

**249**  
volunteers

**3,194**  
students helped

## Communities

### Supporting our communities

Our Purpose is to Build Better Financial Futures, and it's what we do for all our stakeholders including the communities where we operate.

2019 was an important year, as we expanded our partnership with Junior Achievement Europe (JAE), Europe's largest non-profit provider of educational programmes for financial literacy and entrepreneurial skills for young people.

In 2019, we worked with JAE across six countries to deliver a number of innovative educational programmes, the core activities of which were anchored under the 'Learn to Earn' or 'Economics for Success' initiative. This programme, delivered in either classroom-based sessions or larger workshops, aims to inspire students and provides information on career options to help them make informed choices and prepare them for destinations and life beyond education. Students engage in a range of hands-on activities, including role-play interviews and a board game, to help them understand how education is key to their future success. With the help of our employees, students explored themes including career choices, personal skills, job interviews and financial planning and budgeting.

Across the Group, we directly helped 3,194 students, with 249 employees volunteering their time and commitment. This is a significant achievement for the business, and we would like to thank all our volunteers for their commitment to our Purpose.

In 2020, with the support of the board, we will continue to work alongside JAE and will see the programmes fully rolled out across the entire organisation, including our Dutch operations. We hope to expand our activities to reach more than 3,500 students and involve 300 volunteers.

While we have developed a programme that will harmonise our approach to Building Better Financial Futures via financial education, we still promote a culture of independent initiatives to support the communities where we operate.



Collectively across the Group, we have a wide range of activities to support our local communities. Some recent examples include: our Italian business, Zenith S.p.A, running the Pittarosso Pink Parade, a marathon in support of breast cancer; our Vesting Finance business in the Netherlands collecting clothes and toys for Kwintes, an organisation supporting people with mental health issues, and our Portuguese business that provided goods for Casa da Criança, an institution for vulnerable children.

In Portugal, we also sponsor the Terry Fox Run, a marathon in support of cancer research. In the UK, across both Manchester and Glasgow our CSS (Charity, Social and Sports) teams run regular fundraising for good causes including Macmillan, The Christie Hospital, Food Banks and Children in Need.

We also support colleagues' contributions to the community by matching funds raised by them for their chosen charities, and we encourage our employees to volunteer and assist local community organisations, both in and out of Company time.

"Teaching young people how to manage money effectively will help them make sound financial decisions in the future. Thanks to Arrow's financial support and volunteers' commitment, more than 3,000 students across Europe had access to financial literacy programmes and developed the skills and competences they will need growing up."

### Salvatore Nigro

Chief executive officer of JA Europe

## Regulators and Industry

We actively contribute to a wide range of initiatives across the collections and debt advice sectors, to help Build Better Financial Futures for our customers.

In 2019, we held a number of important industry positions, including board membership of the Credit Services Association (CSA). During the year, Arrow has actively contributed to varying initiatives across the collections and debt advice sectors. Through our involvement with the Federation of European National Collection Associations (FENCA), we have finalised a Code of Conduct for the EU General Data Protection Regulation (GDPR) which is currently undergoing approval within the European Data Protection Board.

“We value the support of our shareholders and want to ensure that we always make it possible to have an honest and open dialogue with them about the direction the business is going and where they think we can improve.”

Also, through FENCA, we have been supporting the Non-Performing Loan Directive to ensure appropriate regulation of debt buyers and debt collections agencies across the EU, with authorisation and notification by competent authorities in each member state. This is to ensure a consistent approach to customer treatment.

We held a board position, then the role of Ambassador, on the influential Money Advice Liaison Group, and a trusteeship of the FairLife Charity, promoting fair treatment of the consumer across financial services. We also held the 2019 presidency of the prestigious International Collectors Group (ICG), organising the annual ICG conference in Portugal.

We have continued to actively engage with numerous trade bodies during 2019 and have a constructive and open relationship with the FCA and other European regulators, focusing in particular on conduct and vulnerable customer issues, where we remain fully committed to raising standards and promoting fairer practices in the collection of debt.

All of the Group’s current activities are carried out in developed countries that have strong legislation governing human rights, and Arrow complies with applicable legislation in every country where it operates.



#### Supporting debt charities

During the course of the year, we supported the activities of the major debt charities who provide free impartial advice to our customers, particularly in the UK where we fully support StepChange, Payplan and Christians Against Poverty by way of FairShare contributions.

Additionally, in Ireland, we maintain a proactive relationship with the Irish Mortgage Holders Organisation, a registered charity and the main customer advocate in Ireland. We also encourage customers in difficulties to approach Money Advice and Budgeting Service, a non-profit organisation which belongs to the State and provides a free and confidential service for people having problems with money management and debt.



#### Shareholders and investors

We take a highly structured and proactive approach to liaising with our shareholders and analysts. Arrow has a dedicated investor relations department which is fully available to analysts and investors daily, should they have queries or require a meeting. We report our financial results publicly at every quarter and consistently hold public calls and presentations to allow analysts and investors the opportunity to engage directly with management regarding the financial statements and any news flow they consider material. We also look to hold frequent Capital Markets Days where all investors and analysts are welcome to attend. These days are more operationally orientated than the management presentations given for results announcements. They also offer analysts and investors an excellent opportunity to meet and engage with members of the wider management team that liaise with the market less frequently. This will often involve divisional management teams presenting directly to analysts and investors on areas of the business specific to their roles and focus.

Outside of set-piece market announcements, we endeavour to hold a number of non-deal roadshows every year in order to provide our shareholders and investors with the opportunity to spend time with management on a one-to-one basis. Aware that we have a diverse range of investors spanning multiple geographies, we aim to conduct these roadshows across the countries where our investors are based. We also use this to provide new potential shareholders with an opportunity to meet the management team, which often forms an important part of their due-diligence process.

As well as liaising with the portfolio managers, we believe it is also important that investors’ corporate governance teams are aligned with the Company strategy and policies. We therefore ensure that we engage proactively with investors’ corporate governance departments, offering both regular meetings and the chance to comment on any suggested changes to Company policies.