

## Response to Covid-19

The Covid-19 pandemic radically changed the needs of our customers. In line with our purpose of helping to improve the financial lives of underserved and excluded individuals, we had to change too.



### WORKING FROM HOME

We invested in a comprehensive review of equipment, hardware and furniture so that employees could work safely and productively from home. Employee wellbeing and engagement were prioritised as we all adapted to new and challenging circumstances.



### OPERATING WITHOUT GOVERNMENT ASSISTANCE

Having analysed the furlough scheme and other support options, we made the decision not to seek any government assistance. We felt these schemes were not designed for a company like ours, and that we had the resources available to operate and progress without them.

FY21

Q1.

| FEB

| MAR

| APR

FY21

Q2.

| MAY

| JUN

| JUL

- All staff begin to work from home, following UK Government restrictions
- Investments made in hardware and equipment to make the transition as smooth as possible
- Decision taken not to use the furlough scheme or seek any government assistance
- Extension of our revolving credit facility to end of November 2021
- Launch of remote lending product for existing HCC customers

- Recommencement of lending to new HCC customers in July 2020
- Complete realignment of property strategy leading to operational exit from c. 90 field and support offices

### Doorstep to digital

We have transformed our business to enable it to function and thrive in a remote and digital setting. Leveraging our existing digital capabilities and investment, we re-engineered the business to make it fit for purpose for our customers now and in the future.

This required us to rewire almost every part of what we do, from changing the way our products and services were delivered and our working practices, to rethinking our property strategy and approach to communications. Throughout this rapid transformation, we have maintained high levels of customer satisfaction, strong employee engagement and continued to meet all regulatory requirements.

### Our transformation in numbers

- **67%** of lending is now remote
- **80%** cash collections now made remotely
- **107,000** customers on the digital customer portal (78,000 at end of Feb 2020)
- From over 90 properties down to one, using flexible property options in the future



### LAUNCHING NEW PRODUCTS

We required new remote lending products to meet our customers' needs. Leveraging our existing technology and expertise, we rapidly launched new ways to deliver our products and moved to new platforms that have enabled us to keep customers satisfied whilst moving us towards a more comprehensive financial services offering.



### REDUCING OUR ESTATE

Our property strategy has changed and our estate footprint has been transformed. We've operationally exited c. 90 admin branches and offices in Leeds and Sheffield, leaving us with just one property, our contact centre in Nottingham.

FY21

Q3.

| AUG

| SEP

| OCT

- Launch of digital Refer-a-Friend scheme in September – c.6,000 customers had used it by year end
- Launch of new Loan Management platform, vital for next phase of digital strategy
- Transfer of U Account operating platform to Modulr
- Launch of improved mobile App for U Account

FY21

Q4.

| NOV

| DEC

| JAN

- Enabling of virtually paperless loan documentation process
- Amended approach to customer satisfaction to reflect updated processes
- Carried on with good customer outcomes survey – achieving 98% satisfaction for the year
- Continued to survey employees in order to develop a plan for flexible working going forwards
- Tracey Mulligan (HR and Communications Director) won the Transformation of the Year award at the Women In Credit Awards 2020
- Extension of our revolving credit facility to end of December 2021