




HUNTSWOOD

A ResultsCX Company

MAKING THINGS RIGHT FOR YOUR CUSTOMERS

Huntswood's market-leading, flexible remediation services



FOR ORGANISATIONS WHO STOP, THINK AND ACT WHEN THEY DISCOVER ISSUES AFFECTING THEIR CUSTOMERS.

When customer issues arise, UK organisations are some of the most proactive in the world at making things right.

Many organisations have plans in place to quickly assess the customer impact of issues and establish an appropriate response, but when capacity challenges arise or the complexity of issues necessitates outside support, firms need a trusted, proven and flexible partner.

Whether it's a simple case of rectifying an erroneous charge, or needing to investigate and engage the affected population and the appropriate treatments more deeply, Huntswood is that partner.

Our flexible approach allows our clients to obtain exactly what they need to rectify any and all issues, whether using a blended approach, or allowing Huntswood to deliver end-to-end support in an open and transparent manner.

OUR UNIQUE APPROACH

IS AGILE AND TECH-ENABLED

Our blend of people, process and technology allows us to deliver practical, efficient and flexible solutions across the four key pillars of project design and delivery. Thanks to extensive regulatory knowledge, we can also ensure that your operation remains compliant and efficient.

PILLAR 1

**UNDERSTAND
THE ISSUE AND
FORWARD-FIX**

PILLAR 2

**POPULATION
IDENTIFICATION &
INTERROGATION**

PILLAR 3

**REMEDATION
DESIGN**

PILLAR 4

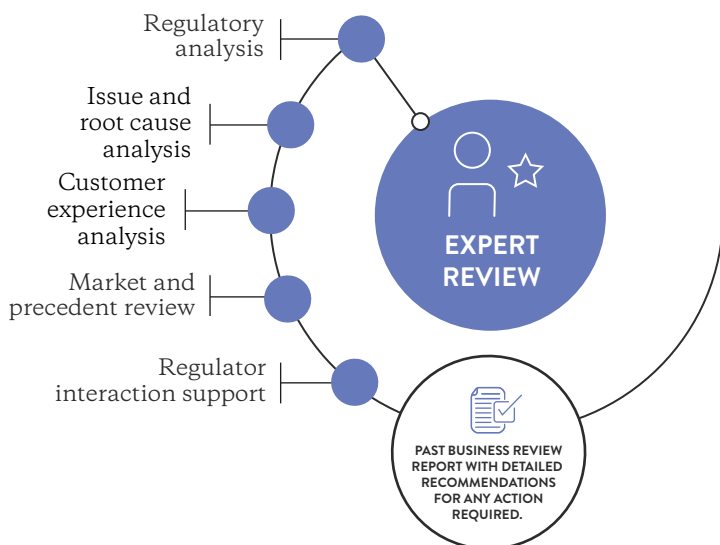
**REMEDATION
DELIVERY AND
CLOSURE**

PILLAR 1 - UNDERSTAND THE ISSUE & FORWARD FIX

Our regulatory and conduct risk experts provide an independent assessment of the issue through sampling activity and wider process review, providing clarity around the options available.

We investigate issues through outcomes testing, performing root cause analysis to determine the underlying cause and using insight from this to rectify the issues, limiting the remediation requirement.

We are experienced in supporting productive interactions with the regulator whenever this is needed.



PILLAR 2 - POPULATION IDENTIFICATION & INTERROGATION

The affected population is accurately identified in order to size the impact on customers and the business. Audit trails provide evidence of the activity in line with the data analysis plan. We define the most appropriate method for identification based on your risk appetite and the confidence level you need at this stage.

We use data transformation to reduce the risk of poor outcomes that can result from data inaccuracies, gaps or inconsistencies. We have a range of technologies available that enable us to analyse and cleanse data in any format, including unstructured or legacy information.

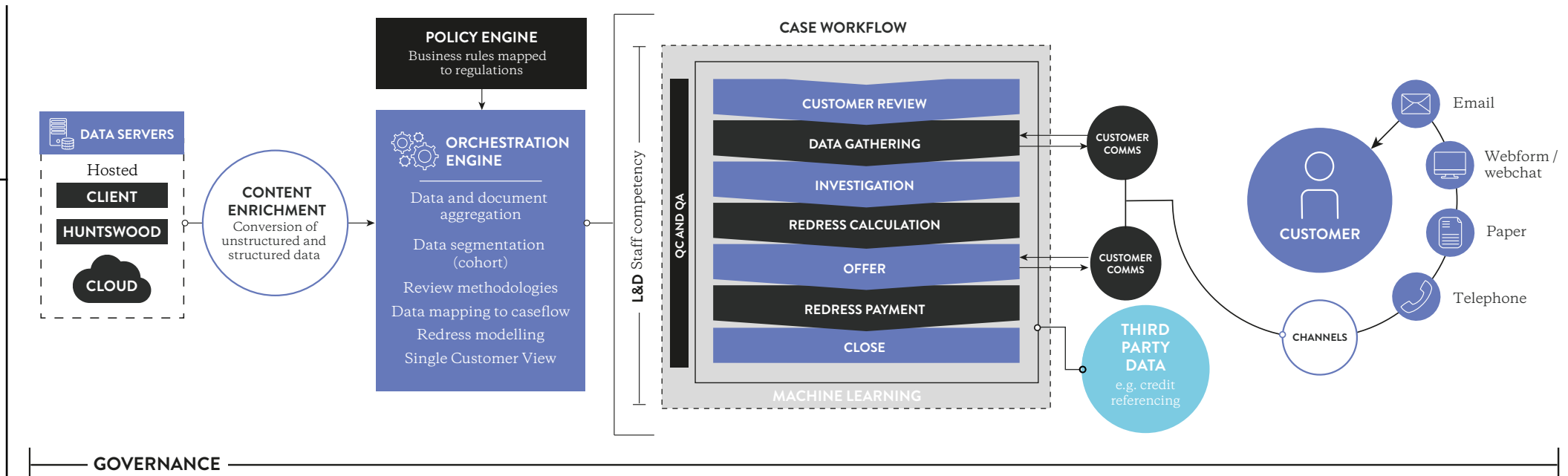


PILLAR 3 - REMEDIATION DESIGN

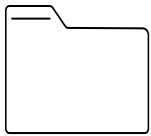
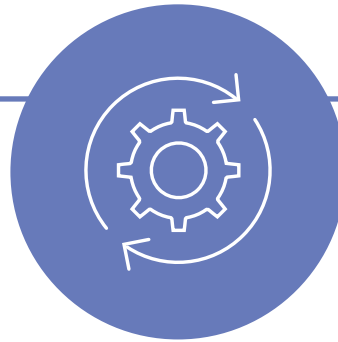
- The right blend of human resource and tech
- Proportionate treatment design for each customer cohort
- Secure data hosting approach and configuration of end-to-end case workflow tool
- Documented review methodology and data input requirements covering all scenarios
- A communication strategy with standardised templates and communications
- Estimated FTE requirements, capacity planning based on comms strategy
- Training design and a quality assurance / quality checking framework
- Creation or amendment of relevant policies
- Design and build redress calculators

PILLAR 4 - REMEDIATION DELIVERY & CLOSURE

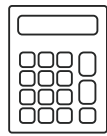
- Agree appropriate governance approach including KPIs and management information
- Identify and embed experienced delivery and project management, set up facilities and infrastructure
- Engage and deploy expert human resource
- Undertake pilot phases to ratify assumptions, test and refine
- Letter dispatch through recognised mailing houses and / or initiate digital outreach
- Ongoing QA, RCA and reporting
- Transition of any follow up or remaining activity to BAU
- Creation of a robust closure report to document all activity



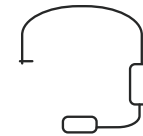
TECHNOLOGY ACCELERATORS



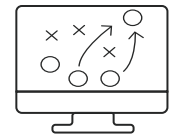
A case management workflow tool that can be bespoke to client needs



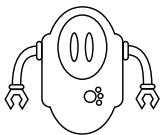
Ability to build simple or complex calculators and integrate them into case management system



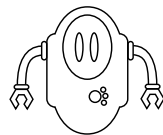
Innovative outbound dialler which supports a multi-channel communications strategy



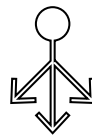
Leveraging AI to expedite QA activity and focus on the riskier activities within remediation



FAQ chatbot on client's website to deliver information about the remediation



Chatbot allowing client's customers to request and be approved for discretionary credit using the client credit and risk assessment systems without involving an Agent



Agent workflow orchestration allowing information to only be entered once, populating the appropriate systems with consistent information and avoiding re-keying



Custom internal website to collate and track requests for physical document copies by post



Custom internal website for QC / QA assessment of Agent interactions

WHY CHOOSE HUNTSWOOD?

YOUR AGILE REMEDIATION PARTNER

Huntswood delivers a unique blend of regulatory, customer experience and conduct risk expertise alongside exceptional operational delivery.

Traditionally, reviews of past business have used advisory expertise from one organisation for approach definition and a separate resource provider to deliver the pre-defined approach.

However with Huntswood, you benefit from a single port of call for all the capabilities you require. Our pragmatic, partnership approach allows us to 'fill the gaps' and help you deliver comprehensively for your customers.

1

'RIGHT FIRST TIME' APPROACH

Thinking about complexities such as customer experience, operational challenges and vulnerability upfront to ensure good outcomes are delivered first time.

2

SME-SUPPORTED DELIVERY

Delivery alongside Advisory expertise enabling you to navigate new challenges and ensure quality.

3

DEDICATED IMPROVEMENT EXPERTS

Using technology, multi-channel communications and our strong advisory expertise to continuously refine outcomes.

4

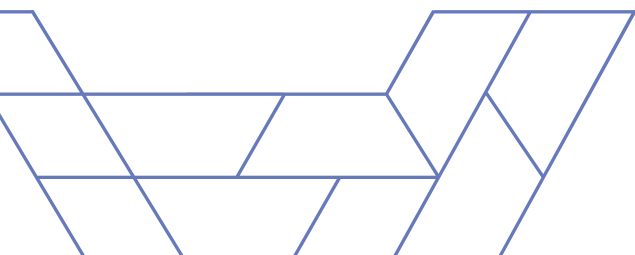
DELIVERY FOCUS IN THE DESIGN PHASE

Thinking about delivery in the design phase to ensure correct prioritisation, operational efficiency and cost effectiveness.

5

END-TO-END PARTNER

Simplifying governance and accountability and delivering commercial certainty.



EXTENSIVE EXPERIENCE

ONE MILLION DAYS

of case management activity
delivered in the last year alone

~ **4,500 FTE**

currently delivering solutions

EXCEEDING EXPECTATIONS

85% of our clients re-engage with us due
to exceeding production and quality
expectations

OVER 27 YEARS

of performing efficient and proportionate
reviews of past business

FLEXIBILITY

Huntswood's approach to resourcing coupled with our capacity planning expertise ensures that we resource projects in line with forecast volumes so operations are as efficient as possible, aligned to the communication strategy and responsive to factors such as variances in response rates. Our high-quality management ensures a low attrition, high attaining operation.

BEST PRACTICE INSIGHT

REPRESENTING THE REGULATOR

Delivering a broad range of high-profile remediation engagements on behalf of industry regulators has enabled us to understand both what best practice looks like, and also what our clients value in our service. We maintain close relationships with the regulator, which means that our oversight and challenge is proportionate and aligned to regulatory standards.

VULNERABILITY EXPERTS

We have significant experience in helping firms manage vulnerability, maintained through close working relationships with a wide range of key industry stakeholders, including charities such as StepChange, researchers and academics from the University of Bristol and Henley Business School, trade bodies and regulators (including FCA, Ofgem and Ofwat). This enables us to provide firms with market-leading support and help them deliver better outcomes for their vulnerable customers.

AUTOMATION AND ROBOTICS

73% TIME SAVED

with our automation
and robotics

Where appropriate, we will deploy automation and robotics capabilities to ensure processes are optimised without affecting the customer journey or having any negative impact on customer outcomes.

MORTGAGE ARREARS & RESPONSIBLE LENDING: GLOBAL MORTGAGE LENDER

We delivered the first remediation project of its kind, one focused on lending in retirement, interest-only mortgages, arrears handling and arrears charges. One of the key elements of the project was building a framework for investigating and assessing over 8,000 cases and determining the principles and methodology for lending in retirement redesign where no market precedent had been set. As part of designing this remediation we established and embedded a vulnerable customer strategy that recognised the most common types of vulnerability within the population. 100% of cases escalated to the Financial Ombudsman Service were found in favour of the firm.

Understand and forward-fix | Pop. identification and interrogation
Remediation design | Remediation delivery and close

INVESTMENT AND PROTECTION ADVICE: RETAIL BANK

We completed a full review of c.200,000 files and subsequently sent out 750,000 mailings. We organised a fully managed, multi-site remediation function for our client. 165 level 3-qualified financial services consultants were identified, referenced and engaged within three weeks, increasing the team to a total of 350 personnel.

We devised a more streamlined, cost-effective methodology and delivered a highly flexible, multi-skilled workforce. We also provided training and upskilling for two alternative resource suppliers' people during the engagement.

Remediation design | Remediation delivery and close

UNSUITABLE ADVICE: WEALTH MANAGEMENT FIRM

The regulator expressed concerns with a wealth management firm's pension transfer and pension / investment switching advice. We completed a two-stage review, using risk-based samples to identify the prevalence and distribution of poor advice practices. We developed a consistent assessment approach for each case, ensuring that all reviews were of a consistent quality and took into account personal circumstances and any vulnerabilities. Throughout our investigation, we kept the firm and regulator informed in line with our 'no surprises' approach. The firm was able to identify and contact all affected customers and offer them a full review.

Understand and forward-fix | Pop. identification and interrogation

CONSUMER DUTY REMEDIATION: LARGE MOTOR FINANCE FIRM

Following a Consumer Duty assurance review, four remediation workstreams were recommended, with Huntswood leading on the design of the remediation framework to take the client up to the point of commencing remediation activity. This included designing and documenting the framework, a review (and proportionate challenge) around the affected population, design of treatments for all cohorts, processes, communication strategy and the customer communications themselves, MI build, QA approach, training of QA and Case Handlers and delivering SME oversight. We oversaw a remediation pilot and refined the client's approach through testing.

Understand and forward-fix | Pop. identification and interrogation
Remediation design

TO FIND OUT MORE GET IN TOUCH:



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