



# Your yearly member update

Annual General Meeting 2025



Leeds  
Building  
Society

# The **power of belonging:** your vote matters

We're owned by you and the rest of our members – almost one million of you\*!

That means as a member, you're part of something bigger. Your vote in our Annual General Meeting (AGM) is your chance to have your say on how the Society is run.

In our 150th year, your vote helps us continue to look after everyone's best interests – whether you save or have a mortgage with us.

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\*As at 31 December 2024 the Society membership was 991,734.

# Your vote **helps others**

Voting in our AGM also helps us support good causes that provide safe and secure places to live for those who need them.

We donate 30p to charity for every vote we receive. You can choose where the donation goes – Barnardo's† or the Leeds Building Society Foundation\*.



Barnardo's is our new charity partner until 2027. We're working with them to help children and young people who are leaving the care system to find their feet, providing support to construct their path to a brighter future.

**[barnardos.org.uk](https://barnardos.org.uk)**



**Leeds Building Society**

Foundation

The Foundation awards grants to UK-based charities supporting those in need of a safe and secure home. Please see page 16 for more on their work.

**[leedsbuildingsociety.co.uk/foundation](https://leedsbuildingsociety.co.uk/foundation)**

If you can't decide which charity to pick, don't worry. When you vote, just leave the boxes blank and we'll split the donation equally between both good causes.

†Barnardo's is a charity registered in England and Wales (216250) and Scotland (SC037605). A company limited by guarantee in England (61625). Registered address: Tanners Lane, Barkingside, IG6 1QG.

\*Leeds Building Society Foundation is registered at Companies House with company number 03724612 and is a registered charity number 1074429. Registered address: 26 Sovereign Street, Leeds, West Yorkshire LS1 4BJ.

# In conversation with Richard and Brendan

Our CEO, Richard Fearon, and our new Chair, Brendan McCafferty, reflect on 2024 and share their thoughts on the year ahead.



## How do you reflect on 2024?

"2024 was a record-breaking year for our Society on multiple fronts, with new highs across mortgage lending and savings balances. I'm very proud that we have almost one million members\* and have continued to deliver our purpose, helping over 17,600 first time buyers onto the housing ladder and launching innovative products to help members. Our fantastic results mean we're able to invest back into our Society this year, including a significant investment into our branch network and IT transformation programme, which members will continue to see the benefit of."

– Richard

## We're celebrating our 150th anniversary this year and it's an exciting time to take up the role of Chair. What interested you in the role and attracted you to the Society?

"I believe that business should be a force for good and I choose to always work with organisations that have a clear purpose. The Society is very clear about its purpose, and that shows up every day in conversations I have, whether that's

in the boardroom or in the corridor. I feel honoured to be part of an organisation that really thinks about what's best for members, both strategically and in pursuit of its purpose, and I will continue to ensure the decisions we make are underpinned by that.

Leeds Building Society is a national business, but in our 150th year it's important to reflect on our origins. I have a personal connection to Leeds; my mother was born here, and I've been a regular visitor to the city throughout my life. I've seen it change a lot in that time and become the vibrant, multicultural city that it is today, but I'm proud that the Society continues to serve the communities in which it was founded, both commercially and through its charity partnerships, alongside its national success."

– Brendan

## What does our 150th anniversary mean to you?

"Our purpose has remained fundamentally unchanged since we were founded in 1875, when a group of people in Leeds came together to help

\*As at 31 December 2024 the Society membership was 991,734.

people onto the property ladder. It's hard to believe now, but we were helping people onto the property ladder before the invention of the telephone and the lightbulb! It's a real privilege for me to be leading an organisation with a purpose that is as relevant today as it was 150 years ago. Not many organisations can say that they are still doing what their founders set out to do."

– Richard

### **In the current climate, our purpose has never been more important, particularly when it comes to supporting first time buyers. How did we do that throughout 2024?**

"As I mentioned earlier, we supported over 17,600 first time buyers into home ownership last year. Our Income Plus mortgage range, launched in December, means first time buyers may be able to borrow up to 5.5 times their salary, to help them buy a property when they may otherwise have been unable to.

We've continued our partnership with Experian, allowing people to 'boost' their credit scores through assessing the last 12 months of payments, such as council tax and subscriptions to streaming services. 64% of people that used that service last year were first time buyers, which demonstrates how important the partnership is.

In terms of savings, our Home Deposit Saver account continues to be an important part of supporting members to purchase their own home and we saw a 79% increase in openings of this account last year."

– Richard

### **How did we support our savings members last year?**

"Our savings members are incredibly important to our business and as a mutual we can offer them a combination of attractive rates and excellent customer support, both online and in our branches. We paid an average savings rate of 4.13% – 0.79% higher than the rest of the market average, which works out as £175 million in extra interest for our savings members<sup>†</sup>. This is an all-time high for us, up from £110 million in 2023.

I'm pleased to see this reflected in our overall member satisfaction scores, which reached 94% in 2024, and our Trustpilot rating of 4.7. Our savings balances grew 18% last year, reaching record-breaking levels, which is a clear sign that we're continuing to provide our savings members with great value."

– Richard

“

Not a lot of organisations can say they're still driven by the same purpose set out by their founders.

– Richard

”

<sup>†</sup>We paid an average savings rate of 4.13% compared to the rest of the market rate of 3.34%, January 2024 to December 2024. Rest of the market as defined in the CACI's Current Account and Savings Database, Stock, including fixed and variable rates. CACI is an independent company that provides financial benchmarking data of the retail cash savings market.



## **We opened our 51st branch in 2024 in Solihull, what does our branch network mean to you and to our members?**

“As I mentioned, the customer service provided in our branches is a real asset to our organisation, and we remain deeply committed to them. We invested significantly in our branch network in 2024, renovating and relocating branches in Gloucester and Stevenage and opening our 51st branch in Solihull, in the West Midlands.

Opening a new branch was a real highlight of last year for me. I know from speaking to members that they are a key part of why many people choose to join us. We’ll continue to invest in our branch network in 2025 to demonstrate the value that our Society can offer members.”

– Richard

## **As a mutual, it’s important that we have a positive impact on the world around us and live up to our purpose. How did we do this in 2024 and how will we continue to do this in our 150th year?**

“It was unaffordable to get onto the housing ladder when we were first established in 1875, and unfortunately it remains unaffordable today. Thoughtfulness around what is in our members’ best interest, strategically and in pursuit of our purpose, underpins everything that we do, and we recognise that people need help. As Richard has mentioned, we are doing a lot to support those who may otherwise struggle to get onto the housing ladder, as well as ensuring we continue to invest in our branch network and customer service more broadly.

Last year we awarded over a million pounds to good causes, including supporting over 240 charities and community groups and raising over £130,000 for our charity partner Barnardo’s. In 2025 we’ll continue to support charities that help people in need of a safe and secure home, including young people leaving the care system through our partnership with Barnardo’s. It’s also important that in our 150th year we continue to give back to the communities in which we were founded all those years ago, and we’ll continue to work closely with grassroots organisations in our local area to do so.”

– Brendan

## **Are we making progress on our journey towards net zero?**

“Climate change is one of the defining issues of our age. As a mutual, we have a responsibility to promote and action sustainable business practices and we’re doing a great deal of work in this area. In 2024 we continued taking steps to reduce our emissions by starting a multi-year branch refurbishment programme to improve the energy efficiency of the buildings, as well as installing solar panels at our Leeds city centre branch.

We were proud to be one of the first lenders to use a property’s Energy Performance Certificate (EPC) rating in its affordability calculations. This meant we could offer new build properties with an A or B rating an increase in the maximum loan amount. This is something we’ll continue to offer our members. We’re also continuing our work with Keepmoat Homes on their Future Homes project,

allowing us to learn more about the reduced running costs of more energy efficient homes, which can be factored into mortgage affordability.”

– Richard

### How have we made progress on inclusion and diversity?

“It’s important to me that the Society is an inclusive workplace and that as an organisation we reflect the diversity of our membership. We are continuing to support colleagues from diverse backgrounds to progress into leadership roles through mentoring schemes and development programmes to ensure that Leeds Building Society is a place where colleagues feel they belong, where they can be themselves, and where they feel valued for what they bring to the table. Our overall inclusion and diversity colleague score reflects this, at 9.0 out of 10, placing us in the top 10% of financial sector employers.”

– Richard

### What was your proudest moment of 2024?

“It’s always hard to choose a specific moment, but it was fantastic to end the year by opening our 51st branch in Solihull in December. Being able to talk to members and colleagues about the difference the branch can make to the local community was an inspiring moment, and I am looking forward to seeing the impact that it will have. It was also great to meet Santa in the branch ahead of Christmas Day – my son was over the moon about that!”

– Richard

### What’s your message to members for 2025?

“As I look ahead, I want to thank Iain Cornish for his time as Chair. Iain made an invaluable contribution to the Society and the continued progress we made under his leadership of the board speaks to his dedication and experience. I am looking forward to working with colleagues across the business to build on this success. I’d also like to thank Gareth Hoskin, who will step down from the board at the end of March, after over nine years, for his exceptional contribution to the Society.

We understand that the world we are living in is unpredictable, and with that financial security matters more than ever. I want to assure our members that we’re here for them and that they can rely on the Society’s financial strength and strong and reliable service, both in our branches and online. We are a sustainable and secure business and will continue to invest in our IT transformation programme into 2025, which will futureproof our systems for years to come.

### Thank you to all members for their ongoing trust and confidence.”

– Brendan

# Our 2024 highlights

Last year we did more than ever to put home ownership in reach of more people, generation after generation, while supporting communities that need a helping hand. Together, we achieved a lot.

Leeds Building Society

## Helping home ownership happen



We helped **37,200** people buy a home, including **17,600** first time buyers

Awarded **What Mortgage's Best Shared Ownership Mortgage Lender** for the **9th** year running

Almost **1 in every 2** mortgages went to first time buyers

We launched new mortgage ranges to help people onto and up the housing ladder – **Reach Mortgages** and **Income Plus** (see page 14)

## Savings



We paid an average savings rate of **4.13%** – **0.79% higher** than the rest of the market average<sup>§</sup>

**119,100** new savings members joined us

We invested in our **branch network** (including a new site in Solihull) and our **digital services**, giving members **more ways to save in a way that suits them**

<sup>§</sup>We paid an average savings rate of 4.13% compared to the rest of the market rate of 3.34%, January 2024 to December 2024. Rest of the market as defined in the CACI's Current Account and Savings Database, Stock, including fixed and variable rates. CACI is an independent company that provides financial benchmarking data of the retail cash savings market.





## Our communities



**Over £1 million** awarded to good causes

**Over £340,000** given to **61 charities** through our Foundation

**Over £130,000** raised for our new charity partner, **Barnardo's**

**240** charities and community groups supported

**Over 6,400** volunteer hours for good causes completed by our colleagues

## Your Society



A record-breaking number of members, **almost one million** of you<sup>#</sup>

**94%** member satisfaction rate<sup>†</sup>

Trustpilot rating of **4.7 out of 5**<sup>\*</sup>

**£137.5 million** in profit which we're investing in our future

<sup>#</sup> As at 31 December 2024 the Society membership was 991,734.

<sup>†</sup> Overall member satisfaction in a survey of 3,463 members from January to December 2024.

<sup>\*</sup> Trustpilot rating correct as at 31 December 2024.

# Why it's **better to belong**

When you become one of our members, you're not just choosing a financial services provider, you're joining a community that works together for the good of each other.

We know what it means to belong – that's why we're dedicated to helping communities thrive. Whether it's helping members take the difficult first step onto the property ladder or providing savings accounts that suit their needs, we strive to make a positive impact.

So, why do we work so hard to make home ownership a reality for more people, year after year? It's because we believe that home ownership creates strong, thriving communities – ones where generations can grow, prosper, and, most importantly, feel they belong.

**Read on to find out how belonging was at the heart of everything we did during 2024.**







# Belonging means...

## Savings that add up to more

Our attractive interest rates, investment in our branches and improvements to our digital services meant we strongly supported our savings members during 2024.

### Our savings rates

**In 2024, we paid our savers 0.79%^<sup>^</sup> higher than the rest of the market average savings rate.** This meant **£175 million** in extra interest for our savings members.

But it's not just about interest. Saving with us is not only good for you, it's good for communities too.

That's because the money saved by you goes towards our wider purpose of putting home ownership in reach of more people.

### We're investing in our branches

We know how much our savers love our branches. We love them too. That's why we're improving them (and opening new ones).

During 2024 we relocated and refurbished our Gloucester and Stevenage branches to provide fresh and accessible spaces.

We also opened our 51st branch – a new home for your savings in Solihull.

Across the country, our branches provide a friendly, welcoming service. They're also an important link with communities, and help high streets thrive.

That's why we're committed to investing in them through 2025 and beyond.

### We're committed to our passbook

Everyone saves differently. And our passbooks give some of our savers a feeling of safety and security and help them save the way they want to.

“

My passbook is something I can have and hold. I like to have it updated when I add to my savings.

Leeds Building Society savings member

”

That's why we're keeping our passbooks, to support those who want to continue using them. And if you use a passbook – look out for a fresh new design coming soon.

## Improving our online services

We want to make it easier for you to manage your money online.

During 2024 we listened to your feedback to make our digital services faster and smoother, including:

- Making it easier for new savers to apply online.
- Making it possible for savers to choose their maturity option online.

We're also making a significant investment to transform our core IT systems to help us deliver even more innovative products to support all our members.



Such pleasant and professional staff are hard to come by nowadays. Well done Leeds.

Stephen, January 2025, via Trustpilot



## Providing a service you can trust

We're proud of the service our teams in branches and our contact centre give you.

We're highly rated on Trustpilot for a reason – we love to provide a helpful, friendly service whether our team serve you in a branch or over the phone.



(As of 31 December 2024)



# Belonging means...

## Helping you find a place to call home

With your support, we helped 37,200 people buy a home in 2024. This matters, because doing everything we can to help more people buy a home helps communities to thrive.

### Innovative products

#### Mortgages that make a difference

Our new **Income Plus mortgage** means people buying their first home could borrow more without the need to save for a larger deposit.

A new range of residential **Reach Mortgages** help put home ownership in reach of people who may otherwise be excluded from buying a home.

And to make it easier when it comes to buying a home, we've improved the process for people to apply for a new mortgage online.

### Support to save for a home too

Our **Home Deposit Saver** helped first time buyers onto the ladder.

The **Shared Ownership Saver** is just for members with a shared ownership mortgage, who buy part of their home and rent the rest. It's designed to help them save towards increasing the share of the home they own, through a process called staircasing.

### Helping members when they need us

We know it's just as important to help people stay on the ladder as it is to get them on it in the first place.

Every day our colleagues talk to members who reach out to us to discuss their mortgage payments. We provide in-depth training for colleagues so they can fully support members in financial difficulty and find ways to help them.

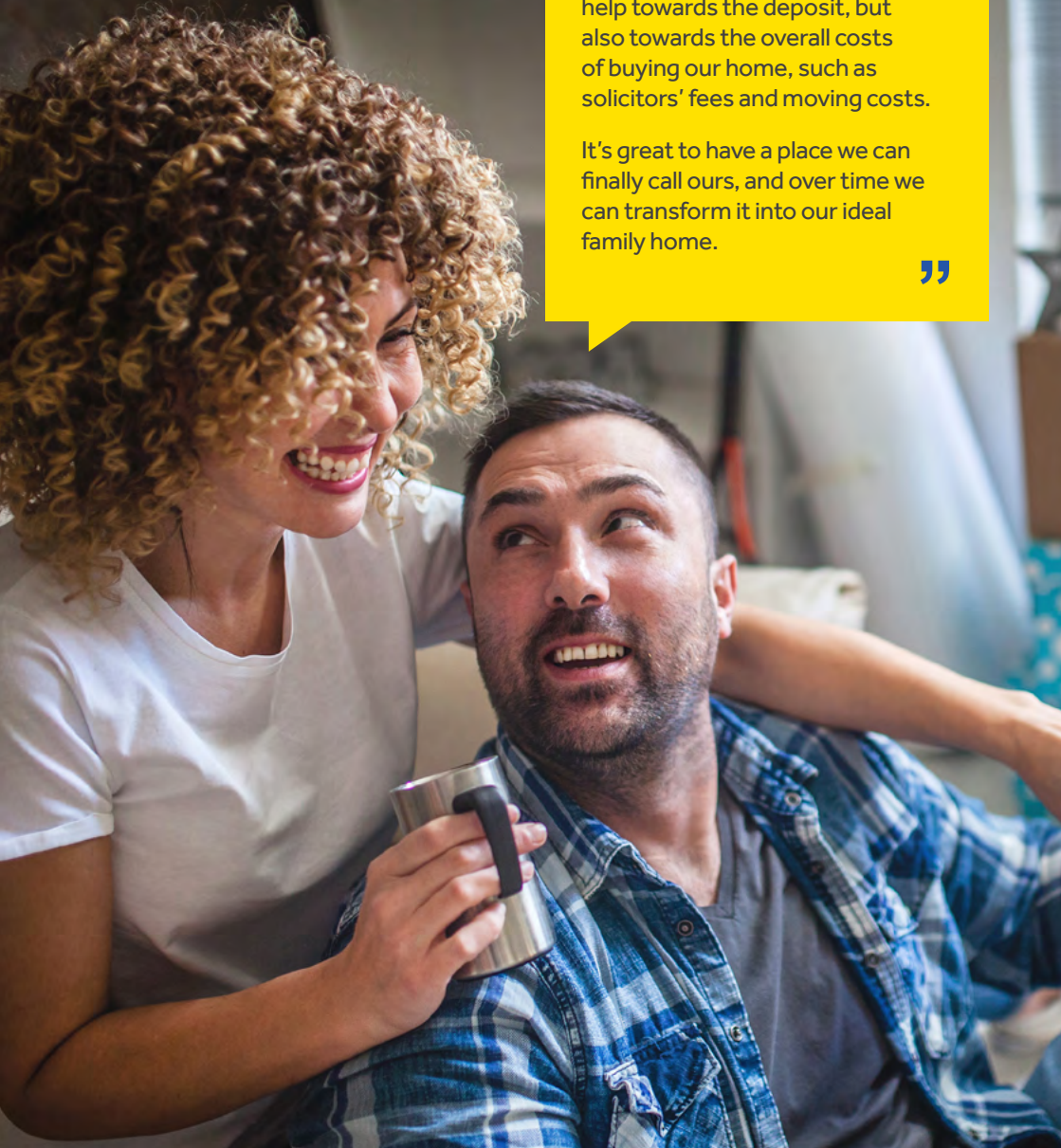
### Danyeale's story

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I used the Home Deposit Saver to help my partner and I buy our first home. It was a huge help towards the deposit, but also towards the overall costs of buying our home, such as solicitors' fees and moving costs.

It's great to have a place we can finally call ours, and over time we can transform it into our ideal family home.

”



# Belonging means...

## Building brighter tomorrows

Last year our work to support charities and good causes became more closely linked with our aim to help people have a safe and secure place to call home.

### Forging a new charity partnership

In 2024 we teamed up with our new charity partner, Barnardo's.

One in three young people leaving the care system experience homelessness within two years. So, we're working with Barnardo's to support young people transitioning out of care.

As part of the partnership, we donated our Leeds Rhinos shirt sponsorship for the game against Castleford Tigers in June. It was fantastic to see the Barnardo's logo proudly displayed around the Rhinos' stadium to a capacity crowd and to TV audiences at home.

### Fundraising hits £130,000

In the first nine months of the partnership our colleagues and members have already raised a whopping **£130,000** for Barnardo's, including matched funding from us.

In 2025, to mark our 150th anniversary, we're going further – aiming to raise **£150,000** for the charity.

### Joining forces with Become

In 2024 we launched a new partnership with Become, the national charity for care-experienced children and young people. With our help, they're creating a training programme to help young people prepare to live independently and maintain a successful tenancy.

The Leeds Building Society Foundation also works alongside charity partners to support people taking their first steps to live in a place of their own.

This includes supporting survivors of modern slavery to move into safe temporary accommodation and secure long-term housing.





# Belonging means...

## Looking forward together

Having the trust of our members means everything to us. We've come a long way since we were founded back in 1875 – but the best is yet to come!

### 150 years and counting

This year we're proudly celebrating our 150th anniversary of being founded in Holbeck, Leeds. We were set up as a mutual Society to help people save and buy a home of their own. And that's still the reason why we exist today.

We're proud of our heritage, but firmly focused on making a positive impact for the future.

We'll continue to look out for your interests as a member with innovative new products, great service and support for communities and good causes.

### Building a Society where everyone belongs

It's important that as a Society we reflect the diversity of our members and communities, so we can truly understand how best to support you. We continue to focus on having an inclusive and diverse workforce, where our colleagues are valued and their voice is heard. In 2024 we:

- Commissioned an independent inclusion and diversity review of our products, processes and services to understand how we can become more inclusive by design.
- Delivered allyship training to support all our teams understanding how they can ensure we are inclusive and accessible.
- Were accredited as a Bloody Good Employer – raising awareness around the impact of menstruation on everyday work and life.

Together we can build a more inclusive future, where diversity is embraced, and everyone has a place to call home.



## Playing our part to tackle climate change

We remain committed to helping tackle climate change and support the transition to net zero by 2050.

We want to be net zero for our own operations (scope 1 and 2 market-based emissions) by 2034.

We also want to reduce the indirect emissions (referred to as scope 3) from our operational activities and mortgaged properties that we finance.

See page 47 of our 2024 Annual Report and Accounts for more on this.

Together we can build a more inclusive future, where diversity is embraced, and everyone has a place to call home.



# Get to know the directors

Our directors are responsible for ensuring the Society acts in your best interests.

Find out why you should vote for them.

Iain Cornish stepped down from the board at the end of February, and Gareth Hoskin will step down from the board at the end of March.

We'd like to thank them both for their commitment and important contributions made to the Society.

For more details about the directors, please see the Society's Annual Report and Accounts on our website.



**Brendan McCafferty**

## **Chair\* and Independent Non-Executive Director**

Joined the board in September 2024, and will succeed Iain Cornish as Chair\* in March 2025.

**Skills and experience:** I'm a chartered management accountant with broad financial services experience, including insurance and pensions. I'm currently Chair of the Board of Nest Corporation (also known as the National Employment Savings Trust) and Chair of a specialist business in the insurance industry. I've successfully led major transformational strategic change in regulated financial institutions as CEO. I've also been at the forefront of public body collaborations between industry and government.

**Roles and responsibilities:** I believe passionately that business should be a force for good, by pursuing a clear and compelling purpose. I bring a spectrum of financial services experience and understand how government and other complex stakeholders are best engaged. I'm pleased to have joined the Society as a non-executive director, and look forward to bringing my skills and experiences to the board.

**Board committees:** Nominations (Chair)\* and Remuneration committees.

\* Due to take up the role during the first half of 2025 subject to regulatory approval.



**Richard Fearon**

**Chief Executive Officer**

Joined the board in 2016, CEO since February 2019.

**Skills and experience:** Before joining Leeds Building Society I spent 16 years in financial services in roles spanning risk management, savings and mortgages. I have an excellent understanding of product development to meet customer needs, as well as strong strategic and commercial skills.

**Roles and responsibilities:** As CEO, it's my responsibility to promote the long-term success of the Society on behalf of our membership by leading the development and implementation of our strategy and purpose. My main responsibility is the day-to-day running of the Society. This involves leading the management team so that we can operate in the best interests of our members and deliver our purpose, as a mutual building society.

Our members are at the heart of every decision we make and my ambition is to continue putting home ownership within reach of more people, generation after generation.



**Annette Barnes**

**Independent Non-Executive Director**

Joined the board in February 2019, and will succeed Gareth Hoskin as Vice Chair and Senior Independent Director in 2025\*.

**Skills and experience:** Before joining the Society, I was CEO at Lloyds Bank Private Banking Ltd and Managing Director of Wealth & Mass Affluent for Lloyds Banking Group. I have over 35 years' experience in financial services and a background in operations, technology and customer engagement. I also have recent board and regulatory experience.

**Roles and responsibilities:** As the Consumer Duty Champion, I work closely with the business and the board to ensure our customers' needs are a key area of focus. I also make sure we work to a high level of conduct and deliver positive customer outcomes.

As Chair of the Remuneration Committee, my role is to make sure the Society has the right reward structures in place to support our mutual culture and to attract and retain the talent we need to deliver our purpose.

**Board committees:** Remuneration (Chair), Board Risk and Nominations committees.

\* Due to take up the role during the first half of 2025.



**Farah Buckley**

**Independent Non-Executive Director**

Joined the board in April 2023.

**Skills and experience:** I've spent over 23 years working in financial services having initially qualified as a chartered accountant at Deloitte. I've had a successful executive career, with a focus on private equity and corporate finance, most recently with Hermes GPE and Schroder Adveq. I've also held a variety of board roles which includes a portfolio of non-executive positions. This has given me extensive experience in audit, investment, strategy, risk and ESG.

**Roles and responsibilities:** As a chartered accountant, I bring relevant skills and insight to the Society. My role on the Audit Committee is to make sure our financial statements are fair, balanced and include all the information needed to assess our performance. My responsibilities include safeguarding and assessing the effectiveness, performance and independence of the Internal Audit function, as well as monitoring the integrity of external financial reporting.

**Board committees:** Audit and Board Risk committees. I will succeed Gareth Hoskin as Audit Committee Chair in 2025\*.

\* Due to take up the role during the first half of 2025.



**Andrew Conroy**

**Chief Financial Officer**

Joined the board in January 2020, Chief Financial Officer since July 2019.

**Skills and experience:** I have over 20 years' experience in financial services. This includes a number of senior roles in both building societies and banking institutions. Having worked within finance, treasury and corporate strategy, I've developed strong technical skills in financial accounting and treasury risk management.

**Roles and responsibilities:** I'm Chair of the Assets and Liabilities Committee and Balance Sheet Optimisation Group. I also have responsibility for our Finance, Treasury, Data and Third-Party Management functions, along with oversight of its recovery and resolution plan and associated activities.

As CFO, I have responsibility for managing the Society's finances. One focus is to make sure we support our members and colleagues by keeping our financial position safe. Our financial strength remains robust and we're in a great position to invest in the future of the Society. As part of my role, I also regularly meet with the Prudential Regulation Authority to discuss the ways in which we maintain a safe and sound financial system.

**David Fisher****Non-Independent Non-Executive Director**

Joined the board in March 2012.

**Skills and experience:** My career in financial services began more than 30 years ago at Halifax Building Society. I later became the CEO of Sainsbury's Bank. I have a substantial track record of board level leadership roles in retail financial services. Throughout my career, I've developed a great deal of knowledge in retail financial services. I also have a strong understanding of risk management, pensions and human resources. I have been a board member for nearly 12 years and continue to provide challenge, scrutiny and thoughtful discussion at both board and board committee meetings.

**Roles and responsibilities:** My wide-ranging board level commercial experience enables me to provide both a strategic and an operational perspective on the challenges that the Society faces. As a member of the board, my role is to ensure we are financially resilient and have systems in place to manage risks appropriately. With my long standing tenure I've been able to provide continuity and support to the board in its succession planning, including that of the Chair.

**Neil Fuller****Independent Non-Executive Director**

Joined the board in December 2020.

**Skills and experience:** I have over 40 years' experience in retail banking and financial services. Before joining the Society, I was Chief Risk Officer and Executive Board Director at Bank of Ireland UK plc and Chief Risk Officer at GE Capital Bank Ltd. I also previously held a variety of roles including Risk Director and Chief Risk Officer in the UK retail division of Royal Bank of Scotland and NatWest.

I have a strong understanding of risk management and the principal risks facing the financial services industry.

**Roles and responsibilities:** My previous experience as Chief Risk Officer at different organisations supports me in my role as Chair of the Board Risk Committee. My role requires me to oversee the delivery of the Enterprise Risk Management Framework, which is designed to encourage a culture of sound risk management and internal control. As part of the Board Risk Committee monitors the Society's risk exposures. The ethics of a mutual resonate strongly with me and I very much enjoy working with the Society.

**Board committees:** Board Risk (Chair), Audit and Remuneration committees.





**Andrew Greenwood**

**Deputy Chief Executive Officer**

Joined the board in January 2015, Deputy Chief Executive Officer since May 2021.

**Skills and experience:** I joined the Society as a Solicitor in 1998 and have worked in a variety of roles. I was Chief Risk Officer from 2011 – 2022 and joined the board in 2015. I have gained extensive experience in risk management and strategy development. I also have a strong knowledge of the organisation, its people and culture.

**Roles and responsibilities:** I am responsible for the Customer and Risk Divisions, as well as the Property and Business Services function. I'm a member of a number of risk-focused committees and Chair of the Cost Optimisation Group. I am also Chair of our Inclusion and Diversity Steering Group, which supports the delivery of our inclusion and diversity strategy.

As part of my role as Deputy CEO, I'm responsible for managing climate-related risks. This includes developing our climate transition plans as we move forward in our net zero journey. A key aspect of this is reducing our carbon footprint and working with key stakeholders to help them to do the same.



**Rob Howse**

**Chief Operating Officer**

Joined the board in May 2021, Chief Operating Officer since September 2019.

**Skills and experience:** Before joining Leeds Building Society, I spent over ten years working in senior executive technology, operations and change roles. This was mainly at RBS and Lloyds Banking Group, where I was focused on retail banking. My earlier career included time in telecoms and the Royal Navy. I also worked as an associate partner at McKinsey and Company where I specialised in advising multinational clients on the design and execution of transformation programmes.

**Roles and responsibilities:** My responsibilities as Chief Operating Officer include technology, transformation and operational resilience, where I have extensive experience. I'm also Chair of the Executive Transformation and Operational Resilience Committees. One of my key priorities is the successful delivery of the Society's multi-year technology transformation programme, which will create more capable and resilient systems for the future.



**Pam Rowland**

**Independent Non-Executive Director**

Joined the board in May 2023.

**Skills and experience:** I'm a chartered banker with over 30 years' financial services experience. My most recent executive role was Chief Operating Officer at Paragon Banking Group Plc. Before this, I was Managing Director Change Delivery at Barclays UK Retail Bank and Chief Operating Officer at ING Direct. I have extensive experience in operations, people leadership and customer led digital transformation programmes.

**Roles and responsibilities:** My experience of financial services operations and transformation programmes is relevant to the progressive agenda at the Society. In my role as a board member, I promote a strong customer-centric and people-focused culture. During 2025, I will be taking up the role of Colleague Engagement Champion and look forward to meeting with colleagues to discuss their experiences and understand any changes they'd like to see within the business.

**Board committees:** Audit, Board Risk, Nominations and Remuneration Committees.



**Anita Tadayan**

**Independent Non-Executive Director**

Joined the board in October 2021.

**Skills and experience:** In my career I've held a number of senior roles and have extensive expertise in combining technology and change. I also have a wide knowledge of the development and design of customer journeys. Previously I've worked in transformation, digital and technology for Sky, British Gas and BT Business. During my time at British Gas, I was responsible for the conduct team within customer operations, which has enhanced my FCA regulatory knowledge. I also have an MBA from London Business School.

**Roles and responsibilities:** With over 25 years' knowledge and experience I add value to the board discussions, particularly in transformation and IT/digital areas. I also provide different insights which helps me to support the Society on its digital journey. I'm passionate about the values associated with mutuality and continue to bring further strength and diversity to the board.

**Board committees:** Board Risk Committee.

# 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 2024.

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, on the Society's website: ([leedsbuildingsociety.co.uk/reports](https://leedsbuildingsociety.co.uk/reports)) or on request at any branch, free of charge. The Independent Auditor's Report on the Society's full Annual Report and Accounts was unmodified.

## Summary Directors' Report

The Summary Directors' Report for the year ended 31 December 2024 comprises the Chair and Chief Executive Officer's Review on pages 4 to 7.

The directors have confirmed it is appropriate to adopt the going concern basis in preparing the financial statements.

**Approved by the board of directors on 27 February 2025 and signed on its behalf by:**

**Iain Cornish**

Chair

**Richard Fearon**

Chief Executive Officer

**Andrew Conroy**

Chief Financial Officer

## Explanation of key financial ratios

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

Gross capital provides a financial cushion against losses which might arise from the Group's activities and therefore provides protection for savers and investors. The gross capital ratio shows the size of our gross capital relative to our shares and borrowings. Gross capital is made up of our profits which have accumulated over many years in the general reserve, plus other reserves, subordinated liabilities and subscribed capital.

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

This ratio shows the proportion of our shares and borrowings which is held as cash or assets which are readily convertible to cash. Liquid assets are held to enable the Group to meet requests for withdrawals from savers and investors, to make new mortgage loans and to fund our business activities.

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

The profit to mean assets ratio shows our profit after tax relative to the average of our total assets during the year. We need to make sufficient profits each year to maintain our capital at a suitable level to protect our members and investors.

### 4. Management expenses as a percentage of mean total assets (cost to mean asset ratio)

The management expenses ratio measures our management expenses relative to the average of our total assets during the year. Management expenses consist mainly of the costs of employing staff and running the Group's branches and offices and IT systems. Expenses are controlled so that we operate as efficiently as possible while providing a high quality service to our members.

Results for the year 2024	2024	2023
	€m	€m
Net interest income	362.9	337.6
Fees, commissions and other income / (expenses)	(17.6)	26.6
Fair value gains / (losses)	10.3	(6.7)
Management expenses	(196.0)	(169.0)
Impairment release / (charge) on loans and advances to customers	5.7	(6.1)
Impairment of property, plant and equipment and intangible assets	(17.5)	(0.2)
Provisions charge	(10.3)	(0.7)
<b>Profit before tax</b>	<b>137.5</b>	<b>181.5</b>
Tax expense	(37.6)	(47.6)
<b>Profit for the financial year</b>	<b>99.9</b>	<b>133.9</b>
<b>Financial position at the end of the year</b>		
<b>Assets:</b>		
Liquid assets	6,545.5	5,559.3
Mortgages	24,402.7	21,782.9
Other loans	147.8	158.3
Derivative financial instruments	371.1	443.6
Fair value adjustments	(173.1)	(132.3)
Fixed and other assets	318.6	334.1
<b>Total assets</b>	<b>31,612.6</b>	<b>28,145.9</b>
<b>Liabilities and equity:</b>		
Shares	24,529.8	20,793.0
Borrowings	4,535.2	4,747.8
Derivative financial instruments	98.0	233.0
Other liabilities	387.0	371.8
Subordinated liabilities	334.2	323.9
Subscribed capital	8.0	33.0
General reserve	1,647.2	1,548.5
Other reserves	73.2	94.9
<b>Total liabilities and equity</b>	<b>31,612.6</b>	<b>28,145.9</b>
<b>Summary of key financial ratios</b>		
1. Gross capital as a percentage of shares and borrowings	7.10%	7.83%
2. Liquid assets as a percentage of shares and borrowings	22.52%	21.77%
3. Profit for the financial year as a percentage of mean total assets	0.33%	0.50%
4. Management expenses as a percentage of mean total assets	0.66%	0.63%



## Statement of the auditors to the members and depositors of Leeds Building Society

We have examined the Summary Financial Statement of Leeds Building Society for the year ended 31 December 2024 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.

### Respective responsibilities of directors and auditor

The directors are responsible for preparing the Summary Financial Statement, within the Member Magazine, in accordance with the Building Societies Act 1986, which includes information extracted from the Annual Report and Accounts and the audited part of the Directors' Remuneration Report of Leeds Building Society for the year ended 31 December 2024.

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

### Basis of our opinion

Our examination involved agreeing the balances disclosed in the Summary Financial Statement to the Annual Report and Accounts, Annual Business

Statement and Directors' Report.

Our audit report on the Group and Society's Annual Report and Accounts describes the basis of our opinion on those full Annual Report and Accounts.

### Opinion

In our opinion the Summary Financial Statement is consistent with the full Annual Report and Accounts, the Annual Business Statement and the Directors' Report of Leeds Building Society for the year ended 31 December 2024 and complies with the applicable requirements of Section 76 of the Building Societies Act 1986, and the regulations made thereunder.

### Use of our report

This statement is made solely to the Society's members and depositors of Leeds Building Society, as a body, in accordance with Section 76 of the Building Societies Act 1986. Our audit work has been undertaken so that we might state to the Society's members and depositors those matters we are required to state to them in an auditor's statement 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 and depositors as a body, for our audit work, for this statement, or for the opinions we have formed.

**Ernst & Young LLP**  
**Registered Auditors**  
**Leeds**  
**27 February 2025**

# Directors' Remuneration Report

## Introduction from the Chair

Dear member

I am pleased to present this year's Remuneration Committee report. The report includes a summary of our Remuneration Policy, together with key decisions made in the year.

The focus of the Committee is to set our Remuneration Policy, including base pay, variable remuneration and other benefits for executive directors and Material Risk Takers. The Committee also has oversight of reward for the wider colleague population, as it relates to the broader culture of the Society.

Our members will have the opportunity to vote, on an advisory basis, on the 2024 Directors' Remuneration Report, at the AGM. There have been no changes to the Policy since the last member vote at the AGM held in 2024.

The Remuneration Policy is consistent with and promotes sound and effective risk management and ensures processes and practices do not introduce any risk of detriment to members.

The key features of the Remuneration Policy are set out in full on pages 138 to 139 in the Annual Report and Accounts 2024.

As a mutual, purpose-led business, we reviewed and increased colleague salaries

in April 2024, balancing the competing considerations of cost, the external market, and the persistent cost of living challenge that our colleagues continue to experience.

Whilst 2024 brought no significant changes in the Regulatory landscape we continue to monitor developments in this area, particularly ahead of 2025, where the PRA is expected to provide further detail on proposed changes to Remuneration Regulation first outlined in Q4 of 2024.

## Performance and awards 2024

Earlier sections of the Annual Report and Accounts have set out how we have made strong progress, across all of our key metrics which determine our variable pay outturn.

After careful consideration, annual bonuses of between 16.31% and 17.35% (2023: 16.70% and 18.09%) have been awarded for 2024 to the executive directors, which represents between 81.56% and 86.75% (2023: 83.50% and 90.45%) of the maximum award available.

In arriving at the decision to award variable remuneration, a full risk assessment process was undertaken, during which the Remuneration Committee considered a range of factors

and received input from the Board Risk Committee. Following full consideration, no adjustment to variable remuneration was deemed necessary and no malus or clawback applied.

The Remuneration Policy has operated as intended during the year.

## 2024 remuneration changes

In April 2024, all colleagues excluding the executive directors and Senior Leadership Team received a standard increase in base pay of 4.5%, with other changes to colleague pay structures resulting in an overall colleague average increase of 4.64%. The base pay increase for each Executive Director in 2024 was 3.5%. The Chair and Non-Executive Director basic fees also increased by 3.5% for 2024, in line with the minimum increase received by the executive directors and following a review of peer group and wider market data.

## Looking ahead

Looking ahead to 2025, the Committee will continue to ensure that we have the right reward structures in place, to foster our mutual culture and to attract and retain the talent we will need to deliver on our purpose. Alongside this, the proposed PRA changes to Remuneration Regulation will give the Committee a range of issues to consider during 2025,

to ensure that our Remuneration Practice remains appropriately structured and aligned with prevailing Remuneration Regulation. In addition, we have also taken the decision to rebalance the bonus scheme constructs for executive directors and the wider Senior Leadership Team with effect from January 1 2025. This rebalancing will see objectives and behaviours now given equal weighting within the personal section of the bonus scheme, with further detail on this change provided on page 139 of the Annual Report and Accounts. This change recognises the continued importance of behaviours in driving both good member outcomes and superior commercial performance at the Society, and the need for our Remuneration practices to support this.

I trust this report is helpful and informative. The Remuneration Committee recommends that members vote in favour of the 2024 Directors' Remuneration Report and Remuneration Policy.

### Annette Barnes

Chair of the Remuneration Committee

## Our Remuneration Policy and principles

Details of our Remuneration Policy and Principles can be found in the Annual Report and Accounts 2024.

# Executive director remuneration summary for 2024

The executive director remuneration summary for 2024 is detailed below, compared with 2023. The total remuneration for executive directors equates to 1.95% of profit before tax (2023: 1.41%). This information has been audited and shows remuneration for the years ending 31 December 2023 and 31 December 2024, as required to be reported under the Building Societies (Accounts and Related Provisions) Regulations 1998. The awards made in respect of performance in 2024 are in line with the 2024 Remuneration Policy, with a maximum annual bonus of 20% for executive directors.

The Chief Executive Officer is the Society's highest paid colleague. As we are a mutual organisation, we have no share capital and, therefore, do not offer share-based remuneration to executive directors or colleagues.

## Executive director remuneration 2024 (audited)

Executive directors	Salary	Annual bonus	Retention award <sup>1</sup>	Pension <sup>2</sup>	Loss of office	Total fixed remuneration	Total variable remuneration	Total remuneration
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
R G Fearon	696	122	-	77	-	773	122	895
A P Conroy	431	71	-	44	-	475	71	546
A J Greenwood	436	74	-	74	-	510	74	584
R J Howse	402	69	142	40	-	442	211	653
<b>Total remuneration<sup>3</sup></b>	<b>1,965</b>	<b>336</b>	<b>142</b>	<b>235</b>	<b>-</b>	<b>2,200</b>	<b>478</b>	<b>2,678</b>

## Executive director remuneration 2023 (audited)

Executive directors	Salary	Annual bonus	Retention award <sup>1</sup>	Pension <sup>2</sup>	Loss of office	Total fixed remuneration	Total variable remuneration	Total remuneration
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
R G Fearon	665	123	-	74	-	739	123	862
A P Conroy	404	71	-	40	-	444	71	515
A J Greenwood	415	71	-	71	-	486	71	557
R J Howse	392	68	118	39	-	431	186	617
<b>Total remuneration<sup>3</sup></b>	<b>1,876</b>	<b>333</b>	<b>118</b>	<b>224</b>	<b>-</b>	<b>2,100</b>	<b>451</b>	<b>2,551</b>

### Notes

1. The Remuneration Committee approved a retention award, specifically in relation to the successful delivery of the critical, multi-year core system migration programme for R J Howse.
2. These directors elected to receive part or all of the Society's pension contribution as a cash allowance.
3. No director received other taxable benefits of £1,000 or above.

## Annual incentive

For 2024, corporate performance incentive opportunities were based on the performance measures in the following table.

The table also illustrates performance against each of the measures.

Blueprint performance measure	Weightings for maximum (as % of salary)	Pay out %
Sustainable Purpose Delivery	3.34%	3.23%
Being Responsive to Member Needs	3.33%	2.99%
Purpose-led Colleagues and Culture	3.33%	2.78%

### Notes

The corporate measures only apply to the Chief Executive Officer, Chief Financial Officer and Chief Operating Officer. The Deputy Chief Executive Officer is responsible for a control function and, therefore, is remunerated on personal objectives only based on a maximum of 20%.

Personal performance achievement for executive directors was in the range of 7.31% to 8.35% (16.88% in respect of the Deputy Chief Executive Officer). Personal performance for executive directors in a non-control function is based on a maximum of 10% and is assessed on personal objectives relating to each Executive Director specific role and behaviours. Following a thorough risk assessment, no malus or clawback was applied.

## Retention award

As reported in 2022, the Remuneration Committee approved a retention award, specifically in relation to the successful delivery of the critical, multi-year core system migration programme for the Chief Operating Officer, Rob Howse.

The second instalment of the retention award of £142,076 was made in 2024, based on the successful delivery of specific project milestones and objectives.

The retention award is part of variable pay and is subject to malus and clawback, deferral and delivery in instruments, as determined by the Remuneration Committee.

## **Pensions and other benefits**

A J Greenwood is a deferred member of the defined contribution section of the pension scheme and has opted for a cash allowance in lieu of the Society's pension contribution. R G Fearon and A P Conroy opted to receive pension benefits as part contributions to the defined contribution section of the pension scheme and part cash allowance, in lieu of the Society's pension contribution. R J Howse has opted for 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.

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

No long-term incentive awards were made in the financial year to executive directors.

## **Payments for loss of office**

There were no payments for loss of office made in the financial year to executive directors.

## **Payments to former directors**

A payment of £25,307 has been made in 2024 to PA Hill, the former Chief Executive Officer, who retired on 30 June 2019. A payment of £20,662 has been made in 2024 to R S P Litten, the former Chief Financial Officer, who left the Society on 18 April 2019. The bonus payments consisted of deferred incentive awards, which are assessed in full when they are awarded. All these payments were subject to risk assessment and the Committee determined no risk adjustment was required.



## Remuneration for non-executive directors

Non-executive directors receive a basic fee and an additional fee for further duties (for example, Chair of a Committee or Senior Independent Director responsibilities).

Non-executive directors	Basic fees (£'000)		Benefits <sup>1</sup> (£'000)		Committee chair fees (£'000)		Total (£'000)	
	2024	2023	2024	2023	2024	2023	2024	2023
I C A Cornish (Chair)	174	169	5	6	-	-	179	175
G J Hoskin (current Senior Independent Director)	58	56	3	5	25	24	86	85
A M Barnes	58	56	8	8	18	18	84	82
D Fisher	58	56	-	-	-	-	58	56
N A Fuller	58	56	3	5	18	18	79	79
A Tadayon	58	56	8	10	-	-	66	66
F Buckley	58	42	3	3	-	-	61	45
P Rowland	58	37	6	3	-	-	64	40
B McCafferty <sup>2</sup>	19	-	5	-	-	-	24	-
L R McManus <sup>3</sup>	-	2	-	2	-	-	-	4
<b>Total</b>	<b>599</b>	<b>530</b>	<b>41</b>	<b>42</b>	<b>61</b>	<b>60</b>	<b>701</b>	<b>632</b>

Notes:

1. In addition to the payment of fees, non-executive directors are reimbursed for travel expenses for attending meetings and, where tax liability arises, this will be covered by the Society.
2. This colleague joined on 1 September 2024.
3. This colleague left on 13 January 2023.

Non-executive directors (including the Chair) received an annual basic fee increase of 3.5% in April 2024, in line with the senior leadership colleague population.

From 1 April 2025, non-executive director fees will be as follows:

Role	2025 fee
Chair of the Board	£180,538
Senior Independent Director	£7,128
Non-executive director base fee	£59,812
Committee Chair (Audit, Risk, Remuneration)	£18,849

# Stay in touch

Thanks for voting, your views are important to us.

## Got a question about the AGM?

### Check out our FAQs

Find answers to some frequently asked questions about us and the AGM at [leedsbuildingsociety.co.uk/AGM-FAQ](https://leedsbuildingsociety.co.uk/AGM-FAQ)

### Drop us an email

It's the quickest way to get a response: [agm@leedsbuildingsociety.co.uk](mailto:agm@leedsbuildingsociety.co.uk)

### Write to us

If you want to send your question by post, write to:  
Society's Secretary, Leeds Building Society, 26 Sovereign Street, Leeds, LS1 4BJ.

Or you can submit a question in any of our branches.



Scan this QR code to find out more about the AGM on our AGM Hub, or visit [leedsbuildingsociety.co.uk/AGM](https://leedsbuildingsociety.co.uk/AGM)

### Join the conversation

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Our member research panel TalkingPoint uses your feedback to improve what we do. Sign up at: [leedsbuildingsociety.co.uk/talkingpoint](https://leedsbuildingsociety.co.uk/talkingpoint)

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