBS Americas, Corporate Markets and RBS Insurance. We used qualitative work to effectively explore the issues and then conducted quantitative work to deliver a robust prioritisation of them. This delivered a ranked list of issues for each part of the business, both by stakeholder group and overall. We were then able to calculate the relative importance of each issue at aggregate Group level.



## Group issues

- 1 Financial Crime
- 2 Customer Service
- 3 Selling/Lending Practices
- 4 Employee Practices
- 5 Direct Environmental Impact
- 6 Community Investment
- 7 Global Lending and Project Finance
- 8 Financial Education
- 9 Financial Inclusion
- 10 Small Business Support



Our research process included:

**26 focus groups comprising:**

- Personal customers
- Business customers
- Employees

**26 in-depth interviews comprising:**

- Corporate markets customers
- Investors
- Government representatives
- Regulatory bodies
- The media
- NGOs

**7 quantitative surveys comprising:**

- Consumers
- Small and medium sized businesses
- Employees
- Government
- Opinion formers.

**Results**

The graph above shows the combined top ten issues across the different operating areas. The overall issues landscape is relatively consistent, both across the different stakeholder groups and for the different areas of our business. There are some variations in the order of importance of issues between stakeholder groups and markets, and the precise focus of the issue varies in some cases, but the similarities outweigh the differences. The only exception was Insurance. While many of the other issues identified hold true in the context of the Insurance business, our stakeholders also raised some insurance-specific concerns. These sit just below the top ten list at a Group level.

This report provides an overview of the RBS group activity in 2007 on each of the top ten issues. ABM AMRO produced an interim report on their 2007 activities. This can be found at [www.ABNAMRO.com/sustainability](http://www.ABNAMRO.com/sustainability). The efforts of the enlarged Group will be reported in the 2008 CR Report.

# Financial crime

[www.rbs.com/financialcrime](http://www.rbs.com/financialcrime)

1

At its heart, this issue concerns the most fundamental responsibility of a bank: to keep its customers' money and personal details secure.



Martin Robbins, Senior Manager Fraud Investigations

“ NatWest gave me an extra security card reader... I was impressed with that. ”

Customer, ABC1, 40+ yrs

## Issue overview

Financial crime is the leading issue for all our stakeholders. As the fastest growing crime in the UK, it is unsurprising that this is a subject of real concern. At its heart, this issue concerns the most fundamental responsibility of a bank: to keep its customers' money and personal details secure.

Our research showed that most stakeholders accept that responsibility for this issue is shared between the banks, individuals, regulators and Government. Nevertheless, they place the greatest burden of responsibility on banks. We understand these expectations and work hard to achieve our vision of the RBS group being the safest place to do business.

The banking sector is proactive in trying to prevent fraud, and RBS is also at the forefront of this activity. We have an internal unit dedicated to improving security and countering fraud employing over 1,200 people in the UK. The cost to run this unit equates to the annual budget of the City of London Police - the UK's leading force in fighting fraud. In 2007 we also contributed £1.4 million to industry initiatives to tackle financial crime.

## Key developments in 2007

Our ongoing efforts to ensure the security of our systems in 2007 included the introduction of over 30 new fraud prevention initiatives, representing an investment of £5.8 million. Our investment makes good business sense – for every £1 we spend on our Fraud Controls Programme we reduce fraud by £7. Some highlights of this programme are detailed below.

## Securing our systems against fraud

We constantly look to develop and test new ways of preventing fraud and financial crime. In 2007 we introduced a new automated system to alert our customers to potential suspicious transactions on their cards. Additionally, our credit card customers can also opt for free fraud text alert messages sent direct to their mobile phones. These services enable us to validate customer transactions more quickly than before and to put a “real time” stop on cards at risk. This prevents further fraudulent transactions.

Card cloning is a common way to commit fraud. It can be achieved most easily in situations where a card is taken away from the customer's sight to be swiped, for example in a restaurant. In March we launched Streamline Pronto, a new mobile proposition for UK retailers. Since this device can be brought to the customer it allows the card to be kept in sight at all times. Over 3,000 terminals have been placed with both new and existing retailers in just nine months.

ATMs and bank branches will always be potential targets for criminal activity. We constantly review all our ATM units to ensure their continued resilience against attacks. We have tightened security measures in branches in high risk areas, specifically in Manchester, London, Belfast and Dublin, and work closely with police in these and other areas to create a safe environment for our customers and staff. Attacks against our branches were down by 25% this year and branch losses fell by 67% compared to 2006 figures.

Systems alone are not sufficient for tackling financial crime – our success is also dependent on our people. To ensure that all our employees are well equipped to identify and address fraud, we make considerable investments in staff training and awareness.

## Focus on...



Thanet Grange, Southend

## 24 hour protection

Card skimming is a common fraudulent activity. Our specialist fraud team monitors transactions 24/7. Whenever we identify a commercial outlet as a point where our customer details are being compromised we systematically crosscheck all our customers who have recently used the same facility and put markers on their cards to protect them from fraudulent use. In 2007 we protected 289,155 customers' cards in this way.

**Opposite page: Extra security card reader randomly generates an additional password for safer online transactions.**



This year we produced a video highlighting the consequences of internal fraud which was distributed to all staff. We also incentivise employees to tackle financial crime in their roles: in the US, the Citizens 'Fraud Stopper Program' rewards employees who go above and beyond their normal job responsibilities to prevent fraud against the Group.

Efforts to tackle financial crime are most effective where they are collaborative between industry and regulators. RBS was among the first to load fraud data onto the new Fraud Intelligence Sharing system in December 2007. It allows APACS members and law enforcement officers to have access to an area of central intelligence, including data on card and non-card fraud. A survey of Law Enforcement Agencies in the UK showed that we have a significantly higher percentage of cases taken forward for investigation than our peers.

### **Tackling financial crime online**

'Phishing' is the practice of sending emails purporting to come from a bank in an attempt to get customers to disclose their bank details at a bogus website. It poses a significant challenge to the Group, and in 2007 we faced a direct and concerted

attack. As soon as we are alerted to the existence of a phishing site by our staff or customers we take rapid steps to have it removed or taken down. A research study conducted by Cambridge University in August 2007 found that NatWest took down phishing sites quicker than any other major global bank.

### **Helping our customers protect themselves**

While our customers have a responsibility to keep their financial records secure, we equip them with the knowledge and tools to assist in this. Engaging our customers to be more vigilant is vital in the fight against fraud. We also aim to provide our customers with practical assistance and this makes a real difference. One of the ways we achieved this in 2007 was by offering customers free McAfee® anti virus software to enable them to make their home PCs more secure. Over 64,000 customers have taken up this offer so far. Online customers were also given enhanced security card readers in 2007. These devices supplement the customer's memorised information (PIN, password) with an additional password that is randomly generated by the device each time their chip card is read. It provides an extra level of security when it is needed the most



and is beneficial when making significant changes to the account, such as setting up a standing order or adding new payees. We have distributed the readers to 1.4 million customers so far and we will complete the rollout with a further 1.2 million in the first six months of 2008.

We also continue to distribute messages about fraud prevention through our statements, website and inserts in mailings. Our strategy for customer fraud prevention communications won an Excellence Award from the British Association of Communicators in Business (CiB).

#### Dealing with customers affected by fraud

When a customer becomes a victim of fraud our priority is to rectify the situation as quickly as possible. Our aim is to reduce the average time between a customer reporting a case of fraud and being refunded to just 24 hours. Currently over 60% of our eligible customers are refunded within 24 hours. Many of these customers are given a decision during their first call, and the Group's policy is having a real and positive impact for our customers.

When fraud is detected, putting a stop on the customer's bank card is essential, but can be frustrating if it leaves them without access

to funds. Our new "Emergency Cash" service provides a simple and 'cardless' method of accessing funds from any RBS, NatWest, Ulster Bank or Tesco ATM if a debit card is lost, stolen or stopped. In the first two weeks of launch 109 emergency cash credits were issued to customers.

During 2007 we also established a dedicated 'Identity Theft Fraud' team. They are leading the way in their approach to supporting victims of identity fraud in comparison to other APACS members. As well as providing support and advice to customers who have been a target of fraudsters, they also help individuals with no relationship to the Group who have had products opened in their name. An integral part of this service is registering instances of identity fraud with UK's Fraud Prevention Service, CIFAS. This exchange of information is important as it helps prevent the victims becoming the subject of further attacks.

These efforts are having a clear effect on customer perceptions. The latest internal survey results show customer satisfaction levels of over 80% for all victims of fraud.

#### Keeping customer data secure

Security of information was highlighted in our research as a particular concern amongst our stakeholders. As a bank, we hold a great deal of sensitive data and understand that with this comes considerable responsibility. We place prime importance on ensuring the security of customer information. All our laptops use encryption to protect information. We have processes in place within our offices to identify and securely dispose of confidential material. We have also been working closely with the Information Commissioner and Financial Services Authority (FSA) to review our procedures and ensure we are employing the best practices in this important area.

## 2008 Priorities

- Promote Risk Guardian – a fraud screening product to help reduce merchant liability from card fraud
- Extend extra security card readers programme to a further 1.2 million online customers
- Increase the use of online customer identification and address verification systems
- Invest over £2 million in the UK to enhance the physical security surrounding our Retail and ATM networks
- Establish use of technologies such as SMS text to keep customers updated on the progress of their fraud case
- Delivery of the Victims of Fraud Service initiative supported by APACS to improve the customer experience



Further information about financial crime, including a video about how we combat fraud and a guide to online security can be found online at [www.rbs.com/financialcrime](http://www.rbs.com/financialcrime)

# Customer service

[www.rbs.com/customerservice](http://www.rbs.com/customerservice)

# 2

Our customers need financial advice and explanations as well as day-to-day banking. This makes customer service central to everything we do.



Ulster Bank Branch at Blackpool in County Cork

“Banking is private and I don’t like discussing it with somebody in a call centre; I want to talk to my branch.”

Customer, C2DE, 21-39 yrs

## Issue overview

We believe that one of our key responsibilities as a bank is to provide a high level of customer service that responds to the individual requirements of our personal and business customers. We therefore strive to build long-term relationships that are mutually beneficial in order to understand the needs of customers and prospective customers. We also appreciate that some people find financial products complex. A vital aspect of our service is offering advice and appropriate products in a clear and helpful way.

We constantly monitor our level of customer service to ensure that we are meeting our goals in this area. We provide an overview of key activity on customer service below.

## Key developments in 2007

### Providing access to our services

We strive to provide easy access to a high-quality and professional level of service to all our customers on an ongoing basis. This is one of the most important ways in which we can help our customers choose the products and services which are best suited to their individual circumstances and needs.

In order to deliver consistently high-quality service to everyone, we need to make sure we meet the varied needs of our broad customer base. For individuals who struggle to fit managing their finances into the working day, internet banking is a great resource. In 2007 we launched a mobile phone banking

trial to provide customers with another way to control and access their money. Nevertheless for those customers with limited access to computers, or who live remotely, keeping our extensive branch network is essential. With 2,278 branches between them, RBS & NatWest continue to have the UK’s largest branch network. As well as continuing our no branch closure policy, we also refurbished or upgraded 198 branches and increased the number that open on a Saturday. In the island of Ireland, Ulster Bank has invested significantly in 10 new branches bringing their total up to 282, and in the US, Citizens has 1,620. *YourMoney* has recognised our efforts in this area, naming NatWest Best Overall Branch Network Provider in 2007.

### Providing call centre service

Our research showed that our customers prefer to telephone call centres which are based in the country they are calling from. Against the trend in our industry, we continue to operate our call centres in the countries where we do business, rather than overseas.

We are always looking for ways to make our processes more efficient in call centres in order to provide a better experience for our customers. To help us deal with queries more quickly in our insurance business, we are piloting a second point of contact for telephone advisers to use if they need help to answer a customer enquiry. Results so far show that this has significantly sped up the process for customers.

During 2007 we ran a six month pilot in our insurance call centres to focus on the way our staff interact with customers. We assigned one day a month to focusing on the quality of calls. This involved managers handling calls whilst telephone advisers listened in. This exercise gave advisers an opportunity to stop and think about how they talk to the customers they deal with everyday. During the pilot period the number of calls passing our internal quality standards rose by 10%.

## Focus on...



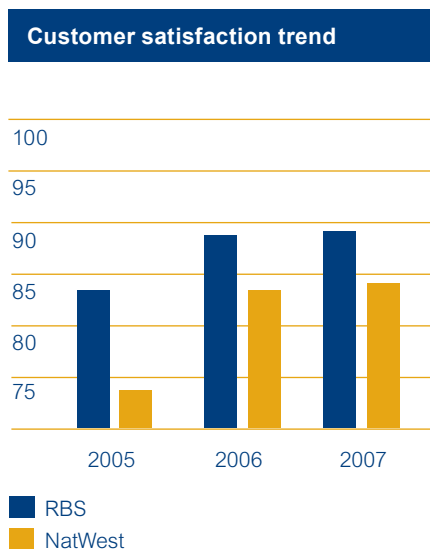
### Service that goes above and beyond

The Lower Don Valley was badly affected by the floods of 2007. 14,500 businesses were affected in total. Andy Shooter, Director of RBS Commercial Banking Sheffield, explains how the Group was able to help:

“We were able to give loans and credit facilities on a 24-hour turnaround to help these businesses get through. We also made sure that we visited our businesses to see the challenge our customers faced. I think this was very much appreciated.” In other areas, local branches also extended their opening hours.

**7,230**  
credit and debit card  
transactions are processed

**1,461**  
customers make a withdrawal  
from our ATMs



In 2007 RBS was once again rated Number 1 major High Street bank for customer satisfaction in an independent survey of banks, and NatWest was rated Number 2.

**Offering advice**

Our research shows that customers value the provision of high quality financial advice that helps them assess their financial status and select the best products and services available to them when they need them.

In 2007 we extended our capacity to deliver this service by adding 764 Customer Advisers to our existing network. These advisers are based in local branches and are therefore able to provide advice to our customers quickly and easily. We also conducted a total of 1.2 million personal financial reviews in RBS and NatWest in 2007, an increase of 230,000 compared to 2006. These reviews are pre-booked appointments lasting around one hour. The aim of the session is to explore with the customer how they can save time and money and feel more confident about their finances. The Customer Adviser takes the individual through a number of questions on screen and comes up with a series of options based on their answers. We have also increased the number of advisers in specialist functions, e.g. Personal Mortgage Advisers, Financial Planning Managers and Savings and Investment Managers, in order to meet the needs of more of our customers.

**Listening to customers**

Listening to our customers is key to enabling us to understand their needs and how they are changing over time. We can then respond by improving our practices and training accordingly. We conduct extensive customer satisfaction research to help us understand how we are performing in this area and the results are encouraging. Both RBS and NatWest saw an improvement in their scores in the past year, as the chart opposite demonstrates. Additionally, in 2007 RBS was once again rated Number 1 major High Street bank for customer satisfaction in an independent survey of banks, and NatWest was rated Number 2.



We also recognise that our colleagues who serve customers every day often know best what we can do to improve our service. At Citizens we undertook a range of activities to make sure those ideas came to the fore. This resulted in more than 270 improvements and an increase in our customer satisfaction score to 85%.

We have a number of mechanisms in place, across all our businesses, to ensure we get feedback from our customers on an ongoing basis. For example, over 5 million surveys were sent out to NatWest and RBS customers in the UK during 2007, and we received 600,000 detailed responses. In 2007 we also set up a new business banking survey, and asked over 13,000 of our small business customers for their views on the service they receive. At Citizens we have a large ongoing customer satisfaction survey which goes out to approximately 600,000 customers each year.

For customer feedback to be worthwhile it needs to be clearly communicated to our employees dealing directly with customers. In RBS Insurance we have set up a process to capture customer feedback and pass this back to the person who handled the initial call. Over 1,000 pieces of feedback



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# 351

customers are served  
in our branches

# 131

calls are answered in Retail  
Customer Service Centres

# 116

online banking transactions  
are processed

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are captured and relayed each month. This system allows us to identify training needs and also to recognise good service where compliments have been received.

Customer feedback is often the origin of improvements to our service. For example, insurance customers told us they were frustrated with the amount of paperwork involved in moving their insurance between RBS owned brands (e.g. Direct Line to Churchill) at the time of renewal. We have changed our systems in response so that customers are no longer asked to provide proof of their No Claims Bonus.

### Delivering business banking

We also aim to always deliver a high level of customer service to the businesses that bank with us, and appreciate that they have different needs from personal customers. We have received a number of awards in 2007 in recognition of our commitment to serving our SME customers. NatWest Business Banking won the NACFB 'Business Bank of the Year' for the 4th year running. RBS and NatWest Business Banking won joint first place in the *Financial Times* Financial Adviser Awards, for 'Commercial Lender of the Year'.

UK Business Banking collected three awards at the 2007 *Your Money* Awards in July. The awards were: Best Business Bank –

**Over 5 million customer satisfaction surveys were sent out to NatWest and RBS customers in the UK during 2007.**

NatWest; Best Branch Network, Business Banking – NatWest; Best Online Business Banking Provider – RBS. Small Business Administration (SBA) named Citizens Number 1 lender in all markets and Number 2 lender in the US.

### Responding to complaints

We aim to respond to all customer complaints immediately. If we have not been able to resolve the complaint within one week, then we will write to the customer explaining the cause of the delay, who will be dealing with their complaint and when they can next expect contact. Across NatWest and RBS Retail and Business Banking in 2007 we resolved between 92-97% of customer complaints within two weeks. These levels demonstrate a steady progress on 2006.

In 2007 Citizens established a new system to track the nature and level of customer complaints at our PhoneBank. This tracking enables us to understand the different reasons for calling and therefore improve the way calls are serviced. We can also monitor quality via this system. All calls that come into the PhoneBank are recorded, and a sample of around 2,000 are observed and analysed by the PhoneBank's Quality Assurance Group. We can use the data from this to measure our progress over time.

## 2008 priorities

- Retain RBS and NatWest as Number 1 and Number 2 for customer service in UK
- Increase numbers of Customer Advisers in branches
- Continue no branch closure policy
- Open further RBS and NatWest branches in the UK and extend Saturday opening
- Introduce an online forms system to improve accuracy and efficiency around change of address and personal details
- Deliver training so that our teams better understand the needs of customers



Further information about customer service, including details of how we are developing new, more convenient ways for customers to make payments can be found online at [www.rbs.com/customer-service](http://www.rbs.com/customer-service)



# Selling and lending practices

[www.rbs.com/sellingandlending](http://www.rbs.com/sellingandlending)

3

We have a responsibility to encourage our customers to plan for the future as well as helping them to save and borrow sensibly.



“Financial companies have a responsibility to provide information which is clearly understood, in plain English.”

Customer, ABC1, 21-39 yrs

## Issue overview

The importance of selling products and lending money suited to the needs of the individual customer, in a responsible way, remained a key stakeholder concern in a turbulent year.

While stakeholders do perceive that responsibility for this issue is shared – with consumers, Government and regulators having an important role to play along with financial institutions – some feel that the relative ease with which credit was available contributed to the problem.

As we stated in last year's report, making the right decisions about who to lend to and how much to lend is a core determinant of our success or failure as a business. It is never in anyone's interests to lend money to those who are unable to repay it. We constantly strive to ensure we do not lend more than our customers can afford. In fact, our total impairment losses as a proportion of customer loans has fallen to 0.4%. This is equivalent to 1p for every £250 lent, amongst the best performances in the industry.

Other issues related to our selling and lending practices include the level of support provided to customers who do get into difficulty, the clarity of our communication materials and our efforts to actively encourage customers to manage their finances in a responsible fashion. We have made good progress in all these areas in 2007 and provide an overview below.

## Key developments in 2007

### Lending responsibly

RBS is a supporter of the Banking Code, which sets standards of good banking practice for financial institutions. This includes a key commitment to lend responsibly by ensuring that, before we lend any money or increase credit limits, we assess customers' ability to repay. To achieve this we have a robust credit assessment process that includes the use of credit and behavioural scoring techniques as well as data from credit reference agencies.

We continually look to improve our use of internal and external customer information, the increased availability of which in 2007 enabled us to enhance our credit systems and processes by better utilising the new data available.

Setting clear credit limits is another way we help customers manage their finances. This year we have updated our process for determining limits for our customers, replacing some manual checking with automated data validation where appropriate. This has created a much quicker and more robust system. We also use a scorecard system to assess an individual's level of risk. This has been further developed this year to include the most recent internal and external account performance.

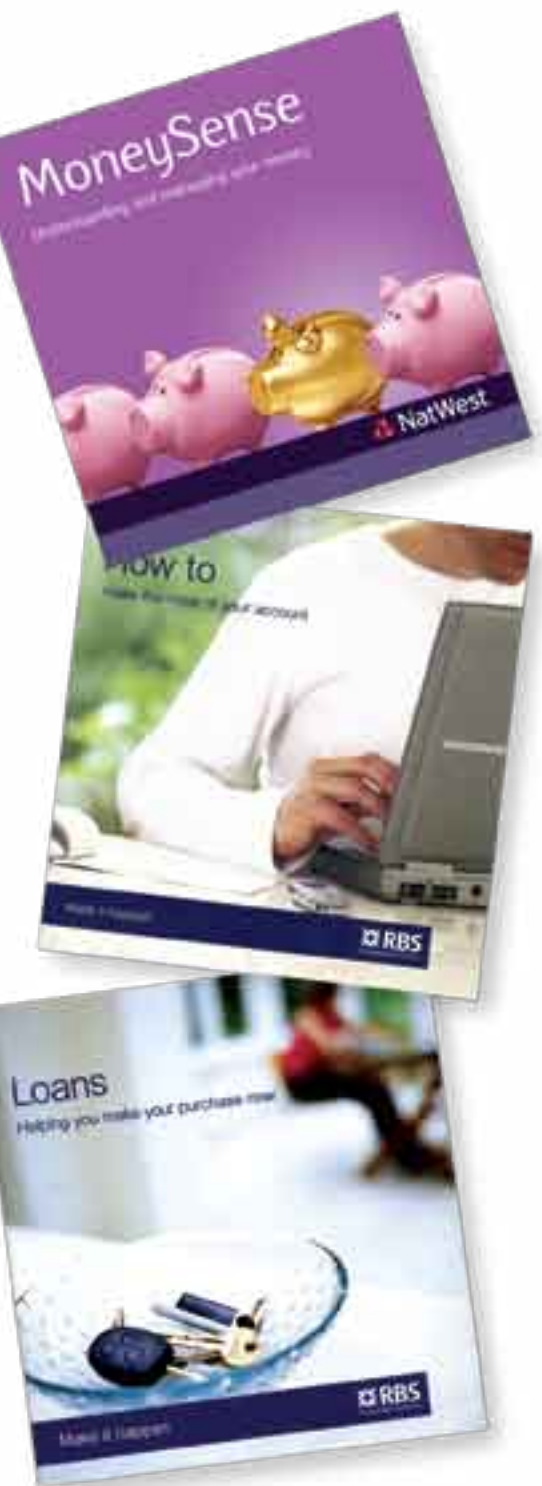
At Citizens we use 'FICO' scores, a credit score system that provides a gauge of the likelihood that customers who take out loan products will be able to pay their bills. In the past year we have tightened our policy for the minimum scores customers must have before we offer credit. It is notable that Citizens has not been involved in the sub-prime mortgage lending market.

## Focus on...



### Helping businesses in need

Structured Business Solutions (SBS) is a new team that has been created to provide dedicated individual relationship management support for businesses experiencing challenging trading circumstances. Adopting a collaborative approach, the team aims to address the underlying issues causing the adverse business performance. Sarah and Richard Sproston welcomed the support offered by SBS manager, Keith McGuffie. Their new venture, Beechwood Nursery, is now trading profitably following Keith's guidance and help.



### Selling responsibly

Ensuring that the financial products we sell are clear and transparent and that we help customers choose products suited to their individual needs is one of our central responsibilities as a bank.

A particular concern that emerged from our research was the impact that sales targets can have on the way employees go about selling financial products. Recognising the importance of customer service, we reviewed our incentive scheme and changed it to give branch based customer service staff the opportunity to earn a similar ratio of reward for customer service and sales.

We are vigilant in ensuring all the leaflets and brochures we produce are as clear as possible. We use a robust system to check that their content is correct and can be substantiated. This year we enhanced our “One-Stop Clearance Shop” – this is a centralised process which checks that all our communication materials and messages are accurate and not misleading. Similarly, in our Insurance operations, all materials are reviewed to ensure they are in line with FSA guidelines and other relevant bodies. We ensure that all qualifying conditions and exclusions are made obvious in our marketing rather than hidden in the depths of the small print so that customers get an accurate picture of our products.

Our responsibility extends to encouraging customers to save and plan for the future as well as helping them to borrow sensibly. We currently offer a number of attractive insurance and investment products including:

- **Simple Life Protector** – an assurance plan designed to provide life cover quickly and efficiently for all of our customers.
- **Capital Protected Investment** – a product that allows customers to benefit from investing in the stockmarket without putting their capital at risk, providing they hold the plan to maturity.

- **Guaranteed Life Protector** – an insurance plan designed to suit lower socio-economic groups with little in terms of savings to pass on. There is no medical underwriting and even pre-existing conditions are covered.

### Payment Protection Insurance (PPI)

PPI policies are sold to help consumers keep up monthly repayments in the event that the policyholder can't work because of unemployment, accident or illness. They are an area of concern for many stakeholders who feel this product is mis-sold by financial services companies and consumers often fail to understand the policies they are buying.

Our view is PPI is a useful product that can give individuals protection from unforeseen circumstances. We take great care to ensure that our employees are trained to sell PPI in an appropriate manner and in full compliance with FSA rules. We use the FSA's Insurance Conduct of Business (ICOB) handbook on insurance practices to train branch and call centre staff. Existing advisers are also subject to ongoing assessment through annual tests and monitoring. We carry out regular PPI customer surveys and mystery shopping exercises to check that the branches are following our policies.

### Supporting customers in difficulty

Changes in our customers' individual circumstances, and their ability to adequately control their finances, can lead to financial difficulty. We aim to identify customers at risk as early as possible so that we can provide support. We have developed an early warning system that helps us to do this. Customers exhibiting signs of financial stress are contacted by phone or letter and a trained member of staff will discuss their situation with them. They will then be offered a number of payment options that can help them manage their circumstances. This service has been well received by customers and employees.

To further support customers in financial difficulties, we are keen that our industry continues to develop a close working relationship with the money advice sector. In acknowledgement of the importance of the availability of independent advice, we have committed to funding a position at the Citizens Advice Bureau in the UK for the next two years. This position is for a Financial Services Liaison and Social Policy Officer. We continue to be the largest corporate sponsor of the Money Advice Trust (MAT), a charity formed in 1991 to improve the supply of free and independent money advice. Our support allows the MAT to train Debt Advisers. More than 90% of the free money advice sector is trained using RBS funded materials and our aid supports 5,000 free places on training courses each year.

### Setting rates and charges

We understand that charges are an important consideration for our customers when managing their finances and choosing the right financial products. To help our customers decide what is the best product we are committed to communicating our rates and charges as simply as possible. At the same time we are also making it easier for customers to manage their finances by introducing new products and services which will help them to avoid incurring unnecessary charges.

For example, personal current account customers benefited from our terms and conditions being simplified and combined into a single document. This made the terms and conditions easier to understand and reduced the amount of text by 40%.

In 2007 we introduced several new product initiatives which offer our customers options to simplify how they manage their finances and minimise their charges. We introduced a new type of current account with the option to pay a monthly fee in exchange for lower unarranged borrowing charges.

We also introduced options for customers to have mini statements sent to their mobile phone or to receive an SMS alert warning them when their current account balance is approaching a specific level.

Our credit card customers are offered the convenience of paying all or part of their credit card balance by direct debit, which reduces the chance of a late fee being charged. We have made it easier for customers to set up a direct debit at the time of application and customers are reminded of this option if they query late fees. Customers can also call our customer services at any time to set up a direct debit.

We are also participating in initiatives to assist customers in searching for the right product such as the Financial Services Authority comparison tables for basic bank accounts and payment protection insurance and more recently choosing the right credit card. In 2007 Tesco Personal Finance launched Tesco Compare: a free and impartial search and comparison website which helps customers find the best car insurance for them. This successful site was independently named Best Price Comparison Site for Car Insurance by Consumer Intelligence in December 2007.

Finally, we have continued to work with the Government and regulators on industry reviews or initiatives. We are participating in the voluntary Personal Current Account Market Study being conducted by the Office of Fair Trading (OFT). We are also a party to the court case on unarranged overdraft charges, with the aim of providing certainty regarding the fairness of these charges. RBS is also a key participant in the OFT response to the Which super-complaint on the transparency of credit card interest calculation methods.

## 2008 Priorities

- Enhance our service to customers who get into financial difficulty by investing in additional resources and technology
- Develop flexible offering to allow increase or decrease of customer credit limits to suit individual needs
- Continue to optimise the use of internal and external data with our credit systems
- Develop our 'Manager of Managers' product proposition enabling customers to access industry-wide fund management expertise
- Develop our capital protected investment proposition to allow transfers from Cash ISAs in line with Government proposals



Further information about our selling and lending practices can be found online at [www.rbs.com/sellingandlending](http://www.rbs.com/sellingandlending)

# Employee practices

[www.rbs.com/employeepractices](http://www.rbs.com/employeepractices)

# 4

The way we manage, develop and reward our people impacts on all areas of the business including the customer experience.



“ Staff are one of the bank's biggest assets. ”

Edinburgh employee

## Issue overview

Our employees are the source of our enduring success, and we therefore invest in motivating, training and developing our people to maximise their potential. At the end of December 2007, the RBS group, excluding ABN AMRO, employed over 143,000 people across 36 countries.

Stakeholders recognise that the way we treat our employees impacts on all other areas of our business and feeds through directly to the customer experience. Our research also confirmed that we have a strong reputation as an excellent employer. For example, for the third successive year, the RBS Retail Network was placed in the *Sunday Times* list of 20 best big companies to work for, and Ulster Bank was highly commended in The Best Place to Work category of *The Irish News* Workplace and Employment Awards.

We continually strive to raise the bar in this field. We provide an overview of our activity with employees in 2007 below – additional information can be found on our website: [www.rbs.com/cr/employeepractices](http://www.rbs.com/cr/employeepractices).

## Key developments in 2007

### Ensuring employee wellbeing

We aim to give employees as much flexibility as possible in how and when they work. Balancing family time with work is often a concern for employees. The Group has a range of policies and practices to provide flexible working arrangements for employees.

We want to support our employees in all aspects of their lives. We re-launched and extended our global Employee Assistance Programme – now known as Lifematters – for our employees and their families. This is a free, confidential advice service available 24 hours a day, seven days a week. It covers information and advice on a variety of issues, from relationships and work to financial information.

The Lifematters service can be accessed by phone, is supported by online information and provides access to short-term counselling. The provision of services has been tailored to each country taking into account its specific legal, cultural and language requirements. In November 2007, Lifematters was launched in Australia, China, Hong Kong, Japan, Singapore and Germany, with a further 20 countries following in 2008.

Where problems occur in the workplace, employees need to know there is a mechanism for reporting this and getting advice. Our whistleblowing helpline was relaunched in 2007 as Speak Up. Speak Up is available to all employees who wish to report a serious concern in a confidential manner. This facility is available to employees 24 hours a day, seven days a week, 365 days a year.

Time away from work is not the only support we offer to employees with a new family. This year we focused on helping employees manage the transition from Maternity or Adoption Leave back to work by introducing 'Keeping in Touch' days. These allow employees to return to work for up to ten days paid whilst on leave without losing the right to statutory Maternity/Adoption Pay. This gives them a chance to catch up with colleagues and developments in their absence, easing the adjustment on their return to work.

## Focus on...



Darren and Kathryn Ali

### Flexible working

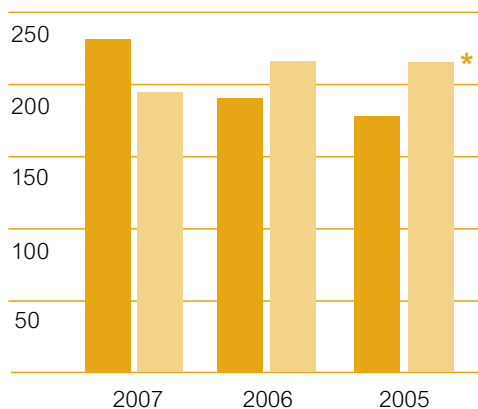
The Group has a range of policies and practices to provide flexible working arrangements for employees. These include compressed hours, home working, job sharing, part-time and variable working hours. There are also policies to allow time away from work, such as short and long-term employment breaks, dependants leave and winding down to retirement.

Darren Ali who took a short-term employment break to travel with his new wife said, "Being able to take an extended honeymoon made me feel extremely valued by the company."

## Employee practices

### Reportable accidents comparison

Injury rate per 100,000



- The RBS group (UK)
- Business and Finance
- \* HSE restated

The number of reportable injuries to employees, in the UK and Ireland, has increased from 183 per 100,000 in 2006 to 236 in 2007.

The increased profile of Health & Safety and improved awareness of accident reporting requirements is likely to have resulted in the rise in the number of reports in general. Specifically, there has been an increase in manual handling related injuries, falls and injuries associated with team building events.

We will focus on improving the management of key risk areas during 2008 to ensure the safety of our people. This is illustrated in the chart above.



Ben Morris took advantage of our YourWorld bike-to-work scheme that allows employees to make considerable savings on the cost of a bike. He also uses YourWorld carbon offsets and tax free bus season tickets.

### Rewarding our people

Our employees' pay is based on performance and total salaries and staff costs in 2007 amounted to £7.5 billion.

In addition, over 108,000 RBS staff received a 10% profit sharing bonus for the 10th consecutive year. This amounts to a total payout of £1.75 billion over the past decade. Employees can opt to receive all or part of this bonus in shares. We also have a variety of savings and incentive plans to align our employees' interests with those of our shareholders.

RBSelect is our benefits choice programme. We have enhanced it during 2007, including the introduction of a new Retirement Savings Plan option to 18,000 people in RBS Insurance. In 2007, the amount paid by the Group to pensioners was over £500 million.

We have also added new components to the RBSelect programme that encourage and reward environmentally responsible employee behaviour. The RBS group is the first employer to offer tax-free bus travel for commuters on a nationwide basis. We have also made improvements to the cycle to work option. This scheme allows employees to pay for a bike at a 26% discount from our cycle partner in monthly instalments from their pre-tax and pre-National Insurance income.

We have launched our Total Reward Statement online and increasing numbers of employees are opting for completely paper free communications from RBSelect. The programme is now established as an online offering in countries across Europe and Asia. It will launch in North America in 2008.



## 2007 Group EOS results vs Financial Services Norm (%)

Category	2006	2007	2007 Group vs Norm
Communications	70	72	+13
Cooperation and Working Relationships	77	80	+7
Customer Focus	79	81	+2
Division Leadership	65	70	+8
Efficiency	58	62	+5
Employment Security	76	78	+8
Image and Competitive Positions	67	69	+6
Innovation	73	75	+4
Job Satisfaction and Engagement	69	71	+2
Managing People and Change	71	74	+6
Performance Management and Development	65	67	+4
RBS group leadership	69	76	+11
Recognition and Reward	67	68	+11
Respect and Diversity	75	78	+8
Workload and Worklife Balance	66	67	+5

### Monitoring employee satisfaction

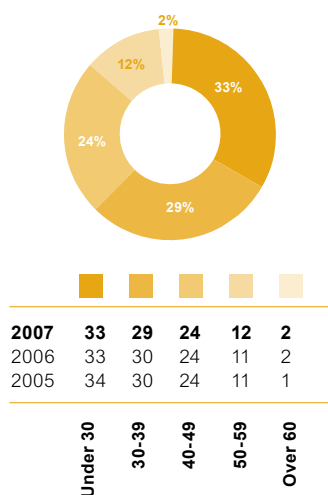
Measuring and monitoring our employees' levels of satisfaction is one of the most important ways in which we can assess the effectiveness of our policies and practices. Each year we seek their views, benchmark their responses against our peers and then act on what they tell us.

We made improvements to the Employee Opinion Survey (EOS) in 2007 to make it easier for employees to participate. We reduced its length by 25%, and we increased online access to reach 94% of employees. More than 129,000 employees participated in the survey across 36 countries. This translates into a response rate of 90%.

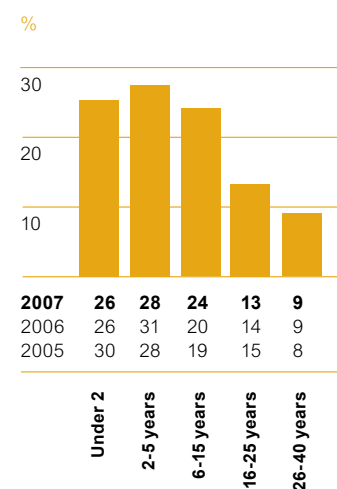
This was the highest response rate the Group has ever achieved and we exceeded the Global Financial Services norm on all of the 15 measures, for the third year running.

2007 saw the introduction of a section on leadership into the survey. This allows us to benchmark our leadership against peer organisations worldwide. This rich source of data is also helping to inform our leadership development programmes across the Group.

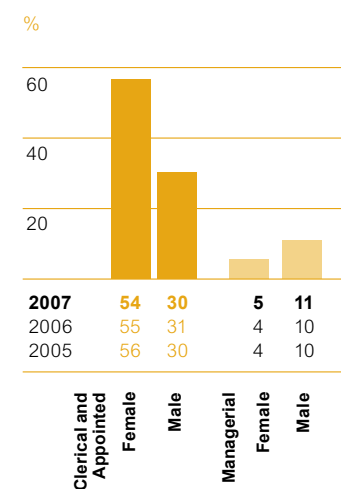
## Age profile



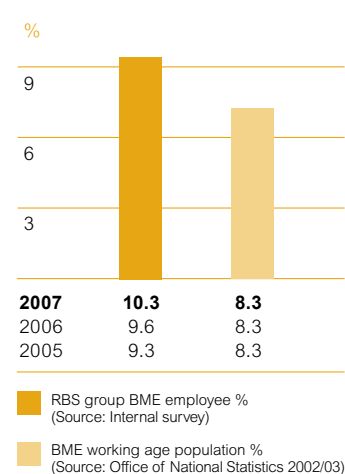
## Years of service



## Gender profile



## RBS group % of black and minority ethnic (BME) employees in the UK



## Promoting diversity

We promote diversity in all aspects of our business and do not tolerate discrimination of any kind. The above charts show the profile of the Group in terms of gender, tenure, age and ethnicity.

Our approach to diversity in the workplace has won us various awards and accolades during 2007. These include Gold Standard Awards from 'Opportunity Now' and 'Race for Opportunity'. RBS group was also included in 'The Times Top 50 Where Women Want to Work' list.

RBS group participated in the Employers' Forum on Disability (EFD) benchmarking and moved from 18th to 6th overall and 2nd in financial services. The EFD also awarded RBS group three 'Diamond Awards' for excellence in disability management in the following categories: making reasonable adjustments, accessibility of information and listening to disabled people.

The Royal Association for Disability and Rehabilitation (RADAR) short-listed RBS group in two categories at their 'People of the Year Awards' – Employment Award and Customer Service Award. RBS group was also short-listed for a Race for Opportunity Award in the category of Leadership.

Ulster Bank Group won an O<sub>2</sub> Ability Award 2007 for our commitment to disability in the workplace.



### Training and development

We continue to invest in training at all levels of our business. Employees are able to access training modules through a single platform, launched during 2007. We made this available to more than 90,000 employees and plan to extend this globally. This online tool has provided a variety of new learning materials to support ongoing learning and development.

In 2007, Duke Corporate Education developed and delivered an Executive Leadership Programme for RBS group. This was designed to challenge our executives to deliver better customer experiences. Executives were asked to identify organisational obstacles impacting on the Group being 'easy to do business with' and to develop their recommendations for change.

In addition to the Executive Leadership Programme, the Business School continued its delivery of Senior Manager Programmes. A total of 830 senior managers from across the Group participated in 16 programmes. Several of the ideas generated in a number of these sessions are being progressed by the relevant business divisions.

It is important that we have a mechanism for identifying and developing talent amongst employees at all levels. At RBS group this is done through our TalentWatch scheme. TalentWatch provides our line managers with a framework to review and take action on the talent and capability of their team.

In 2007 we extended this scheme into the US and Asia. We estimate that over 20,000 people worldwide have now been evaluated using TalentWatch.

We also introduce a new tool this year to capture and manage information on employees who have been assessed through TalentWatch. This has given us the ability to generate information on performance, potential, mobility and demographics, which will enhance our understanding of talent and diversity across the Group. Our work in TalentWatch was noted in the 2007 UK HR Excellence Awards, in which we were finalists, and the Scottish PLC awards where we won the Developing Your People award.

2007 saw Citizens launch its first Executive Development Programme, Leaders Teaching Leaders. This year-long programme, which focuses on individual, team and organisational development, has proved very successful.

Ulster Bank Group developed and implemented its Journey to One leadership programme in 2007. This programme is based on the principle of leaders acting as teachers, engaging with their teams to embed the values and goals of Ulster Bank Group. In 2007 we held 117 workshops and delivered 75,000 hours of teaching to build the ethos of putting customers first. This investment resulted in a marked increase in employee engagement within Ulster Bank.

Our Manufacturing business developed and rolled out its Good to Great Business Leaders Programme based on the premise that when leaders teach they also learn. This programme was delivered to 3,700 leaders within the business and was followed up with key messages being relayed back to all employees.

### 2008 priorities

- Extend our global Employee Survey (EOS) to ABN AMRO colleagues joining RBS
- Extend our employee engagement strategy into ABN AMRO, including the service excellence through people initiative
- Strengthen the supply of future leaders by extending TalentWatch internationally
- Extend our cross-cultural training programme "Working Successfully in an International Business Environment" across all businesses and geographic areas
- Extend our employment policy framework and implement global standards
- Rollout askHRDirect service proposition into Europe and Asia.
- Embed Work-Out, the RBS problem solving framework, across the Group
- Rollout RBSelect internationally



Further information about employee practices, including details of our policies on employee rights and trade unions, and information on health and safety, can be found online at [www.rbs.com/employeepractices](http://www.rbs.com/employeepractices)

# Environmental impact

[www.rbs.com/environment](http://www.rbs.com/environment)

# 5

Climate change poses a significant threat. We are minimising the carbon intensity of our operations and helping employees manage their own impact.



NatWest pilots new technologies at Blackpool branch

“ RBS has developed an environmental policy that expresses its commitment to address both direct and indirect environmental impacts. ”

Innovest Report on Intangible Value Assessment, 2007

**Scope and responsibilities of RBS Group Environment Board**

**Group Environment Board** sets the policy and strategy. These policies are then implemented via four working groups:

Product and service innovation	Environmental risk	Employee engagement	Group footprint
<ul style="list-style-type: none"> <li>Carbon trading and offset products</li> <li>Green savings and investments</li> <li>Green asset finance</li> <li>Online/Low impact service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Environmental credit risk</li> <li>Reputational risk</li> <li>Regulatory risk and third party liability</li> <li>Property asset value and business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Information and advice</li> <li>Environmental behaviour in the workplace</li> <li>Green products and offers for home</li> <li>Recognition and rewards</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> <li>Travel</li> <li>Waste and recycling</li> <li>Purchasing and supply chain</li> </ul>

**Issue overview**

2007 saw climate change sweeping to the top of the political, business and consumer agenda. Stakeholders are clear that this is an issue no business can afford to ignore.

Our carbon footprint per full time employee is one of the lowest amongst UK banks. Nevertheless, we aim to reduce this by one fifth per FTE between 2007 and 2011 and are on track to achieve this.

Our efforts in managing the Group's environmental impact have been recognised by others. The ratings agency Innovest upgraded us to AAA for managing social and

environmental risks and opportunities, and we were again included in the Dow Jones and FTSE4GOOD sustainability indices. RBS group was included in the Carbon Disclosure Project's Climate Disclosure Leadership Index and we were one of only three banks globally to receive a score of 95% or higher. In a list released annually at the World Economic Forum in Davos, we were included among the world's 100 most sustainable companies for the first time.

**Key developments in 2007**

In November 2007, a specially appointed Group Environment Board was established with responsibility for overseeing our activities in this area. The board is the formal governance group for all environmental issues and has senior management representation across the Group. It focuses on four specific areas: product and service innovation, environmental risk, employee engagement and the Group's footprint. The table above shows the scope and responsibilities of the Group Environment Board.

**Product and service innovation**

Paper use is one of our biggest environmental impacts as a financial institution. We send over 15 million statements a month to customers. Since December 2007 we gave all our online banking customers the choice to opt out of paper statements in favour of e-statements. This service is due to be expanded to include more customers and accounts over the course of 2008. It offers our customers a greener way to bank whilst reducing our own impacts. Over 250,000 customers have opted out of paper statements so far, resulting in 3 million less statements each year. Citizens also introduced e-statements in 2007 and expect to save at least 10 million sheets of paper in 2008.

In addition, we are committed to finding ways to alter our business practice to reduce our impacts. Recycling office paper is a clear priority and the Group recycled 23,000 tonnes of paper during 2007.

## Key environmental data

\* Central Europe/Middle East/Africa

Utilities	2007 UK & Ireland	2006 UK & Ireland	2007 USA	2006 USA	2007 <sup>1</sup> CE/ME/A*	2007 <sup>1</sup> Asia/Pacific
<b>Energy usage in premises</b>						
Total energy consumption (GWh)	999.65	1022.10	283.9	267.6	5.38	13.85
• Renewable electricity (% of renewable electricity relative to total energy consumption)	32.25%	46.80%				
• Renewable electricity (% of renewable electricity relative to total electricity consumption)	49.25% <sup>2</sup>	74.00%				
<b>CO<sub>2</sub> emissions from property based energy use</b>						
CO <sub>2</sub> (kilotonnes)	216.56	153.70	107.2	103.1	1.98	8.88
CO <sub>2</sub> /FTE (tonnes/FTE)	2.13	1.52	4.47	4.23	1.70	3.89
<b>Property based water consumption</b>						
Water usage (million m <sup>3</sup> ) in metered premises	1.82	2.19	6.0			
<b>Business travel<sup>3</sup></b>						
	2007 UK & Ireland	2006 UK & Ireland	2007 USA	2006 USA	2007 <sup>1</sup> CE/ME/A*	2007 <sup>1</sup> Asia/Pacific
<b>Distance</b>						
Air (million kilometres)	213.81	197.80	41.1	37.1		45.76
Road (million kilometres)	141.69	132.90	45.4	49		
Rail (million kilometres)	38.32 <sup>4</sup>	29.60 <sup>5</sup>	0.6			
<b>Estimated CO<sub>2</sub> emissions</b>						
Total business travel-related CO <sub>2</sub> emissions (kilotonnes)	63.33	50.90	20.1	19.1		5.27 <sup>6</sup>
Total business travel-related CO <sub>2</sub> emission per FTE (tonnes/FTE)	0.62	0.50	0.84	0.78		5.80 <sup>6</sup>

<sup>1</sup> First year of collection

<sup>2</sup> Since October 2007, all electricity contracts under RBS control have come from renewable sources

<sup>3</sup> Data relates to centrally booked travel

<sup>4</sup> UK and Ireland

<sup>5</sup> UK only

<sup>6</sup> Air travel only

The deterioration in energy consumption figures reflects increased accuracy and coverage of data reported. The reported reduction is temporary and reflects the short-term use of brown electricity while negotiating new renewable energy contracts. As from 1st October 2007, all contracted electricity in the UK and Ireland is from renewable sources.

The increase in business travel emissions reflects the increasing geographical spread of the Group's business.

We appreciate we have an opportunity to help our customers make environmental choices through the products and services we offer. Ulster Bank launched a pilot solar mortgage in February 2008 which enables our customers to finance the installation of solar power in their homes at a 50% discount to our standard mortgage rate. This is in collaboration with the UK's leading solar energy company, Solar Century. The partnership with Solar Century includes full support for customers as they negotiate any planning or grant applications.

We recently launched a carbon offset product which allows customers to reduce the impact of their emissions by supporting projects that reduce carbon emissions elsewhere. We have selected a range of projects across the world and in different industries. All pass stringent independent checks to prove they are generating carbon benefit and some are also approved by the United Nations under the Kyoto Protocol.

#### Environmental risk

Operational risk assessments are conducted as part of the management and maintenance of our own property portfolio strategy. Risks from flooding, tremors and changing climate provide challenges from protection of facilities and services, to business continuity and safety of staff. These risks are routinely evaluated and assessed, and contingency and preventative measures implemented and assessed. In addition, we applied our insurance risk modelling procedures to review the inherent risks in our own property portfolio from extreme weather events such as flooding. This enabled us to update our business continuity contingency plans accordingly.

#### Employee engagement

Many of our employees are actively striving to reduce their carbon footprint and tell us this is something they take very seriously. We took a major step to helping them do this in

2007 with the launch of 'YourWorld'. This is an online service that allows employees in the UK, Ireland and US to calculate their carbon footprint, obtain advice about how to reduce it, and buy competitively-priced energy and transport services that will also help them to reduce their emissions. For example, in the UK we have launched the first national scheme to allow employees to purchase bus passes from their gross salaries and worked with Government to change the rules to make this considerable saving possible.

The service has been very well received by employees. There were 50,000 hits on the YourWorld site from its launch in June to the end of the year and nearly 14,000 employees have used it to calculate their own carbon footprint.

#### Group footprint

The energy we use across all of our operations is the single biggest contributor to the Group's footprint by some measure. Energy procurement and property energy efficiency savings therefore offer the biggest chance for carbon reduction. Since October 2007 all electricity contracts in the UK and Ireland have come from renewable sources.

Using technology to maximise the energy efficiency of our property portfolio offers considerable potential for impact reduction. In 2007 we completed phase one of a £55 million property investment programme. When complete this programme will cut our carbon dioxide emissions by around 100,000 tonnes per year. We have initiated investment programmes in 450 properties. This includes retrofitting improved controls for heating and cooling systems, enhancing the thermal seal of buildings, and improving lighting and water control measures. An innovative voltage reduction system to reduce energy consumption has been introduced in over 60 properties. Automatic meter reading is also being installed in our largest 500 properties in the UK to improve our systems information and assist with the management of energy at individual sites.

## 2008 Priorities

- Implement phase II of £55 million energy efficiency programme
- Launch an environmental mentoring service for our business banking customers to help them deal with environmental risks
- Enhance the environmental component of our credit risk policy
- Expand our range of 'ecomarkets' products in partnership with our ABN AMRO colleagues
- Encourage more customers to switch to paperless statements
- Increase the use of videoconferencing



Further information about our direct environmental impact can be found online at [www.rbs.com/environment](http://www.rbs.com/environment). This includes a carbon calculator to help you work out your own carbon footprint.

# Community investment

www.rbs.com/communityinvestment

# 6

Our community investment helps us tackle real issues, delivers genuine value to the areas in which we operate and is highly valued by our employees



Employees from Wealth Investment Management and Coutts UK recently travelled to India to work on a week-long housing project in a rural community near Bangalore.

## Issue overview

We focus our community activity on the issues most relevant to our people and to us as a financial institution: preventing financial exclusion, being a provider of financial education and supporting economic development through encouraging entrepreneurs and start ups.

Many of our community initiatives are therefore integrated into our business and discussed within the context of these issues in the pages of this Report.

## Key developments in 2007

In 2007, we contributed more than £57.7 million in community programmes throughout the world. This includes \$25 million invested in more than 4,000 non-profit organisations in the US, where Citizens has a proud tradition of community involvement.

Citizens also launched a *Colleagues in Action* programme to brand colleague community

involvement company-wide. Its *Be Inspired Awards* recognise individuals or teams of colleagues in each state who inspire others to engage in giving back to the community.

Our efforts in the community have been recognised in the *Fortune* list of World's Most Admired Companies where we were ranked 4th for community investment.

## Encouraging employee involvement

We believe that our employees are best placed to decide where our support for charities and community organisations should go. That's why our employee giving programmes are at the centre of our approach to community investment.

We support and encourage our employees in their giving. In the UK, for every £1 an employee gives to charity the Group adds a further £2. In 2007, the principles of this programme were adopted in the US and in 2008 they will be extended more widely across the world.

Our employees highly value being given time to volunteer, and it is a great way for employees to develop their abilities and build confidence. In 2007, 173,996 hours were granted to Group employees as time-off during business hours for charitable and community activity. Our Community Cashback Awards recognise the contribution of our employees and provide additional financial support for their causes. Each year employees from across the Group can apply

## Community investment by type

Cash support	£38.6m
Time value	£3.3m
In kind	£13.7m
Management	£2.1m
<b>Total number of deals</b>	<b>£57.7m</b>





for an Award ranging from £100 to £1,000 to support the group they are involved in as a volunteer or fundraiser. Through our Give As You Earn and Community Cashback schemes, £12 million was raised in 2007.

We celebrate the efforts of our employees through the Chairman Awards for Community Excellence. Each year we invite employees from across the Group to tell us about their fundraising and volunteering work and entries are judged by the Group Chairman. This year there were over 900 nominations from employees. Caroline Speirs was the overall winner. Caroline raised over £250,000 to build a holiday home for the families of children with a terminal illness, in memory of her son Calum.

Christmas 2007 was the second year of our Children's Charity Awards. Over 18,000 *Daily Mail* readers and RBS employees nominated their favourite children's charities, resulting in 90 charities receiving a £10,000 grant. Tommy's, the premature baby charity, was the overall winner of the public vote and received a grant of £100,000. The cheque was handed over to Tommy's by the Children's Minister, Beverley Hughes.

Because of our employees' interest in the environment, we launched a new partnership with BTCV, the UK's leading practical conservation charity. This gives employees the chance to work on projects to improve urban and rural green spaces. Other key partners are listed in the table below.

“ It's good if companies are helping on things like debt within the heart of the community. ”

Customer ABC1, 21-39 yrs

## 2008 Priorities

- Increase our overall contribution to communities across the world
- Extend access to our matched giving and employee volunteering programmes to our employees across the world
- Increase the nominations from our employees to the Chairman's Awards for Community Excellence
- Increase the share of our Supergrounds programme invested in countries outside the UK
- Increase the opportunities for employees to volunteer for good causes as part of their personal development
- Build on the contribution we inherit from the ABN AMRO Foundation

### Our key partners

#### RBS Supergrounds

A community programme from RBS which recognises the importance of children learning through play.



#### Fairbridge

Fairbridge helps young people from some of the most deprived inner-city areas in the UK.



#### Barnardo's

Barnardo's is one of the UK's leading children's charities working to eliminate poverty, abuse and discrimination.



#### Prince's Trust

The Prince's Trust helps disadvantaged young people overcome barriers and get their lives on track.



#### Champions in Action

Champions in Action is Citizens' flagship programme that provides deserving nonprofits with both financial and practical support.



#### YouthBank

Ulster Bank Group is committed to setting up 30 YouthBanks, where groups of young people establish a process of providing grants to local youth-led projects.



Further information on our community investment including more detail of recent activity with our key partners and how we support our employees in their giving can be found online at [www.rbs.com/communityinvestment](http://www.rbs.com/communityinvestment)

# Global lending and project finance

www.rbs.com/projectfinance

# 7

We have a responsibility to ensure the social and environmental impact of the projects we finance are assessed and mitigated



RBSG was the sole bookrunner for a €266 million infrastructure facility for EDF Energies Nouvelles to fund construction of six wind farms in France. © EDF EN

## Issue overview

Large scale projects such as oil and gas installations, mines and infrastructure can have a significant impact on society and the environment. We ensure that the impact of the projects we finance are managed responsibly.

The Equator Principles (EP) is a framework for the assessment and management of these risks. The Principles classify all projects into three groups according to their potential environmental and social impacts: A (High), B (Medium), C (Low).

RBS was one of the first ten financial services organisations to adopt the Principles. As members of the Steering Committee, which guides the application of the Equator Principles, we have played an active role in engaging other financial institutions and shaping their development. The Principles were revised in 2006 and now apply to

all project financings with capital costs above USD 10 million. In recognition of our involvement in the 2006 revisions, we were made joint recipients of the Chairman's Award for Leadership in Sustainable Project Finance at the *Financial Times* Sustainable Banking Awards 2007.

## Key developments in 2007

The table opposite sets out the classification of all of the project finance opportunities identified by RBS in 2007 to which EP was applied. Primary responsibility for assessing environmental and social (E&S) risks associated with prospective project financings rests with the bankers responsible for negotiating the financing agreement. They use a combination of knowledge gained from E&S risks training and an E&S risks assessment tool to undertake a desktop review. This process has been integrated into the wider Project and Export Finance procedures manual. We also have a dedicated Sustainability Team which gives specialist advice and support and ensures that everyone involved has completed full training. During 2007, the Sustainability Team ran training programmes on the updated Equator Principles to all relevant employees across the global Group. The programme was supplemented with an e-learning module on our intranet. Our limited assurance has been extended to include the Equator Principle data on page 31.

## Financing cleaner technologies

To enable the transition to a lower carbon economy in an ordered and sustainable way, it is necessary to increase the contribution that renewable energy can make to the global energy supply as rapidly as possible. Through our dedicated renewable energy team we are a leading arranger of finance for the renewable energy sector globally with approximately \$1.5 billion committed in 2007 alone. We aim to be at the forefront of lending to new cleaner technologies as they become

commercially viable. It will however be necessary for society to continue to manage the transition from traditional to new sources of energy as alternatives are developed. As a bank, the demands our customers make of us will reflect the wider choices that society is making.

Innovation is critical to allowing society to make the necessary choices to reduce carbon emissions. The RBS group has been supporting the development of cleaner technologies such as 'carbon capture and storage' through our investment in Composite Energy, a Scottish company that is evaluating

the potential for injecting flue gas into coal beds as a method of CO<sub>2</sub> storage as well as enhancing the recovery of natural gas from coal. Along with BG Group and ScottishPower, we are co-funding Composite Energy's joint project with Strathclyde University and Imperial College London which will investigate the potential of storing CO<sub>2</sub> within coal beds.

We are engaging clients to develop further the opportunities to provide products and services to the clean-technology sector.

In certain circumstances, we now apply EP where deals extend beyond the normal criteria. As a result a significant majority of all Project Finance (PF) deals are included in the table below.

Equator Principle Category	A	B	C	Total
<b>Status of PF deals first logged in 2007 as at 30th May 2008</b>				
Deals completed/in course of completion	6	84	56	146
Deals declined	0	30	7	37
Deals dormant	2	72	19	93
Total number of deals	8	186	82	276
<b>PF deals first logged in 2007 by industry sector</b>				
Infrastructure	0	87	39	126
Power generation & transmission	0	67	31	98
Oil & gas	1	26	1	24
Mining & metals	7	8	11	26
Total number of deals	8	186	82	276
<b>PF deals first logged in 2007 by domicile</b>				
High income OECD	0	127	63	190
Other OECD	1	1	1	3
Non-OECD	7	58	18	83
Total number of deals	8	186	82	276

## 2008 Priorities

- Initiate review and consolidation of RBS and ABN AMRO industry sector sustainability policies
- Develop and implement process for assessing clients' approach to environmental and social risks management in high risk sectors
- Develop and implement process for screening prospective transactions for environmental and social risks where the use of funds is known
- Develop and promote eco-finance products such as renewables power finance, carbon risk management and emissions trading



Further information on this issue, including a map of the geographical split of our project finance and details of how we provide support to businesses that are investing in carbon reduction activities can be found online at [www.rbs.com/projectfinance](http://www.rbs.com/projectfinance)

# Financial education

[www.rbs.com/financialeducation](http://www.rbs.com/financialeducation)

8

We invest in financial education because it builds people's skills and understanding and helps them make the right financial decisions.



Employee Barbara Norris delivering a MoneySense lesson at Ramsey School Essex

## Issue overview

Some people find financial products complex and planning for the future challenging. We invest in financial education to help people make the right financial decisions.

The vast majority of adults have never received any formal financial education. We seek to address this gap through our Face2Face with Finance programme which provides learning and advice for both adults and young people. This programme has been in place since 1994 and has gone from strength to strength. 2007 saw the millionth student complete the course. It was rebranded and relaunched as MoneySense in 2007.

## Key developments in 2007

### Providing Financial Education for schools and young people

The MoneySense programme teaches children important life skills needed to manage money successfully. The programme has been developed in conjunction with teachers to ensure that it works in the classroom. In the UK, the programme has been endorsed by the independent education charity the Personal Finance Education Group.

In 2007 alone, the MoneySense programme delivered financial education lessons to 635,000 pupils through 550 specially trained RBS and NatWest employees.

Delivered in four modules, the education programme covers such basics as how to open a bank account, how to manage money on a day-to-day basis, budgeting and how to run a business. In 2007, we updated the modules to be online rather than paper based. This will enable more teachers to access them, and gives greater potential for the modules to be more interactive and exciting to use.

At Citizens in the US, employees volunteer to go into schools to talk about money skills on the annual National Teach Children to Save Day. In 2007 Citizens employees reached 600 pupils throughout New York State and distributed books and piggybanks to encourage saving. The initiative targets schools with a high concentration of children eligible for free lunches.

### Establishing School Banks

School Banks are a further initiative that we have developed in primary and secondary schools. The scheme allows pupils to open real accounts and pay in money. Students are recruited to set up and run the banks and receive cashier training from RBS and NatWest staff. The experience gives a practical approach to numeracy and

“Financial products often use language and terms that are difficult to understand. People don’t find it easy to evaluate the consequences of a longer term course of action like a pension.”

Consumer NGO, UK



managing personal finances, and helps instil the ethos of saving from an early age. In 2007, we opened a further 200 School Banks in the UK.

As a provider of financial education we are interested in understanding how people approach the issue of money and some of the barriers to managing it well, so that we can work out how best to address them. In June 2007 we launched the MoneySense Panel. This is a five year research study on young people’s attitudes to money. It involves 10,000 young people. The first survey was issued in September 2007 and the findings were released in March 2008. These results will inform and shape the money lessons that young people receive in school.

#### Offering financial education to adults

Our long-term aim is to equip the next generation with financial literacy skills that put them in a strong position as they enter adulthood. However, we also have a shared responsibility to help today’s adults manage their money. We seek to get information and advice about finances to as wide an audience as possible. To help us do this we entered into a partnership with the *Daily Mail* newspaper in 2007 to produce a ‘Managing your Money’ guide.

During 2007 we also re-launched the MoneySense website for adults, which includes a budget calculator, debt advice and clear explanations of some of the most common financial products like credit cards and mortgages. The site averages 11,000 unique visitors per week. For our customers we have produced MoneySense booklets: Understanding and Managing your Money and distributed them in NatWest and RBS branches. These include advice on how to save and deal with lifestyle changes such as losing a job or having a baby.

Citizens ran 600 seminars in 2007 for our customers covering issues like buying a home for the first time, financial planning and small business lending. These target individuals on lower incomes. Our homebuyer counselling sessions are delivered in conjunction with various affordable housing and not-for-profit organisations. The class curriculum usually consists of topics such as: pros and cons of homeownership, process of buying a home, budgeting, mortgages, home insurance and foreclosure. Our employees deliver the mortgage component of the classes. After clients finish their coaching we are able to assist them through the mortgage process to help them on their way to home ownership.

### 2008 priorities

- Expand participation in the MoneySense for schools programme to reach 700,000 pupils in the UK
- Deliver a programme of activity to support teachers in the delivery of MoneySense for Schools
- Continue to grow the School Bank programme
- Publish a second annual Financial Inclusion and Capability report
- Increase awareness of the MoneySense website and introduce new interactive content
- Pilot initiatives to test demand for generic financial advice



Further information about our work in financial education, including more details of our schools programme and our bank accounts especially designed for young people can be found online at [www.rbs.com/financialeducation](http://www.rbs.com/financialeducation)

# Financial inclusion

[www.rbs.com/financialinclusion](http://www.rbs.com/financialinclusion)

# 9

Financial services are a fundamental part of modern life. We must work to ensure that everyone has access to the services they need.



## Issue overview

Convenient access to a full range of banking services is important to everyone whatever their language or level of income, location or physical capability. Access to a bank account, affordable credit and other basic products can be inhibited for a range of reasons.

Whatever the barrier, we need to work hard to understand and address it, because financial services have become such a fundamental part of modern life that not having access to them places individuals at a huge disadvantage.

## Key developments in 2007

### Removing language barriers

Language can act as a significant barrier to full inclusion in the financial services system. NatWest was the first bank to design an account specially for the Polish community.

This community has specific requirements including the need to transfer money easily to family back in Poland. We invested in a dedicated Polish team to work on the project to ensure it really matched Polish customers' needs. The result was the NatWest Welcome Account launched in January 2007. In July, NatWest entered into a partnership with PKO BP, the biggest retail bank in Poland, to offer customers free money transfers.

Ulster Bank has added foreign language specialists to a number of its branches in 2007, as well as publishing a 'Welcome Brochure' with sections in Polish, Portuguese, Lithuanian and Chinese.

### Providing basic bank accounts

Basic bank accounts are designed for customers who have difficulty entering the banking system and who might otherwise be excluded from financial services. These accounts have no overdraft facility. Customers can receive payments, pay bills and withdraw money from branches or ATMs without the worry of getting into debt.

RBS is the top provider of these accounts in the UK with a 31% share of Post Office accessible basic bank accounts. During 2007, we opened 208,608 new basic bank accounts at RBS and NatWest – the highest volume of new accounts in the last three years. Ulster Bank provides the Step Account – a free current account available to anyone over the age of 16. It provides facilities such as automatic wage or social welfare payments, bill paying, Direct Debits, standing orders and an ATM card. To date over 20,000 customers have opened Step Accounts across Ireland. In the US, Citizens continued to actively market its basic checking accounts and opened 518,139 new accounts in 2007.

In some cases, we find individuals are excluded from financial services because they lack the confidence to come into a bank branch in the first place. We have started

“ Banks... everyone needs them - you can't get pensions and benefits in cash. ”

UK financial journalist

working with community organisations on a pilot project designed to help individuals in these circumstances. The project, called Trusted Partners, involves two Housing Associations and two community development institutions. We have provided training to these partner organisations so that they are authorised to open basic bank accounts in their own premises, removing this barrier to entry altogether.

#### Offering affordable credit

While it is vitally important that we do not lend money to those who cannot afford to repay it, we are also aware of the problems that can be caused when individuals who find themselves excluded from mainstream financial services try to secure credit outside of the system, often at punishing rates. We work with community organisations and other groups to help provide access to affordable credit to those in need.

In January 2007, RBS was chosen as the main banking partner for ScotCash, a new Community Development Finance Institution. ScotCash was set up to provide affordable credit to people in Glasgow who find themselves excluded from mainstream financial services. We have provided a loan facility to ScotCash to support its ongoing work.

We have also put arrangements in place so that individuals can open basic bank accounts on ScotCash premises. To date, over 160 basic bank accounts have been opened through this process.

#### Extending access to ATMs

The RBS group has the largest free-to-use ATM network in the UK with nearly 7,000 machines. This means that about 1 in 5 of all UK free-to-use ATMs is owned by the Group. Despite this coverage, it became clear that some parts of the UK lacked access to this basic facility.

In July 2006, NatWest and RBS were the first banks to announce an initiative to install 300 free-to-use ATMs in some of the most deprived areas in the UK. In 2007 we installed 272 free-to-use ATMs in rural and deprived areas. Locations for the ATMs were chosen in consultation with local people, MPs, community groups and through a partnership with the National Federation of Subpostmasters. Independently commissioned research found that these new machines are saving people across the UK around £2.1 million per year, the equivalent of a £90 saving for each individual with access to the machines. Citizens also opened a further 46 ATMs at our branches and 53 remote ATMs in the US.

#### Providing easy access to services

We are always working to make access to our branches easier. In rural areas this means providing mobile banking services to reach more isolated communities on a regular basis. In 2007 at NatWest we added two mobile banks in Cumbria and Devon and at RBS we added mobile facilities in North Wales and Yorkshire. Three mobile banks were also updated. Our mobile services are put in place in response to customer demand. The RBS North Wales route, introduced in March 2007, stops in two places which have no other banking services, and a further four stops were added to its route in November 2007 as a response to customer requests.

We also strive, as far as possible, to make our entire branch network accessible to those with mobility problems. All our branches have had upgrades to improve accessibility and we have achieved level access in 86% of our properties.

## 2008 Priorities

- Pilot advice sessions in branches led by independent agencies
- Work with community organisations to explore the Bank's role in providing affordable credit
- Simplify the process for converting basic bank accounts to full current accounts
- Engage consumer groups to improve the advice we give to customers



Further information on our work on financial inclusion, including more details on the development of our Polish account, and a video about it can be found online at [www.rbs.com/financialinclusion](http://www.rbs.com/financialinclusion)

# Small business support

[www.rbs.com/SMEs](http://www.rbs.com/SMEs)

# 10

Small and medium sized enterprises are the lifeblood of our economy. We play a vital role by actively supporting them.



David Laird, General Manager, Intelligent Waste Solutions

## Issue overview

Small and medium sized enterprises (SMEs) play a vital role in the economy, providing new ideas, products, services and jobs. Supporting these companies is one of our key responsibilities as a financial services company.

RBS is a leader in this area. We maintained our leading market share position across customer numbers, lending and deposits through significant investment in our people, technology and service quality.

We have also demonstrated a particular commitment to supporting small business in poorer areas: we are the lead bankers to SMEs in the 5% most deprived wards in the UK. In these areas we lent £517 million during 2007 alone. We are also the largest provider of funding under the Small Firms Loan Guarantee scheme, which is available to small firms with viable business

proposals that have tried and failed to obtain a conventional loan because of lack of security. Intelligent Waste Solutions, pictured left, has benefited from this scheme.

In the US, Citizens maintained its Number 1 ranking as Small Business Administration lender in New England, Pennsylvania and Delaware and Number 7 across the US Growing commercial loans by 13%.

## Key developments in 2007

### Helping SMEs get off the ground

There is a misconception that it is very difficult for small businesses to get financial backing when they are starting out. The RBS group accepted between 80 and 85% of all loan applications from small businesses in 2007. Further more, in June 2007, we also began offering up to two years' free banking for all SMEs, to provide additional support and help to get businesses off the ground at this particularly difficult time.

### Building relationships

Building a solid relationship between branch staff and small business owners is the foundation of our service. We believe small business owners should always feel confident that there is an assigned contact at their branch who is familiar with their business and circumstances. We therefore increased the number of business banking managers in our UK branches by 500 in 2007.

It is also imperative that these managers are able to deliver a high-quality service backed up by real expertise. We invested £1.6 million in staff training during 2007. Nearly 4,000 employees took part in the Business Academy training programme covering 84% of our Business Banking workforce. The programmes are designed to equip our staff with all the skills they require to understand the needs of small business customers and support their growth in a competitive market. The programme also



“Ulster Bank do have a good reputation for themselves for dealing with small businesses.”

Financial journalist, Ireland

acts as an excellent way for employees to obtain professional qualifications: the foundation element of the programme has been accredited by the Institute of Financial Services and counts as credits towards an applied Diploma in Business Banking.

Ulster Bank recruited experienced Sectoral Managers in 2007. These individuals build specialist knowledge in areas such as healthcare, agriculture, hospitality and pharmaceuticals. This expertise enables us to provide financial advice, specialist loans and mentoring tailored to specific business needs.

Similarly, UK business banking introduced a new role in 2007 to develop our understanding of the needs of third sector organisations. These new Community Development Managers will focus on building relationships in this sector.

### Widening access to business banking

Starting your own business is a significant challenge for anyone to undertake. It is harder still for those without a very strong credit history. We endeavour to help individuals in this category access business banking wherever possible. In the UK we are developing a new Foundation account during 2008, especially designed for customers in this situation.

Women often face barriers to starting their own businesses. We have undertaken our own research to try to understand some of the obstacles that stop women reaching their potential in the SME world. These obstacles include fear of debt, concerns about getting support from a bank manager and lack of confidence about their level of financial knowledge.

In response, at RBS and NatWest, we have developed over 100 Ambassadors based across our UK branches, like Angela Bate, pictured above with her customer, Fiona Moinuddin. These are staff who have received specialised training to help them



understand the needs of women in business. Ambassadors provide support and run networking events for their customers in the local area. We are also developing our relationship with external organisations, such as Prowess and Every Woman, that promote women's enterprise.

In the US, Charter One developed a Small Business Outreach programme to aid the economic growth of six deprived neighbourhoods in Cleveland, Ohio. This three year \$150 million investment will bolster the environment for small businesses by providing them with low interest and discounted loans, grants and educational programs. We believe this will lead to the establishment of at least 75 new businesses as it is addressing a significant unmet need.

Citizens is involved in a large scale initiative to spur economic growth and neighbourhood regeneration in Buffalo, New York. As part of this, a fund of \$1.05 million is being made available to small businesses who require loans. This fund will benefit businesses who typically struggle to obtain financing.

## 2008 Priorities


- Enhance our Women in Business strategy
- Enhance product offering to be more tailored and flexible to the needs of customers
- UK wide launch of Community Development Manager role
- Invest further in staff training around specific needs of business customers
- Work with Department for Business, Enterprise & Regulatory Reform on the relaunch of the Small Firms Loan Guarantee funding scheme




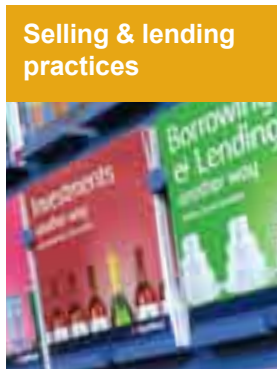
Further information about this issue, including our support for social enterprises and young enterprise, and to watch a video highlighting our support for businesses can be found online at [www.rbs.com/SMEs](http://www.rbs.com/SMEs)

# Our progress and priorities

[www.rbs.com/progress](http://www.rbs.com/progress)

	Priorities in 2007	Progress in 2007	Priorities in 2008
<b>Financial crime</b> 	Offer discounts on anti-virus software	<b>Delivered.</b> Provided over 64,000 customers with free McAfee® anti virus software	Promote Risk Guardian – a fraud screening product to help reduce merchant liability from card fraud
	Offer a single emergency telephone number for both credit and debit cards	<b>In Progress.</b> Telephony system issues currently being explored	Extend extra security card readers programme to a further 1.2 million online customers
	Invest in technology to authenticate identity online	<b>Delivered.</b> Two factor authentication readers distributed to 1.4 million NatWest and RBS online customers	Increase the use of online customer identification and address verification systems
	Rollout additional staff awareness training	<b>Delivered.</b> Internal fraud video developed and delivered to all staff	Further enhance physical security in retail and ATM networks
	Improve the deposit-hold placement and release process at Citizens, which suspends next day availability on doubtful cheques	<b>Delivered.</b> Hold-release pilot started September 2007	Establish use of technologies to update customers  Delivery of the Victims of Fraud Service Initiative

	Priorities in 2007	Progress in 2007	Priorities in 2008
<b>Customer service</b> 	Retain RBS position as No. 1 for customer service	<b>Delivered.</b> RBS still No. 1 for customer satisfaction	Retain RBS and NatWest as first and second for customer service in UK
	Increase Customer Advisers by 250	<b>Delivered.</b> 764 more Customer Advisers at NatWest	Increase numbers of Customer Advisers in branches
	Conduct additional 230,000 individual personal reviews	<b>Delivered.</b> Conducted an additional 248,000 individual personal reviews	Open further RBS and NatWest branches in the UK and extend Saturday opening
	Reduce and streamline mortgage application process	<b>Delivered.</b> More than halved average time from mortgage application to offer: 24% of customers receive offers within 24hrs of visiting a branch	Introduce an online forms system to improve accuracy and efficiency around change of address and personal details
	Continue no branch closure policy throughout UK, open new branches and introduce new mobile banks	<b>Delivered.</b> No branch closures, seven new branches and four new mobile banks	Deliver a programme to develop the management capability of frontline managers
	Extend the flexibility of branch opening times	<b>Delivered.</b> Re-launched Saturday Banking in 108 RBS branches	
	Reduce queuing times in RBS and NatWest branches	<b>In Progress.</b> Piloted automated tills and have developed plans to introduce dedicated business tills	
	Improve protection for customers against fraud in branches	<b>Delivered.</b> Chip and PIN technology installed in branches	



**Priorities in 2007**

**Progress in 2007**

**Priorities in 2008**

Extend the use of CRA data to validate customer-supplied information	<b>Delivered.</b> CRA and Acorn data now used to validate income and debt in credit card applications
Extend internal data sharing	<b>Delivered.</b> Extended internal data sharing around credit card applications
Formalise approach to identifying and assisting customers in difficulty	<b>Delivered.</b> Strategy to identify and help customers in financial difficulty agreed
Increase the number of investment, pension-related and tax savings products	<b>Delivered.</b> New products include simplified income replacement plan and over 50s life insurance product
Review sales processes to enhance customer experience and reward customer service	<b>Delivered.</b> Revised performance evaluation so that service has equal weighting with sales
Develop new products which support Government initiatives such as ISAs and Child Trust Funds	<b>Delivered.</b> Launched Child Trust Fund through Tesco to help reach more customers
Implement centralised product promotion sign-off process	<b>Delivered.</b> Developed "One Stop Clearance Shop" to sign off all product promotion literature to ensure it is not misleading

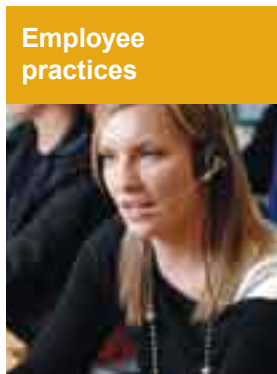
Enhance our service to customers who get into financial difficulty by investing additional resources and technology

Develop programme to allow increase or decrease of customer overdraft to suit individual needs

Continue to optimise the use of internal and external data with our credit systems

Develop our 'Manager of Managers' product proposition enabling customers to access industry-wide fund management expertise

Develop our capital protected investment proposition to allow transfers from Cash ISAs in line with Government proposals



Review Employee Opinion Survey and increase online access to 89% of employee population	<b>Delivered.</b> Increased online access to Employee Opinion Survey to 94% of all employees
Analyse global variations in EOS results: understand and address specific issues in each area	<b>Delivered.</b> Results analysed on individual country basis to inform action plans
Use leadership index and tools to benchmark leadership development programmes	<b>Delivered.</b> Many Divisions use tools to assess effectiveness of leadership programmes
Implement diversity policy in Europe, Asia and the Middle East	<b>Delivered.</b> 'Dignity at Work' policy implemented across Group and training extended to all employees
Extend diversity training to all employees	<b>Delivered.</b> Training extended to all employees
Extend flexible benefits programme to North America and Asia	<b>Delivered.</b> Progressing well. Concept now established in countries across Europe and Asia as an online offering
Develop global health, safety and wellbeing programme	<b>Delivered.</b> Delivered new global health and safety policy with agreed performance indicators

Extend our global employee survey (Your Feedback) to ABN AMRO colleagues joining RBS

Extend our employee engagement strategy into ABN AMRO, including the Service Excellence Through People initiative

Strengthen the supply of future leaders by extending TalentWatch internationally

Extend our cross-cultural training programme "Working Successfully in an International Business Environment" across all businesses and geographies

Extend our employment policy framework and implement global standards

Rollout ask HRDirect service proposition into Europe and Asia

To embed Work-Out, the RBS problem solving framework, across the Group

Roll out RBSelect internationally

# Our progress and priorities

[www.rbs.com/progress](http://www.rbs.com/progress)

	Priorities in 2007	Progress in 2007	Priorities in 2008
<b>Environmental impact</b> 	Extend purchase of green energy	<b>Delivered.</b> Obtained all of our UK and Ireland contracted electricity from renewable sources since October 2007	Implement phase II of £55 million energy efficiency programme
	Implement first phase of £55 million investment in energy reduction measures in our property portfolio	<b>In Progress.</b> Completed first stage of a £55 million property enhancement investment programme	Launch an environmental mentoring service for our business banking customers to help them deal with environmental risks
	Increase environmental good practice in the workplace	<b>Delivered.</b> Launched YourWorld environmental website and developed scheme to help employees reduce carbon footprint at work and at home	Enhance the environmental component of our credit risk policy
	Pilot range of emerging technologies in buildings	<b>Delivered.</b> Piloted energy saving technologies including solar panels and rainwater collection at Knott End branch and Rotherham	Expand our range of 'ecomarkets' products in partnership with our ABN AMRO colleagues
	Extend energy efficiency programme to USA	<b>In Progress.</b> Discussions continuing	Encourage more customers to switch to paperless statements
			Increase the use of videoconferencing
<b>Community investment</b> 	Create communications plan to improve awareness of programmes	<b>Delivered.</b> Produced marketing material for core stakeholders	Increase our overall contribution to communities
	Extend employee giving schemes overseas	<b>Delivered.</b> Extended our Give As You Earn programme to the US	Extend access to our matched giving and employee volunteering programmes
	Extend Supergrounds programme	<b>Delivered.</b> Supergrounds programme taken up by a further 150 UK schools and piloted in 7 locations overseas	Increase the nominations to the Chairman's Awards
	Develop a 'Supergrounds vouchers for Schools' pilot linked to ATMs	<b>Delivered.</b> Developed pilot to enable parents to collect vouchers for playground equipment	Increase the share of our Supergrounds invested in countries outside the UK
	Increase employee volunteering options	<b>Delivered.</b> Added two new employee involvement partners: Barnardo's and BTCV	Increase the opportunities for employees to volunteer for good causes
			Build on the contribution we inherit from the ABN AMRO Foundation
<b>Global lending and project finance</b> 	Revise the implementation and procedures manual to reflect Equator Principles (EP) II	<b>Delivered.</b> Revisions completed and circulated	Develop and implement process for assessing clients' approach to environmental and social risks management in high risk sectors
	Prepare and deliver technical training session on Equator Principles II	<b>Delivered.</b> Delivered ten training sessions to relevant staff globally	Develop and implement process for screening prospective transactions for environmental and social risks
	Revise and deliver project finance awareness training module	<b>Delivered.</b> Held two awareness training sessions and developed e-learning module on intranet	Initiate review and consolidation of RBS and ABN AMRO industry sector sustainability policies
	Supplement training by developing an e-learning module	<b>Delivered.</b> Module successfully developed and deployed	Develop and promote eco-finance products such as renewables power finance, carbon risk management and emissions trading
	Ensure successful transition to individual deal teams categorising projects, prior to submission centrally	<b>Delivered.</b> Categorisation endorsement required for all projects	
	Increase transparency and disclosure of EP implementation	<b>Delivered.</b> Enhanced external EP reporting and engaged auditors to assure data (table page 31)	

**Financial education**



**Priorities in 2007**

- Launch new FSA-endorsed material for F2F in schools and reach 500,000 pupils
- Develop dedicated student website with links to F2F
- Offer School Banks to 100 inner city schools in the UK


**Progress in 2007**

- Delivered.** Launched new MoneySense materials – 635,000 pupils participated
- Delivered.** Site available and receiving 6,000 hits per month
- In Progress.** Introduced School Banks to 83 inner city schools and continuing to promote scheme to involve more schools. The remaining 17 were delivered early 2008.

**Priorities in 2008**

- Expand participation in the MoneySense for schools programme to reach 700,000 pupils in the UK
- Deliver a programme of activity to support teachers
- Continue to grow the School Bank programme
- Publish a second annual Financial Inclusion and Capability report
- Increase awareness of the MoneySense website and introduce new interactive content
- Pilot initiatives to test demand for generic financial advice

**Financial inclusion**




- Offer a further 200 ATMs in rural and deprived areas
- Open four new mobile banks, upgrade five existing ones
- Trial 'Trusted Partner' model of reaching low-income tenants
- Launch media partnership with the *Daily Mail*
- Develop account for Polish community

- Delivered.** Installed 272 free-to-use ATMs in rural and deprived areas
- Delivered.** Opened four new and updated five existing mobile banks
- Delivered.** Piloted partnership with four organisations to offer basic bank accounts to low income tenants
- Delivered.** *Daily Mail* 'Managing your Money' guide launched
- Delivered.** Developed Welcome account for Polish customers

- Pilot advice sessions in branches led by independent agencies
- Work with the third sector to explore the Bank's role in providing affordable credit
- Simplify the process for converting basic bank accounts to full current accounts
- Engage consumer groups to improve the advice we give to customers

**Small business support**



- Increase number of business banking managers
- Invest in technology to allow quicker decision making
- Invest in specialist business training
- Develop product offering

- Delivered.** Increased the number of business banking managers in our branches by 500
- Delivered.** Launched new technology and training to help staff make quicker loan decisions
- Delivered.** Invested £1.6 million in Business Academy to help employees fully understand customers' needs
- Delivered.** Introduced up to two years' free banking for all new SME customers

- Enhance our Women in Business strategy
- Enhance product offering to be more tailored and flexible to the needs of customers
- UK wide launch of Community Development Manager role
- Invest further in staff training around business customers' specific needs
- Work with BERR on the re-launch of the Small Firms Loan Guarantee funding

# GRI content Index

A more detailed GRI table with links to the location of all web material can be found online at: [www.rbs.com/gri](http://www.rbs.com/gri)

Strategy and Profile	CR Report	Online
<b>1. Strategy and analysis</b>		
1.1 Statement from senior decision-maker	2	✓
1.2 Description of key impacts, risks, and opportunities	2	✓
<b>2. Organisational profile</b>		
2.1 Organisation's name	Inside Cover	✓
2.2 Major products	4	✓
2.3 Operational structure and major divisions	4	✓
2.4 Location of headquarters	Contact Us	✓
2.5 Countries of operations	Online Only	✓
2.6 Nature of ownership	Online Only	✓
2.7 Markets served	Online Only	✓
2.8 Scale of organisation	4	✓
2.9 Changes during reporting period	Inside Cover	✓
2.10 Awards	9, 11, 13, 17, 19, 22,23,28	✓
<b>3. Report parameters</b>		
3.1 Reporting period	Inside Cover	✓
3.2 Date of previous report	Inside Cover	✓
3.3 Reporting cycle	Inside Cover	✓
3.4 Contact point	Contact Us	✓
3.5 Process for defining report content	4	✓
3.6 Boundary of the report	Inside Cover	✓
3.7 Limitations on scope of report	Inside Cover	✓
3.8 Basis for reporting on joint ventures, etc.	Inside Cover	✓
3.9 Data calculation techniques	Online Only	✓
3.10 Restatements of information from earlier reports	Online Only	✓
3.11 Significant changes from previous reports	Inside Cover	✓
3.12 GRI Content Index table	42	✓
3.13 External assurance	44	✓
<b>4. Governance, Commitment &amp; Engagement</b>		
4.1 Governance structure	Online Only	✓
4.2 Is chairperson an executive officer ?	Online Only	✓
4.3 Percentage of independent members on Board	Online Only	✓
4.4 Shareholder and employee participations	Online Only	✓
4.5 Executive remuneration and performance	Online Only	✓

Strategy and Profile	CR Report	Online
4.6 Conflicts of interest at Board	Online Only	✓
4.7 Board expertise and qualifications	Online Only	✓
4.8 Mission and value of statements	Online Only	✓
4.9 Sustainability governance at the Board	3	✓
4.10 Evaluation of the Board	Online Only	✓
4.11 Use of precautionary principle	Online Only	✓
4.12 Membership of external charters/principles	Online Only	✓
4.13 Membership of advocacy organisations	Online Only	✓
4.14 List of stakeholder groups	Online Only	✓
4.15 Basis for identifying stakeholders	4	✓
4.16 Approaches to stakeholder engagement	4	✓
4.17 Key issues raised through stakeholder engagement	5	✓

Performance indicators	GRI indicators	Report page reference	Online
<b>Economic Performance indicators</b>			
Disclosure on mangement approach		3	✓
Direct economic value	EC1	Inside cover	✓
Financial implications of climate change	EC2	Online Only	✓
Details of benefit plan	EC3	20 – 21	✓
Financial assistance from Government	EC4	NR	✗
Entry level wage compared to minimum wage	EC5	NR	✗
Policy for using local suppliers	EC6	NR	✗
Policy for local recruitment	EC7	NR	✗
Investment in local infrastructure	EC8	28 – 29	✓
Indirect economic impacts	EC9	NR	✗
<b>Environmental Performance indicators</b>			
Management approach		25	✓
Total materials use	EN1	NR	✗
% recycled material	EN2	NR	✗
Direct energy consumption	EN3	NR	✗
Indirect energy consumption	EN4	26	✓
Total energy saved through conservation	EN5	26	✓
Energy efficient products/services	EN6	24 - 27	✓
Initiatives for reducing indirect energy use	EN7	27	✓
Total water withdrawal	EN8	26	✓

Performance indicators	GRI indicators	Report page reference	Online
Effect of water withdrawal	EN9	NR	X
Percentage of water recycling/reuse	EN10	NR	X
Land usage related to protected areas	EN11	NR	X
Impacts on protected areas	EN12	NR	X
Habitats protected or restored	EN13	NR	X
Programmes for managing biodiversity	EN14	NR	X
Number of habitats of IUCN Red List species	EN15	NR	X
Total greenhouse gas emissions	EN16	26	✓
Other greenhouse gas emissions	EN17	26	✓
Initiatives to reduce greenhouse gas emissions	EN18	27	✓
Emissions of ozone-depleting substances	EN19	n/a	X
NOx, SOx, and other significant air emissions	EN20	n/a	X
Total water discharge	EN21	NR	X
Total waste by type and disposal	EN22	NR	X
Total significant spills	EN23	n/a	X
Hazardous waste	EN24	n/a	X
Impact of water use on biodiversity	EN25	n/a	X
Initiatives to mitigate the environmental impacts of products & services, and extent of impact mitigation	EN26	25	✓
Percentage of products reclaimed	EN27	NR	X
Sanctions for non compliance	EN28	NR	X
Impacts of transport / logistics	EN29	26	✓
Total spend on environmental protection	EN30	NR	X

#### Social Performance indicators:

##### Labour practices

Disclosure on management approach		Online Only	✓
Total workforce	LA1	NR	X
Employee turnover	LA2	NR	X
Benefits for full-time employees	LA3	20	✓
Collective bargaining agreements	LA4	Online Only	✓
Notice period(s) for operational changes	LA5	Online Only	✓
Representation in health and safety committees	LA6	NR	X
Rates of injury, lost days absenteeism	LA7	Online Only	✓
Programmes for serious diseases	LA8	Online Only	✓
Trade union agreements on health	LA9	NR	X
Average hours training per employee	LA10	NR	X

Performance indicators	GRI indicators	Report page reference	Online
Lifelong learning and development	LA11	23	✓
Career development reviews	LA12	Online Only	✓
Workforce by diversity	LA13	22	✓
Gender salary ratio	LA14	NR	X

#### Social Performance Indicators: Human rights

Disclosure on management approach		Online Only	✓
Human rights considerations in investments	HR1	NR	X
Supplier screening on human rights	HR2	Online Only	✓
Employee training on human rights	HR3	NR	X
Incidents of discrimination	HR4	NR	X
Risks to freedom of association	HR5	NR	X
Risks of child labour	HR6	NR	X
Risk of forced or compulsory labour	HR7	NR	X
Security personnel trained in human rights	HR8	NR	X
Incidents involving indigenous people	HR9	n/a	X

#### Social Performance indicators: Society

Disclosure on management approach		3	✓
Managing impact on communities	SO1	28 – 29	✓
Risks of corruption	SO2	NR	X
Anti-corruption training	SO3	NR	X
Action in response to corruption	SO4	NR	X
Public policy positions and lobbying	SO5	NR	X
Political donations	SO6	NR	X
Anti competitive behaviour	SO7	NR	X
Sanctions for non compliance	SO8	NR	X

#### Social Performance Indicators: Product responsibility

Disclosure on management approach		3	✓
Health and safety in products and services	PR1	NR	X
Non compliance with product health and safety	PR2	NR	X
Product and service labelling	PR3	16	✓
Non compliance with codes on labelling	PR4	NR	X
Customer satisfaction	PR5	12	✓
Adherence to codes on marketing	PR6	15	✓
Non-compliance	PR7	NR	X
Customer privacy and loss of data	PR8	NR	X
Product non compliance	PR9	NR	X

Independent assurance statement by Deloitte & Touche LLP ('Deloitte') to The Royal Bank of Scotland Group Plc ('RBS') on the Group Corporate Responsibility Report 2007 (the 'Report')

## What we looked at: scope of our work and subject matter

### The stakeholder engagement research and its outcome

Our assurance procedures consisted of understanding and testing, on a sample basis, the processes undertaken by the RBS CR team to identify, engage and report the issues raised by various stakeholder groups during 2007 as described in the 'Stakeholder Engagement' section on page 5.

### The CR Report compilation process

Our assurance procedures consisted of understanding and testing, on a sample basis, the processes undertaken by the RBS CR team to collate, validate and report RBS CR practices and performance as described in the 'About this report' section inside the front cover of this Report.

## Specific CR performance data and underlying systems

The assured performance indicators appear in the table below. Our assurance procedures consisted of understanding, analysing and testing on a sample basis the process undertaken by RBS to collate, aggregate, validate and report them.

## What we did: assurance process and standards

### Engagement assurance standards

We conducted our work in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB) for carrying out assurance engagements on non-financial information.

This is a limited assurance engagement, which is designed to give a similar level of assurance to that obtained in a review of interim financial information.

### Assurance procedures

This standard requires that we review the systems, processes and controls that deliver the selected performance data.

Our work consisted primarily of making enquiries of company personnel and carrying out analytical procedures and sample tests as follows:

- understanding, analysing and testing on a sample basis the collation, aggregation, validation and reporting of the selected performance data
- reading and analysing the content of the Report against the findings of our work, industry CR practices and other relevant information and, as necessary, making recommendations for improvement.

## What we found: our conclusions

Based on the assurance work we performed, we are not aware of anything that causes us to believe that the management assertions on the subject matter defined above are materially misstated.

Deloitte & Touche LLP  
Edinburgh, UK  
27 June 2008

## Responsibilities of Directors and independent assurance provider

The Directors are responsible for the preparation of the CR Report and for the information and statements contained within it. They are responsible for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Our responsibility is to express an independent conclusion on the reliability of management's assertions in the areas identified above.

This report is made solely to RBS in accordance with our engagement letter for the purpose of the Directors' governance and stewardship. Our work has been undertaken so that we might state to the company those matters we are required to state to them in a limited assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than RBS for our work, for this report, or for the conclusions we have formed.

Key performance indicator	Coverage
<b>Employee practices - page 20,21,22</b>	
Annual employee opinion survey results	Global
Employee Diversity (gender profile, age profile, ethnic profile)	Global excluding ethnic profile (UK)
Total number of reportable accidents and injury rate (injury rate per 100,000 employees against the UK national sector average)	UK and Ireland
<b>Environmental impact - page 24-26, 31</b>	
Equator Principles - number of deals categorised as A,B and C	Global
Equator Principles - number of project finance deals per industry sector	Global
Equator Principles - number of EP categorised deals per domicile	Global
Total property based energy consumption (GWh)	UK, Ireland and USA
CO <sub>2</sub> emissions from property based energy use (tonnes and tonnes per FTE)	UK, Ireland and USA
Renewable electricity (% of total property based energy consumption and % relative to total electricity consumption)	UK, Ireland and USA
Business travel (million km)	UK, Ireland and USA
Total business travel related CO <sub>2</sub> emissions (tonnes and tonnes per FTE)	UK, Ireland and USA
<b>Community Investment - page 28</b>	
Total community investment spend (£)	Global
Spend by type (cash donations, gifts-in-kind, management costs in £ and employee's time)	Global



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If you would like a Braille or audio version of the CR Report, please contact us at the above address.



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