

# Strategy Chat Pack

Issue no. 03 / June – July 2021

Please use the supporting notes  
alongside these slides for your chat





“

In the year since our YBS Board approved the Strategic Blueprint, we've not only delivered an exceptional trading performance, we've also started to really nail our digital transformation after – let's be honest – years of struggling.

**We've shown we can deliver – even with Covid in the mix – and we should be shouting about it!**

My ask is that you keep connected to all the stuff we're doing – to build our belief, commitment and engagement.

Please use the Chat Packs to stay involved with our strategy journey; and discuss your own contribution in My Blueprint conversations. Thank you for all you're doing.

”

**Orlagh Hunt, Chief People Officer**

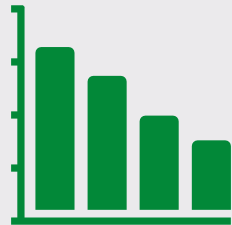
## OUR WHY: REAL HELP WITH REAL LIFE

# The 'Real Life' world

We exist to provide Real Help with Real Life, but what's the current 'Real Life' world we're operating in? Let's take a look...



House prices **up**  
**10.9%**  
annually  
(more in Yorkshire  
and Humber)



**UK economy**  
could grow  
**7.25%**  
this year



Savings rates  
**struggle** to beat  
inflation of  
**2.1%**



**Unemployment**  
could reach  
**5.6%**  
this year

3

## Members' differing perspectives...

“

I think that the Government has rather lost sight of the value of savers for the economy. They simply don't figure on their radar.

”

Male, midlife, cushioned.

“

Tough times and all focus has to be on supporting the people who need help the most, and that is not savers.

”

Male, younger, squeezed.



## OUR WHY: REAL HELP WITH REAL LIFE

# Place to call home

So far this year, we've helped **34,574** people have a place to call home.



Mortgage applications **£2bn** ahead of our original 2021 target



We've just had our **highest ever 3 months** for mortgage applications



Brokers praise our personalised underwriting approach

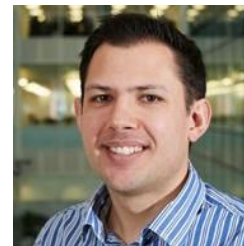


We've had a record breaking few months on lending. That's brilliant for helping people have a place to call home – and makes good use of the extra funding we have – but we know it's been a compromise.



We've tried to balance undue pressure on operational teams and service levels, with seizing opportunities that won't be around forever.

Thank you to everyone involved for helping 'make it happen'.



**Chris Irwin, Director of Mortgages**  
(hear more from Chris on the Chat Pack podcast)



## OUR WHY: REAL HELP WITH REAL LIFE

# Financial resilience

So far this year, we've helped **32,473** people towards greater financial resilience.



**£280,000**  
raised for Age  
UK so far



**14** branches  
offering face to  
face financial  
resilience  
support



Over **200**  
colleagues  
took part in  
'Run Your Age'  
(right)

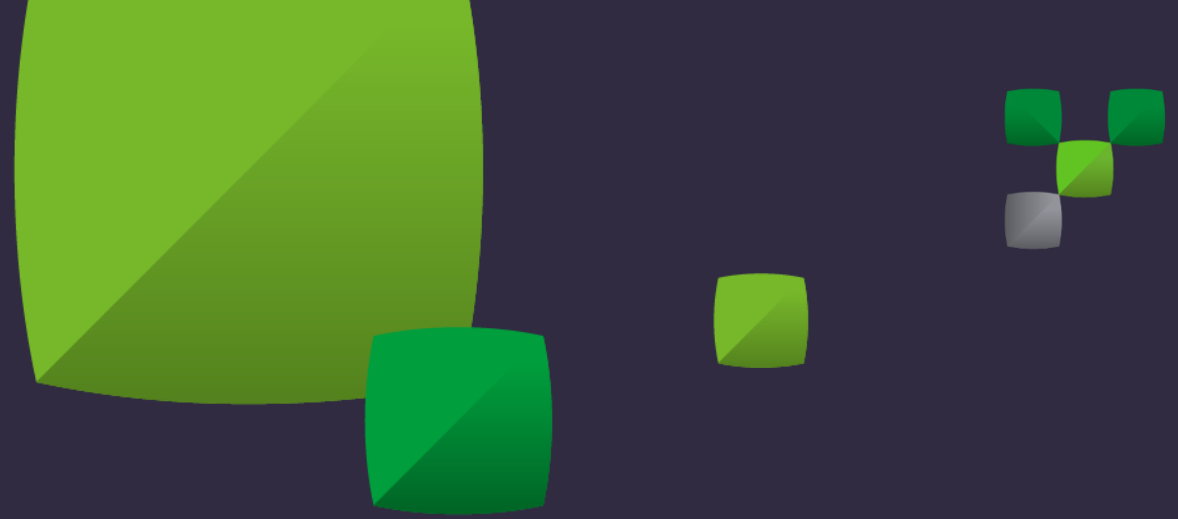


Age UK fundraising  
raffle launched

## OUR WHY: REAL HELP WITH REAL LIFE

# Member value

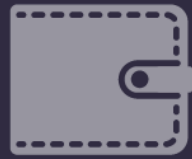
We're delivering extra interest for our loyal savers; community, charity and environmental support; great customer and colleague experience; award winning products; and a sustainable financial performance.



Extra  
**£16m**  
of member  
loyalty  
rewards  
from June



Savings  
rates  
**0.28%**  
above  
market  
average



**£6.7m**  
returned  
to loyal  
savers so  
far this  
year



Named  
UK's  
**No.1**  
High Street  
Savings  
Provider  
by  
Moneyfacts



Trading  
performance  
ahead of  
original  
plans



**+54**  
Society  
NPS



**+57**  
colleague  
eNPS

## OUR WHAT: STRATEGIC PRIORITIES

# Savings Rebooted

...helping savers achieve their needs and goals through a range of approaches, products and channels – it's far more than just interest rates.



Our recent savings performance has been nothing short of phenomenal!



**Tina Hughes**  
**Director of Savings**  
(hear more from Tina on the Chat Pack Podcast)



## In numbers...



**£1.1bn**  
**ahead**  
of our original  
**2021 savings**  
**target**



**Savings NPS**  
at record high of  
**+41**



**NEW**  
**0.5%**  
**minimum**  
loyalty savings  
rate



**70%**  
digital  
savings  
(up from  
20% in 2019)



## OUR WHAT: STRATEGIC PRIORITIES

# Purposeful Analytics

...enabling us to make more informed decisions, more quickly, to deliver more benefits for our customers and for YBS.



Purposeful Analytics completely supports the way we're able to trade, because we're getting better at understanding risk and pricing our products to reflect it.

That's what gave us the confidence to go for it when no other lender was doing 95% loans.

It'll mean we can help other underserved borrowers in the future, and generate funds to reward our loyal members.



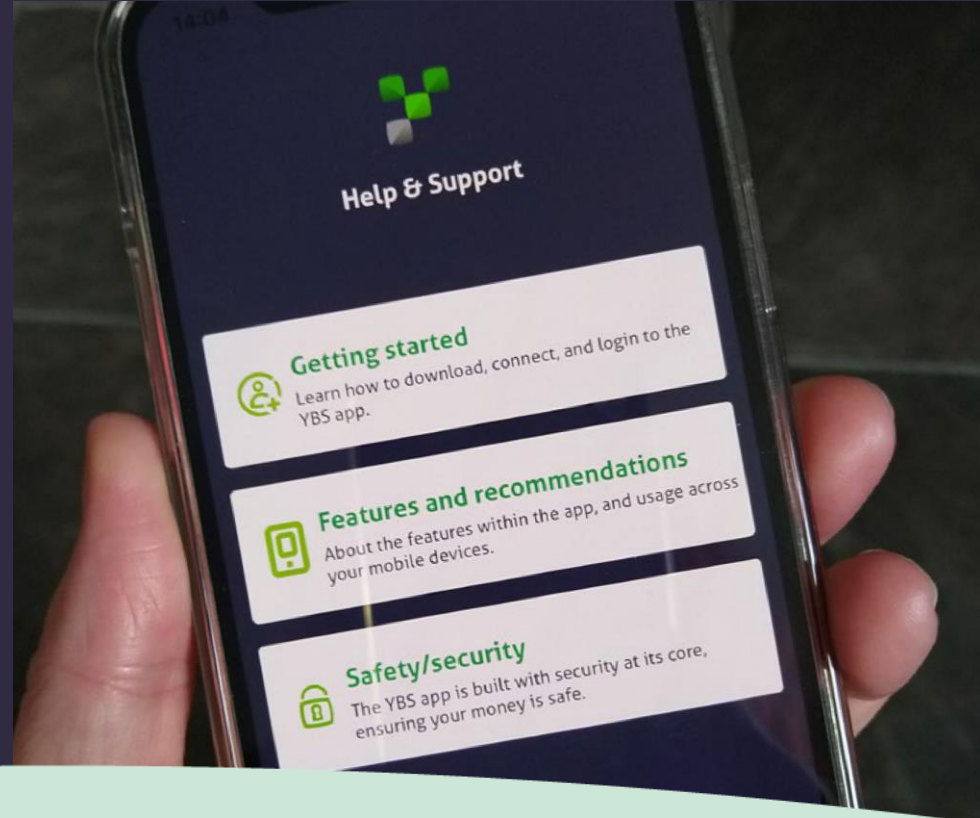
**Rob Purdy**  
Director of Balance Sheet Management



## OUR WHAT: STRATEGIC PRIORITIES

# Unbelievably easy and efficient

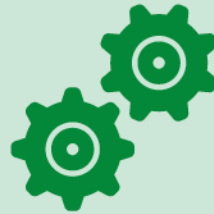
...streamlining how we work and introducing digital solutions to transform the way we deal with customers, and each other.



**28%**  
of customers  
e-enabled



Web Chat for  
YBS mortgage  
and savings  
applications



Accord BTL  
mortgages  
**twice**  
as efficient



Customers  
can become  
**members** via  
the App



Over **2m**  
logins via our  
ever-improving  
App

**OUR WHAT:  
STRATEGIC PRIORITIES**

# Properly Personal Experience

...improving how we interact with customers through all our channels and balancing digital innovation with slick processes and the human touch that technology can never replace.



We know these themes are what customers most value. And we already do them.

This is about amplifying ideas that build on them, and testing whether we can scale them up to something more consistent, special and purposeful; a real talking point.

Thank you to everyone involved so far.

**Gary Fowler,  
Director of Retail Distribution**



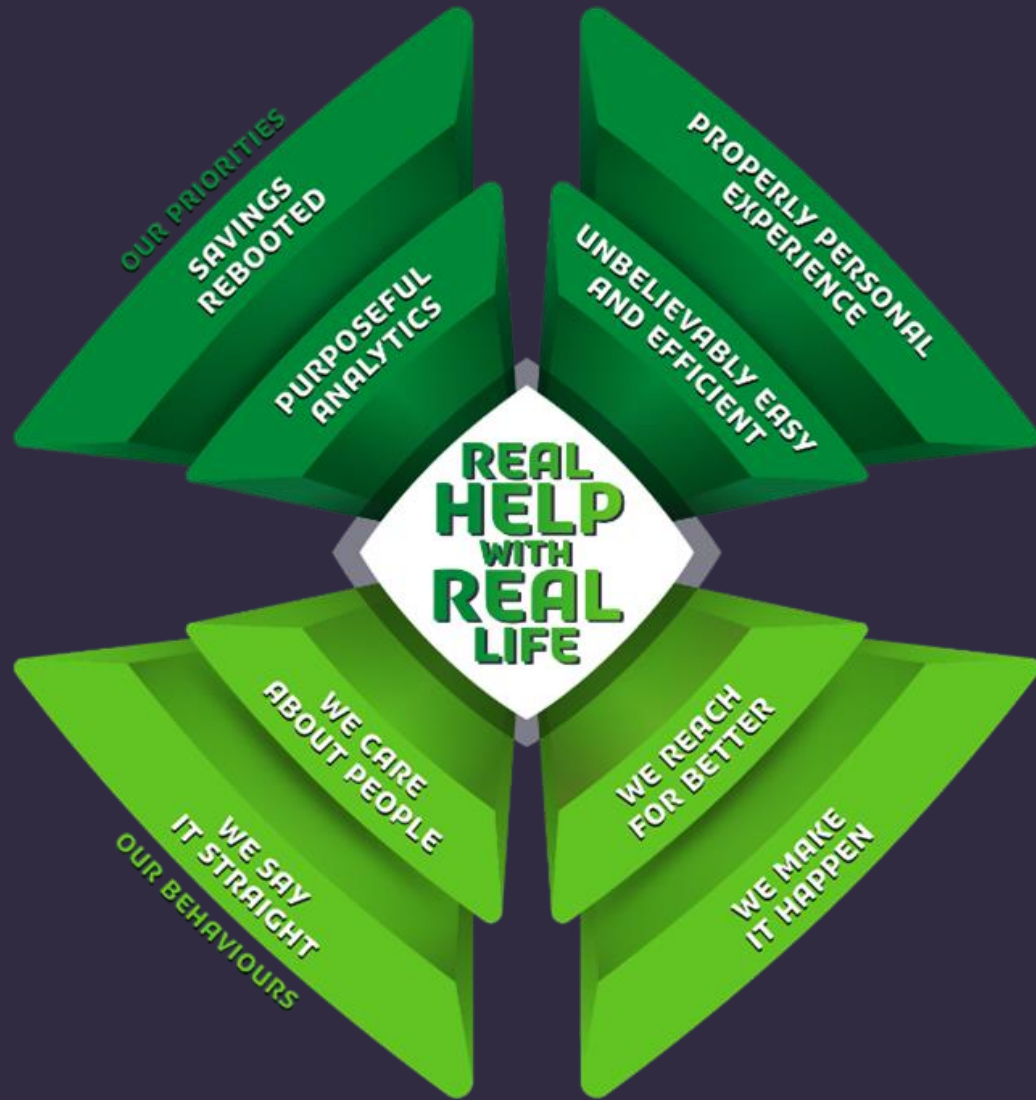
**Real, practical help**  
...helping people in moments when a computer can't help



**Show the people behind the tech**  
...adding value to great tech through human interaction



**Make meaningful connections**  
...embracing the human need for connecting, sharing and communicating



# Thank you!

Please [email Internal Comms](#) with your Chat Pack and Podcast feedback.

And remember to [send us your input for the autumn strategy events](#) we're considering.