

# How we engage with our stakeholders

## Customers

Our aim is to establish sustainable relationships with our customers through understanding their needs and delivering appropriate solutions tailored to their individual circumstances. This is a constantly evolving process, and one which secures better financial futures for our customers.

### Better Customer Outcomes

Arrow operates a hybrid business model with an in-house collections operation complemented by a panel of Arrow 'Approved Partners'. This model allows Arrow to utilise the skills of market-leading specialist partners to provide a service, which supplements our internal capability. Understanding our customers' needs is vital for our operations. In order to develop a comprehensive approach to this, we must at all times work within the remit of the regulations set by the regulators in all of the geographies in which we operate, including the Financial Conduct Authority (FCA), Portuguese Securities Market Commission (CMVM), Dutch Authority for Financial Markets (AFM), Banca D'Italia and the Central Bank of Ireland, when treating customers fairly and with the appropriate level of forbearance.

### Customer Voice

The introduction of the Customer Satisfaction Surveys (CSAT) across the Group in 2019 has enabled us to utilise feedback provided directly by customers. This has provided a tool for customers to voice their opinions on the treatment they have received, and it has enabled the business to have a unique independent insight into the customer experience. This has highlighted key areas for improvements to ensure that the customer is treated to the best possible service. This service is currently being reviewed to make it easier for the customer to provide feedback and to provide further insight. These improvements will be made in H1 2020.

### The Customer Journey

A project was held in the UK in Q2 2019 called Rapid Scans. The intention was to gain insight from a customer's perspective, to understand the processes, strengths and weaknesses, providing us with areas where we could improve the whole customer experience and how we engage both in traditional and digital ways. As an example, all customer communications have been thoroughly reviewed and amended to ensure they are easier to read, with concise and clearer calls to action; importantly, these improvements are applicable across all channels, including letters, text messages and online portals.



### Customer Forums

With the UK customer experience forum firmly in place, the decision was made to roll this out across the Group. The first Group-wide customer experience forum was hosted in Dublin in August 2019 and similarly to the UK forum, this committee drives the delivery of customer outcomes throughout the organisation – not just in front-line areas. The committee is led by senior leaders within the Group, who can drive changes to ensure customers are treated fairly and responsibly, all strategies and processes are working correctly, that we are generating the right customer outcomes and that we are sharing all best practices throughout the Group. The second customer forum was held in Lisbon in December 2019.

The UK customer forum continues to evolve and has successfully driven improvements around implementation, strategies and customer touchpoints. Alongside the customer dashboard, key KPIs are measured, including customer satisfaction and complaint volumes. This also continues to provide key customer insight across UK business areas.



In particular, we have identified six cultural attributes and will introduce performance indicators in 2020 to help determine whether we are on the right track. Recognising that more diverse businesses are more successful, as well as an appreciation that it's the right thing to do, we also have worked hard to embed a diversity agenda across the Group, with Matt Hotson, Group chief financial officer, acting as our diversity and inclusion sponsor.

### Employees

We have worked hard to maximise the value of our existing people development programmes, whilst challenging ourselves to innovate and embrace new ways of working.

#### Cultural alignment

The launch of our new aspirational culture statement at our Senior Leadership Conference and all-employee roadshow was pivotal to this new way of thinking, as was the creation of the culture steering group (CSG) that will act as the central forum for ensuring our culture provides a clear, supportive and productive environment for all our employees.

#### Strategic and leadership alignment

We continued the roll-out of our senior leadership development programme DIPS (Define, Insight, Practice, Sustain) that commenced in March 2018. To date, eighty of our most senior leaders have been through this programme, helping to align our senior leaders and their teams around our business strategy and preferred ways of working. Furthermore, we have taken the key leadership concepts from this into our wider management programmes to create a common language and alignment across the leadership pipeline.

Shanna Wallace, winner of Arrow's inaugural Group-wide Employee of the Year award. Recognised in Porto by Lee Rochford and Maria Luís Albuquerque for helping vulnerable customers.

