

**721,000**

Our record number  
of members

**£9.2bn**

Savings balances grew to  
the highest in our history

**24%**

New mortgage lending  
increased to £2.7bn



Building Futures  
Together

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# Foreword

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At Leeds Building Society, we're driven by the simple belief that when money is well managed it makes life just that little bit easier. Whether you're taking out a mortgage for your home or insuring it, saving for your children's future, or your own, we'll help you manage your money effectively.

In 2014 we helped more members than ever. Over the coming year we'll build on this strong foundation by continuing to provide the range of competitive products that you need, and the personal service you've come to expect.

Our continued growth over 2014 has meant we have again increased the number of colleagues at the Society. This provides a continuous focus on improving the level of service that we provide, whether this is face to face, over the phone or through digital channels. We've also introduced a new-look brand, designed to appeal to a broader market, so we can continue to help more and more members, creating a stronger Society. We'll be continuing to make even more improvements over the coming year, for the benefit of the whole Society.

In this magazine you'll find further details of the progress we've made in 2014, as well as some highlights that demonstrate how we're working together to build an exciting future for our Society.

## **Peter Hill**

Chief Executive

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### **Financial highlights**

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Total assets	£12.1 billion
Operating profit before exceptional item	£80.9 million
Member savings balances	£9.2 billion
New mortgage lending	£2.7 billion
Net residential lending	£1.1 billion
Capital and reserves	£731 million

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If you haven't received any information about our new Anniversary Account, it might be because you've asked us not to send you offers and announcements in the past. To find out more information about the Account and avoid missing out in future, pop into your local branch or give us a call on 08450 540 991 and ask to be put on our mailing list for news and offers.

Make your voice heard –  
you are invited to attend  
your AGM

For more information,  
see pages 28 to 30.

# Chairman's Statement

**Year ended**  
31 December 2014

I am pleased to report that we have had a successful year in 2014 and delivered another strong set of results. The significant increase in new mortgage lending led to a record level of profit, which enabled us to further increase our capital and reserves and establish a solid platform for future growth.

**We have also invested in the business to develop our people, technology and processes to improve the customer experience and worked hard to provide both savers and borrowers with long-term value in this historically low interest rate environment.**

**As a result, our assets have increased by 8% to £12.1bn. We have helped more people than ever before to buy their own homes and savings balances are higher than at any time in our 140 year history.**

## **Economic Background**

The UK economy continued to grow in 2014. Unemployment fell, inflation remained below the 2% target and consumer confidence improved. Elsewhere however, global economic growth was sluggish, particularly in the Eurozone.

Gross mortgage lending grew by 14% in 2014 and the number of residential property transactions exceeded one million for the second consecutive year. House prices also rose but the rate of increase slowed in the last quarter. The stamp duty reforms announced in the Chancellor's Autumn Statement should support the housing market but the General Election in May could create some uncertainty, especially in the event of a hung parliament.

Whilst Bank Base Rate did not reduce last year, increased competition for mortgages resulted in a reduction in the average new mortgage rate. As a result, market rates paid to savers have also reduced.

However, during this difficult environment we have continued to pay 0.81%<sup>1</sup> more on average to savers across our range than our competitors. During 2014, total household deposits in the UK increased by 4.4% to more than £1.2 trillion<sup>1</sup>.

## **Regulation and Industry Developments**

At the start of 2014, a package of reforms to EU legislation, known as CRD IV, came into effect. A key requirement is that financial institutions have a minimum Total Solvency Ratio of 8%, and a Leverage Ratio of 3%. I can report that our ratios are well above, at 16.4% and 5.6% respectively.

The Mortgage Market Review (MMR) rules came into effect in April 2014. We were well prepared and had already implemented the key changes required to the assessment of the affordability of a mortgage and, as a result, we delivered record mortgage completions of £2.7bn.

The busy regulatory agenda shows no sign of abating. The Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) believe that holding individuals to account is a key component of effective regulation, and published a consultation paper on Strengthening Accountability in Banking. The proposals reflect the recommendations of the Parliamentary Commission on Banking Standards and we anticipate these will come into effect later this year.

Publication of the final rules for the European Mortgage Credit Directive (MCD) is expected shortly, before it comes into force in March 2016.

Its aim is to standardise customers' experience of the mortgage market across the EU and the consumer protection they receive. Despite the FCA's efforts to align recent MMR changes to the MCD regime, there is still some divergence and this will result in further regulatory change for the mortgage industry.

### **Board Composition and Corporate Governance**

We maintain a high level of skill and expertise on the Board and, under the Society's rules, directors need to be re-elected once every three years. However, in line with best practice recommended by the UK Corporate Governance Code, the Nomination Committee agreed to adopt a requirement that all directors be re-elected by our members on an annual basis.

Therefore, all the Executive and Non-Executive Directors are subject to re-election this year. A summary of their details can be found on pages 18 to 20. I ask you to support the nominations.

We strengthened the Board with the appointment of Andrew Greenwood as Risk Director in January this year. Andrew first joined the Society in 1998, and has been a member of the Senior Management Team for over a decade, as well as leading the Risk function as Chief Risk Officer since 2011.

Abhai Rajguru will retire from the Board at the AGM. Abhai, who is a member of both the Assets and Liabilities and Audit Committees, and a Trustee of Leeds Building Society Pension Scheme, has served as a Non-Executive Director for more than seven years and I extend my thanks to him for his valuable contribution to the Society during his time on the Board.

### **Summary**

We now employ more than 1,100 colleagues who have been instrumental in delivering excellent service to our members throughout 2014. These results could not have been achieved without them and, on behalf of the Board, I would like to thank all our colleagues for their hard work and dedication.

As we celebrate our 140th anniversary this year, we will continue to help our members by providing competitive savings products and mortgages to support home ownership. The way we do this is evolving as we adapt and develop our proposition to meet the ever-changing needs of all of our members.



**Robin Ashton**  
**Chairman**  
**24 February 2015**



<sup>1</sup>CACI Data, October 2014 – CACI is an independent company that provides Financial Services benchmarking data and covers 85% of the high street cash savings market.  
<sup>2</sup>Source – Building Societies Association.



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# Chief Executive's Review

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**Year ended**

31 December 2014

## 2014 Business Highlights:

- New mortgage lending increased by 24% to £2.7bn, significantly above our market share<sup>i</sup>
- Net residential lending of £1.1bn is our best ever performance
- Operating profit before exceptional item rose by 26% to a record £80.9m
- Savings balances grew by £560m to £9.2bn, the highest level in our history
- Assets increased by 8% to a record £12.1bn
- 69,000 new members were attracted, taking total membership to a record 721,000
- Capital and reserves increased to a record £731m



**In this our 140th year, I am proud to report a record set of results driven by the growth in lending and a reduction in impairment provisions and charges. As a result, assets are now £12.1bn and our success over many decades has helped millions of members to build their future together with our support.**

We have made a significant investment in our colleagues and technology in 2014 to further develop our service proposition and provide long-term value to members. This, combined with our new brand proposition and award-winning product innovation, means we remain as relevant today as when we were founded 140 years ago.

Our vision, which is built on four strategic pillars, is to be 'Britain's most successful building society'. Our pillars are:

1. To support the aspirations of a wide range of borrowers and savers, in particular those who are not well served by the wider market.
2. To generate strong levels of profit, which are retained in the business to build a solid platform for growth and continuing financial security.
3. To deliver outstanding personal service to all our members.
4. To continue to reinvest in the business to improve efficiency, whilst being intolerant of waste.

I have outlined the progress that has been made throughout 2014 against each of these:

#### **Supporting the Aspirations of Borrowers and Savers**

Bank Base Rate (BBR) has been at the historic low of 0.5% since March 2009 and we do not currently anticipate any increase until 2016. Whilst this has benefited mortgage customers, I am mindful that the current economic climate is particularly challenging for savers.

During 2014, we have worked hard to provide competitive returns to our savers and taken a number of steps to achieve this. Following member feedback, we re-launched the popular 10 Year Fixed Rate Bond, which pays interest monthly, and provided a competitive ISA range.

We also increased the interest rate on 151,000 accounts and as a result, all savers receive a minimum return of 0.5%, which is equivalent to the current BBR. Additionally, we simplified our legacy savings products from over 260 to fewer than 50, and improved the access terms on these to reduce complexity.

As a consequence of the market rate environment and in common with other providers, we have reduced rates on some of our accounts, but delayed taking this action for as long as we could in order to maintain higher rates for as long as possible. Based on the latest figures available, we continue to pay 0.81%<sup>ii</sup> more to savers than the rest of market average.

To support our members and recognise our 140th year, we have also launched a Fixed Rate Anniversary Account. This pays a competitive rate of interest with unlimited access to all of the funds at any time, providing members with complete flexibility to review their savings decision, should the interest rate environment change.

This combination of above-market returns and award-winning savings accounts<sup>iii</sup> meant that we attracted over £2.2bn of retail savings deposits and savings balances are now £9.2bn, the highest level in our 140 year history.

<sup>i</sup> Leeds Building Society defines market share as follows: Mortgages – Council of Mortgage Lenders market share statistics. Savings – mutual sector net retail savings as published by the Building Societies Association.

<sup>ii</sup> CACI Data, October 2014 – CACI is an independent company that provides Financial Services benchmarking data and covers 85% of the high street cash savings market.

<sup>iii</sup> Best Regular Savings Account Provider from Savings Champion. Highly commended Best No Notice Account Provider from Moneyfacts.

# Chief Executive's Review

## Year ended

31 December 2014

Savers provide the funds to support lending growth and we were able to help a record number of borrowers achieve their aim of home ownership. In 2014, we provided £2.7bn of mortgages, which is a 24% increase on the year before and significantly more than our market share.<sup>1</sup> This included helping more than 7,800 first time buyers purchase their homes, which accounted for over 33% of our total lending by value, and £250m more than we extended to this important segment in 2013.

Our focus on supporting borrowers who are not well served by the wider market continued and we were active in the Shared Ownership, Interest Only and Help to Buy segments. We have also increased our penetration of the Buy to Let market. This, combined with our mainstream lending, means that we achieved record mortgage lending across a balanced product range.

We continue to innovate and have launched our Contractor proposition designed to provide mortgages to professional contractors. This was recognised when we received Mortgage Finance Gazette's 'Innovation Award for Lenders' for the second year running.

As a result of this success in our core markets of savings and mortgages, membership grew to a record 721,000.

### Continuing Financial Security

Achieving good levels of profit is how we build our financial strength and ability to invest in the business. Operating profit before exceptional item increased by 26% to £80.9m as a result of record mortgage lending and a reduction in impairment charges. Closure of our defined benefit pension scheme to future accrual also resulted in an accounting adjustment and took total profit before tax to £87.9m. This enabled us to increase capital and reserves to a record £731m.

Total assets are now £12.1bn and we remain well-placed to continue to fund lending growth. Furthermore, the credit ratings agencies, Moody's and Fitch, both continue to assign long term 'A' ratings to the Society as a result of our very strong financial performance.

The improving UK economy has meant fewer borrowers are experiencing financial difficulty and residential arrears (1.5% or more of outstanding mortgage balances) reduced from 2.28% in 2013 to 1.88% in 2014.

Impairment charges on loans to customers fell by £8.4m to £39.5m. The majority of this relates to the action we took to reduce our commercial balances by 25% to £269m, which now represents only 3% of total mortgage balances.

### Delivering Outstanding Personal Service

We carry out regular independent member surveys to ensure we deliver what our members need. Whilst overall customer satisfaction remained high, at 92%, we are not complacent. The world is changing, particularly as a result of technological advances, at an ever increasing rate and our members tell us we need to respond.

We have developed our brand proposition, following extensive member research, to a more contemporary image and plan further improvements to our digital proposition to make it easier for members to access the information and services they want, as and when they need them.

Our colleagues are vital to our success and we now employ over 1,100 people. Regular surveys show that they are highly engaged and this is clear from the feedback we receive from our members. The average length of service is almost seven years and over a quarter of our colleagues have been working for the Society for 10 years or more.



I am also delighted that Leeds Building Society was the first financial services organisation to secure the new Service Excellence accreditation launched in 2014 by the independent National Skills Academy. This accreditation reflects our commitment to providing a high-quality, professional service through well-trained colleagues.

We started our Apprenticeship scheme two years ago and the first intake recently completed their training and moved into full-time permanent jobs. I would like to congratulate them and all of my colleagues for their success this year in delivering excellent customer service to our members.

#### **Investing in the Business**

As in 2013, we created a further 100 new roles at the Society as we continue to increase our capacity and improve our products and services. We also carried out a benchmarking exercise across all existing roles to ensure that every colleague is fairly rewarded as we look to retain the best talent, which is at the heart of our People Strategy.

In addition to developing our colleagues' key skills, we have invested in IT infrastructure, delivered a number of key projects and refurbished branches to increase our capacity and further improve the service we offer. As a result, our cost to asset ratio increased slightly to 57p (2013: 52p) per £100 of assets, and our cost to income ratio increased to 33% (2013: 31%). Despite the modest increases, those ratios remain among the lowest in the building society sector.

Our strong profitability and sustainable business model mean we are well-placed to reinvest in the Society. This transformational change will continue at pace throughout 2015 and improvements to our core system will deliver an enhanced digital offering, and the ability to support more borrowers and savers who are not well served by the wider market.

#### **Summary and Outlook**

The UK's strengthening economic recovery in 2014 contrasted with sluggish growth in Europe and beyond, while inflation remained well below the 2% target and unemployment fell.

Leeds Building Society had a very successful year with savings, mortgage balances and membership at record levels. Strong profit performance also means that our capital and reserves are at their highest-ever level, underpinning our continuing investment programme and consolidating our financial strength and security to deal with any economic shocks.

Consumer confidence will be a key factor in 2015 and the General Election in May could create some uncertainty. Housing will be an important policy area for all parties and it is not untypical for consumers to delay major financial decisions in the run up to an election as they wait to see what unfolds. Bank of England Base Rate also looks set to remain low until at least 2016.

Against this background, we will continue to strive to deliver value and service to you, our savings and mortgage members, and help you build your future together with us. I would like to thank you for your continued support during 2014.



**Peter Hill**  
**Chief Executive**  
**24 February 2015**

Building futures together means just that. Your Society is committed to helping local communities through donations and volunteer work. Your generosity, and that of our colleagues, has enabled an enormous amount of money to be raised in 2014 for some very good causes.

This is at the heart of what we are about, and something that we will continue throughout 2015, as we proudly celebrate our 140th anniversary, and beyond.

# FOR YOUR COMMUNIT



### Our fundraising

During 2014 we supported our partner charities: Marie Curie Cancer Care, Variety, the Children's Charity, Age UK, as well as our own Charitable Foundation through the 'Your Interest in Theirs' scheme and the 'Caring Saver' accounts.

The 'Your Interest in Theirs' scheme enables members to donate up to 99p of interest each year to good causes. The 'Caring Saver' sees the equivalent of 1% of the total balance held in the account donated to four partner charities on an annual basis. Your generosity has enabled us to donate over £100,000 to these four charities in 2014.

The Leeds Building Society Charitable Foundation supports charities and good causes around our national branch network by donating to charitable and community-based projects. Since it began in 1999 the Foundation has donated £1.3m to over 1,700 charities.

Further charitable fundraising activities are supported through our 'Matched Funding' scheme. This scheme helps individual colleagues' fundraising efforts by matching their charitable donations raised, to support local charities and community groups.

**One of the highlights of 2014 was the Great Yorkshire Bike Ride. A team of our colleagues cycled 73 miles from Wetherby to Filey raising over £3,000 for Hollybank Trust which provides high quality support and care to severely disabled children, young people and adults.**

# ITY



Back row, standing, are (from left to right) Oliver Stowe, Jeanette Cartwright, Kevin Mowles, James Boldy, Paul Inman, Tom Tinkler and Robin Litten.

Front row, kneeling, are Paul Smith and Gary Mitchell.

# We saw some wonderful, heart-warming acts of generosity throughout 2014.



## Our North East colleagues raised over £3,000 for Our Milo appeal.

Our branches and offices across the North East joined forces to raise funds to help secure life-changing sensory equipment for two-year-old Milo Browne from North Tyneside. Milo's range of complex health needs is restricting his mental and physical development, and his condition is so rare it remains undiagnosed.

The team, consisting of Andy Medling, Jonathan Epworth, Mark Fairley and Paul Errington, completed a one-day, 56-mile cycle challenge pedalling from Morpeth to Durham. Colleagues also ran raffles, tombolas, cake sales, an exercise bike challenge and sold Milo wristbands in branches. The money raised is a great step towards the £15,000 appeal target.

## £25,000 of donations from our 'Caring Saver' accounts and 'Your Interest in Theirs' scheme was presented to Marie Curie Cancer Care.

At Marie Curie, the vital funds went towards helping nurses provide free care to people with terminal illnesses across Yorkshire, both in their own homes and in the charity's Bradford hospice.

An equal amount from these schemes is donated to each of our partner charities: Marie Curie Cancer Care, Age UK and Variety, the Children's Charity along with our own charity, the Leeds Building Society Charitable Foundation.

(Pictured from left to right) Dianne Hughes (Marie Curie Nurse in West Yorkshire), Hannah Saxon (Marie Curie Community Fundraiser in Leeds), Kim Rebecchi (Leeds Building Society Distribution and Marketing Director), David Walker and Michelle Capell (both from Leeds Building Society Head Office branch).



**Our 'Lending a Hand' volunteering scheme encourages colleagues to spend a day each year helping the community.**

In 2014, our Product Team used their day to repair erosion and sensitive landscaping at Tongue Gill outside Grasmere in Cumbria. Working under the guidance and direction of the National Trust 'Fix the Fells' Team, our team spent the day working on a busy section of the Coast-to-Coast path from St Bees to Robin Hood's Bay.


This part of the path attracts thousands of walkers each year, who unfortunately take a toll on the fragile landscape. By the end of the day, the Leeds Building Society team had helped repair the path and protect the historic route for future users.

**MANY  
HANDS  
MAKE  
LIGHT  
WORK**





# HADRIAN WALK



**In September, a team of colleagues from across the Society walked the 84 miles of Hadrian's Wall to raise money for Teenage Cancer Trust.**

The Teenage Cancer Trust is dedicated to improving the quality of life and chances of survival for young cancer patients aged between 13 and 24.

The Trust funds and builds specialist units in NHS hospitals and provides dedicated staff. This helps young people to be treated by experts using the best facilities possible.

Our team's aim was to raise £8,400 in total – £100 for every mile they walked, but this target was well and truly beaten, with total funds raised in excess of £15,000.

'S

**OVER  
£15,000  
RAISED FOR  
TEENAGE  
CANCER  
TRUST**



(Pictured from left to right) Kim Rebecchi, Distribution & Marketing Director, Andrew Wallace and Peter Hill, Chief Executive.

## Adviser of the Year 2014

This award recognises colleagues who have delivered outstanding customer service throughout 2014.

On 2 December 2014, we held the 5th annual Adviser of the Year awards lunch. Seven regional winners were chosen from 22 finalists and each received a special trophy to mark their achievements.

The national winners were:  
**David Walker – Head Office Branch**  
**Mark Fairley – North Shields**  
**Andrew Wallace – Harrogate**  
**Ceri Lewis – Cardiff**  
**Stacey Rodgers – Norwich**  
**May McWilliams – Belfast**  
**Alan Large – Direct Mortgages**

The national award for Adviser of the Year 2014 went to Andrew Wallace, who was recognised for his overall outstanding performance.

# A YEAR OF RECOGNITION

Our commitment to providing our members with the very best products and services has been recognised by a series of prestigious awards throughout 2014. As well as receiving these awards, we also like to give awards that acknowledge colleagues who go the extra mile for our members.

# AWARDS





(Pictured from left to right) Sylvia Perrins, Chief Executive of the National Skills Academy for Financial Services, Leeds Building Society Operations Director Karen Wint and Chief Executive Peter Hill.

## Service Excellence Standard award from National Skills Academy for Financial Services.

We were delighted to be the first financial services business to secure a new industry accreditation for excellence in customer service.

By encouraging our colleagues to go above and beyond regulatory directives, we achieved the Service Excellence Standard, launched by the National Skills Academy for Financial Services (NSAFS).

## A SERIES OF PRESTIGIOUS HONOURS FOR INNOVATION IN 2014

### Moneywise Magazine Mortgage Awards

'Innovator of the Year' for our Welcome Mortgage was our third innovation award of 2014 following the 'Mortgage Innovation Award' and the 'Most Innovative Personal Finance Provider' at the MoneyNet Personal Finance Awards in January.

### Mortgage Finance Gazette (MFG) Awards

We won four awards for 'Best Intermediary Lender', 'Innovation Award (Lenders)', 'Best Use of Technology (Lenders)' and the 'Leadership Award' for our Chief Executive Peter Hill's work and profile as an ambassador for financial services.

We were also Highly Commended in two further categories for 'Best Building Society' and 'Customer Service/Treating Customers Fairly (Lenders)' at the ceremony in November 2014.

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# Board of Directors

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**Robin  
Ashton  
Chairman  
(57)**



**I joined the Board as a Non-Executive Director in April 2011 and became Chairman in March 2013.**

In my role as Chairman, I attend most Board Committees. I am a strong supporter of the building society sector and the mutual business model, which plays an important role in UK financial services. I am a Chartered Accountant and spent my executive career in retail financial services. I am also a Non-Executive Director of Shawbrook Bank Ltd. and Non-Standard Finance plc. I am married with three children and my interests include reading and motorsports.

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**Peter Hill  
Chief  
Executive  
(53)**



**I joined the Society in 2001 as a Senior Manager and was appointed to the Board, as Operations Director, in 2006. I became Chief Executive in 2011.**

My role is to lead the Society's Executive Team; set the tone in respect of the Society's culture; develop strategy, and deliver a balanced business performance in the long-term interests of our members. I am an active contributor to the Leeds and Yorkshire business community, Deputy Chairman of the Council of Mortgage Lenders, Chairman of the Northern Association of Building Societies and a Fellow of the Royal Society of Arts. I am married with two sons at secondary school.





**Philippa Brown (48)**  
**Having joined the Board as a Non-Executive Director in January 2013, I bring a strong consumer and marketing perspective to the role.**

I am also a member of the Conduct Risk and Remuneration Committees. Putting the interests of the members at the heart of the business provides a strong point of difference and one of the reasons why the Society has been so successful. I have been employed in marketing and advertising for over 25 years and am Chief Executive Officer of a leading UK media agency, Omnicom Media Group UK. Outside of work I enjoy swimming and have two children. I also support Breakthrough Breast Cancer and Future Dreams charities.



**Susan Cooklin (54)**  
**I am delighted to have joined the Board in February 2014. I am a member of the Risk and Audit Committees.**

I am currently Group Chief Information Officer at Network Rail Infrastructure Ltd. Prior to this I was a senior executive at Barclays Bank within operations and technology. Having spent over 20 years in financial services, I am proud to have joined a mutual organisation where the interests of members are core to our business. Outside of work I enjoy spending time with my family and swimming.



**David Fisher (56)**  
**I joined the Board in March 2012. I chair the Board of the Staff Pension Scheme as well as chairing the Risk Committee.**

I am also a member of the Credit and Remuneration Committees. I started my financial services career with Halifax Building Society 24 years ago. Prior to joining Leeds Building Society I was Chief Executive of Sainsbury's Bank. I am delighted to have been given the opportunity to return to my mutual roots and to join a Board totally committed to mutual status. I hold a number of other directorships and advisory roles. Outside of work, I am married with two daughters. I am a keen runner and completed my first marathon in 2012.



**Andrew Greenwood (45)**  
**I am proud to work for the Society, and joined the Board as Risk Director in 2015.**

I started my career as a solicitor in private practice and have worked for the Society since 1998, in a variety of legal, compliance and risk-focused roles. My role is to lead the Risk Division, which comprises a number of specialist teams that monitor key risks in the context of business activities. I live near York with my wife and two young children.



**Philip Jenks (64)**  
**I joined the Board in March 2012. I chair the Society's Credit Committee and I am also a member of the Society's Risk and Conduct Risk Committees.**

I have almost 40 years' experience in financial services, with extensive knowledge of mortgages and savings. I am Chairman at Chartercourt Financial Services Group and work as a consultant for a number of organisations, including the Government on housing-related projects. I fully appreciate the importance of mutuals and am proud to be a director where the focus is on getting things right for members. I am married with three children and outside of work I enjoy walking, going to the theatre and watching sport.



**Robin Litten (51)**  
**I have spent my career in retail and financial services, and for the last 12 years in the mutual building society sector, joining the Society in 2012 as Finance Director.**

I have held senior roles at Barclays Bank and Skipton and Scarborough Building Societies. My role at Leeds Building Society is to ensure the Society remains financially secure, and is able to fund continuing growth and investment for the benefit of our members. As a member of the Executive Committee I lead the Society's Finance, Treasury and Strategy teams and I am Chairman of the Assets and Liabilities Committee. Outside work, I enjoy spending time with my family, playing squash and cycling.



**Les Platts (61)**

**I joined the Board in 2010 and am the Vice Chairman and Senior Independent Director.**

I chair the Remuneration Committee and I am a member of the Audit, Nominations and Assets & Liabilities Committees. I am a Chartered Accountant and was the Senior Partner for Deloitte in their Leeds office. The Society, with its proud history and firm commitment to mutuality, is a very strong part of the Leeds business community. I am also Chairman of an investment administration business and Honorary Treasurer of Lancashire County Cricket Club. I am married with two children and outside of work I support the NSPCC.



**Abhai Rajguru (49)**

**Having spent my career in the financial services sector, I joined the Board in 2008.**

I hold a number of directorships and am also a member of the HM Treasury Audit Committee. I serve on the Society's Audit and Assets & Liabilities Committees. I am proud to be a member of the Board of the Society, which, as a mutual, has remained focused on delivering value to its members. Much of my time outside work is taken up by my young son, and I also enjoy music, films and motorsports.

*Abhai will be retiring from the Board at the 2015 AGM.*



**Kim Rebecchi (48)**

**I joined the Board in 2009 and chair the Society's Conduct Risk Committee.**

I am a member of the Executive and Assets & Liabilities Committees. My role is to lead the Distribution & Marketing Division to ensure we continue to deliver outstanding personal service to our members. This includes making sure we support the aspirations of our borrowers and savers, deliver competitive products and provide long-term value to our members.

Outside work I am an active Rotarian involved in local community and charitable activities. I am married with two children and enjoy walking, sailing and watching Leeds Rhinos.



**Ian Robertson (67)**

**I am Chairman of the Audit Committee, and a member of the Risk and Credit Committees. I have been on the Board since 2008.**

I am proud to work with such a highly regarded institution and to help further enhance its reputation as a leading example of the benefits of mutuality. I was President of the Institute of Chartered Accountants of Scotland in 2004/5. I am a Director of the Homes and Communities Agency for England and a member of the Audit Committee of the Department for Communities and Local Government. Outside work, I am a keen reader and love music.



**Karen Wint (49)**

**I have been Operations Director since late 2012.**

My responsibilities are to ensure that we have the right people, processes and technology in place to continue to deliver great service and value to our members. That includes updating how we do things to meet new customer expectations in a rapidly changing world. I am a member of the Executive, Conduct Risk and Credit Committees. I am a Chartered Banker and enjoy walking and spending time in the Yorkshire Dales.

## Summary Financial Statement

**The directors have pleasure in presenting the Summary Financial Statement of the Society and its subsidiaries ('the Group') for the year ended 31 December 2014.**

The Statement is a summary of information published in the audited Annual Accounts, Directors' Report and Annual Business Statement, all of which are available to members and depositors, free of charge, on request at any branch from 10 March 2015, or from the Society's website ([leedsbuildingsociety.co.uk](http://leedsbuildingsociety.co.uk)). The Auditor's Report on the Society's full Annual Report and Accounts was unqualified.

### Summary Directors' Report

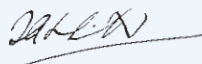
The Summary Directors' Report for the year ended 31 December 2014 comprises the Chairman's Statement on pages 4 to 5 and the Chief Executive's Review on pages 6 to 9.

The directors consider that the Group has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the going concern basis has continued to be adopted in preparing the Annual Report and Accounts.

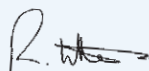
**Approved by the Board of Directors on  
24 February 2015 and signed on its behalf by:**



**Robin Ashton**  
Chairman



**Peter Hill**  
Chief Executive



**Robin Litten**  
Finance Director

## Notes to Summary Financial Statement

### Gross capital as a percentage of shares and borrowings

The gross capital ratio measures the proportion that the Group's capital bears to the Group's liabilities to holders of shares and borrowings. The Group's capital consists of profits accumulated over many years in the form of general reserves together with other reserves, revaluation reserves, subordinated liabilities and subscribed capital which cannot be repaid in priority to ordinary investors. Capital provides a financial cushion against difficulties that might arise in the Group's business and, therefore, protects investors.

### Liquid assets as a percentage of shares and borrowings

The liquid assets ratio measures the proportion that the Group's assets held in the form of cash, short-term deposits and other securities bears to the Group's shares and borrowings. Liquid assets are generally readily realisable, enabling the Group to meet requests by investors for withdrawals from their accounts, to make new mortgage loans to borrowers and to fund its general business activities.

### Profit for the year as a percentage of mean total assets

The profit/assets ratio measures the proportion that the Group's profit after taxation for the year bears to the average of the Group's total assets during the year. The Group needs to make a reasonable level of profit each year in order to maintain its capital ratio at a suitable level to protect investors.

### Management expenses as a percentage of mean total assets

The management expenses ratio measures the proportion that the Group's administrative expenses bear to the average of the Group's total assets during the year. Management (or administrative) expenses consist mainly of the costs of employing staff, running the Group's branches, information technology costs, advertising and other office costs. Expenses need to be controlled so that the Group operates as efficiently as possible while providing the service that members require.

# Summary Financial Statement

Results for the year 2014	2014	2013
	£m	£m
Net interest receivable	184.8	163.2
Other income and charges	14.0	15.0
Fair value gains less losses on financial instruments	(0.4)	(0.9)
Administrative expenses	(66.2)	(55.5)
Impairment losses	(39.5)	(47.9)
Investment property fair value movement	–	(1.3)
Impairment loss on land and buildings	–	(0.8)
Provisions for liabilities and charges	(11.8)	(7.6)
<b>Operating profit before exceptional item</b>	<b>80.9</b>	<b>64.2</b>
Pension curtailment gain	7.0	–
<b>Profit for the year before tax</b>	<b>87.9</b>	<b>64.2</b>
Taxation	(18.5)	(15.2)
<b>Profit for the year</b>	<b>69.4</b>	<b>49.0</b>
<b>Financial position at the end of the year</b>		
<b>Assets:</b>		
Liquid assets	1,584.2	1,820.1
Mortgages	10,018.1	8,930.6
Other loans	242.8	221.3
Derivative financial instruments	120.4	99.5
Fixed and other assets	165.7	122.7
<b>Total assets</b>	<b>12,131.2</b>	<b>11,194.2</b>
<b>Liabilities and equity:</b>		
Shares	9,181.6	8,622.0
Borrowings	1,971.0	1,703.5
Other liabilities	91.7	107.9
Derivative financial instruments	155.7	100.2
Subordinated liabilities	0.9	0.9
Subscribed capital	25.0	25.0
Equity	705.3	634.7
<b>Total liabilities and equity</b>	<b>12,131.2</b>	<b>11,194.2</b>
<b>Summary of Key Financial Ratios</b>		
Gross capital as a percentage of shares and borrowings	6.52%	6.44%
Liquid assets as a percentage of shares and borrowings	14.20%	17.63%
Profit for the financial year as a percentage of mean total assets	0.60%	0.46%
Management expenses as a percentage of mean total assets	0.57%	0.52%

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# Summary Financial Statement

## Auditor's Statement on Summary Financial Statement

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### **Independent Auditor's Statement to the members and depositors of Leeds Building Society**

We have examined the Summary Financial Statement for the year ended 31 December 2014 which comprises the results for the year, financial position at the end of the year and summary of key financial ratios together with the Summary Directors' Report.

This report is made solely to the Society's members, as a body, in accordance with Section 76(5) of the Building Societies Act 1986.

Our work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an Auditor's Report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report, for our audit report, or for the opinions we have formed.

### **Respective responsibilities of directors and auditor**

The directors are responsible for preparing the Summary Annual Report containing the Summary Financial Statement, in accordance with applicable United Kingdom law.

Our responsibility is to report to you our opinion on the consistency of the Summary Financial Statement within this booklet with the full Annual Report and Accounts, Annual Business Statement and Directors' Report and its conformity with the relevant requirements of Section 76 of the Building Societies Act 1986 and regulations made under it.

We also read the other information contained in this booklet as described in the contents section and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Financial Statement.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the Society's full Annual Report and Accounts describes the basis of our audit opinion on those financial statements.

### **Opinion**

In our opinion the Summary Financial Statement is consistent with the full Annual Report and Accounts, the Annual Business Statement and Directors' Report of Leeds Building Society for the year ended 31 December 2014 and complies with the applicable requirements of Section 76 of the Building Societies Act 1986 and regulations made thereunder.

*Deloitte LLP*

### **Deloitte LLP**

Chartered Accountants and Statutory Auditor  
Leeds, United Kingdom  
24 February 2015



# Directors' Remuneration Report

## Introduction

The report on remuneration for the year ended 31 December 2014 considers the areas set out in the UK Corporate Governance Code relating to remuneration insofar as they are considered relevant to building societies, the FCA Remuneration Code (the Code), and the disclosure requirements arising under the EU Capital Requirements Directive. It is prepared in line with the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2013.

The report includes an overview of the context of remuneration and awards prepared by the Chairman of the Remuneration Committee and the Annual Report on Remuneration. All members eligible to vote at the Society's Annual General Meeting will have the opportunity to approve the Annual Report on Remuneration, through an ordinary resolution (non-binding). The 2013 Report received a 91% positive vote (excluding abstentions).

The 2014 Directors' Remuneration Policy will remain in place for 2015 with no changes. It received a 90% positive vote (excluding abstentions). The full Policy (including the statement of how the policy will be applied in 2015) is included in the 2014 Annual Report and Accounts, available on the Society's website.

## Composition and scope of the Remuneration Committee

The primary purpose of the Remuneration Committee, under delegated authority from the Board, is to set the Society's Remuneration Policy, including the policy on pay, bonuses and benefits for the Executive Directors and Remuneration Code Staff. All recommendations are considered by the full Board, but no Director participates in discussions when decisions relating to his or her own remuneration are made.

The Committee met five times in 2014. It comprises three Non-Executive Directors: Les Platts (Committee Chairman), David Fisher and Philippa Brown. No members of the Committee have any personal financial interest in the recommendations or conflicts of interest arising from other directorships.

The Chairman, Executive Directors and other members of senior management may be invited to attend meetings, as and when appropriate, but are not members of the Committee. Becky Hewitt, General Manager – People, acts as Secretary to the Committee.

## Statement by the Chairman of the Remuneration Committee The context for remuneration in 2014

All remuneration awards recommended by the Remuneration Committee for 2014 are in line with the approved Remuneration Policy for Directors and colleagues covered by the Remuneration Code, approved at the 2014 AGM.

In considering the bonus awards and salary levels of the Executive Directors and Senior Managers, the Committee has reviewed the Society's performance for 2014. Full details are provided in the Chief Executive's Summary Report (pages 6-9).

## Performance against objectives

The Board approved stretching Corporate Objectives for the Executive Directors for 2014 aligned to the Society's long-term strategy and the four pillars that underpin it:

- Sustainable financial security and growth
- Supporting the aspirations of a wide range of borrowers and savers
- Delivery of outstanding personal service
- Investing in the business

The Remuneration Committee has received, reviewed and exercised detailed evidence to assess the performance of the Executive against each of the objectives set at the start of the year. The Board has also tracked progress throughout the year.

The financial results are positive indicators of strong progress against the Society's strategy. These include a 26% increase in operating profit before exceptional item to £80.9m (excluding a one-off gain from closing the defined benefit section of the pension scheme to future accrual) and a 24% rise in new mortgage lending to £2.7bn. This was significantly above market share – resulting in just over £1bn of net lending, the highest in the Society's history.

The Committee considered profit performance to be ahead of expectations and the growth outturn was in line with the 2014 plan.

The Executive is undertaking a number of wide-ranging change projects to improve our product and service delivery. They are diverse and complex programmes covering IT systems, product development, investing in people skills and risk management. The Remuneration Committee, therefore, sets specific annual deliverables for each programme to enable progress to be objectively assessed.

- The Committee assessed that very good progress had been made with the Society's People Strategy resulting in independently measured Colleague Engagement Scores well above the financial services industry benchmark and an upper quartile performance. The Committee considers this dimension to be critical for the long-term success of the Society and was ahead of expectations.
- Other objectives included ensuring that the Society could meet the new Mortgage Market Review (MMR) requirements with effect from April, without impacting business volumes, and delivering the next phase of our risk strategy – both of which were achieved, in line with plan.
- We had planned to complete the migration of our systems away from our current supplier to HP during 2014. This has been delayed into 2015. Therefore, the objective was missed and was reflected in the performance outturn for 2014 by the Committee.

In summary, the Committee judges the combination of the 2014 financial outturn and the progress in modernising the business to be a good performance for the Society against its strategy.

# Directors' Remuneration Report

## Performance awards

The assessment of performance against objectives generated awards of between 58.5% and 59.5% of salary (between 78% and 79% of the maximum award available). These are slightly lower than in 2013 but reflect the degree of achievement against the specific objectives set for the year.

The Remuneration Policy includes a risk adjustment process for the bonus scheme under which the Committee considers a range of factors and input from the Group Risk Committee.

These include whether the Executive Team has operated within agreed risk appetite, exposure of the business to any significant regulatory or control failings and any financial exposure resulting from inappropriate management behaviour.

The Committee considered a report from the Risk Director on the risk adjustment process and concluded that there were no activities arising in 2014 against which a risk adjustment should apply. The Committee also received a report on historic structured product promotions in 2009/2010, and the resulting voluntary redress exercise concluded in 2014. Having considered the financial impact, absence of regulatory sanction and focus on achieving good customer outcomes, the Committee concluded that no adjustment should apply.

## Other remuneration

The basic salaries of the Chief Executive and the Executive Directors increased in August by 2.5%, as did the Chairman's fee. The basic salary increase for the wider colleague group ranged from 0%-5%, with an average of 2.96%.

The Remuneration Policy identifies colleagues who are considered as material risk takers or "Code Staff" as defined by the FCA Remuneration Code and other relevant regulation. In addition to the directors and general managers, this includes senior managers across the organisation. The basic salary of code staff increased on average by 3.85% in 2014. This partly reflected salary increases for colleagues who were promoted during the year, taking on additional responsibilities.

## Other matters considered by the Remuneration Committee

The Remuneration Committee's activities in 2014 also included:

- Reviewing the compliance of the Remuneration Policy Statement with the FCA Remuneration Code.
- Reviewing regulatory updates and assessing the impact on the Society.
- Overseeing the defined benefit pension section consultation and reviewing the pension policy in the context of the changes to pension tax relief.
- Approving the corporate objectives for the incentive schemes for 2015.

During 2015, the Remuneration Committee will be undertaking a full review of variable remuneration ahead of designing the schemes for 2016. The annual pay review for all colleagues will be brought forward to April 2015 (from August) to align more closely with the annual performance assessment process.

## Summary

The Annual Remuneration Report provides a more detailed assessment of the remuneration of the Executive Directors. The Remuneration Committee is satisfied that the outcome reflects fairly the performance against the objectives agreed for 2014.



## Les Platts

Chairman of Remuneration Committee  
24 February 2015

# Directors' Remuneration Report

Year ended  
31 December 2014

## Total Remuneration Summary (audited)

The total remuneration received by Executive Directors for 2014 is detailed below, compared with 2013. The total remuneration for Executive Directors equates to 2.2% of operating profit. This information has been audited and shows remuneration for the years ending 31 December 2013 and 31 December 2014, as required to be reported under the Building Societies (Accounts and Related Provisions) Regulations 1998.

The Chief Executive is the Society's highest paid colleague and no colleague earns more than any Executive Director. As the Society is a mutual organisation, it has no share capital and, therefore, does not offer share-based remuneration to directors or colleagues.

Executive Directors	PA Hill	R S P Litten	K L Rebecchi	K R Wint	Total Remuneration
	2014 £'000	2014 £'000	2014 £'000	2014 £'000	2014 £'000
Salary	336	252	197	197	982
Annual Bonus <sup>(1)</sup>	203	150	119	117	589
Pension	47 <sup>(2)(6)</sup>	45 <sup>(2)(6)</sup>	39 <sup>(4)</sup>	39	170
<b>Total Remuneration <sup>(5)</sup></b>	<b>586</b>	<b>447</b>	<b>355</b>	<b>353</b>	<b>1,741</b>
	2013 £'000	2013 £'000	2013 £'000	2013 £'000	2013 £'000
Salary	328	244	192	192	956
Annual Bonus <sup>(1)</sup>	207	154	117	120	598
Pension	75 <sup>(4)(6)</sup>	51 <sup>(4)(6)</sup>	50 <sup>(3)(4)</sup>	38	214
<b>Total Remuneration <sup>(5)</sup></b>	<b>610</b>	<b>449</b>	<b>359</b>	<b>350</b>	<b>1,768</b>

### Notes

1. The annual bonus figure reflects the amount awarded in the year, 40% of which is subject to deferment.
2. These directors ceased to be active members of the defined contribution section of the pension scheme on 31 March 2014 and elected to receive a cash allowance in lieu of the Society's pension contribution.
3. This director ceased to be an active member of the defined benefit section of the pension scheme on 31 October 2013, with an accrued pension of £95,328, and elected to receive a cash allowance in lieu of the Society's pension contribution.
4. These directors elected to receive part or all of the Society's pension contribution as a cash allowance.
5. No director received other taxable benefits of £1,000 or above.
6. The pension cash allowance amount for 2014 includes an adjustment in respect of prior year allowances.

### Performance outcomes against targets for incentive awards

The 2014 scheme has generated awards of between 58.5% and 59.5% of salary for Executive Directors, reflecting between 78% and 79% of the maximum award available.

The scheme provides for:

- Personal Performance Measures (max. 30% opportunity, with 10% of this for superior performance on a discretionary basis).
- Corporate Measures (max. 30% opportunity, with 10% of this for superior performance).
- Peer Group Assessment (max. 15% opportunity) – these are quantitative measures, which were selected as being those most closely aligned to our long-term vision. These are objectively compared to published data from our peer group, against which the Society has performed at the upper end of expectations.

# Directors' Remuneration Report

## Pensions and other benefits

P A Hill and R S P Litten were active members of the defined contribution section of the pension scheme up to 31 March 2014. From 1 April 2014, P A Hill and R S P Litten became deferred members of the defined contribution section and have opted for a cash allowance in lieu of the Society's pension contribution. K R Wint is a member of the defined contribution section of the pension scheme. K L Rebecchi was an active member of the defined benefit section of the pension scheme to 31 October 2013 and is entitled to a pension based on final pensionable salary and length of service. From 1 November 2013, K L Rebecchi became a deferred member of the defined benefit section and opted to receive a cash allowance in lieu of the Society's pension contribution.

No Executive Director has the right or opportunity to receive enhanced benefits beyond those already disclosed, and the Committee has not exercised its discretion during the year to enhance benefits. There have been no other changes to benefits during 2014.

## Long-term incentive awards made in the financial year

There were no long-term incentive awards made in the financial year.

<b>Non-Executive Directors</b>	<b>2014 (£'000)</b>	<b>2013 (£'000)</b>
R J Ashton – (Chairman from 26 March 2013)	133	109
R Smith – (Chairman to 26 March 2013)	–	30
R W Stott – (Vice Chairman to 26 March 2014)	13	55
L M Platts – (Vice Chairman from 26 March 2014)	54	44
P A Brown – appointed 15 January 2013	42	39
S H Cooklin – appointed 25 February 2014	36	–
D Fisher	48	40
P A Jenks	49	43
A Rajguru	43	44
I Robertson	50	47
<b>TOTALS</b>	<b>468</b>	<b>451</b>

In 2014 an increase of 2.5% was agreed for the Chairman to £134,500.

Following a review of responsibilities, required time commitment and external benchmarking, the fee for the Vice Chairman was increased by 7.3% to £59,400 whilst the basic Non-Executive Director's fee was increased by 7.3% to £44,000.

*Note: Some Non-Executive Directors fees include additional fees for chairing committees, which also increased by 2.5%.*

## Payments to former directors

A payment of £26,136 has been made in 2014 to I W Ward, the former Chief Executive who retired on 23 September 2011. This payment is in respect of an incentive award which was subject to deferral and risk adjustment.

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# Notice of Annual General Meeting

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**Notice is given that the 140th Annual General Meeting of the members of Leeds Building Society will be held on Wednesday 25 March 2015 at the Howard Assembly Room, Leeds Grand Theatre, 46 New Briggate, Leeds LS1 6NZ at 11am for the following purposes:**

1. To receive the Directors' Report, Annual Accounts, Annual Business Statement and Auditor's Report for the year ended 31 December 2014.
2. To consider and if thought fit pass an Ordinary Resolution to re-appoint Deloitte LLP as auditor until the conclusion of the next Annual General Meeting.
3. To consider and if thought fit pass an Ordinary Resolution to approve the Directors' Remuneration Report for the year ended 31 December 2014.
4. To consider and if thought fit elect or re-elect the following as Directors:
  - (a) to re-elect Robin James Ashton
  - (b) to re-elect Peter Anthony Hill
  - (c) to re-elect Philippa Anne Brown
  - (d) to re-elect Susan Helen Cooklin
  - (e) to re-elect David Fisher
  - (f) to re-elect Philip Anthony Jenks
  - (g) to re-elect Robin Stephen Patrick Litten
  - (h) to re-elect Leslie Michael Platts
  - (i) to re-elect Kim Louise Rebecchi
  - (j) to re-elect Ian Robertson
  - (k) to re-elect Karen Rita Wint
  - (l) to elect Andrew John Greenwood

By Order of the Board



**Andrew J. Greenwood**  
Risk Director & Secretary  
24 February 2015

## Notes

1. *These Notes form part of the Notice of Meeting.*
2. *Under the Society's Rules, a member entitled to attend the Meeting and vote may appoint a proxy to attend and vote on his or her behalf. You may appoint the Chairman of the Meeting or anyone else as your proxy and your proxy does not have to be a member of the Society. Your proxy may vote for you at the Meeting but only on a poll.*
3. *You may instruct your proxy how to vote at the Meeting. Please read the instructions on the Voting Form.*
4. *You are entitled to vote if:*

**Age** you are at least 18 on 25 March 2015, and

**Membership** you (a) had a shareholding in the Society of at least £100 on 31 December 2014 or (b) owed at least £100 to the Society on a mortgage loan on 31 December 2014; and you are either a shareholding member (whatever your account balance is) continuously between 31 December 2014 and the voting date or a borrowing member (owing us at least £100) on the voting date; and you are the first named account holder in our records.

*The voting date is either Tuesday 24 March 2015 if you are using a form to vote by proxy, or if you vote online, or Wednesday 25 March 2015 if you are voting in person at the Annual General Meeting.*

5. *Members attending the Meeting will be requested to produce their passbooks or other evidence of membership in order to obtain admission. If you are appointing a proxy, other than the Chairman of the Meeting, to attend the Meeting and vote on your behalf, please ensure that your proxy brings an appropriate form of identification to the Meeting.*

**If you appoint a proxy to vote on your behalf and your proxy does not attend the Meeting, your vote will not be counted.**



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# Notice of Annual General Meeting

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## Explanatory notes

The numbering of the items in these Explanatory Notes is the same as in the Notice of Annual General Meeting.

**1. The Director's Report, Annual Accounts and Annual Business Statement** are required to be received formally by members at the Annual General Meeting. The Society also adopts the convention of receiving the Auditor's Report.

**2.** It is a requirement that the auditor is appointed by the members each year.

### **3. Approval of the Directors' Remuneration Report**

As a building society, the Society is not required to prepare an annual report on directors' remuneration nor is the Society required to propose a resolution for its approval in the same way that a listed company is required to do. However, as in previous years and in line with best practice, the Society is proposing an Ordinary Resolution to approve the Directors' Remuneration Report for the financial year ended 31 December 2014. The Directors' Remuneration Report is set out on pages 24-27 of this magazine.

The vote on this Resolution will be treated as advisory only and the directors' entitlement to remuneration is not conditional on this resolution being passed.

### **4. Election and re-election of directors**

The Board has further considered the provisions of the UK Corporate Governance Code relating to the re-election of existing directors and has resolved that it is in the best interests of members to submit all of the Society's directors for annual re-election starting with effect from the 2015 Annual General Meeting. Abhai Rajguru is retiring as a director at the conclusion of the 2015 Annual General Meeting and is not therefore seeking re-election.

The Board considers that all directors continue to have the requisite skills, knowledge and experience and demonstrate the necessary commitment to their roles. The biographical details of each director are included on pages 18-20.

Andrew John Greenwood has recently been appointed to the Board as Risk Director and is seeking election for the first time at the Annual General Meeting. Andrew joined the Society in 1998 and has been a member of the Society's Senior Management Team since 2004, having most recently held the role of Director of Risk. The appointment has received regulatory approval. Andrew Greenwood's biographical details are included on page 19.

**The Board recommends you vote in favour of the directors standing for election and re-election, and all the other resolutions.**

# Attending the Annual General Meeting

Wednesday  
25 March 2015  
11am



Map of Leeds Grand Theatre location and nearby parking

**The Howard Assembly Room,  
Leeds Grand Theatre,  
46 New Briggate, Leeds LS1 6NZ**

#### Bus/Train

The theatre is easily accessible by public transport. It is approximately 10 minutes' walk from the main bus station and 15 minutes' walk from the train station with many buses stopping close by.

#### Taxis

There is a taxi rank outside the theatre, although we recommend booking a taxi in advance.

#### Parking

Parking is available at various nearby car parks, including Edward Street (LS2 7LP), Templar Street (LS2 7LP) and the St John's and Merriion Centre shopping centres (LS2 8LQ).

A limited amount of on street parking is available near the theatre but this does tend to fill up very quickly.

Members attending the Meeting will be requested to produce their passbooks or other evidence of membership in order to obtain admission.

If you are appointing a proxy, other than the Chairman of the Meeting, to attend and vote on your behalf, please ensure that they bring an appropriate form of identification.

*If you appoint a proxy to vote on your behalf and your proxy does not attend the Meeting, your vote will not be counted.*

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# You Vote, We Donate

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To help support one of the charities below, we will make a donation of 10p for every Voting Form we receive and 20p for every vote made through our online system. Please vote online this year if you can.

Online voting can be accessed at:  
[leedsbuildingsociety.co.uk/voting](https://leedsbuildingsociety.co.uk/voting)

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## World Wide Fund for Nature

The mission of the WWF (World Wide Fund for Nature) is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature by: conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable and reducing pollution and wasteful consumption.



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## Help for Heroes

Help for Heroes raises money to support members of the Armed Forces, wounded in the service of their country. They ask supporters to 'do their bit' to show these extraordinary young men and women that they are cared for.



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## British Heart Foundation

British Heart Foundation's vision of the world is one in which people do not die prematurely of heart disease. This is achieved through pioneering research, vital prevention activity and ensuring quality care and support is available for everyone living with heart disease.



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## St George's Crypt

This is a Leeds-based charity that has been providing essential help to homeless people in the city since 1930. It helps in many different ways but the fundamental evening care remains in place, providing a meal and help for up to 130 people every day, and full overnight facilities for 14 people.



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## Leeds Building Society Charitable Foundation

Established in 1999, the Leeds Building Society Charitable Foundation supports communities around its nationwide network of branches. It helps by making donations to charities working in those areas which aim to provide relief of suffering, hardship or poverty, or their direct consequences.





**Find your nearest branch**  
[leedsbuildingsociety.co.uk/branch](https://leedsbuildingsociety.co.uk/branch)

**UK-based contact centre**  
7 days a week, 8am-8pm  
Call 08450 502 260

We may monitor and/or record your telephone conversations with the Society to ensure consistent service levels (including staff training).