

Yorkshire Building Society

SOCIETY MATTERS REPORT 2018

Creating a lasting, positive impact on society.












Contents



HIGHLIGHTS

Customer	 2.7M customers chose to save with us ¹	 6,960 homes were bought by first time buyers with our mortgages	 +41 Net Promoter score (NPS) ²
	 34TH place in the Inclusive Companies ranking ³	 246 contractors' pay increased to the Real Living Wage ⁴	 TOP 30 UK employer by charity Working Families ⁵
	 £1.4M contributed to our local communities	 180 homeless young people helped into a home in the last 18 months	 5,091 pupils benefited from financial literacy support
Environment	 16% reduction in our carbon footprint compared to 2017	 0 net carbon emission, due to the purchase of carbon offsets ⁶	 97% of our waste was diverted from landfill

1. Figure includes customers who save through employer share save schemes administered by Yorkshire Building Society.
 2. KPMG Nunwood Customer Voice Programme, January- December 2018. Based on 14,556 completed interviews with customers. Net Promoter score and NPS are trademarks of Satmetrix Systems, Inc. Bains & Company, Inc., and Fred Reichheld.
 3. Inclusive Companies – Inclusive Top 50 UK Employers (2018). More information can be found here: <http://www.inclusivecompanies.co.uk/inclusivetop50/>
 4. The Real Living Wage is based on the cost of living, which is calculated by the Living Wage Foundation Charity. More information can be found here: <https://www.livingwage.org.uk>
 5. Working Families – Top 30 Employer for Working Families 2018 (2018). More information available here: <https://www.workingfamilies.org.uk/news/the-uks-most-family-friendly-workplaces-unveiled/>
 6. In line with the Carbon Neutral Protocol. More information can be found here: <https://www.carbonneutral.com/>

AWARDS RECEIVED IN 2018

Customer	
Moneynet Personal Finance Awards 2018	Best Overall Mortgage Provider
Moneynet Personal Finance Awards 2018	Best Offset Mortgage Provider
Moneynet Personal Finance Awards 2018	Best First Time Buyer Mortgage Provider
Moneywise Mortgage Awards 2018	Best Lender for Discount Mortgages
Moneyfacts Consumer Awards 2018	First-Time Mortgage Buyers' Choice
2018 Moneyfacts Awards	Best Building Society Mortgage Provider
Moneyfacts Business Awards	Best Service from a Commercial Mortgage Provider
Annual LSL Group Awards	Most Improved Lender
TMA Supernovas 2018	Best Mainstream Lender
TMA Supernovas 2018	Best Customer Service
TMA Supernovas 2018	Best Business Development Management Team
People	
National Centre for Diversity Grand Awards	UK Financial Services Company of the Year
National Centre for Diversity Grand Awards	UK's Most Improved Organisation of the Year
Inclusive Companies	34th in the Inclusive Top 50 UK Employers List
Not a Red Card Awards	Best Mental Health Initiative – Large Company
Working Families	Top 30 Employers for Working Families
PEX Network Awards 2018	Most Innovative Approach to Driving Culture Change
Lotus Award	Workplace Culture
Institute of Internal Communications North Awards 2018	Most Effective Culture Change Programme
Institute of Internal Communications North Awards 2018	Best Evaluation and Measurement
CIPD People	Management Awards - Best Change Management Initiative
Community	
Third Sector Business Charity Awards	CSR Team of the Year



WELCOME FROM MIKE

Yorkshire Building Society was founded more than 150 years ago with a strong ethos that continues to run through the heart of our organisation today.



As a mutual, Yorkshire Building Society is owned by our members, who are customers of our Society. We were founded more than 150 years ago for the benefit of our members, to provide real help with their real lives. It means being there for them through the different stages of their lives and responding with practical solutions and empathy. It also means running our organisation responsibly and sustainably, in a way that members, colleagues and partners can be proud of.

This purpose continues to run through the heart of our organisation today. In this report we demonstrate how we're creating a lasting, positive impact on society by doing the right thing for our members, colleagues, local communities and the environment. We've achieved some great things in the last year, including:

- Enabling 6,960 homes to be bought by first time buyers, giving them their first foot on the property ladder
- Encouraging more people to build a regular savings habit by saving direct from salary, in collaboration with our partner Salary Finance⁷

- Ranking at 34th place in the Inclusive Companies Top 50⁸, as a result of the progress on our Diversity and Inclusion journey
- Contributing £1.4m to our local communities, through direct donations, fundraising and volunteering.

In 2018, we've continued to implement changes for the future, enabling us to operate more efficiently, provide better service to our customers and strengthen our organisation. These include switching the Norwich and Peterborough (N&P) brand to Yorkshire Building Society and reviewing how our office teams are structured.

Thank you for your continued support,

Mike Regnier

Chief Executive, Yorkshire Building Society

7. Salary Finance is an employee financial wellbeing benefit that helps staff improve their lives by improving their finances. More information can be found here: <http://www.salaryfinance.com>

8. Inclusive Companies – Inclusive Top 50 UK Employers (2018). More information can be found here: <http://www.inclusivecompanies.co.uk/inclusivetop50/>

SOCIETY MATTERS STRATEGY

Focus areas	Vision	Priorities
Customer	We'll be market-leading for financial inclusion and deliver tailored outcomes for all customers.	<ol style="list-style-type: none"> 1 Enable all individuals to save by offering a variety of options to suit their specific needs. 2 Support people through every step of their journey to having a place to call home. 3 Provide adapted support to customers in challenging situations.
People	We'll be a leading employer, where colleagues feel respected, valued and proud to work for us.	<ol style="list-style-type: none"> 4 Develop our culture of supporting and engaging all colleagues, prioritising their wellbeing and promoting diversity. 5 Provide opportunities and support for every colleague to develop and reach their potential, celebrating their successes along the way.
Community	We'll be an active member of the communities we serve, using our expertise, passion and scale to maximise our impact.	<ol style="list-style-type: none"> 6 Meaningfully engage with our local communities to enable them to thrive and prosper. 7 Provide life-changing support to people in the most challenging situations. 8 Deliver educational programmes to improve employability and financial literacy.
Environment	We'll be respectful of our planet and continuously reduce our environmental footprint.	<ol style="list-style-type: none"> 9 Minimise our environmental footprint through responsible procurement and reduction of our impacts across energy and water consumption, travel and waste. 10 Raise awareness and understanding of environmental risks and opportunities amongst colleagues and customers.
We'll create a lasting, positive impact on our society – because Society Matters.		<ol style="list-style-type: none"> 11 Choose partners, suppliers and corporate clients which share our purpose, values and ethics. 12 Embed Society Matters into the heart of everything we do and communicate transparently and regularly to stakeholders on our progress.

GET IN TOUCH

We'd love to hear your views on what we're doing and where you'd like us to go from here. You can get in touch at corporateresponsibility@ybs.co.uk, call us on 0345 166 9271 or speak to a colleague in your local branch or agency⁹. We'll continue to provide updates on our progress throughout the year at ybs.co.uk/societymatters.

9. Agencies are independent businesses, such as estate agents or solicitors, which offer Yorkshire Building Society savings accounts and manage savings transactions. We carefully select businesses to act as local agencies on our behalf.

CUSTOMER



We provide real help with real life, enabling more people to buy their own home and save for what's important to them. Our ambition is to be market-leading for financial inclusion and deliver tailored outcomes for all customers by:

- 1** Enabling all individuals to save by offering a variety of options to suit their specific needs
- 2** Supporting customers through every step of their journey to have a place to call home
- 3** Providing adapted support to customers in challenging situations

Key Highlights



2.7M

customers chose to save with us



6,960

homes were bought by first time buyers with our mortgages



+41

Net Promoter Score (NPS)¹⁰

10. KPMG Nunwood Customer Voice Programme, January- December 2018. Based on 14,556 completed interviews with customers. Net Promoter score and NPS are trademarks of Satmetrix Systems, Inc. Bains & Company, Inc., and Fred Reichheld.

15%
OF ADULTS
HAVE NO
SAVINGS AT ALL¹¹

197K
NEW SAVINGS
ACCOUNTS
OPENED

ENABLING ALL INDIVIDUALS TO SAVE

As a building society we're owned by our members and are committed to providing them with good long-term value, enabling them to become more financially resilient to meet life's challenges and opportunities. In 2018 our savings accounts paid on average 0.37% more than other banks and building societies. We opened 197,000 new savings accounts, including 141,000 for existing customers and 56,000 for new customers. We've also helped 20,000 young savers get into good habits early with our children's accounts¹³.

We want to support all individuals to save for their future, but we know it isn't always easy. 34% of adults in the UK having less than £500 in savings, including 15% who have none at all¹¹. To help encourage the habit of saving, we provide various types of savings accounts that meet the differing needs of our members. Some may want to put money away for longer which our fixed rate accounts can offer them. Others want a savings pot in case of emergencies or for a special occasion, so we offer a number of accounts where it's easy to make withdrawals as soon as they're needed. And for people who want to build a regular saving habit we offer regular savings accounts that require a monthly deposit to receive some of our highest interest rates.

To provide more flexibility to our customers, this year we've broadened our range of online savings accounts whilst continuing to provide a wide choice of accounts that can be managed over the phone and in branch, for members who prefer a more personal service. Another key focus for 2018 was simplifying the way we open new savings accounts in branches. We've cut down our account opening processes, saving significant amounts of time for our customers, and we've trained all of our branch colleagues to open accounts. This means that in the majority of cases we can now open savings accounts for a customer on their first visit without them having to book an appointment to see a specialist at a later date.

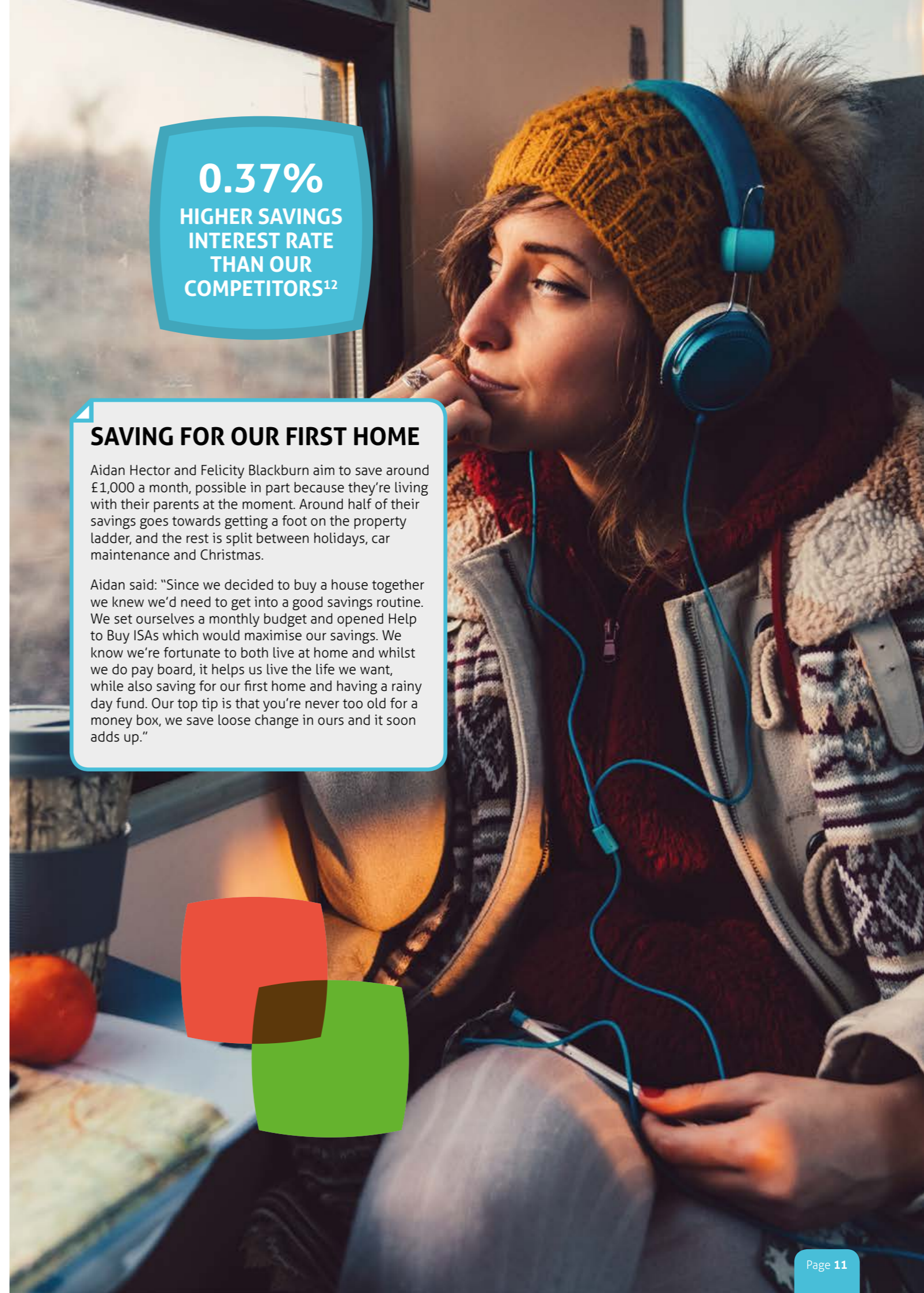
We're also working with Salary Finance, a leading financial wellbeing business, which shares our belief that employers have an important role in helping people get into a savings habit to build their financial resilience. We've combined Salary Finance's innovative employee-benefit platform with the security and simplicity of a Yorkshire Building Society instant-access savings account to provide a new way for employees to build a rainy day fund or save for the future. The initiative makes it easy for any business to help their employees start a savings habit by choosing a regular amount of money to put away direct from their salary. This allows savings to be kept separate from day-to-day spending, although employees can still access their money at any time if needed. So far 41 businesses have signed up, reaching 648 employees including 70 of our own colleagues. This innovative scheme led to Salary Finance winning Benefits Innovation of the Year at the WSB Awards 2018¹⁴.

In 2019, we'll be developing new ways to encourage more employers across the UK to take financial wellbeing at work seriously, and help their colleagues save for the future. We're also looking to develop innovative tools to make saving directly from their salary easier for more people, by working with Salary Finance on two pilot schemes aiming to:

- enable employees to switch seamlessly from repaying a loan to building a savings pot, once the debt is cleared
- encourage people, who are saving for their retirement in an auto-enrollment pension, to save a smaller amount into a savings account as well, in collaboration with NEST Insight¹⁵.

11. Mintel - Consumers and the Economic Outlook, November 2018 (2018).
12. YBS Group average savings rate compared to rest of market average rates based on savings stock from CACI's Current Account and Savings Database (CSDB), covering 87% of the retail savings market (based on stock value). *Data period January-November 2018.
13. Investment limits and access restrictions may apply to savings accounts. These will be detailed in each product factsheet.

14. More information can be found here: <http://events.wsandb.co.uk/awards/static/2018-winners>
15. Nest Insight is the research arm of the NEST pension scheme. More information can be found here: <https://www.nestpensions.org.uk/schemeweb/next/aboutnext.html>



0.37%
HIGHER SAVINGS
INTEREST RATE
THAN OUR
COMPETITORS¹²

SAVING FOR OUR FIRST HOME

Aidan Hector and Felicity Blackburn aim to save around £1,000 a month, possible in part because they're living with their parents at the moment. Around half of their savings goes towards getting a foot on the property ladder, and the rest is split between holidays, car maintenance and Christmas.

Aidan said: "Since we decided to buy a house together we knew we'd need to get into a good savings routine. We set ourselves a monthly budget and opened Help to Buy ISAs which would maximise our savings. We know we're fortunate to both live at home and whilst we do pay board, it helps us live the life we want, while also saving for our first home and having a rainy day fund. Our top tip is that you're never too old for a money box, we save loose change in ours and it soon adds up."

6,960
HOMES WERE BOUGHT BY FIRST TIME BUYERS WITH OUR MORTGAGES

728
MENTIONS IN MORTGAGE BEST BUY TABLES¹⁶

43,148
CUSTOMERS USING SAVINGS TO OFFSET AGAINST THEIR MORTGAGE

YOUR HOME MAY BE REPOSSESSED IF YOU DON'T KEEP UP REPAYMENTS ON YOUR MORTGAGES

A NEW MORTGAGE DEAL, HASSLE FREE

This year we've significantly improved the experience for customers who are coming to the end of their current mortgage deal and would like to transfer to a new product with us.

Customers who don't require advice from us are now able to choose and arrange a new competitive mortgage deal securely online in a matter of minutes, with no requirement to print or sign any new documentation. Customers wanting advice can talk to one of our mortgage advisers over the phone or in branch and we can now usually find the right product for them straight away.

SUPPORTING PEOPLE TO HAVE A PLACE TO CALL HOME

The Society was set up over 150 years ago with the aim of helping people to buy their own home, and this is still core to our purpose today. Using money put away by our savings customers, we're able to provide mortgages to our borrowing customers. In 2018 we helped more people own a home by providing over 36,000 mortgages including 6,960 to first time buyers.

With average house prices almost eight times the average earnings of a full-time worker¹⁷, getting on the property ladder and even moving home remain a challenge for many. To better understand and address the issues that first time buyers are facing, over the last three years we've conducted extensive research¹⁸ on their aspirations and concerns. It's consistently shown that for those looking to buy and those that have recently bought a property, owning their own home is the most important milestone in their lives; more important than having children, getting married or achieving academic and career goals. Unsurprisingly, difficulty in raising sufficient funds for a deposit is the main challenge faced by first time buyers, compounded by property prices.

We've responded by offering a range of mortgages with either no fee or low fees and that include free valuations and cashback features to help minimise the initial costs of buying a home. In September, through our Accord brand we launched a range of market leading Help to Buy mortgages, available exclusively to people who are buying a new property through the government's Help to Buy scheme. Alongside these, our new Help To Buy ISA mortgage, which is exclusively for first-time buyers, offers a preferential deal for those who've saved using a Help To Buy ISA account, irrespective of the provider. This means they benefit from a preferential mortgage rate, as well as the government bonus that comes with the Help To Buy ISA.

In conjunction with these new mortgages, we've changed our criteria to allow borrowers purchasing new build



properties to have just a 10% deposit, compared to 15% previously. As we know new build properties can encounter delays, we'll now reissue mortgage offers for these properties for a further six months, providing the customers' circumstances haven't changed. We've also set up a specialist team of new-build underwriters and an expert help desk to ensure customers get the specialised support they need. These improvements have helped our customers buy 1,937 new build homes in 2018, an increase of 22% compared to the previous year.

Our range of Offset mortgages allow homebuyers and movers to reduce the time it takes to repay their mortgage or lower their monthly mortgage repayments by linking their savings to their mortgage account. Instead of earning interest on their savings, they reduce the interest charged on their mortgage, whilst still being able to access or add to their saving balance at any time. Our Offset Plus mortgages enable parents and grandparents to use their savings in the same way, further cutting the borrower's financial commitment whilst retaining full access to their own savings.

As our lives change and become ever more complex, our customers need mortgages which provide increasing flexibility. Our range of mortgages allow our customers to overpay by making smaller, regular payments or one-off payments without incurring any charges and take payment

holidays when their accounts are in credit*. We also know that in uncertain economic times some customers want mortgages that offer longer-term certainty, so we've introduced mortgages with interest payments fixed for seven and ten years, as well as the more traditional two, three and five year options.

ENABLING INTEREST-ONLY CUSTOMERS TO STAY IN THEIR HOME

Many of our interest-only customers want to stay in their homes at the end of their mortgage term, but some are unable to repay their outstanding balance and need to consider alternative options such as lifetime mortgages or equity release.

These are specialised solutions so we work with our partner Age Partnership, who are leading experts in this area. They have given 223 of our customers free, no obligation advice on the options available to them over the last two years. We've received really positive feedback from customers on this service, which has enabled many to find the right solution to enable them to stay in their home.

* The amount you can overpay varies depending on the terms and conditions of your mortgage

16. Presswatch Financial from Kantar Media: January 2018 - December 2018

17. Office for National Statistics – Housing affordability in England and Wales: 2017 (2018). Available from: <https://www.ons.gov.uk/people-populationandcommunity/housing/bulletins/housingaffordability-in-englandandwales/2017#housing-affordability-worsening-in-england-but-no-significant-change-in-wales>

18. YBS - First-time buyers 2018 (2018). Available from: <https://www.ybs.co.uk/media-centre/first-time-buyer-report.html>



PROVIDE ADAPTED SUPPORT TO CUSTOMERS

We want to deliver consistently brilliant service, adapted to the needs of our customers. To understand how successful we are at this, we measure how willing our customers are to recommend us to others. This is called our Net Promoter Score and for the past couple of years it's remained stable at +41, and although not directly comparable, it provides a good indication of our performance compared to the financial services banking average of +5 for 2018.

We're conscious that some of our customers are experiencing difficulties that may impact their ability to manage their finances and create barriers to accessing our products and services. To provide them with the support they require, we've established a specialist team which understands the needs of these customers and helps them find solutions to overcome any obstacles they are facing. The team offers advice and guidance through a dedicated helpline, supporting our customers, as well as our colleagues in branches and call centres. This includes providing documents in alternative formats such as braille and larger print, arranging British Sign Language interpreters in branches or Text Talk in our call centre. They also liaise with local authorities or trusted third parties where there are any concerns about the safety of customers and directing customers to external organisations who can provide expert advice.

TAKING ACTION AGAINST FRAUDSTERS

When one of our branch colleagues was alerted to a potential fraud against a customer who had paid a door-to-door salesman for work that was never carried out, she left no stone unturned until the matter was resolved. Our colleague became the customer's go-to person in the absence of any family members to support him, contacting the company herself and when that failed asking Trading Standards to step in. Her determination to help the customer resulted in Trading Standards recouping the customer's lost money and Adult Social Services providing him with regular support going forward. With his agreement, a note has now been recorded on the customer's account so that his transactions can be monitored more closely to help protect him in the future.

The team also ensures we keep our records up-to-date on the specialist support our customers need as this can change over time, meaning customers don't have to tell us twice about their circumstances to receive the adapted support they value. On average the Society reviews the circumstances of 842 customers each month to ensure we continue to provide the right support for their specific needs.

When business changes impact customers, such as a change in location of our branches, we proactively call customers who may need additional support to ensure they understand the change and are aware of alternatives available to them, so they can make the right decision for them. This includes doing individual account reviews to identify an alternative that might best meet the personal needs of each customer.

As part of improving how we support customers to access their funds, for instance when they face a barrier like mobility, we've tested a number of enhancements which allow a customer to authorise a trusted third party to withdraw a larger than previously allowed amount on a more frequent basis. 49 customers benefited from the pilot that started in September and we're now looking to implement this popular change across all our branches and agencies.

HELP WHEN YOU NEED IT THE MOST

Our colleagues Kellie, Sarah and Karen from our Shipley branch supported a regular customer whose money worries had got to such a desperate point that she'd contemplated taking her own life. The customer came to them for help when she felt she had nowhere else to go, and through practical support and signposting to other organisations she's been able to turn her life around and build the financial stability she needs to feel secure.

Our customer said: "I just decided that I didn't want to live anymore. I got everything in order as I knew I wasn't coming back home. I walked into Shipley that day and I stood opposite the branch. I wasn't going to come in because I didn't have a penny, I was up to my eyes in debt, bills weren't getting paid, I wasn't buying food. I was looking at the girls behind the counter and I don't know what sent me in there, it was like something telling me 'just go in there and you'll be okay'. Kellie, Sarah and Karen came out from the behind the counter, they grabbed hold of me and they took me into an office at the back of the branch and made me tea. I was like a jigsaw puzzle, I was just totally in pieces and they put me back together. They gave me the strength to fight back."

842
MONTHLY
REVIEWS OF
CUSTOMERS'
CIRCUMSTANCES

2,400
CALLS TO OUR
DEDICATED
HELPLINE



PEOPLE

Our colleagues play a vital role in everything we do; in return we make sure that they feel respected, valued and proud to work for Yorkshire Building Society. Our ambition is to be a leading employer by:

4 Developing a culture of supporting and engaging all colleagues, prioritising their wellbeing and promoting diversity

5 Providing opportunities and support for every colleague to develop and reach their potential, celebrating their successes along the way

Key Highlights

 **34TH**
place in the Inclusive Companies ranking

 **246**
contractors' pay increased to the Real Living Wage

 **TOP 30**
UK employer by charity Working Families



OUR STORY LIVE

In September 2018, we held 'Our Story Live' which was attended by 1,000 colleagues. The event was designed in response to feedback received from colleagues and focused on increasing their understanding of where the Society is heading and how their commitment and efforts are vital to the Society's future success. The event clearly set out the challenges and opportunities we face, what we are doing to address them, and the progress we're making.

The event was a real success with:

- 91% saying they understand where the Society is heading
- 88% believing management has a clear view for the future
- 92% saying they're committed to playing a part in the Society's future success.

Paul Uppiah, Swaffham Branch, said: "Our Story Live made me feel even more inspired to be part of an organisation that's building and looking forward to the future. I feel proud and so motivated to be a part of this. I'm passionate about helping customers and knowing this is core to our business is what makes working here so rewarding."

Following the event, to ensure our messages reached all colleagues, we encouraged attendees to share what they'd heard with the rest of their teams, using materials from the event which we also made available on our Intranet.

SUPPORTING AND ENGAGING ALL COLLEAGUES

Over the past 12 months the Society has been restructuring to transform the organisation for a strong future. The results of our annual colleague survey reflect this period of significant organisational change the Society has gone through and the uncertainty that this creates. In 2018, colleague engagement dipped slightly to 66% compared to 68% in 2017. Whilst this is significantly higher than average engagement in large organisations (56%), we want to do better and are working hard to improve our colleague experience. One way that we're doing this is by improving how we communicate with colleagues, encouraging two-way discussions so we can address concerns and follow-up on suggestions more quickly.

The survey also highlighted the progress we've made on diversity and inclusion, with a vast majority of our colleagues saying they are treated fairly regardless of age (82%), gender (88%), race or ethnic origin (92%), or sexual orientation (93%). This progress was also recognised externally when we were awarded the Investors in Diversity Accreditation and placed 34th in the Inclusive Companies ranking. Our activity is supported by our established network of 55 Agents of Change, colleagues who actively promote diversity and inclusion across the Society by delivering presentations, arranging events and engaging with people to enhance awareness and build positive relationships. We've celebrated key moments throughout the year, sponsoring Pride in Bradford and hosting a stall at Leeds Pride, and holding events for Diwali, Black History Month and International Women's Day, where everyone can come together and celebrate difference.

We've implemented a decency and fairness charter, which encourages colleagues to be curious about difference and build relationships beyond their own team and peer group. Alongside this, we ran unconscious bias workshops, attended by around 500 colleagues from across the business, and during National Inclusion Week in September we invited office colleagues to take part in activities such as transgender awareness sessions and sign language masterclasses. Our branches held 'inclusion starts with a hello' chats, encouraging colleagues to get to know



each other better and to celebrate difference. We also organised our first decency and fairness conference with representatives from more than 30 different businesses attending to talk about how we can better work together to build more inclusive workplaces.

These activities are having a positive impact on how colleagues feel about the Society and the diversity of talent we're able to attract:

- 91% of colleagues think people are accepting of others whoever they are, compared to 90% in 2017
- 80% agreed that the Society has given them the time and opportunity to improve their knowledge and awareness of different inclusion topics, compared to 68% in 2017
- 79% of colleagues told us they know what unconscious bias is, compared to 67% in 2017
- 13% of colleagues who joined the Society in 2018 were from Black and Ethnic Minorities, compared to 6% in 2017.

For the second year running we've published our gender pay gap, the difference between the average pay of men and women regardless of seniority. At April 2018 our mean gender pay gap was 29.7%, which is 1.3% lower than in 2017. The main driver for our gender pay gap is that we've got more women occupying the less senior roles in the organisation and fewer women in the most senior roles. It's important to note that we regularly review pay by grade

to ensure that men and women are treated equally, as a result if the Society were to have a 50:50 split of males and females at each level, our gap would be 2.2%.

We want to do more to support women to build their career with us and, if they wish to, progress into more senior roles in the organisation. As well as building an inclusive working environment, we offer flexible working options at all levels, enhanced maternity and paternity pay, paid leave for caring responsibilities which are all aimed at supporting working parents and carers to thrive in the workplace. The charity Working Families included us in their Top 30 UK employers²⁰ for the second year running as a result of the work that we've done in this space. We've also signed the Women in Finance charter, reinforcing our commitment to working towards a more balanced leadership team by setting a target of achieving 50/50 men and women at senior leadership level by 2023 (from 58/42 this year).

INVESTING IN OUR CULTURE

A positive culture helps create a healthy, thriving organisation where people's talents can flourish. This in turn improves colleague performance, promotes better risk management and supports the delivery of our business strategy. We're proud of the culture within the Society, where a passion for customer care delivered with warmth and friendliness is commonplace.

Over the past couple of years we've been working hard to shape our culture, focusing in particular on:

- Trust and empowerment
- Commercial focus and pace
- Working together
- Open and honest conversations.

As well as encouraging our senior leaders to role model these behaviours, we've worked with colleagues from all levels in the organisation who have a real impact and influence on how people behave and set expectations in terms of behaviour. Just under 200 colleagues have become part of our network of role models and are actively demonstrating how the desired behaviours, and the Society's values, come to life day-to-day.

To underpin the efforts of our role models, we continue to align our people policies and processes to our culture, ensuring for example that our performance development and recognition frameworks are aligned to the key behaviours and values we're trying to encourage.

The uniqueness and effectiveness of this approach was recognised when our culture development programme was awarded 'Best Change Management Initiative' in the 2018 People Management Awards.



1,000
COLLEAGUES
ATTENDED OUR
STORY LIVE
EVENT



**WE SIGNED THE
GOVERNMENT'S
WOMEN IN
FINANCE
CHARTER¹⁹**

19. More information can be found here: <https://www.gov.uk/government/publications/women-in-finance-charter>
20. Working Families – Top 30 Employer for Working Families 2018 (2018). More information available here: <https://www.workingfamilies.org.uk/news/the-uks-most-family-friendly-workplaces-unveiled/>

REAL LIVING WAGE

We believe everyone should be paid a fair wage and have therefore paid all colleagues the Real Living Wage²¹ (as opposed to the lower paying National Living Wage or minimum wage) for a number of years. At the end of 2018, we extended this commitment to everyone who works on behalf of the Society, by asking and funding our contractor partners to pay their employees who work within the Society the Real Living Wage. From February 2019, 246 employees in areas such as catering, cleaning and security will receive a pay rise in line with the Real Living Wage.

Following this, we'll apply for the Real Living Wage accreditation and will encourage more businesses, including our biggest suppliers, to become Real Living Wage employers.

Over the last year we've continued to develop our wellbeing programme, to support our colleagues' mental, physical and financial health. Colleagues can access support through various resources such as our Employee Assistance Programme, an anonymous helpline for colleagues and their families, and Unmind, an online platform to support colleagues on topics such as to tackle stress and improve sleep. We've also opened 'Rest, Restore, Relax' rooms for reflection, prayer and calm at two of our main offices.

Working with the Mental Health Foundation²², we've trained over 50% of our managers to better manage their own mental health and to feel confident in supporting their teams. We've also jointly developed an online mental health learning guide, which has been completed by nearly one-third of our colleagues. Our continuing focus on mental health and participation in Time to Talk Day and Mental Health Awareness Week has seen 40 colleagues at all levels within the organisation share their experiences in team meetings and on our intranet. This has helped to create a culture of openness around mental health, reduce stigma and improve colleagues' knowledge and confidence to act.

50% OF MANAGERS HAVE COMPLETED MENTAL HEALTH TRAINING

We were delighted to be recognised with a 'Not a Red Card Award' for Best Mental Health Initiative at the inaugural awards from Legal & General, which celebrate businesses and individuals which have developed and

implemented best practices around addressing mental health in the workplace. Feedback from colleagues has also been positive, with 70% agreeing that the Society promotes a healthy work environment.

Mindful of the link between financial difficulties and mental and physical wellbeing, we asked our colleagues how they felt about their finances and what impact it had on them. Here's what they told us:

- 10% said they struggle to sleep due to financial worries
- 37% said they had less than £500 in savings, leaving them vulnerable in case of an emergency
- 66% didn't know how much they needed to save for retirement.

Based on their feedback we've created a new financial wellbeing programme to give our colleagues the resources and support to be more in control of their money and reduce money-related worries. Richard Wells, Chief Risk Officer, said: "If our customers are struggling financially, we encourage them to tell us as early as possible so we can provide the support they need. As a responsible employer, we should take the same approach with our colleagues; we want to help them to understand their own financial situation so they can make good choices to improve or maintain it."

To support colleagues we focused on:

- Encouraging colleagues at all levels of seniority to openly talk about their money worries and share stories about how they have tackled their financial difficulties
- Creating a financial wellbeing hub on the Society's intranet where colleagues can find resources on budgeting, savings calculators and links to organisations that can provide support such as Money Advice Service²³ and StepChange²⁴
- Establishing regular 'pop up' branches in our office sites to make it easier for colleagues to discuss different options and access our products. This resulted in 530 new savings accounts being opened by our colleagues in 2018
- Enabling colleagues to save from their salary either via our partner Salary Finance or directly to a Yorkshire Building Society saving account, which more than 170 colleagues do regularly.

We're also encouraging other employers across the UK to take financial wellbeing at work seriously and help their colleagues to save for the future, through our partnership with SalaryFinance²⁵.

PROVIDING OPPORTUNITIES FOR EVERY COLLEAGUE TO DEVELOP AND REACH THEIR POTENTIAL

In order to deliver the excellent customer service we're known for, we need to ensure our colleagues are equipped with the right skills and knowledge to be effective in their roles. We've built our learning and development programmes around our career framework, which allows colleagues to easily find learning options adapted to their level of seniority and relevant to their role. These include both face-to-face and digital learning options, on topics ranging from risk management to emotional intelligence and managing change.

We want to support all our colleagues to reach their potential, and develop the competencies they need to move to new roles if they choose to. Our careers portal helps colleagues decide on the best career direction for them and the steps needed to achieve their goals. It includes a range of skills and preferences assessments, career planning tools, career e-learning and tips on CVs and interview skills.

In addition to these more formal learning channels, we launched Ignite in 2018, a social community platform where colleagues can share content they find interesting or inspiring. The platform uses the principles of social media by enabling colleagues who may not know each other to share what they've been up to individually or as a team, encouraging new ideas and best practice to spread across the Society. Just seven months after its launch, over 55% of colleagues have used Ignite and the feedback has been really positive, in particular in our branches where colleagues have fewer opportunities to interact with the wider business. Dave Marshall, Innovation Delivery Manager, said: 'The biggest benefit I've seen with Ignite is that it really helps bring colleagues closer together to see and hear about all the great things we do. Just having an awareness of what's happening around the business really helps all of us in our own work.'



EMBRACING EVERYTHING DIGITAL

In 2018, around 75 of our senior leaders attended a 2-day 'Digital Immersion' programme organised by learning expert AVADO²⁶, designed to increase 'digital' acumen and develop emerging leadership capabilities such as curiosity, hyper-collaboration and adaptability. 'Intrapreneur' groups spun-off from the main programme, designed to allow small cross-functional groups to come together and work on tackling problems or delivering improvements in agile ways, putting into practice what they'd learnt. The programme was very well received, with colleagues reporting an increase in their confidence in digital skills.

We also organised a series of hackathons, bringing together over 100 colleagues from across the Society to create innovative solutions and new ways of working, by breaking out of day-to-day routines and encouraging a fun sense of competition. Hackathons can help shape ideas for new products and processes to help our customers, as well as encourage new ways of working, so that we can be more creative and innovative every day.



21. More information can be found here: <https://www.livingwage.org.uk>
 22. Mental Health Foundation is a national mental health charity focusing on preventing mental health problems. They help people lead mentally healthier lives through understanding, protecting and improving their mental health. More information can be found here: <https://www.mentalhealth.org.uk>

23. Money Advice Service is an organisation established with cross Government party support, that provides free and impartial advice on money and financial decisions to people in the UK. More information can be found here: <https://www.moneyadviceservice.org.uk/en/corporate/about-us>
 24. StepChange is a charity that provides free debt advice and money management in the UK. More information can be found here: <https://www.stepchange.org/about-us.aspx>
 25. Read more on page 10

26. More information can be found here: <https://www.avadolearning.com/>



As well as helping colleagues build the career they want, we want them to feel recognised for the great work they do, by celebrating their key life and work moments. Our recognition scheme, 'Raising the Roof', honours colleagues who have been nominated by their peers for living our values and helping us to achieve our priorities. The scheme has two elements: monthly awards which recognise the achievements of our colleagues all year round, and an annual event which brings together the brightest stars in our organisation. In 2018 we received 920 Raising the Roof nominations and 64 colleagues were invited to the gala dinner where their achievements were recognised and celebrated. This year we introduced the Customer Choice Award, which enables our members to nominate colleagues who provide an exceptional service and then vote online to choose their favourite out of four finalists. Karen Watson, who won this year's Customer Choice award along with Kellie Leach and Sarah

Walker, said: "It was amazing that a customer would take time to write in and recognise what we'd done for her, and to be voted the winner by our members means a great deal to me and my team."

Our colleagues also enjoy thanking each other in more informal ways. Since we launched 'Everyday thanks', colleagues have been making the most of the feature, which shows every day as a stream of thank you messages from colleague-to-colleague on our Intranet. In 2018 colleagues sent over 24,000 thank you messages to each other, more than double compared to when it launched in 2016.

We also like to shine the spotlight on colleagues when they reach significant milestones in their career with us, or in their life outside of work. One of the ways we do this is through personalised yearbooks, to celebrate 3, 5, 10, 25, and 40 year anniversaries. The yearbooks have been such a success with colleagues that in 2018 we introduced them for 15 and 20 year anniversaries, and from January 2019 we'll also be celebrating 30 and 35 year milestones.

Each year on National Employee Appreciation Day we turn our attention to colleagues who take the time to give recognition to others. In 2018, every colleague who made a nomination through Raising the Roof or had taken the time to be a Raising the Roof judge was personally thanked. The four colleagues who'd given the most recognition to their colleagues also received a surprise thank you gift, including Janis Hambling, Senior Manager - Customer Solutions Delivery, who received a bunch of flowers for making the most Raising the Roof nominations in the year. She said: 'It was a lovely surprise to be recognised for the way I celebrate others. Saying thank you is hugely important at the Society and makes a real difference to how people feel about working here'.



920
RAISING THE ROOF
RECOGNITION
AWARD
NOMINATIONS

24,000
INTERNAL
THANK YOU
MESSAGES



17
NEW
APPRENTICES

OUR APPRENTICES

Since we launched our apprentice scheme in 2016, we've welcomed 53 apprentices into a number of YBS departments and branches. There are many things that set our scheme apart from other apprenticeships:

- All roles are permanent and our apprentices benefit from the same terms and conditions as the rest of our colleagues
- Our apprentices complete their scheme with a professional qualification that's relevant to their career aspirations
- We offer apprenticeship opportunities suitable for people of all ages with various academic and experience levels, including to existing colleagues.

We also make sure we provide interesting and varied development opportunities for our apprentices. During National Apprenticeship Week in March two of our apprentices had the opportunity to meet and present to Ann Milton (Secretary of State for Apprentices) as part of the Northern Powerhouse²⁷ events in Leeds. In July twelve apprentices visited the Houses of Parliament where they had opportunities to debate with MPs and understand how decisions are made within government. Our apprentices are also heavily involved in our community programmes, using their experience to support students in Leeds and Bradford with interview practice and assessment centre preparation.

We plan to welcome more apprentices to the business in 2019, you can find out more about the scheme and how it's benefiting colleagues such as Mya, George and Jawad at: www.ybscareers.co.uk/apprenticeships

27. Northern Powerhouse is the movement of bringing together the North of England and Wales to become a powerhouse of the UK economy. More information can be found here: <https://northernpowerhouse.gov.uk/about-us/>



We're making a positive difference to the communities where our members and colleagues live and work. Using our expertise, passion and scale, we aim to maximise our impact by:

- 7** Meaningfully engaging with our local communities to enable them to thrive and prosper
- 8** Providing life-changing support to people in the most challenging situations
- 9** Delivering educational programmes to improve employability and financial literacy

Key Highlights



£1.4M

contributed to our local communities



180

homeless young people helped into a home in the last 18 months



5,091

pupils benefited from financial literacy support

HELPING LOCAL COMMUNITIES TO THRIVE AND PROSPER

A key part of our role in society is to provide job opportunities to our colleagues and financial services to our members, but we believe we can achieve much more by being an active member of our local communities. Our presence in 245 cities, towns and villages through our network of branches and agencies, alongside our office sites in Bradford, Leeds, Peterborough and Cheltenham, gives us the opportunity and scale to make a significant impact. In 2018, the estimated value of our charitable giving and volunteering programmes is over £1.4million:



100,000
VOLUNTEERING
HOURS DONATED
SINCE 2007

Our community contribution	
Funds raised for End Youth Homelessness, our charity partner	£254k
Funds raised for the Yorkshire Building Society Charitable Foundation	£309k
Value of volunteering hours donated	£284k
Other donations to charities	£557k
Total	£1,404k

Louise Neill, Community Manager said "In 2014 we reviewed our volunteering programme as we wanted to understand why only 25% of colleagues were taking part. We found that colleagues wanted more flexibility to support their communities, in particular by sharing their specific skills and expertise.

Over the past few years we've refreshed the programme and introduced lots of new opportunities such as elderly befriending, school financial literacy lessons and mentoring, alongside increasing colleagues' volunteering allowance from 14 to 31 hours a year. As a result, colleague engagement has doubled and we've been able to better support local charities and good causes throughout the UK. We're not stopping there and we intend to expand our programme and increase colleague engagement even further."

Volunteering also benefits colleagues' personal and professional development and as such is a key part of the Society's learning and development framework. As a result of their volunteering activities:

- 82% of colleagues told us their relationship building and teamwork skills improved
- 78% developed their communication and influencing skills
- 74% saw an increase in their confidence level

Becoming a Charity Trustee is a popular way for senior colleagues to share their experience whilst developing their skills. 15 of our colleagues hold Trustee positions in various local charities, including Katie Gleghorn, Property Business Partner, who joined Touchstone's Board of Trustees in 2017 and is also their Finance and Business Development Committee's Deputy Chair. Touchstone is a Leeds-based mental health charity which runs approximately 25 different services for people living with a broad range of mental health issues.

Katie's motivation for joining Touchstone was clear: "I wanted to broaden my skills and life experience

and was very keen to achieve that whilst supporting either a mental health charity or a charity working with older people. The opportunity to be a Trustee for Touchstone was exactly what I was looking for. On average I commit around 10 hours a month to my role, some of it during working hours using my volunteering allowance, and some in my own time – mainly attending Trustees meetings in the evening. It's such a valuable use of my time, I really enjoy shaping the charity's strategy and helping it grow and I've learnt so much in the process which in turns benefit my development and work at the Society."

We're really proud of the positive impact we're making through the engagement and support of our members and colleagues, who are passionate about helping their local communities to thrive and prosper. In our annual survey, 85% of colleagues told us they felt good about the ways we contribute to the community.

One of the most popular ways for colleagues to make a difference is through our volunteering programme. All colleagues are given 31 hours of paid volunteering time a year²⁸ and are actively encouraged to use as much of this as they'd like. In 2018 the Society celebrated the milestone of 100,000 hours of volunteering time donated to charities and good causes since the launch of the programme in 2007. Over the years we've vastly increased the range of volunteering opportunities available and in 2018 47% of colleagues took part, donating a total of 16,923 hours.

28. Volunteering allowance is pro-rata for part-time colleagues





YBS CHARITABLE FOUNDATION IS 20 YEARS OLD

In 2018 we celebrated the 20th anniversary of YBS Charitable Foundation, which in that time has donated over £7m to local communities where our colleagues and members live and work.

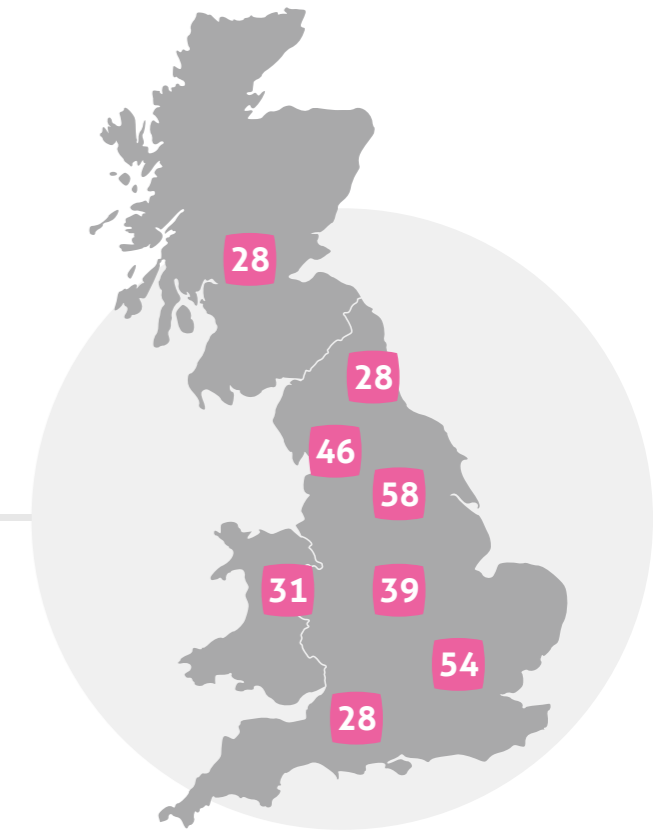
YBS Charitable Foundation is an independent registered charity governed by a Board of external and internal Trustees, which makes donations of up to £2,000 to charities nominated by members and colleagues. The purpose of YBS Charitable Foundation is to provide support to help alleviate poverty and improve health and save lives.

In 2018 YBS Charitable Foundation donated over £439,000 to 312 charities. One charity was Lincs and Notts Air Ambulance, which was recommended by colleagues at the Society's agency in Retford for a donation of £1,800 to buy a new anti-collision light for their helicopter. The charity's Fundraising Manager, Gemma Shaw, said "The anti-collision light will make a huge difference in enabling our crew



to safely get to some of the most critically ill or injured patients in the hours of darkness."

YBS Charitable Foundation is able to support charities like this thanks to members who take part in the Small Change Big Difference® scheme, where they donate pennies from the interest they earn on their savings accounts or round up their mortgage payment and donate the difference once a year.



If you'd like to find out more about the charities supported by YBS Charitable Foundation or about the Small Change Big Difference® scheme please visit ybs.co.uk/charitablefoundation.

SUPPORTING PEOPLE IN CHALLENGING SITUATIONS

In 2018 more than 100,000 young people approached their council because they were homeless or at risk of homelessness, but more than half left without receiving the support they needed²⁹. Instead, many young people end up facing 'hidden homelessness', which means they have no safe place to call home but are hidden from the public eye as they sofa-surf from house to house to try and avoid sleeping rough. The impact of homelessness on young people's mental health and self-worth can be devastating, as Leia* told EYH member charity, Centrepoint: "I had suicidal thoughts, you do if you're feeling overwhelmed. If you can't afford anything it messes with your mental health, you think you're worthless."

The end of 2018 marked two years since we began our partnership with End Youth Homelessness (EYH), a national movement of local charities working together to tackle youth homelessness in the UK. Through our partnership we aim to raise over £750,000 to help young people secure their own home through the Rent Deposit Scheme.

With the enthusiastic support of our colleagues and customers we're delighted to have raised £547,000 so far for EYH, with the following key highlights in 2018:

- Over 200 colleagues, friends and family members took on a seven-kilometre off-road muddy obstacle course, which included crawling through a swamp and climbing over ramps, raising over £27,000
- 74 colleagues participated in Sleep Out events in different locations around the UK, raising over £14,000
- 70 colleagues took part in a 12 hour 7-a-side football tournament, raising almost £8,000.

Charlotte Dunn, Customer Consultant at our Bridlington branch, raised an impressive £470 after a restless and uneasy night at Sheffield Sleep Out. She said "Until I experienced Sleep Out I couldn't have imagined how difficult it actually is. The young people who face this each night must be constantly on edge, they can't possibly feel safe or comfortable enough to sleep well. I knew the Sleep Out wouldn't be a true reflection of homelessness, but it was as close to it as I'd like to get. It gave me the opportunity to raise money for such a worthy cause and I'm proud to have been a part of it."

**NEW
INCLUSIVE
BUY-TO-LET
MORTGAGE
POLICY**



**33
COLLEAGUES HAVE
BECOME SILVER
LINE FRIENDS**

**547K
RAISED FOR
END YOUTH
HOMELESSNESS**

RENT DEPOSIT SCHEME

The Society's funded Rent Deposit Scheme enables young people to gain their own housing tenancy without having to cover the unaffordable upfront cost of a deposit. Before and during their tenancy young people benefit from dedicated support with their finances, helping them to develop their budgeting skills and increase their confidence so they can maintain successful tenancies and start re-building their future. Each young person we support is also offered a £200 grant to contribute towards essential household items, helping them to turn their house into a home.

We aimed to support 700 young people into their own home over the term of our EYH partnership, through the Rent Deposit Scheme. However there are a number of barriers which are making this very difficult and it's therefore taking longer than expected to achieve our target.

Finding an affordable property is the first barrier. 99% of local authorities say the level of housing benefit isn't enough for a young person to afford a private rented tenancy³⁰. It's important to find a young person a safe place to live in the right environment but at an affordable cost to the young person so that it's sustainable - this is no mean task. If an affordable property is found, private landlords can be reluctant to let to tenants in receipt of benefits, on low incomes, or to those who have previously experienced homelessness, as they're deemed a greater risk. With strong competition for affordable properties, it can therefore be a struggle to find a landlord who's willing to let to a young person, even one supported by the Rent Deposit Scheme.



Private landlords' mortgages and insurance conditions can also prohibit people on benefits from accessing tenancies. Since partnering with EYH, we've changed our buy-to let policy to allow landlords to let their properties to those in receipt of benefits. In 2019, we'll be encouraging other mortgage providers to do the same as well as promoting the Rent Deposit Scheme to our buy-to-let customers.

EYH member charities are also working hard to challenge discrimination in the sector and build relationships with local landlords and rental agencies. This has led to 188 landlords engaging with the scheme so far. In the last 18 months, this has enabled us to support 180 vulnerable young people into a property of their own, giving them the opportunity to transform their lives. Jack* who now has his own home thanks to the Rent Deposit Scheme told us: "I feel happy and confident about my life now and where it's heading. I honestly don't know what my life would look like if Michala (Support Worker) hadn't walked into my work that day."

*Name changed to protect the young person's identity

We aim to deepen understanding of youth homelessness and its causes. In our mid-partnership survey 85% of colleagues believed they had a good understanding of the work that EYH does, up from 22% at the start of the partnership. However we're aware that many people still don't know the real causes of youth homelessness, often perceiving the young person's attitude or drugs and alcohol misuse as the main cause, when in fact the biggest cause is families or others no longer being willing to accommodate the young person.

We knew we needed to do more to increase both colleagues' and customers' understanding of youth homelessness, so in 2018 we designed an e-learning course, which colleagues in all branches and agencies completed as a team on World Homeless Day, 10 October. As well as increasing understanding to enable colleagues to have informed conversations with customers, it also equipped them with the knowledge they'd need to signpost anyone they thought might need help. Lee Wright from Plymouth Branch said: "Reading about the partnership made the whole team feel proud of having made such a difference with the Rent Deposit Scheme. It was really useful to be reminded of why young people may become homeless and what support is available. "At the end of the year we ran a campaign to raise awareness of the 18,000 young people at risk of homelessness over the Christmas period³¹ and encourage people to help by making a donation to EYH, which helped raise over £40,000.

In 2018 we increased our support to The Silver Line, a national charity that aims to tackle loneliness and isolation amongst older people in the UK by providing the UK's only 24-hour, free and confidential helpline and a befriending service. 33 of our colleagues have become Silver Line Friends, having a weekly call to an older person they've been matched with based on common interests and background. Over the last year, this has resulted in 614 hours of calls and the feedback from the older people has been brilliant, with one saying: "I look forward to a Friday, it comes around so fast. If I'm feeling a bit low as soon as I chat to my Silver Line friend I feel better."

We've also promoted The Silver Line's services to our customers, which has been welcomed by many. Rachel Coulthard, Customer Consultant at our Southport Branch, noticed a customer who came in to her branch regularly to ask similar questions. After having a chat with her, Rachel found out that she was coming to the branch as she was lonely and would go days without human interaction. Rachel said: "As a volunteer for The Silver Line I'm very familiar with their befriending service. I explained it to our customer and asked her if she'd be interested in receiving a call each week from a Silver Line Friend. Seeing her eyes light up at the thought of having regular contact made me feel really proud of being a Silver Line Friend, knowing the impact I'm having on someone's life."

29. Centrepoint - Making homeless young people count: The scale of youth homelessness in the UK (2018). Available here: <https://centrepoint.org.uk/media/3069/making-homeless-young-people-count.pdf>

30. Centrepoint - The Homelessness Reduction Act: will it work for young people (2018). Available here: <https://centrepoint.org.uk/media/2511/the-homelessness-reduction-act-will-it-work-for-young-people.pdf>

31. Estimate based on data from 224 responses to Freedom of Information requests to local councils as part of Centrepoint's Databank project, combined with a basic extrapolation to all 326 councils in England.

98%
STUDENTS
IMPROVED
AWARENESS OF
CAREER OPTIONS

97%
OF STUDENTS FEEL
MORE CONFIDENT
AFTER A MONEY
MINDS SESSION



IMPROVING EMPLOYABILITY AND FINANCIAL LITERACY

As a financial services organisation, one of the most impactful ways we can support our local communities is by sharing our experience and skills with young people. The better prepared they are for the world of work, the more likely they are to fulfil their potential and we want to help them along the way.

One of the ways we support young people is through Money Minds, our own financial literacy programme aimed at 5 – 16+ year-olds. The programme includes topics such as Keeping Money Safe and Buying a House and has been designed to ensure young people leave school feeling confident about budgeting and managing money. Our 3,700 colleagues are able to use volunteering time to deliver Money Minds sessions in schools and youth clubs in their local community. Since Money Minds launched in 2015, we've delivered 567 sessions to 17,081 young people all around the UK, with 99% of young people telling us they enjoyed the lesson and 97% saying they felt more confident about the topic covered.

Financial literacy and numeracy skills go hand in hand, which is why we championed the UK's first National

Numeracy Day in May. With just under half of the working-age population of England having the numeracy level that we expect of primary school children³², it's crucial that we help children to get the skills they'll need for the future. To mark this day we invited John Glen MP, Economic Secretary to the Treasury, to join our Chief Executive, Mike Regnier, and colleagues from our London Strand branch in delivering a Money Minds lesson at Grafton Primary school. Mr Glen said: "I was pleased to take part in the Money Minds lessons on National Numeracy Day. It's vital that we help children develop financial capability across the country, and I'm pleased that Yorkshire Building Society is playing a part in doing that."

Working with End Youth Homelessness (EYH), our charity partner, we've adapted some of our Money Minds lessons to help the young people they support. We're now encouraging colleagues to deliver these at their local EYH charity. Sharon Coggins, Job Coach at The Benjamin Foundation, a Norfolk-based member charity of EYH, said: "It's very important that we teach our young people about money, credit and budgeting in order for them to have a full understanding of how to manage their money effectively. Too many of our young people don't understand the banking system, how much credit really costs and they can easily find themselves in debt, which they're then not able to get out of."

32. National Numeracy – A new approach to making the UK numerate (2017). Available from: <https://www.nationalnumeracy.org.uk/research-and-re-sources>

33. Ahead Partnership is a social enterprise that connects employers with education, public and private sector partners to widen their social impact. More information can be found here: www.aheadpartnership.org.uk

34. Independent – 'International Women's Day: More than 137,700 girls in UK missed school last year because they can't afford sanitary products' (2018). Available here: <https://www.independent.co.uk/news/international-womens-day-period-girls-missed-school-uk-sanitary-products-men-struation-a8244396.html>

35. Independent – 'Women who experience period poverty more likely to suffer anxiety or depression, study claims' (2018). Available here: <https://www.independent.co.uk/news/health/period-poverty-anxiety-de-pression-study-women-mental-health-sanitary-products-a8452581.html>

Helping young people develop their employability skills and get an insight into the world of work, so they feel better prepared for the future, is also a priority for us. Through our relationship with Ahead Partnership³³, in 2018 we've supported over 3,300 students from secondary schools in Bradford and Leeds with CV and personal statement workshops, mock-interview sessions, and career panels where pupils can question colleagues about their jobs. To build upon this success and expand our reach, in 2019 we'll launch a series of employability toolkits to enable our colleagues across the UK to replicate these activities in local schools.

13 of our colleagues are mentoring students at the University of Leeds and the University of Bradford, meeting with them on a monthly basis for a year or more. Vicky Burnett, Senior Business Analyst, was nominated for Mentor of the Year at the University of Leeds by her mentee, Andreea. She said: "Vicky has been an amazing mentor who's put lots of effort and dedication into every meeting we had this year. I'm grateful for all the opportunities she's

offered me and for all her help. The main benefit of the scheme is that I've gained and improved valuable skills for my personal and professional life. At the beginning of the mentorship I lacked confidence and I was unsure of my abilities to get a graduate job. At the end of the scheme I can definitely say that I've more confidence in myself and thanks to Vicky, I managed to secure a graduate job."

This is the third year that Vicky has used her volunteering allowance to mentor a student from the University of Leeds: "I decided on mentoring students because I wish I'd known what I know now when I was at University and I wanted to try to impart some of my wisdom, knowledge, skills and experience with the next generation. I receive a great sense of fulfilment from helping my mentees achieve their goals and aspirations. It also supports my own personal development through enhancing my communication, listening and interpersonal skills."

We're now looking at ways we can scale up our mentoring support so that colleagues in all our locations can offer their expertise to students in their local universities and colleges.

THROW THE TOWEL IN

In 2017, over 137,000 girls throughout the UK missed at least one day of school because they couldn't afford the sanitary products they needed³⁴. Research has shown that young women who experience period poverty are also more likely to develop mental health issues³⁵. In response to these appalling figures, we teamed up with The Red Box Project³⁶, a charity run by volunteers who supply sanitary products to local schools, to start a two week campaign called 'Throw the towel in'. Clegg Bamber, co-founder of the Red Box Project, told us: "At some point in their lives, one in 10 young women have been unable to afford sanitary products according to Plan International UK's report³⁷, and one in seven has been forced to borrow products from friends and family. This is unacceptable and should not happen in 2018. We're delighted that Yorkshire Building Society joined The Red Box Project's fight to ensure that young people can get through their periods with the dignity they deserve. No-one should miss out on their education or anything else simply because they have their period."

43 branches and agencies and all four office sites took part in the project, collecting over 1,000 sanitary items for local schools. Our activity was also a way to raise awareness of this growing issue internally with colleagues, as well as externally with customers and the general public. Louise Coles, Data, MI and Business Services Director said: "I'm really proud that the Society is raising awareness of an incredibly important, but often not spoken about, issue for girls and women today. It's great to see colleagues and members of the public coming together to support a great cause to help stop girls missing out on their education."



36. The Red Box Project is a community-based, not-for-profit initiative, which aims to support young people by providing free sanitary products to local schools. More information can be found here: <http://redboxproject.org/about/>

37. Plan International – Plan International UK's Research on Period Poverty and Stigma (2019). Available here: <https://plan-uk.org/media-centre/plan-international-uks-research-on-period-poverty-and-stigma>


ENVIRONMENT


We're respectful of our planet and strive to continuously reduce our environmental footprint, focusing on:


9 Minimising our environmental footprint through responsible procurement and reduction of our impacts across energy and water consumption, travel and waste

10 Raising awareness and understanding of environmental risks and opportunities amongst colleagues and customers

Key Highlights

 **16%**
reduction in our carbon footprint compared to 2017

 **0**
Zero net carbon emission, thanks to the purchase of carbon offsets

 **97%**
of our waste was diverted from landfill

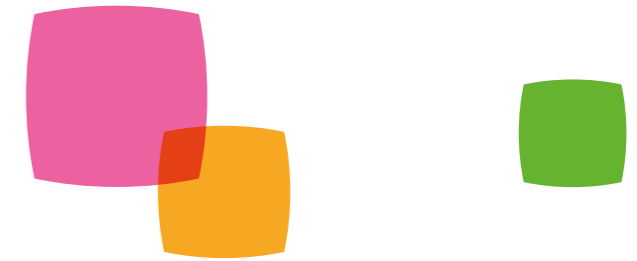
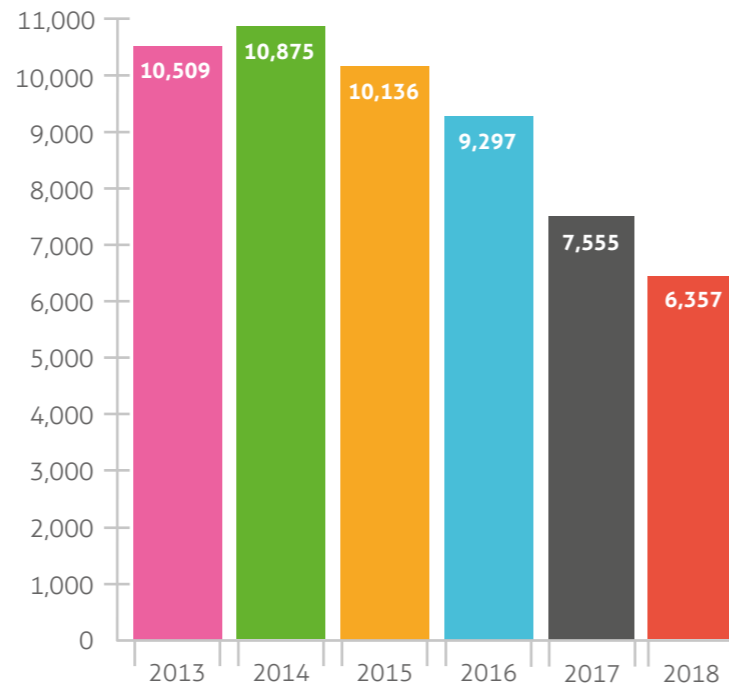


MINIMISING OUR ENVIRONMENTAL FOOTPRINT

Operating with 147 branches and four office sites across the UK, we recognise the importance of continuing to invest in mitigating our environmental impact and becoming more energy efficient to reduce our carbon emissions. As a financial services organisation, the main sources of our emissions are through energy, water, business travel and waste from our buildings. In 2018, we've reduced our carbon emissions by 16%, driven by energy efficiency improvements in our buildings, as well as the closure of 13 of our branches. A full analysis of our carbon footprint is available in Appendix 1 on page 44-45. Our carbon footprint has been verified by Ricardo Energy & Environment³⁸.



Comparable emissions (tCO₂e)
Location based method



We've done a lot throughout the business to reduce our carbon footprint, in particular in buildings we own and have more control of, including:

- Replacing our boiler, installing solar heat reflective film on 40 windows and upgrading LED lighting at our Bradford office
- Replacing the backup electricity generator at our Peterborough office
- Installing energy efficient LEDs in 15 branches
- Installing new energy efficient air conditioning units and heating systems in 27 branches, and upgrading the central heating technologies in the rest of our branches.

2018 was an exceptionally warm year throughout the UK, helping our solar panels at our Bradford and Peterborough office sites perform above expectations and contributing to the reduction in our carbon emissions. The solar panels at Peterborough have generated over 20% of the site's total usage for the year, with the Bradford installation contributing to 5% of the site's usage.

As we have a large property portfolio, water is another resource where we're continuously trying to reduce our

consumption. We now use a single retail water company, enabling us to monitor our usage on a site by site basis, including in our branches. This move will enable us to build up a more robust way of monitoring our usage on a site by site basis, identify any potential leaks and tackle high usage areas more effectively.

Across our office sites a number of new water saving initiatives have already resulted in a 3% reduction in usage when compared to 2017. In the latter part of 2018 we switched to more efficient toilets and urinals in our biggest office site, based in Bradford. We replaced 18 toilets for Propelair®, which uses a method combining air and water to give a high performance flush similar to an aeroplane toilet. These toilets only use 1.5 litres in comparison to 6-7 litres usually. We aspire to roll this scheme out further and make a potential saving of up to 6.8m litres of water and 1,200kg CO₂ annually. We've also replaced 6 urinals with Whiffaway®, which require significantly less water and energy to operate, as well as removing the need for harmful and hazardous cleaning chemicals. With the first pilot of the new urinals being a success, we're continuing to roll this out with another 20 installations already planned, and will look to expand this to other sites where feasible.

CARBON NEUTRAL

We're proud to have maintained our certificated CarbonNeutral® status in line with the carbon neutral protocol, by purchasing 6,357 tCO₂e carbon offsets, supporting two projects in developing countries. Carbon offsetting is an internationally recognised way of balancing out carbon emissions by investing in projects that'll reduce a similar amount of carbon emissions elsewhere. Whilst working hard to reduce our emissions year-on-year, carbon offsetting provides us an opportunity to compensate for the emissions that we do produce, whilst also improving the lives of people living in poverty.

The first project we're supporting is in Guatemala, where access to clean and safe water has been identified as a national priority with 97% of the country's water sources

being contaminated. The project provides water filtration systems to local communities to enable them to access clean and safe drinking water which will save lives and prevent illnesses. The project also provides cook stoves to local communities which increase fuel efficiency and reduce environmental impact, as well as lowering harmful indoor air pollution.

The second project is improving the water infrastructure in Sub-Saharan Africa, mainly focusing on Uganda, Malawi, Rwanda and Eritrea. By repairing and drilling new boreholes, with each borehole potentially providing up to one million litres of clean and safe drinking water for the residents of this area, these communities no longer have to purify their water by boiling it, reducing the pressure on local forests which are used for firewood.

SEDUM ROOF

In October we installed two new Sedum roofs at our Bradford office, in an attempt to harness the environmental potential of an otherwise unused space. Sedum is a member of the succulent plants family, and as such stores water in parts of the plant. The metabolism of Sedum differs from other plants as at night carbon dioxide is absorbed and converted into malic acid. During the day, under sunlight, this malic acid decomposes and photosynthesis takes place. The main benefits of a Sedum roof include:

- Providing a degree of insulation, therefore reducing the need for air conditioning in summer and heating in winter, resulting in lower energy consumption

- Providing a microclimate for insects, bird life and other, even rare, species. Our bee hive is located close to the roofs so they will provide a perfect food source for the bees
- Improving the outside air quality due to the filtering mechanism of the plants and substrate, filtering pollutants and carbon dioxide
- Reducing the surface run off of rainfall.



38. The carbon footprint assurance statement can be found here: <https://www.ybs.co.uk/policies>



RAISING AWARENESS AMONGST COLLEAGUES

In 2018, 10% of our overall carbon footprint was due to business travel. We discourage all non-essential travel and promote the use of tele and video-conferencing solutions, which are available to all colleagues. When travel is necessary we encourage colleagues to choose more environmentally friendly options like trains or car-sharing. All vehicles in our company car fleet emit less than 130g CO₂e/km, compared to 93% in 2017, and we've reduced our fleet from 180 to fewer than 100 cars.

With most of our 3,700 colleagues travelling to work and back five days a week, we recognise the importance of offering schemes to encourage colleagues to minimise the environmental impact of commuting. Our liftshare scheme is the most popular amongst colleagues, with over 500 colleagues signed up to the online portal where colleagues can find others who are travelling the same route as them. 67 of them liftshare on a regular basis, taking advantage of the reduced travel costs and access to dedicated parking spaces at some of our sites. Gemma Coxen, Operations & Completions Manager, said "I try to car share at least twice a week which saves £4.60 per day which adds up to £427 per year. Combining the cost savings with reducing my environmental impact makes it a no brainer to get involved."

We offer a cycle to work scheme, where any colleague can lease a bike up to the value of £1,000 with the option of buying it, which 26 colleagues took advantage of in 2018. Steven Gott, Head Office Accommodation Planner, said "It's a quicker and healthier way for me to get to work. There's minimal cost maintenance, but when a train ticket is over £100 a month you soon see the savings. The cycle to work scheme collects payments from your salary so you don't really notice it and the discount received by not paying tax is a nice bonus".

We've signed up to the Corporate Annual M-Card scheme³⁹, meaning colleagues within the West Yorkshire area, where most of our people are based, can receive 12% off train and bus travel. Andy May, Accredited Legal Team Account Manager, said "I use the M-Card nearly every day and it's saved me a quite a bit of money. Buying the card was easy and the payments for the card are deducted directly from your salary so it's very convenient. There are a lot of options when looking to buy the correct travel card, so it's easy to tailor the card to meet your needs."

39. More information can be found here: <https://www.m-card.co.uk/>

This year we've continued to encourage colleagues to only print when absolutely necessary, which has led to a reduction in paper usage in our offices, branches and agencies of 3.6% compared to 2017. In the next couple of years, we're also looking to digitise the way we communicate with customers, using either emails or a customer portal which will enable customers to log in and view any statements at their leisure. Our aim is to convert 40% of our existing customer communications to a digital format by the end of 2020, not only improving customer experience, but also drastically cutting our paper consumption, in turn reducing costs and environmental impact.

To reduce plastic use across the business, we've added reusable beakers for cold drinks to our existing porcelain mugs for hot drinks in all of our office sites, saving over 200,000 plastic cups a year. We've also been working with our catering contractor to reduce the impact of the canteens in our Bradford, Peterborough and Cheltenham sites by:

- Switching to local suppliers to reduce carbon emissions from transporting items
- Changing the menu to support seasonal foods rather than using international products
- Substituting the soup containers from non-recyclable cups to biodegradable soup pots
- Reducing the amount of paper labels by utilising slate noticeboards
- Using bio-degradable paper linings instead of plastics
- Bagging up used coffee grounds and offering them to colleagues for free compost.

We've continued to work with our waste contractors throughout the country to reduce the amount of waste we send to landfill, resulting in an estimated 97% diverted from landfill this year compared to 95% last year. Waste diverted from landfill is sorted by our contractors and sent to different sites to be reused, recycled or incinerated to produce energy.

97%
WASTE
DIVERTED
FROM
LANDFILL

WOODLAND AND BIODIVERSITY

We're lucky to own four hectares of green space, mostly woodlands, at our Bradford site, which our colleagues are proud to look after so that the local community can utilise the space and enjoy it. In 2018, 42 colleagues volunteered to make improvements to the area, reinstating public footpaths through the site and installing benches, allowing better access to the area. David Judson, Banking Services Consultant, who volunteered said: "It's great to see colleagues coming together to restore the woodland to its former glory. Hopefully with everyone's continued commitment we'll be able to make full use of the area again in the near future."



67
ACTIVE CAR
SHARE USERS

OUR BUSINESS

The Society was established 154 years ago as a mutual organisation to help people to save, and by pooling these savings together, to buy a home of their own. Our purpose hasn't changed since and we're still here to help our members become more financially resilient and have a place to call home.

As we're owned by our members rather than external shareholders, it's incredibly important that they have a regular chance to input and feedback on how we run things. All members are invited to attend our Annual General Meeting and vote on key decisions there or online. We also organise a variety of member events across the country including seminars on topics chosen by members and 'Your time to talk' sessions, providing the opportunity to meet some of our senior team. These are a very successful with 261 members and their guests coming to see us in 2018 and we'll continue these events in 2019.

We also have an online research platform called My Voice⁴⁰, which is open to all members to join. The 1,134 members who are involved have the opportunity to share their views on lots of different topics through discussions forums, polls and surveys. This enables us to work closely with members to understand what they want, what we could do better and the direction they'd like the Society to go in.



BEST PRACTICE HEALTH AND SAFETY CERTIFICATION

In 2017 the Society achieved the OHSAS 180001 standard for occupational health and safety, demonstrating we have the framework to identify, control and reduce health and safety risks within the workplace. We're happy to have since taken this one step further by becoming certified with the new International Standard ISO 45001 in November 2018. This demonstrates that our processes are robust, taking us beyond compliance with legislation and into best practice. The certification is valid for three years and will be monitored every year through an external audit.

40. My Voice is an online research community from the Society where members can have their say on potential new products, services and other society initiatives to help shape the future of the Society. If you would like to join the My Voice panel, then you can register here and we'll be in touch: <http://joinmyvoice.co.uk>

ADAPTING FOR THE FUTURE

In 2018 we continued to transform our business to ensure we evolve in line with our changing members' needs, in particular the demand for digital services, whilst continuing to offer the excellent face-to-face customer service we're famous for. Many of these changes were significant and at times difficult, but necessary to prepare us for the future. In our retail network we've closed 13 branches that were largely based close to another branch and opened 3 new agencies, which has enabled us to reach more local communities throughout the UK whilst ensuring the business is sustainable for the longer term. One of our biggest projects in 2018 was switching the Norwich and Peterborough (N&P) brand to Yorkshire Building Society (YBS). This was a huge programme that involved rebranding 13 branches and migrating 259,000 customers with 276,000 accounts to equivalent YBS accounts, as well as closing the N&P current account. As a result every high street branch is now branded Yorkshire Building Society meaning we can provide all our customers with a consistent service and range of accounts while allowing us to operate more efficiently.

We launched our first new concept branch in 2018, testing the most effective way to deliver a better face to face experience for customers. This pilot exercise in Norwich focused on developing long term relationships with our members and their communities. Following its success we've taken this new concept to our new agency in St Johns Wood, north London, and our branch in Rothwell, West Yorkshire. In 2019 we are planning to continue expanding this approach in Halifax. Other branches are also being considered.

We remain committed to our office sites in Bradford, Leeds and Peterborough and have started plans to refurbish our Lynch Wood site in Peterborough, with colleagues actively involved in the design phase. Ensuring the Society is fit for the future means restructuring our head office teams has been necessary. This has been a difficult time, with some colleagues being made redundant, including 200 colleagues based in our Cheltenham office which will close at the end of 2019. We have a strong partnership with the union Aegis which we've regularly consulted with throughout the changes.

During this time we've worked hard to make sure colleagues are kept well informed and supported as much as possible. We've provided support in a number of ways including through our Employee Assistance Programme and career coach LHH Penna⁴¹. We've also worked closely with other local employers and recruiters to help redundant colleagues find new roles. In September, we organised a Careers Fair attended by around 90 colleagues and 15 local and national employers and recruiters, which was very positively received.

41. More information can be found here: <https://www.lhh.com/lhhpenna/en>
42. More information can be found here: <https://www.ybs.co.uk/policies>

WHAT WE STAND FOR

In 2018 we published the Society's first Ethics Policy⁴², articulating how we operate in a responsible way by focusing on:

- Putting customers at the heart of our decision making
- Treating our colleagues in a transparent and personal way
- Conducting our business responsibly and in a way that builds trust
- Passionately believing in doing the right thing.

These ethical principles are aligned to our organisational values – Customer at our Heart, Personal, Trustworthy and Passionate – which has made it easy to embed across the organisation. To increase the transparency of our governance further, in early 2019 we'll publish overviews of nine key policies, such as Financial Crime, Information Security and Group Sales, allowing our members and the general public to have further insight and confidence in our ethical principles.

Our Values
PASSIONATE

Our Values
PERSONAL

Our Values
TRUSTWORTHY

Our Values
CUSTOMERS AT OUR HEART

GOVERNANCE OF SOCIETY MATTERS STRATEGY

Each area of our Society Matters strategy is led by a member of the senior team who form the Society Matters forum, which is chaired by our Chief Executive. The role of the forum is to set the ambition and direction of the strategy and to ensure effective governance, decision making and progress monitoring. The forum provides appropriate visibility of plans and progress to the Society's and is responsible for regularly and transparently communicating to internal and external stakeholders.



WORKING WITH

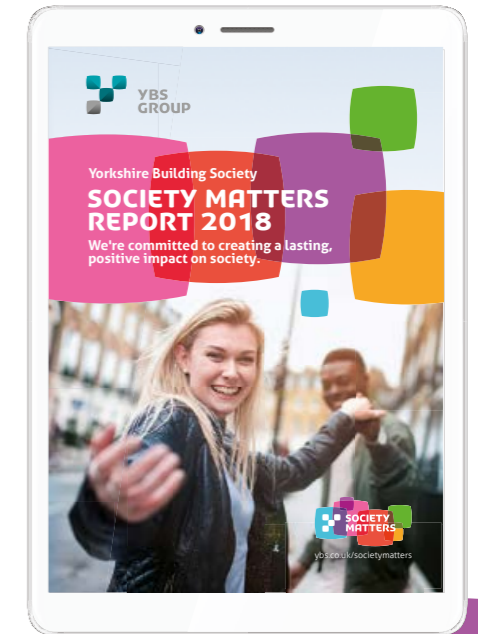


ABOUT THE REPORT

This is our 2018 Society Matters Report, which gives an account of Yorkshire Building Society's corporate responsibility performance in 2018 across a range of social, ethical and environmental issues.

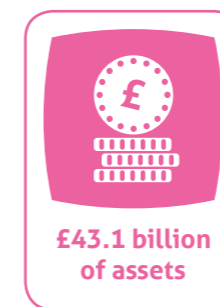
Performance relates to the year 1 January - 31 December 2018 (unless otherwise stated) and covers the businesses wholly owned by Yorkshire Building Society as of 31 December 2018.

We've undertaken limited external assurance assessment of our Environment data and of the commentary across the whole report. Our intention is to improve our reporting in future years, increasing the sections subjected to an assurance assessment and providing clear measures of success.



ABOUT YORKSHIRE BUILDING SOCIETY

Yorkshire Building Society is one of the UK's largest building society's. As of 31 December 2018 we have:



APPENDICES

ENVIRONMENT

Since 2012 we've achieved a carbon reduction using the location-based calculation (UK average emission factors) of 38% and a reduction of 81% using the market-based calculation (taking into account our purchase of electricity from renewable sources). All figures are in tCO₂e⁴³.



Table 1 - local based carbon footprint

YBS Carbon Emission 2012-2018 (in tCO₂e) calculated using the location based methodology as verified by Ricardo AEA Limited

Scope 1	2012	2013	2014	2015	2016	2017	2018
Natural gas consumption	1,466	1,480	1,315	1,290	1,233	1,133	1,235
Company cars and private cars	196	223	344	441	523	444	403
Total scope 1	1,662	1,703	1,660	1,731	1,755	1,577	1,638

Scope 2	2012	2013	2014	2015	2016	2017	2018
Electricity emissions	7,868	8,076	8,439	7,465	6,530	5,190	4,064
Total scope 2	7,868	8,076	8,439	7,465	6,530	5,190	4,064

Scope 3	2012	2013	2014	2015	2016	2017	2018
T&D electricity	622	691	738	616	591	485	346
Private car mileage for company travel	-	-	-	121	221	124	84
Staff travel - Rail	-	-	-	104	106	91	78
Staff travel - Aviation	-	-	-	37	34	31	56
Waste recycling	-	-	-	15	17	12	45
Waste landfill	-	-	-	5	9	11	3
Water supply and treatment	28	39	39	42	33	34	42
Total scope 3	650	730	777	941	1,011	788	655

Total carbon footprint	10,180	10,509	10,875	10,136	9,297	7,555	6,357
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43. Tonnes of carbon dioxide equivalent (tCO₂e) is a measure that allows the comparison of emissions from other greenhouse gases relative to one unit of CO₂. It is calculated by multiplying the greenhouse gas' emissions by its 100-year global warming potential.

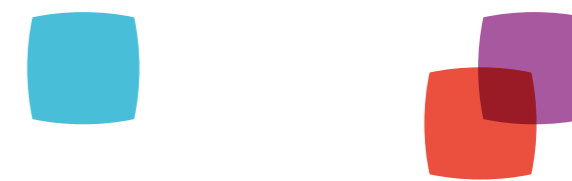


Table 2 - market based carbon footprint

YBS Carbon Emission 2012-2018 (in tCO₂e) calculated using the market-based methodology as verified by Ricardo AEA Limited. Market-based emissions were not calculated for 2012 - 2014, therefore the location-based methodology is used for those years.

Scope 1	2012	2013	2014	2015	2016	2017	2018
Natural gas consumption	1,466	1,480	1,315	1,290	1,233	1,133	1,235
Company cars and private cars	196	223	344	441	523	444	403
Total scope 1	1,662	1,703	1,660	1,731	1,755	1,577	1,638

Scope 2	2012	2013	2014	2015	2016	2017	2018
Electricity emissions	7,868	8,076	8,439	0*	0*	0*	0*
Total scope 2	7,868	8,076	8,439	0*	0*	0*	0*

Scope 3	2012	2013	2014	2015	2016	2017	2018
T&D electricity	622	691	738	0*	0*	0*	0*
Private car mileage for company travel	-	-	-	121	221	124	84
Staff travel - Rail	-	-	-	104	106	91	78
Staff travel - Aviation	-	-	-	37	34	31	56
Waste recycling	-	-	-	15	17	12	45
Waste landfill	-	-	-	5	9	11	3
Water supply and treatment	28	39	39	42	33	34	42
Total scope 3	650	730	777	324	420	303	309

Total carbon footprint	10,180	10,509	10,875	2,055	2,176	1,880	1,947
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- Data not available

* Due to the purchase of green electricity



Our printed material is available in alternative formats e.g. large print, Braille or audio.
Please visit us in branch or call us on **0345 1200 100**.

All communications with us may be monitored/recorded to improve the quality of our service and for your protection and security. Calls to 03 numbers are charged at the same standard network rate as 01 and 02 landline numbers, even when calling from a mobile.

References to 'YBS Group', 'Yorkshire Group' or 'the Group' refer to Yorkshire Building Society, the trading names under which it operates (Chelsea Building Society, the Chelsea, Norwich & Peterborough Building Society, N&P and Egg) and its subsidiary companies. Yorkshire Building Society is a member of the Building Societies Association and is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Yorkshire Building Society is entered in the Financial Services Register and its registration number is 106085. Head Office: Yorkshire House, Yorkshire Drive, Bradford BD5 8LJ. ybs.co.uk

Accord Mortgages Limited is authorised and regulated by the Financial Conduct Authority. Accord Mortgages Limited is entered in the Financial Services Register under registration number 305936. Buy to Let mortgages for business purposes are not regulated by the Financial Conduct Authority. Accord Mortgages Limited is registered in England No: 2139881. Registered Office: Yorkshire House, Yorkshire Drive, Bradford BD5 8LJ. Accord Mortgages is a registered Trade Mark of Accord Mortgages Limited.

Norwich & Peterborough Building Society, N&P and N&P Commercial Mortgages are trading names of Yorkshire Building Society. Yorkshire Building Society is a member of the Building Societies Association and is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Yorkshire Building Society is entered in the Financial Services Register and its registration number is 106085. Principal office of Yorkshire Building Society: Yorkshire House, Yorkshire Drive, Bradford, BD5 8LJ.

Small Change Big Difference® is a registered trademark of Yorkshire Building Society.

Small Change Big Difference provides the majority of the Yorkshire Building Society Charitable Foundation's funding. Contributions never exceed 99p per account, per year. For annual interest accounts, the donation is taken in March. For monthly interest accounts the donation is taken in June. Mortgage donations are taken in December.

Yorkshire Building Society Charitable Foundation Registered Charity No: 1069082. Registered Office: Yorkshire House, Yorkshire Drive, Bradford BD5 8LJ.

End Youth Homelessness (EYH) is a national movement of local charities working together to end youth homelessness in the UK. EYH trades through its designated Administrator, Centrepont (charity number 292411).



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