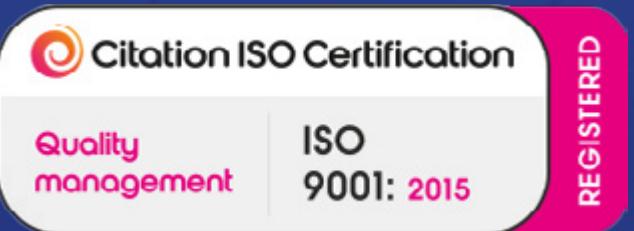




THE EVOLUTION OF OUR RELATIONSHIP



15 YEARS IN PARTNERSHIP



INTRODUCTION

Welcome to this overview document designed to give you a clear understanding of the partnership between our organisation and Santander.

Over 15 years, we have built a strong, collaborative relationship that has delivered significant value and supported Santander in achieving its strategic goals.

We are excited to share the successes we have achieved together, the range of services we can offer, and our ideas for future opportunities that could further benefit your business.

PURPOSE

The purpose of this document is to provide you with an in-depth overview of our relationship with Santander. We will highlight the key successes we've achieved to date, outline the full spectrum of services we can deliver, and offer recommendations on how we can continue to drive value for your organisation in the future. Our goal is to ensure you are fully informed and equipped to leverage our partnership to its fullest potential.

BENEFITS

By understanding the history and nature of our relationship, you will gain insight into how our tailored solutions have already supported Santander in meeting its objectives. This document will help you identify how we can continue to enhance performance, streamline operations, and foster innovation across your business. We believe that together, we can unlock new opportunities and ensure sustained success in the years ahead.



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ABOUT DSW

For 25 years, we've forged partnerships with our clients, dedicated to nurturing talent through bespoke learning consultancy and impactful development programmes.

Guided by our core values, we empower individuals and organisations to thrive in today's dynamic landscape.

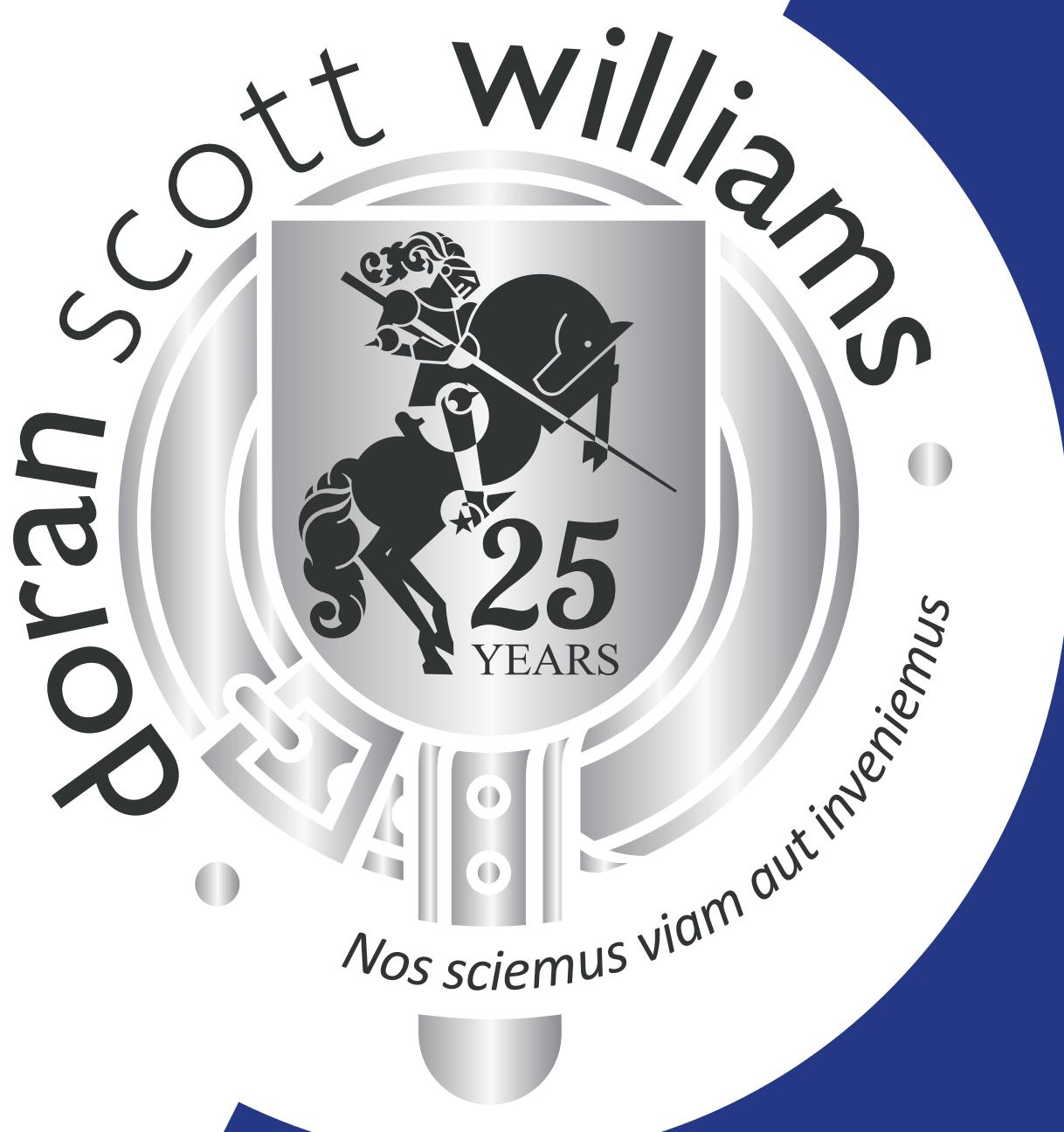
Today we operate two divisions, DSW Awarding, a premier end-point assessment and qualification provider, and DSW Learning Solutions, offering bespoke programme development, consultancy, and custom managed learning services.

LEARNING SOLUTIONS

- Managed Services
- Training Design and Delivery
- Learning Specialist Talent

AWARDING

- End-Point Assessment
- Assessment of Occupational Competence
- Qualification Design and Certification



INNOVATIVE

Continuous improvement, embrace change, utilise IT and evolve ways to enhance the client experience



INCISIVE

No red tape, non-bureaucratic, solution-oriented, accountable and responsible for delivering against agreed service levels



INSPIRING

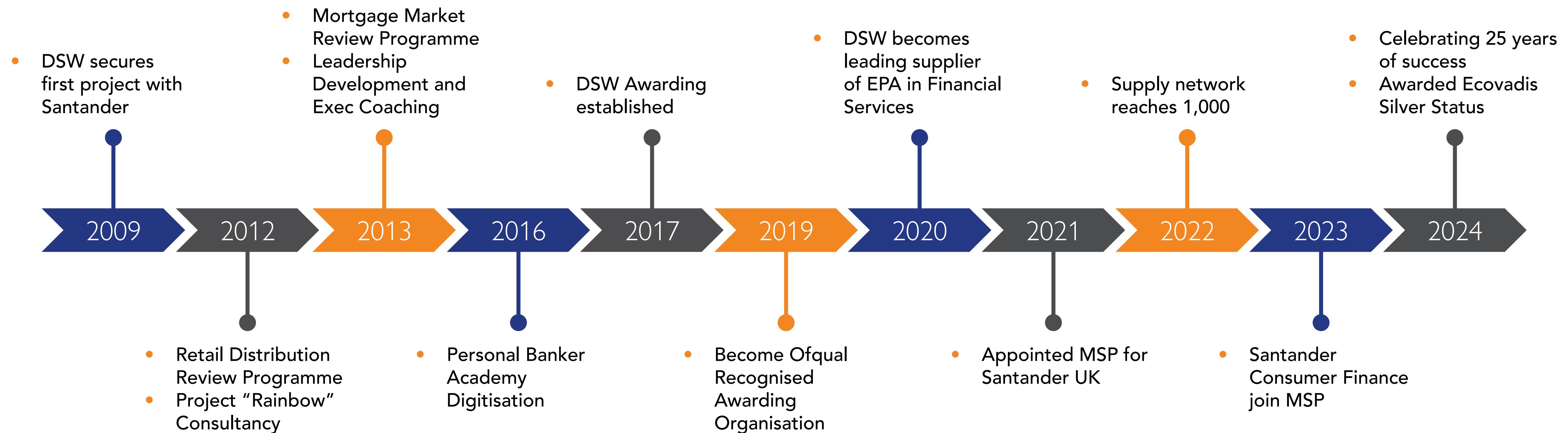
Authentic, enthusiastic, committed, supportive, ambassadorial and encouraging



INTEGRITY

Behave with honour, underpinned by strong moral principles, transparency and always in the best interests of our clients

KEY EVENTS





OVERVIEW OF KEY PEOPLE

DSW is led by our values and driven by a passion to deliver an excellent service to all our clients and stakeholders.

We believe that when services are perceived to be similar, it is the people and the way of working that make all the difference.

Click on the images to find out some more about our key people and their responsibilities.

PATRICK DORAN
Executive Chair

DAVID PEARSON
Chief Executive Officer

INDY KASBIA
L&D Solutions Partner

HAYLEY DORAN
Operations Manager

JAKE TWEEN
Director of Apprenticeships

SANTANDER'S MANAGED SERVICE

DSW was appointed to deliver a Learning Managed Service for Santander UK in October 2021. Over time we have extended the service to Santander Consumer Finance and Santander Corporate & Investment Banking.



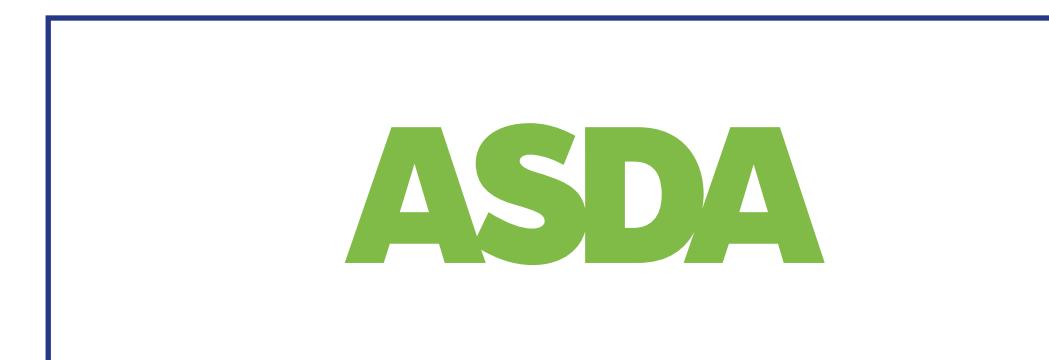
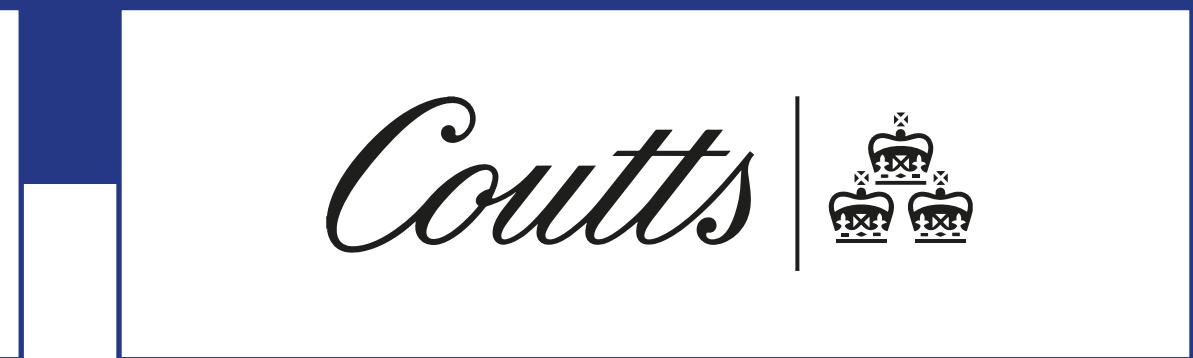
Our managed service is designed to provide six key benefits:

- 01 **Value** – our managed service is designed to deliver value for money, with price capping and share gain models in place.
- 02 **Range** – we provide a vendor-neutral service and can work with your existing suppliers, curate PSLs and run competitive tenders on your behalf.
- 03 **Flexibility** – our processes are designed to support your way of working and we will adapt how we work to align with what works best for you.
- 04 **Expertise** – we specialise in the financial services sector and our consultants bring in-depth knowledge of the sector.
- 05 **Transparency** – we communicate openly and transparently; this extends to our commercial arrangements.
- 06 **Support** – we believe that where services are perceived as similar it is the people and way of working which make the difference.



WHO WE WORK WITH

We serve an esteemed public and private sector clientele spanning finance, health, engineering, automotive, utilities, retail, and technology sectors, delivering exceptional solutions tailored to their diverse needs and driving excellence across industries.

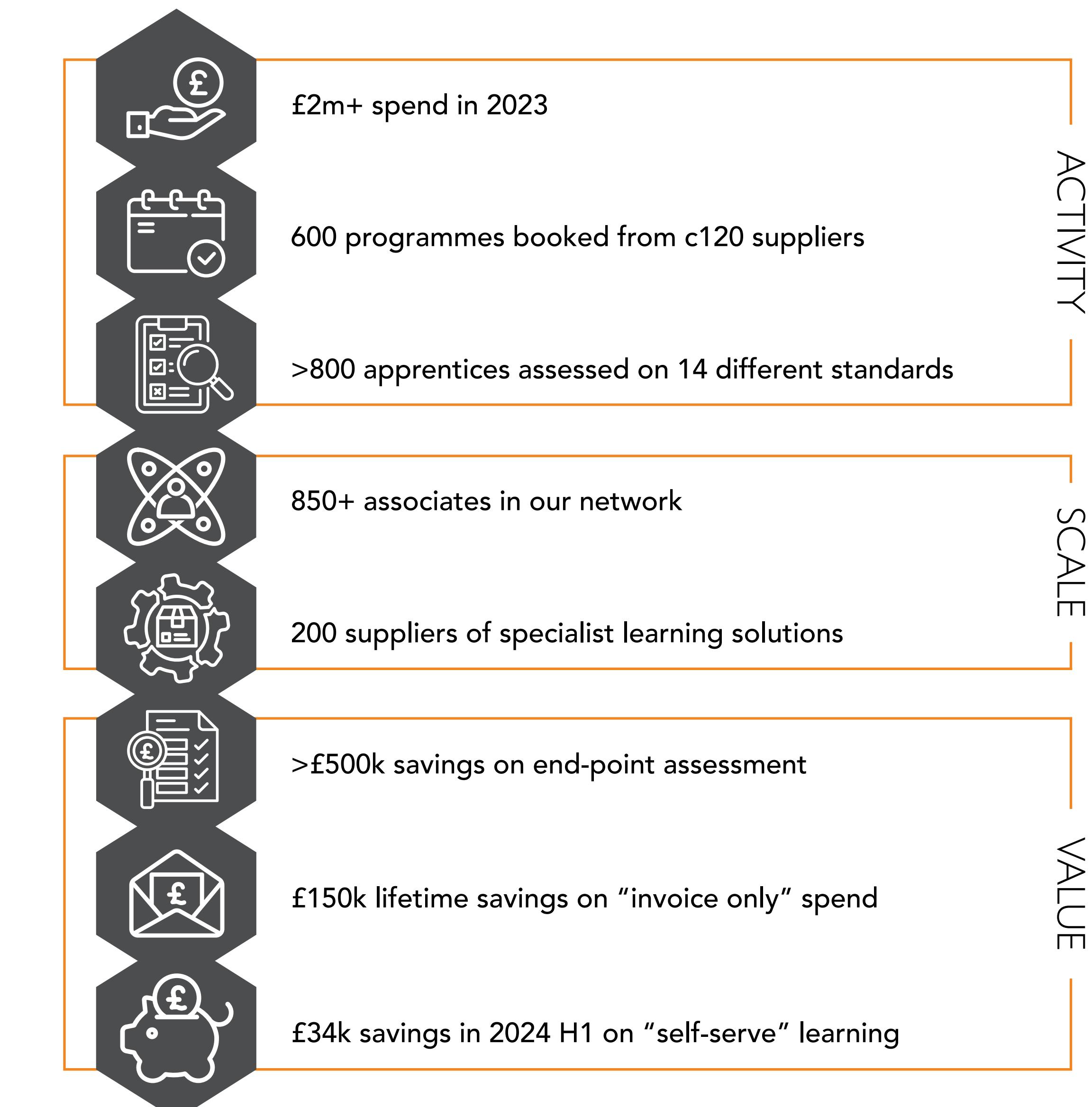


SCOPE OF MANAGED SERVICE

End-to-end Managed Learning Solutions for Santander.

We provide comprehensive, cost effective learning support to Santander UK, Santander Consumer Finance, and Santander Corporate and Commercial Banking, offering:

- Learning Administration: On-demand course booking and management
- Learning Specialists: Seamlessly integrating with your internal team
- Competitive Tendering Processes: Efficiently handling bespoke projects
- Supplier Sourcing: Finding the best partners to meet your needs
- Expert Advice and Guidance: Supporting all aspects of your learning journey.



SUPPLY CHAIN

We have over 200 organisations in our supply chain which have supported our clients over the years. We onboard new suppliers every month both at the direct request of our clients and as the result of proactive supply chain development. Suppliers span a broad range of categories a sample of which are provided below.

1000+ COMPANIES AND CONSULTANTS

Cappfinity



↑ raise the bar™

CIM
The Chartered Institute of Marketing



FIREBRAND



THE LANGUAGE PLAN



inrehearsal

WHERE NEXT?

We understand the challenges organisations face as they navigate their digital transformation journeys alongside increasing financial pressures and widening skills gaps. We believe by collaborating more closely we can support Santander to deliver more for less and propose focusing on three key areas over the next twelve months.



"Banks' strategic choices will be tested as they contend with multiple fundamental challenges to their business models. They must demonstrate conviction and agility to thrive."

Deloitte 2024 banking and capital markets outlook

SKILLS AND GROWTH LEVY

Labour's proposed changes to the apprenticeship levy present new opportunities for fund learning beyond apprenticeships.

MANAGED LEARNING PROGRAMMES

DSW can provide a cost-effective solution to manage the full life cycle of in-house programmes.

DRIVING BETTER VALUE

While Santander's "free choice" model provides flexibility, it can limit efficiency. We suggest exploring a preferred supplier model for core services to improve value.

CASE STUDY

DELIVERING COST EFFICIENCY AND FLEXIBILITY IN MANAGED SERVICES

THE CHALLENGE

Santander was facing challenges with their incumbent Managed Service Provider (MSP), which was proving to be increasingly cost-ineffective. The MSP was prioritising its own services rather than offering a balanced choice of services from other vendors. This limited flexibility and impacted cost control, making it difficult to explore competitive options or onboard new suppliers.

WHAT WE DID

DSW proposed a solution with transparent commercials, ensuring that all costs were visible and manageable. We introduced a flexible approach, giving Santander a choice of suppliers and the ability to easily onboard new vendors as required. This provided a competitive environment and ensured the services offered remained efficient and adaptable to changing needs.

THE RESULTS

Over a three-year period, Santander saved more than £250k through DSW's managed service solution. The flexible supplier model consistently met all KPIs while maintaining a broad choice of services, ensuring long-term value and sustainability in service delivery.



CASE STUDY

DEVELOPING A CULTURE OF CONSCIOUS INCLUSION



THE CHALLENGE

As Santander Consumer Finance expanded, the bank prioritised strengthening its commitment to Equality, Diversity, and Inclusion (EDI).

Recognising line managers as key drivers of cultural change, the aim was to enhance their understanding and confidence in fostering conscious inclusion.

To effectively empower managers and embed EDI principles throughout the organisation, Santander needed to deliver impactful, experiential learning experiences that would inspire action and promote a more inclusive workplace culture.

WHAT WE DID

In response to the challenge, we worked closely with Santander Consumer Finance and a DSW expert to evaluate the specific needs for advancing the EDI agenda. We designed a customised training programme focused on empowering line managers to develop a culture of conscious inclusion.

The programme featured:

- **Real-life Examples:** Training included scenarios relevant to the managers' roles, making the content directly applicable.
- **Case Studies:** Managers explored examples that demonstrated the benefits of inclusive leadership and the consequences of neglecting diversity.
- **Action Set Learning:** Interactive exercises encouraged participants to reflect on and apply EDI principles in practical contexts, building their confidence and understanding.

THE RESULTS

The programme was successfully delivered to 200 managers over 18 months, significantly advancing Santander's EDI efforts.

Feedback indicated that the training equipped participants with the skills and confidence to engage in meaningful EDI conversations and address these matters with empathy in their roles.

Due to its success, the training has been adopted as a Business-as-Usual (BAU) programme, ensuring that fostering conscious inclusion remains a central part of Santander's ongoing training efforts, promoting a more inclusive workplace culture.