

our values



Growing
Enterprise in
Communities

Key Fund not only
unlocks finance,
it invests...in you

welcome to key fund

in these pages, you'll find out more about...

who we are what we do why we do it how we do it



For us it's essential that we all work in a way that supports our vision, mission and values.

We understand that our people - the individuals who make the Key Fund a success - have different backgrounds, skills and experience, but working together with a shared focus we can help to make a real difference in disadvantaged communities.

The Key Fund, is more than just a job, clocking in and clocking out day-after-day for your pay, its about feeding the soul and enabling real positive change. It takes courage and commitment to back enterprises trying to make a difference, where people are the priority, and communities are valued. It has challenges; but the rewards are big.

I look forward to working with you here at the Key Fund
- I can guarantee it will never be boring!

Matt Smith, CEO

core purpose

Our central mission is to provide finance - flexible loans and grant/loan packages - to help community and social enterprises to start-up, become sustainable, or grow. But it's not just about the money. It's also about providing the right kind of support to help our investees have the best possible chance of success.

Our Focus

Our focus is to provide the 'right kind of money at the right time' to make meaningful impact.

What is our brand vision?

Our brand vision is our reason for being. It remains constant - grounded in our roots. We began in 1999 in South Yorkshire. Hit by the collapse of coal and steel industries, we wanted to find new ways of breathing life back into our neighbourhoods - to support new enterprises and create jobs.

Our vision is shaped by our very structure, as a social enterprise ourselves; all profits are ploughed back into our mission.

We've had to be agile, to adapt, to collaborate. Like our clients, we share the challenges of a shifting economy. We've weathered the storm - and remain committed to our founding vision - our steady anchor.

we support educate guide

Our Brand

Our brand is our DNA; what we live and breathe. It is our identity and as individuals it glues us together.

**“Key Fund truly
understands our
sector, it lives
and breathes it,
it believes in
what we strive
to achieve.”**

soul food

We make a difference by supporting our clients and addressing their needs, to help grow enterprise in communities.



their
success
is your
success



core values

Our guiding core values drive our behaviours and actions. Our experience informs our empathetic approach - to our clients, and each other.

We try to live by 5 core values:

responsibility

We passionately believe in what we do and are committed to the highest standards at all times.

respect

Actively kind, compassionate and considerate - we are genuine in the support, empathy and care that we give to you.

courage

To challenge and push boundaries to unlock opportunities and shape the future.

integrity

Demonstrate honesty, fairness and credibility - to make mutual trust possible.

purpose

Committed to achieving our goals in order to bring about positive social impact.

behaviours

How we do things and how we behave is an important factor - in our relations with each other as colleagues, and with our investors and investees.

Our behaviours are defined as:

Can do attitude

We are committed to making a difference by supporting our clients, addressing their needs, and delivering on our promises.

Flexible and Efficient

We will perform in an accurate, consistent and timely manner to offer a bespoke service and support.

**positive
honest
efficient
caring**

Honesty and Transparency

We will always articulate clearly our funding models and ensure they are transparent, understood, and affordable.

Care

We help each other, as colleagues, to achieve Key Fund's goals. We put people at the heart of our work, with a relationship banking approach, pre and post-investment.

**“Our passion
for this work
and commitment
to our mission
has never been
stronger.”**

people focused

Our people make us who we are. We share the same values and mission. We provide the best working environment, training and career progression for all the Key Fund family.

We work on mutual respect, where each team member is valued for their unique skills and contribution.

We encourage our team to seek and embrace new ways of working to improve overall performance, and to appropriately challenge negative behaviours if they feel something is wrong.

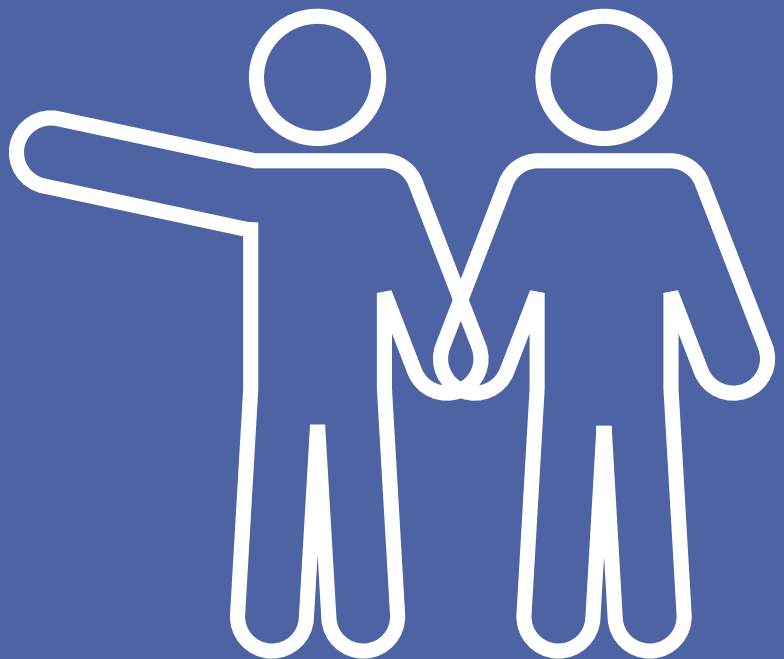
We learn from our experiences and share responsibility for our overall mission and goals. Decisions are always made with the best interests of Key Fund and our clients, at their heart.

Team working and internal influence

As individuals, we self-manage, are responsible, flexible and make decisions. We don't pass the buck. Our can-do approach - sharing information, knowledge and experience - informs our team spirit.

As a team, we listen. We don't prescribe. We challenge but respect our colleagues' views, seek their opinions and value their skills. We encourage and support others to be successful, and always take an interest in people, as people, not just work-related.

We will treat others with respect and in a professional manner.



guiding principles

be brave and build

To build the wider social enterprise sector

With the focus that
Social Enterprise
investment should become
obsolete one day.

To be brave, not maverick

We are experienced
and knowledgeable
and take calculated
considered risk.

To be empathetic

We have been through
hard times ourselves and
understand the financial
challenges that a new
project may face.

To be proud

We are proud to live
social enterprise and
the benefits that it brings
to our communities.

We will strive to make
a deal work and be
successful throughout
its lifetime with our
personal approach.

client advocacy

Our 5 pillars of advocacy

We value our clients. We consult them for feedback on our performance, and listen to their concerns. We workhard to be their trusted partners and advisers, not just during the initial investment, but throughout their journey.

— 1 —

We take the time to listen to our clients and build a strong and lasting relationship.

— 2 —

We keep our promises; do what we said we'd do within the agreed timescales.

— 3 —

We demonstrate to our investees that we understand what they want and need from us.

— 4 —

We demonstrate our added value to our clients and go beyond their expectations.

— 5 —

We clearly define our services, actions and terms to our clients.



**With hope, ambition, and the right kind of support,
dreams can be realised and lives transformed.**

Thank you for reading our little book of values
and culture; if you have any questions, comments
or ideas, please share them with us.

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