

Hello,
welcome
to your new
community

**Your guide to the 13 teams
who've joined together**

Union gives strength

When I think of the coming together of our community, it reminds me of Aesop's Fable of the Bundle of Sticks. For those of you who are unfamiliar, the fable describes a father presenting his sons with a bundle of sticks and asking them to break them.

Each son tries in turn, struggling and straining, but can't break the bundle. Eventually, the father unties the bundle and gives each son a stick. Each then breaks their stick easily. "You see my meaning," says their father. "Together, you are invincible. Union gives strength."

We may not be trying to break sticks, but the meaning in this seventh century story holds true for our community today. Individually, we're already doing great work, but we can achieve so much more together.

In the following pages, we get to know the teams in our new community as each shares their purpose, priority and passion. We all have a vital part to play in building a new level of ambition and delivering Nationwide's strategy. Understanding the role each team plays will help us work better together to achieve our goals.

I look forward to working with you all and seeing what we can achieve together. I'm keen to share with you what's keeping me busy so will be getting more active on Yammer over the coming weeks. To follow me, go to my profile and click "follow".

Patrick Eltridge
Chief Operating Officer

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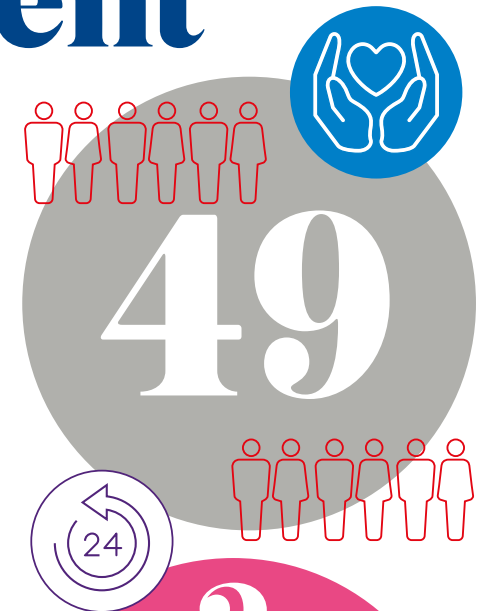
We all have a part to play in achieving our very ambitious mission.”

Patrick Eltridge
COO



Business Continuity & Incident Management

Our team of 49 leads on incident management (IM), business continuity (BC) and incident communications. No matter the time or place, our incident on-call team can offer support 24 hours a day, 365 days a year



Purpose

We anticipate, prepare and respond during an incident and lessen its impact. We work together to protect our members today and in the future.

Priority

We anticipate key threats that could affect the way our business runs through internal and external horizon scanning and scenario analysis. We protect the business plan by providing a framework to understand what we care about and what we value, and provide a compass for how we behave.



Responding effectively when things go wrong and building on the Legendary Service cornerstone, we make a positive difference to member experience during an incident."

Mandy Williams, Director of Business Continuity & Incident Management



Famous faces

Doug Malcolm, Senior Manager Risk & Continuity Improvement, was once the face of a British Gas TV ad campaign

Business Operations

We're a small team, leading the design, coordination, implementation and embedding of key business operations for the community

Purpose

We bring together the overarching activities required to support the community's ambitious agenda. We act as a central hub, ensuring the smooth running of the community, and connect teams on key topics. We identify opportunities for continuous improvement and build new capabilities for the future.

Priority

We are focused on welcoming Patrick into the Society, establishing the new community, and developing our shared vision, purpose and integrated strategy. We also embed the community's day-to-day operational processes.



We're excited to be at the centre of the new community, helping to shape and influence its shared vision, purpose and strategy."

Mandy Griffin,
Director of Business Operations



The infographic features a large grey circle with the number '10' in white. Above the circle are five red person icons, and below it are five more. To the right of the circle is a green icon of a person with a network of connections. Below the circle is a blue icon of an eye with a 'G' inside. At the bottom of the infographic is an orange circle containing a white question mark, the text 'Long-standing service', and 'We have 163 years at Nationwide between us'.

Chief Technology Office Team

Delivering technology strategy, architecture and engineering capabilities, our team of 493 colleagues delivers simple solutions for the Society

Purpose

We're the technology thought leaders and owners of our technology strategy, architecture and engineering. We make bold technical decisions to ensure our business not only survives but thrives in the future.

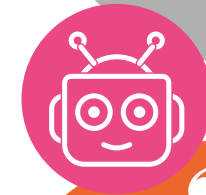
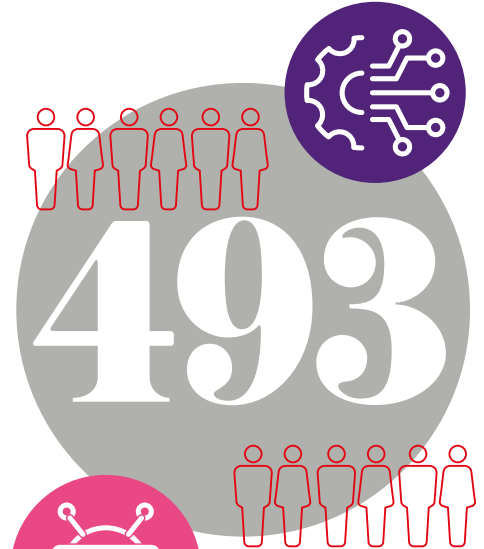
Priority

With such a busy agenda our focus is on simplifying our technology estate and building new technology platforms to encourage growth and diversification. We're driving forward our digital, data and analytics strategies to meet our members' needs.

“

Our team has a high level of curiosity and we're always making sure we're up to date on the latest technology used in financial institutions and beyond.”

Gary Delooze,
Chief Technology
Officer



Did you know?

Among our interesting and impressive group of employees is a professional footballer, international basketball player, a sniper, an ironwoman and even a BAFTA winner!

Data & Analytics

With 423 colleagues based in Nationwide House and Wakefield House, we work with partners all over the world and enable 17,000 colleagues to better serve our members through data and analytics

Purpose

Our ambition is for everyone – from leaders to branch colleagues – to have access to the data and insight they need to make the right decisions and deliver truly legendary service every day.

Priority

We're looking to fundamentally change the way we use and manage data. We'll manage data as a real asset and provide interactive self-service tools so our business users can access analysis and insight. We'll create value from our data through advanced analytics while continuing to develop our capability to meet ever-changing business needs.



We're passionate about the power of data and we want you to be too. We want to increase data literacy across the Society and develop a culture where everyone is curious about what they can do with data."

Lee Raybould, Leader of Data & Analytics



423

Serving 17,000 colleagues

Global reach

Despite only being a community since 2017, colleagues from as far away as Sydney have been drawn to, and joined, our exciting journey

IT Operations & Service Delivery

Our 2,000-strong team is responsible for running and supporting IT services, ensuring they are available and performing well

Purpose

We deliver IT services to our 15 million members and 17,000 colleagues. We strive to ensure that our IT services are available when they are needed, helping our members to manage their money and our colleagues to achieve their business goals.

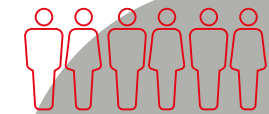
Priority

Our members demand a 24/7/365, constantly evolving digital service. So we're adapting to meet their needs by delivering a more efficient function that improves the experience for our colleagues and an improved service for members. We're increasing our automation, improving our service recovery, and introducing technologies like Cloud.

“

We aim to collectively deliver an outstanding modern IT service. One of the ways we're doing this is by focusing on proactive problem management to prevent unexpected system outages that impact our members. Since 2015 we've reduced our P1 incidents from 122 to just 41.”

Daryl Brookes, Director of IT Operations & Service Delivery



2,000



Delivered
£27m
in cost savings



Little known fact

Last Black Friday, we processed 5.4m Visa point-of-sale transactions, peaking at 7,840 per minute



Operational Resilience Squad

Our team delivers members' expectations of secure and always-available, critical services. It's a strategic priority for us and forms part of the Society's licence to operate

Purpose

To strengthen the capabilities that support member services, for today and tomorrow.

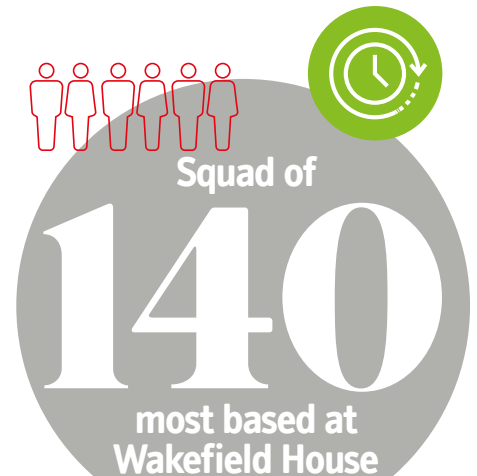
Priority

Change and disruption is all around us. We need to rise to meet it and keep member services secure and available so that members and colleagues who rely on us can go about their daily business, building on our position of trust.



Operational Resilience is more than technology, recovery, risk and controls – the member is at the centre of everything we do. We're creating frameworks and strengthening capability so that we can support the critical services our members and colleagues need each and every day."

Richard Henshall, Director,
Operational Resilience
Squad



Pride of place

We have our very own Banksy, a mystery artist who draws pictures in meeting room G.E.06

Payments

Our family of 590 colleagues covers Nationwide House to Delhi and supports 2.3 billion transactions

Purpose

We do more than just process payments, we help our members into their first home, buy their weekly food shop and even transfer money to their children. Looking after our members' money is part of the Payments DNA.

Priority

In today's jam-packed society, our members never stop, so neither should our payments services. We're working to modernise our primary payments services to be 24/7/365, improving our resilience and developing our people's skills to meet changing member needs.

“

As the first to successfully adopt the Squad Model, we relish a fresh challenge. We're always looking for ways to try new things, maintain our strong brand and continue to develop legendary service.”

John Hutton,
Director of Payments

An infographic featuring a large grey circle with the number '590' in white. Above the number are five red person icons, and below it are five more red person icons. To the right of the number is an orange speech bubble icon containing a white heart. To the left of the number is a pink circle containing a white smartphone icon with a shopping cart. Below the number is a purple circle containing a white question mark. At the bottom right of the infographic is a blue circle containing a white shopping cart icon.

590

Did you know?

We've delivered £20m of efficiency savings across our partner network and services during the last three years

Product Operations

Our 1,500-strong team is based across five UK sites, up to Dunfermline and all the way down to Bournemouth, not forgetting Genpact, our third-party supplier in India

Purpose

Product Operations is responsible for efficient processing across mortgage, banking and savings products. We deliver with speed, ease and certainty to make it effortless for our members, and to meet their expectations during key moments.

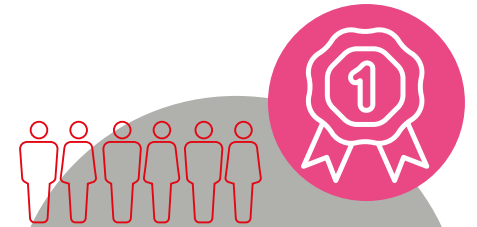
Priority

By 2021 we will be one multi-skilled community, fuelled by new technology, simpler processes and improved policies. Together we'll ensure the Society is chosen on service over price.

“

We believe in collaborating across our teams to meet the varied and evolving needs of our members. We empower our people to find new ways to enhance the legendary service we deliver every day.”

Tim Carter, Director of Product Operations



1,500



?

25 for 25

In Mortgage Prime Servicing, 25% of our colleagues qualify for their 25-year long service sabbatical, showing the loyalty and dedication they have to our members

Risk & Operational Resilience

With more industry and regulatory focus than ever before, we play a critical role in maintaining our service availability and our trusted reputation. We're expanding to 75 high-performing SMEs, working across Nationwide House, Northampton Contact Centre and Digital (NAC) and Bournemouth Administrative Centre (BAC)

Purpose

We want to be a trusted partner to the community, supporting informed, data-driven decision making and ensuring we operate in a safe, transparent and efficient way.

Priority

We will deliver a Society-wide control framework, supported by an Operational Resilience management system. It will provide a robust foundation for further improvement for our people, processes and systems.

“

We operate in a fast-paced, ever-changing world – this is equally challenging and exciting. We're committed to making sure we can meet this change and to protecting the Society's integrity and reputation.”

Colin Last, Director of Risk & Operational Resilience



75
High-performing
SMEs

Thanks Andy

After 37 years, we recently bade a fond farewell to Andy Moy, Risk & Controls Manager, who was instrumental in the control framework development

Security

Our 220 colleagues are based in Swindon, Northampton and London

Purpose

To protect Nationwide, our members' and colleagues' information and assets, and to be the most effective and efficient security organisation in UK retail financial services.

Priority

We aim to protect our colleagues, financial information and infrastructure assets from deliberate or accidental damage, disruption, loss or misuse.



To maintain pace with rapidly evolving and increasingly sophisticated cyber-attacks, we're developing and deploying robust controls frameworks."

Matt Rowe, Director of Security



We've raised over £10,000 for various local and national charities

Simplification, Automation & Efficiency

Our 320 colleagues deliver a range of services – some operating 24 hours a day. We cover customer communications delivery, branch deliveries and collections, IT configuration and automating processes across the organisation

Purpose

We improve member experiences by simplifying processes, driving efficiency through automation and delivering right-first-time communications.

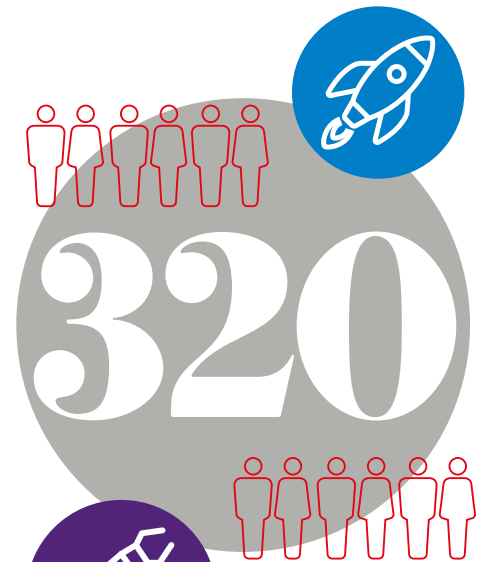
Priority

We delivered a range of improvements and cost savings across the Society in 2018. Now we're aiming to collaborate more, using the methods and tools that we've proved work, and to maintain momentum to meet our 2019 sustainability and efficiency targets.

“

We believe that continuous improvement is everyone's responsibility and that when done well can deliver significant value to the Society and our members. We want to empower and enable our colleagues to improve their processes as part of their everyday activities.”

Richard Rogers, Director of Simplification, Automation & Efficiency



Little known fact

1,700 robots support our operational processes across the Society. Some of them have even been given names!



Supply Chain Management

Our team of 400 colleagues buys and manages around £1.4 billion of goods and services from more than 1,200 suppliers. We're responsible for 721 branches, admin sites and data centres

Purpose

We lead the Society's supply chain strategy, maximising the sustainable value and resilience of our third-party relationships. We acquire, repair, run and dispose of our properties. And we deliver services and activities that support the day-to-day running of our workplace so we can keep serving our members.

Priority

We deliver fit-for-future supply chain, property and vendor management initiatives and aim to provide an efficient, seamless experience across all of our services, so we can support colleagues across the Society, without creating barriers.



We need to ensure we have an ethical and sustainable property footprint and supply chain, and we want to achieve this by embracing diversity and PRIDE."

Laura Faulkner, Director of Supply Chain Management



Transformation

4,019 people, across more than 20 locations, helping to deliver change. Our Strategic Investment budget has grown from £470m in 2014/2015 to £837m in 2019/2020

Purpose

With the inception of #WeAreChange, our team recognises that we need to align with business areas to increase the rate of change. We want to be trusted by our colleagues to deliver solutions and drive business benefits.

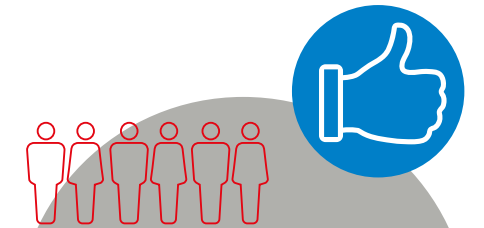
Priority

By embedding the #WeAreChange Squad Model across the Society, we'll repurpose and re-energise the new Transformation community, while supporting the smooth establishment of the COO role.

“

First and foremost, we're passionate about our people – we can't deliver quality change that will benefit us and our members without them. We aim to develop from within, starting by building capability within our team.”

Martin Boyle, Leader of Transformation



4,019



Local hero

As part of his first responder voluntary work, Barry Catton, Senior Manager – Transformation Inception, responded to 225 patients in 2018. One was a Lancaster bomber pilot in WW2