WHY TRAIN YOUR TEAMS WITH US?

Arum is the UK's leading specialist collections and recoveries consultancy with over two decades of experience and 500+ successful projects delivered in over 20 markets. We pride ourselves on our independence as well as a deep-rooted commitment to a continuous improvement philosophy.

Our principles

We provide our clients and partners with a range of training and upskilling services with three key principles at the centre of our programmes**:**

1. Always leveraging cross-sector insight and best practice
2. Embedding knowledge transfer in everything we do
3. Making continuous improvement part of BAU

We are specialists in collections and tailor our training to meet your needs

We don't believe training is a one-off task – it's at the heart of continuous improvement – to drive better outcomes for customers and also for agents, reducing colleague attrition and increasing productivity. Key benefits to our clients:

- We are **specialist collections and recoveries trainers** with two decades of experience.
- We focus on **all aspects of delivering Fair Outcomes** to customers and agents alike – with agents obtaining **Arum Approved accreditation**
- We recognise the regulatory environment is complex and ever-changing and we help ensure that creditors and their collections teams meet and exceed these requirements
- **Our engagement model is a flexible one** –we recognise one size does not fit all and our training modules flex to align to a team's particular requirements and the client's customer base and/or product set
- **We live in unique times.** Staff turnover is resulting in an increased training overhead. Existing staff may lack sufficient refresher training as a consequence of remote working and busy operations. Team Leaders and Management are facing operational issues on an unprecedented level – all within an environment of increased regulatory scrutiny
- All our modules are designed to be **delivered virtually or on-site**

Our consultants have unrivalled real-life experience having managed numerous collections operations giving them first-hand experience of best practice and, importantly, how to improve regulatory compliance and operational performance

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OUR TRAINING AND SKILLS MODULES

1

Arum Approved Fair Outcomes Accreditation

Core collections training for new and existing frontline agents

- Covering all key collections competencies, including:
  o End to end collections journey
  o identifying/handling financial stress
  o vulnerability
  o conducting affordability assessments
  o understanding and generating fair and good outcomes for all
  o customised to your forbearance solutions
- Effective use of EQ collections soft skills, listening, questions, and behaviour on calls
- Independent post-training assessment, call listening and QA

2

Arum Approved Fair Outcomes Re-Accreditation

Annual re-accreditation through call listening and post-implementation checkpoint

- Training refresher module and best practice / experience sharing
- Includes training for any new legislation / regulation
- Mitigates against bad habits creeping back into calls
- Provides independent ongoing evidence to Regulators of pro-active measures to ensure Fair Customer outcomes are at the heart of your customer interactions

3

Arum Mentoring and Skills Training

Tailored for all management levels and covering all aspects of collections operations

- Complements any individual development plans / needs and aligning to business objectives and culture
- Bespoke mentoring plan designed for the individual and organisation
- Mentoring to include all aspects of best practice across:
  - Operational Execution
  - Performance Management
  - Collection and Contact Strategy
  - Organisation and Culture
- Mentoring provided by ex-Heads of Collections and other senior operational management

4

Arum Specialist Training

Training in all aspects of C&R, from business and operations, to systems and technology

- Bespoke training can be provided for items such as:
  - Business Analyst up-skilling (for collections related projects)
  - Collection platform training
  - Collection strategy
  - Performance analysis
  - Tailored courses for client specific requirements

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CASE STUDY: IMPROVED QUALITY SCORES AND STABILISED ARREARS FOLLOWING ARUM FAIR OUTCOMES TRAINING

The challenge

Due to the onset of coronavirus and the government requirement to support customers through the pandemic, Aldermore had to grow their mortgage collections team by 400-500% to meet the demand for payment holidays and on-going forbearance support.

The new additions to the team had a varying mixture of mortgage and collections experience, so Aldermore introduced a full training programme on good practices. On reflection of the quality control results, they identified the need to intensify training and oversight. Having working with Arum previously, Aldermore approached us for support in delivering technical collections training focused on uplifting capability to drive good customer outcomes.

The solution

Well versed in the regulatory requirement of Treating Customers Fairly that ensures fair and appropriate outcomes within a mortgage environment, we designed and delivered a Good Outcomes Training package to meet the Aldermore's specific requirements including these modules:

- Understanding collections and why good outcomes are important
- An overview of TCF in the delegate's role and the drivers and consequences of vulnerability
- Collections soft skills and the importance of building a good customer relationship
- The collections toolkit and robust assessment of customers' circumstances
- "Bringing it all together" in the call and positive customer outcomes with scenario testing

We also completed ongoing testing of learnings, and certification of embedding the learning via call listening following delivery of the training.

The results

The delegates gave an average score of 4.6 out of 5 across the various modules. Aldermore observed several key benefits following the training:

- An initial positive movement in the internal quality control oversight
- Significant improvements in quality scores in the following three months, by increasing the intensity of oversight and interventions to enable colleagues to improve their ability to drive good customer outcomes in line with the training
- From our call listening, we witnessed good customer outcomes, particularly in relation to the customers who had ongoing financial issues due to the pandemic, in line with the FCA's Tailored Support Guidance
- Aldermore's arrears stabilised following increases in the prior six months

> *Training was spot on, interactive, helpful, full of questions, answers and opinions and product knowledge was great from the trainers*

> *Good pace and well presented, with good visual aids - having a daily quiz helped*

> *The training was beneficial and the way it was conducted was very interactive*

> *Very personable trainers who knew what they were talking about - it is great that they have experienced what they are teaching/training*

Aldermore

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APPENDIX: ABOUT ARUM

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ABOUT ARUM

Arum is the only truly independent company offering advisory and programme delivery services across credit, collections and recoveries.

We have over 20 years' experience helping our clients achieve their strategic objectives by improving their regulatory, credit risk and portfolio performance, whilst maximising returns on their technology investments.

Within public sector, we aim to build better outcomes for citizens by improving the collection of local and central government revenues that fund public services.

We provide a blend of practitioner-led consulting and end-to-end change and programme delivery services.

Our knowledge of the creditor and software landscape is unrivalled and includes 30+ system vendors such as CGI, Equifax, Experian, Exus, FICO, Pega, Qualco, and Tieto.

Arum's team of experts, the majority of whom started their careers within the financial services and government sectors, is trusted by leading brands in over 20 countries across financial services (banking, lending, debt purchase), utilities, telcos, public sector (central & local government), and the software vendor market.
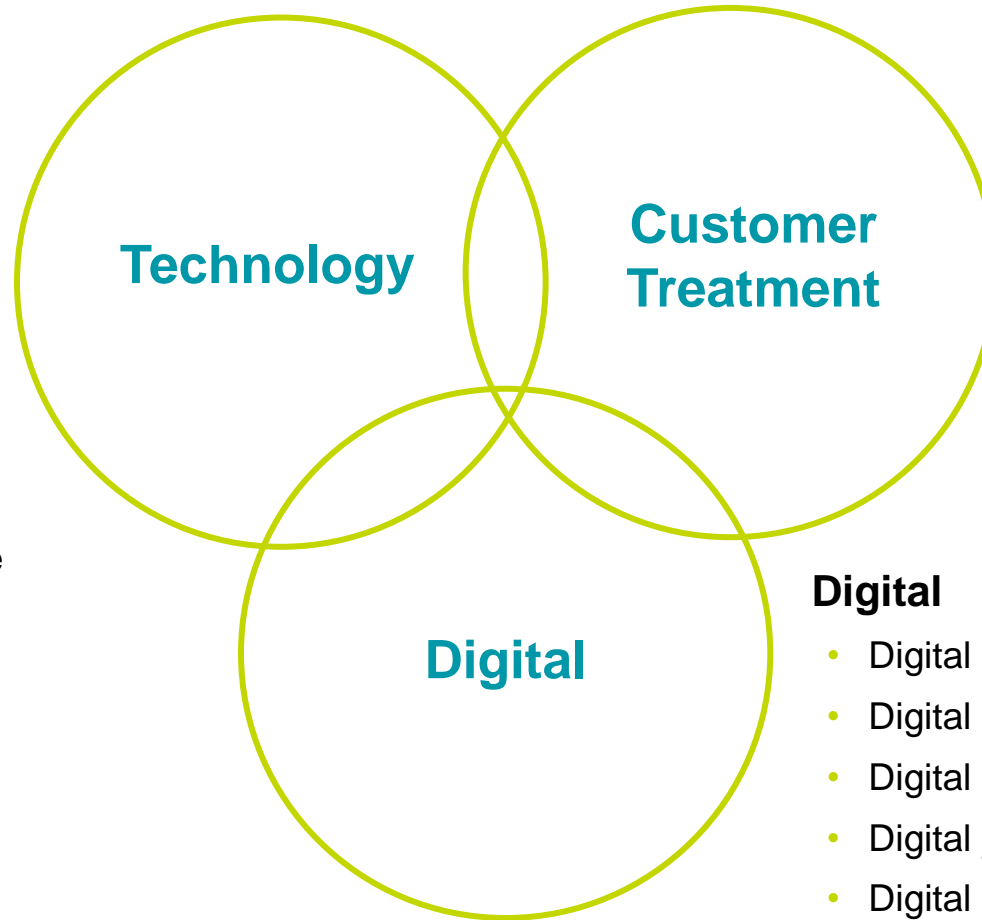
Clients and partners

Industry recognition

HELPING ORGANISATIONS PREVENT AND RESOLVE PROBLEM DEBT

Technology

- Platform / vendor selection
- Systems implementation, integration and configuration
- Upgrades and migration
- Aftercare support
- Service management and legacy support
- Outsourced managed service
- Arum Approved System Programme

Customer Treatment

- Customer journey design
- CX excellence assessment
- Communications review
- Segmentation and differentiated treatments
- Vulnerability identification and treatment
- Agent training

Digital

- Digital assessment and benchmarking
- Digital business case development
- Digital strategy / roadmap
- Digital journey design and optimisation
- Digital tech / vendor selection
- Digital implementation and delivery

Technology

Customer Treatment

Digital

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