

CHARTERED BANKER

The magazine for the UK banking profession

INSIGHTS

BUILDING CONFIDENCE

The origins of trust

PRIDE IN THE PROFESSION

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Chartered Banker PROFESSIONALISM INDEX

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The Institute has driven an agenda of ethical professionalism throughout its existence; promoting professional standards for bankers, providing professional qualifications for retail, commercial and private bankers in the UK and overseas, and offering professional membership to qualified individuals. The Institute currently has over 30,000 members and, in 2016, nearly 170,000 individual bankers met the Chartered Banker: Professional Standards Board's Foundation Standard.

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The Chartered Banker Institute is helping to rebuild public confidence in banks and bankers by developing and embedding high ethical, professional and technical standards. We also provide world-class professional qualifications for the financial services industry in the UK and overseas. In 2011, the Institute launched the Chartered Banker Professional Standards Board (www.cbpsb.org) to enhance and sustain professionalism in banking. The Chartered Banker Institute is the only remaining banking institute in the UK. We are unique in being entitled to award the "Chartered Banker" designation to our qualified members. The Institute also offers a wide range of education tools to support members with Continuing Professional Development. Stay connected and join us on Twitter ([@charteredbanker](https://twitter.com/charteredbanker)) and in our official LinkedIn group (www.linkedin.com)

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Email: info@charteredbanker.com Web: www.charteredbanker.com Chartered Banker Institute is a trading name of The Chartered Institute of Bankers in Scotland. Charitable Body No SC013927.

It is now 10 years since the collapse of Northern Rock, when banking conduct and culture became headline news. Over the past decade, confidence and trust in banks and bankers has been a priority for regulators, policymakers and the industry itself. Yet how can we, as members of the banking profession, expect the customers and communities to be proud of our banks and bankers until we are proud of the positive contribution we can, and do, make to society ourselves?

When it is done well, banking serves many proper and positive social purposes. It allows individuals to save and borrow; it facilitates payments; it helps businesses to grow; it is the very foundation of modern economic life. Banking is the essential facilitator of many indispensable social objectives. And, at a time of heightened political and economic uncertainty, banks and bankers have vital roles to play in helping businesses, individuals and communities manage risk, and make good financial decisions whatever the future holds.

We should be proud of the role we play in society, but with the long shadow cast by the Global Financial Crisis and the exposure of a wide range of conduct issues, it has seemed at times that there has been little for banks and bankers to be proud of. In survey after survey,

despite slowly increasing public confidence in banks and bankers, it has been hard to detect any increase in pride within our banking profession.

Until now. There is one significant group of bankers who are very proud of what they do, and of their contribution to the economic life of their customers, clients and communities. And rightly so, as they are the 30,000 members of the Chartered Banker Institute who have demonstrated their personal commitment to gaining and maintaining high standards of customer-focused, ethical professionalism. Highly qualified, highly skilled Chartered Bankers, who hold that banking is essential to society and that their work has a positive impact on customers, communities and on the wider world too. Chartered Bankers, motivated by a shared and positive common social purpose with customers, communities, regulators, policymakers and a wide range of stakeholders with an interest in improving economic life for everyone.

So let us redouble our efforts to rebuild a banking profession the public can trust; a banking profession we can justifiably be proud of, by encouraging and supporting many more individuals in banking to become professionally qualified Chartered Bankers. Proud of their professionalism, proud of the contribution they make, proud to be supporting their customers and communities, proud to be Chartered Bankers. **CB**

Building confidence



Simon Thompson, Chief Executive, Chartered Banker Institute

The Chartered Banker Institute (“the Institute”) is the oldest professional banking institute in the world. The Institute was founded in 1875, operates in all UK nations, and has a significant and growing international presence.

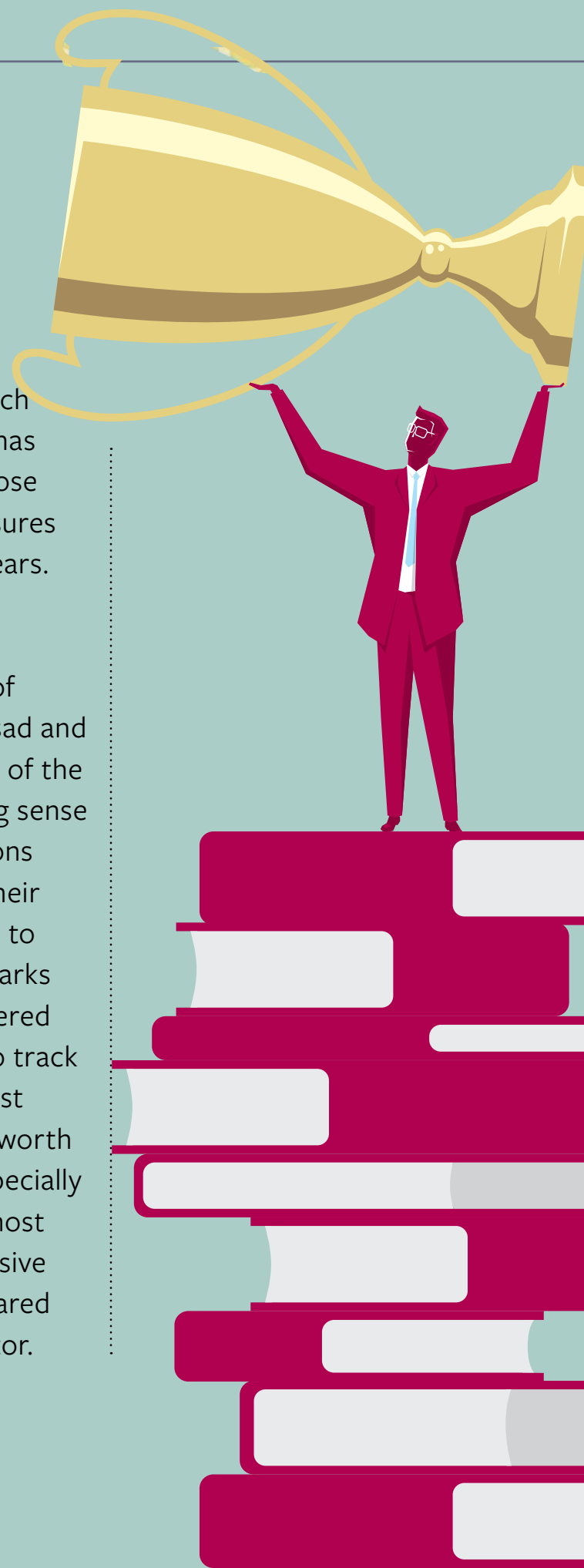
Pride in the profession

For the better part of a decade, by and large, the only narrative about the banking sector that has gained any traction has been one that has facilitated banker-bashing. Bankers have been viewed as a single entity, with little effort made to distinguish between the many different roles and responsibilities in the sector.

As a result, bankers en masse have been characterised in the main as selfish, greedy and unrepentant. Commentary has tended to portray bankers as unethical individuals who lack professional pride in their work. Admittedly, Nottingham University Business School's Centre for Risk, Banking and Financial Services (CRBFS) has occasionally contributed to that script. While its aim was to offer constructive criticism to help the

industry move forward, the research upon which comments are based has undoubtedly found favour with those less sensitive to the complex pressures the industry has faced in recent years.

In 2013, for example, the Centre described consumer perceptions of financial services in general as “a sad and unequivocally damning indictment of the industry”. Lamenting the prevailing sense of inertia, it observed: “If institutions don't believe in themselves then their customers can hardly be expected to believe in them either.” These remarks were based on data that was gathered for the Centre's ongoing efforts to track consumer perceptions with its Trust and Fairness Indices. It is perhaps worth noting that bankers have fared especially badly in every index published, almost invariably earning the least impressive scores in consumer surveys compared to other parts of the financial sector.



So, have things improved for the banking sector today? Has it moved on since the dark days of 2013, when the Centre felt compelled to deliver such withering words? Sadly, it is all too easy to infer that very little has changed. The underlying narrative remains much the same, with “bad news” stories still substantially outnumbering their “good news” counterparts and most members of the public as unlikely as ever to lavish conspicuous praise on the individuals and companies tasked with looking after their money.

To provide a fresh and timely insight, a collaborative research project from the Chartered Banker Institute and the Centre for Risk, Banking and Financial Services has revealed what bankers think about themselves and, more specifically, the levels of professional pride in the banking sector. ^{CB}



Professor James Devlin

Professor James Devlin is a Professor of Financial Decision-Making at Nottingham University Business School and Director of the Centre for Risk, Banking and Financial Services.

MAJOR RESEARCH FROM THE CHARTERED BANKER INSTITUTE AND NOTTINGHAM UNIVERSITY BUSINESS SCHOOL'S CENTRE FOR RISK, BANKING AND FINANCIAL SERVICES (CRBFS) OFFERS NEW INSIGHT INTO LEVELS OF PROFESSIONAL PRIDE IN THE UK BANKING SECTOR.

Drawing on the academic literature on aspects of pride and professionalism, the Chartered Banker Institute and Nottingham University Business School's Centre for Risk, Banking and Financial Services (CRBFS) designed a survey to gauge professional pride in the banking sector.

Employees across all areas of banking were asked to consider more than 40 statements and to choose one of five responses for each – “Strongly disagree”, “Disagree”, “Neutral”, “Agree” or “Strongly agree” – and responses were received from a representative cross-section of the Institute's 30,000 plus members. Interestingly, the sample was also broadly balanced between males and females, which shows how much things


have changed during the Institute's 142-year history.

Some statements concerned bankers' own perceptions of their roles and the value of banking as a whole; in order to give us a proxy measure and a less biased comparison, others concerned bankers' notions of the public's perceptions of the sector. Overall, the data facilitated the calculation of a number of indices related to pride. A few more light-hearted questions were also included in the survey, which also provide some interesting results and comparisons.

SCORING PRIDE

The overall Chartered Banker Professionalism Index score focuses on Bankers' own perceptions of their role and the pride taken in their work. The questions used to measure this aspect of pride were:

In my role as a banker:

1. I generally feel like I am accomplishing good things
2. I generally feel successful
3. I generally feel like I am achieving good things
4. I generally feel fulfilled
5. I generally feel like I have self-worth
6. I generally feel confident
7. I generally feel productive. 

Introducing the Index

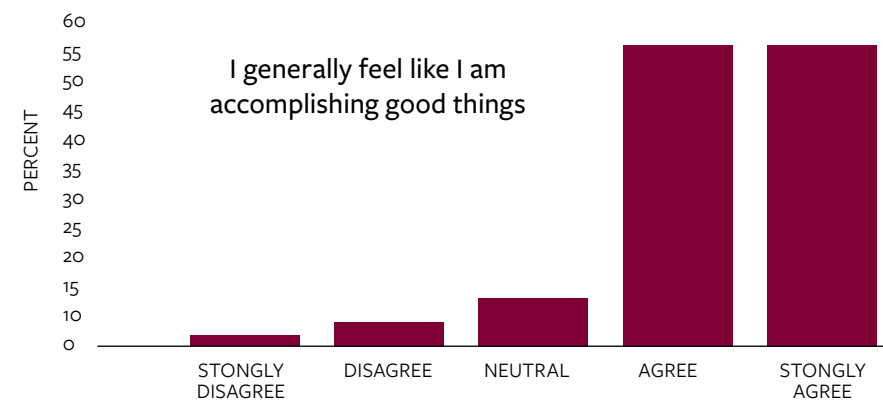
Responses to these seven questions were averaged and transposed into a Chartered Banker Professionalism Index score from 0 to 100. A Chartered Banker Professionalism Index score of 50 represents a broadly neutral view. Anything

above 50 indicates a more positive outlook, while anything below suggests a more negative perspective. Some people might therefore be surprised to learn that, according to our analysis, the mean level of professional pride across all areas of banking is 73.24.

TESTING
perceptions

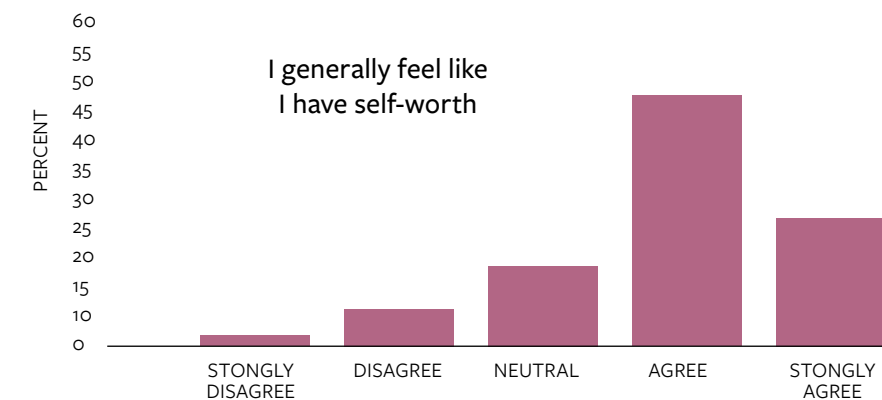
Making a Contribution

Despite the adversity and hostility of recent years, the Index found that bankers believe they are accomplishing good things. They feel successful, fulfilled, confident and productive. They have self-worth. They hold that banking is essential to society and that their work has a positive influence on not just their own firms but the wider world. To provide further insight and context, the pattern of responses for two of the questions listed above are now provided as an example:



The pattern of responses for these questions is broadly typical of that for all of the professional pride questions. The data show that only very small percentages of the respondents disagree with positive statements concerning their views on their own role and contributions to banking. Another feature that is worthy of note and relatively reassuring is that there is a relatively low number of neutral responses.¹

With respect to potential differences for demographic and employment characteristics, firstly, in terms of gender, analysis indicates that Index scores for males and female



“Respondents hold that banking is essential to society and that their work has a positive influence on not just their own firms but the wider world.”

are practically the same. There is also no statistically significant variation in levels of professional pride with respect to age or length of service, although those 65 and over have an average score of 82.14, which is notably higher than other age groups. For membership type scores for fully qualified members of all types taken together is significantly higher than for student or affiliate members of the relevant professional body (in this case the Chartered Banker Institute) but no meaningful differences between different levels of membership, such as Certified, Member and Fellow. [CB](#)

¹Such responses tend to occur when those filling in the survey are confused and/or bored by the subject matter. For the current survey, it appears that respondents have engaged well with the process and have valid opinions on the matters under investigation.





Trends by role

Significant and interesting differences do emerge with respect to the functional area in which respondents work. While those in retail banking operations have scores typical of the overall average, those working in business banking have a sample-low Index of 65.74, and those in private banking/wealth management have a sample-high score of 85.16.

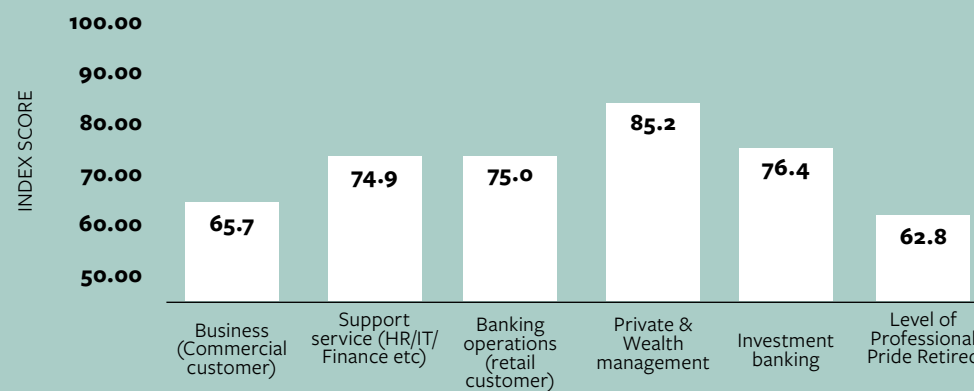
Why are business bankers, at least comparatively speaking, so “down” on themselves? The likeliest explanation is that their pride has literally and figuratively taken the most sustained battering of all. The fallout from the financial crisis is still felt most acutely in the business sphere, where difficult commercial decisions have gone hand-in-hand with a hugely reduced ability to lend.

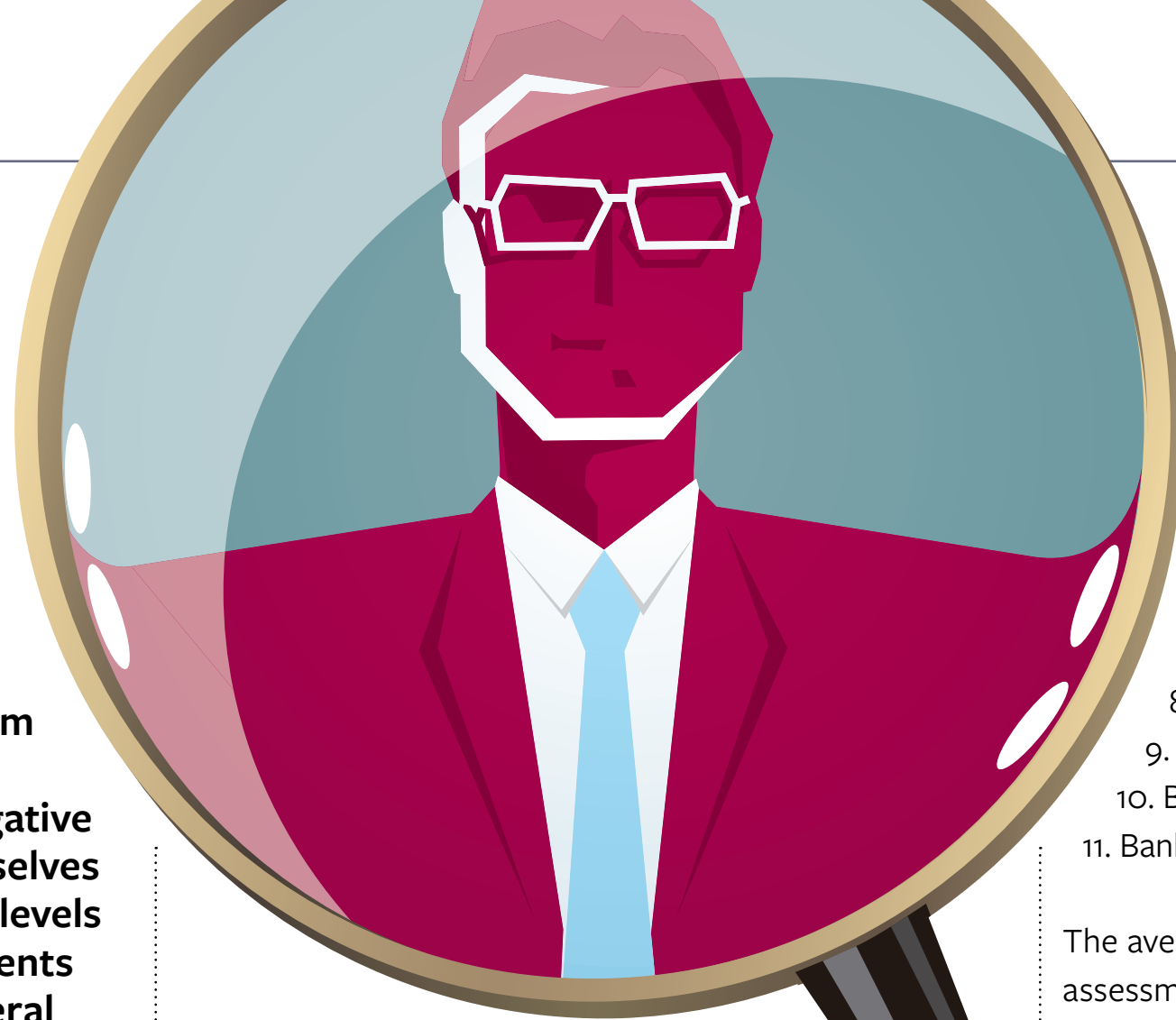
And why are private bankers/wealth managers so terribly pleased with themselves? An educated guess – which is backed by year upon year of Trust and Fairness Indices data – is that the face-to-face, highly engaged nature of their activities allows them to experience again and again a phenomenon that countless disparaging headlines would have us think simply does not exist: the thanks and appreciation of their clients.

“The fallout from the financial crisis is still felt most acutely in the business sphere, where difficult commercial decisions have gone hand-in-hand with a hugely reduced ability to lend.”

aspects of pride, such as fulfilment and self-worth. However, academic discussions of pride emphasise that pride can spill over to being a little more negative, arrogant or bombastic in nature (known technically as ‘hubristic pride’). ^{CB}

So far, the discussion has concerned itself exclusively with positive (also known as authentic)





The study sought to enhance the insight provided by the Chartered Banker Professionalism Index by investigating how bankers viewed the balance of positive and negative aspects of pride. But as bankers themselves are unlikely to acknowledge their own levels of arrogant pride sufficiently, respondents were asked how they thought the general public would rate them in terms of positive and negative aspects of pride to provide a less biased, more generalised insight.

The following statements were used to measure the Net Pride Index (NPI, the balance of positive and negative views).

The general public's perception is that:

1. Bankers are generally approachable
2. Bankers can appear egotistical
3. Bankers are normally helpful
4. Bankers come across as arrogant
5. Bankers seem hardworking

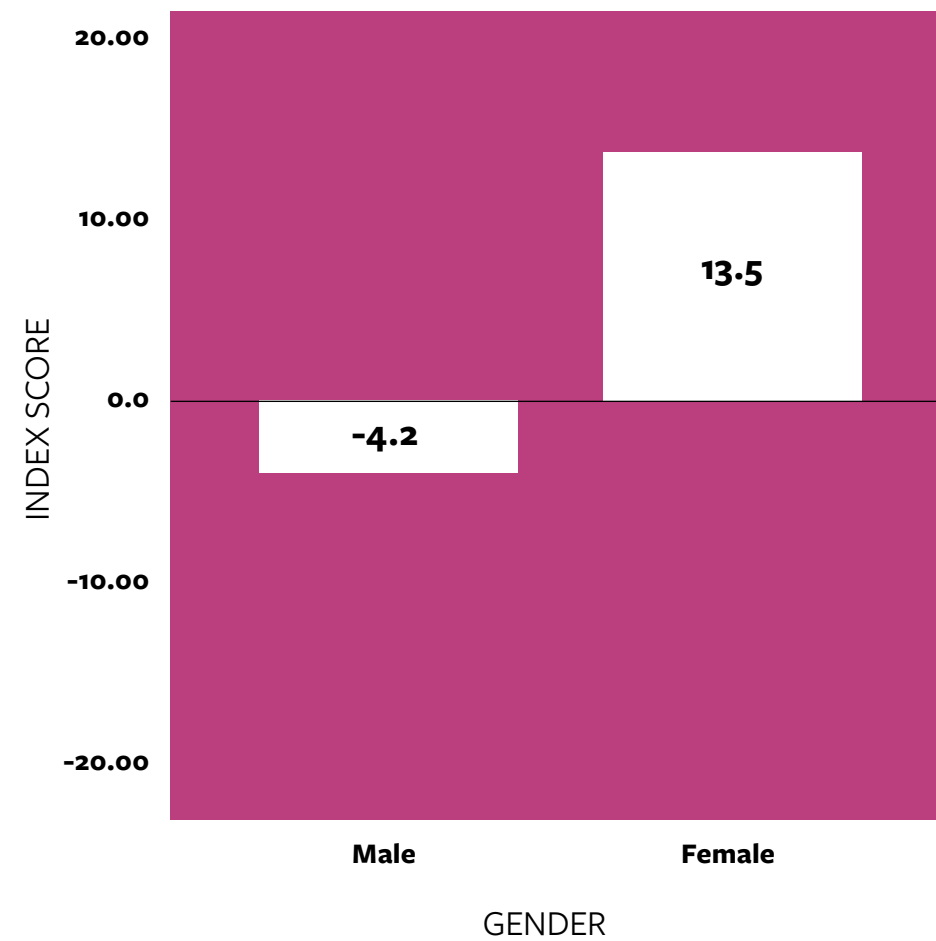
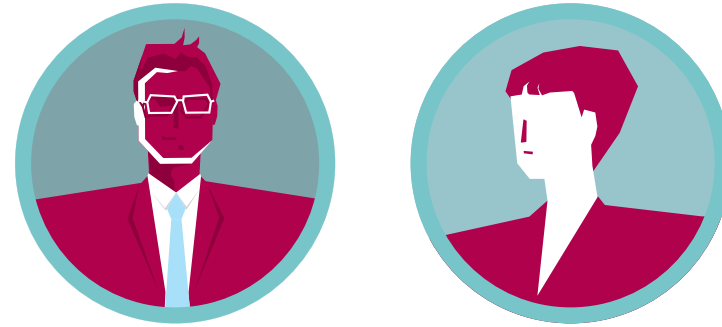
6. Bankers can appear conceited
7. Bankers come across as dedicated
8. Bankers can appear a little pompous
9. Bankers seem trustworthy
10. Bankers sometimes seem smug
11. Bankers are normally honest.

The average difference between positive and negative assessments, or NPI, is: +4.40 which indicates that, based on bankers' ratings, the public see positive aspects of banker pride outweighing negative aspects, although only by a relatively small amount. However, given the generally unfavourable environment for bankers since the financial crisis, it is encouraging that bankers still have confidence that in the perception of the public, the positives outweigh the negatives.

Interestingly, females and males in the study had significantly different perceptions of the balance of positive and negative pride. As shown by the data on page 9, females provided significantly higher ratings of NPI.

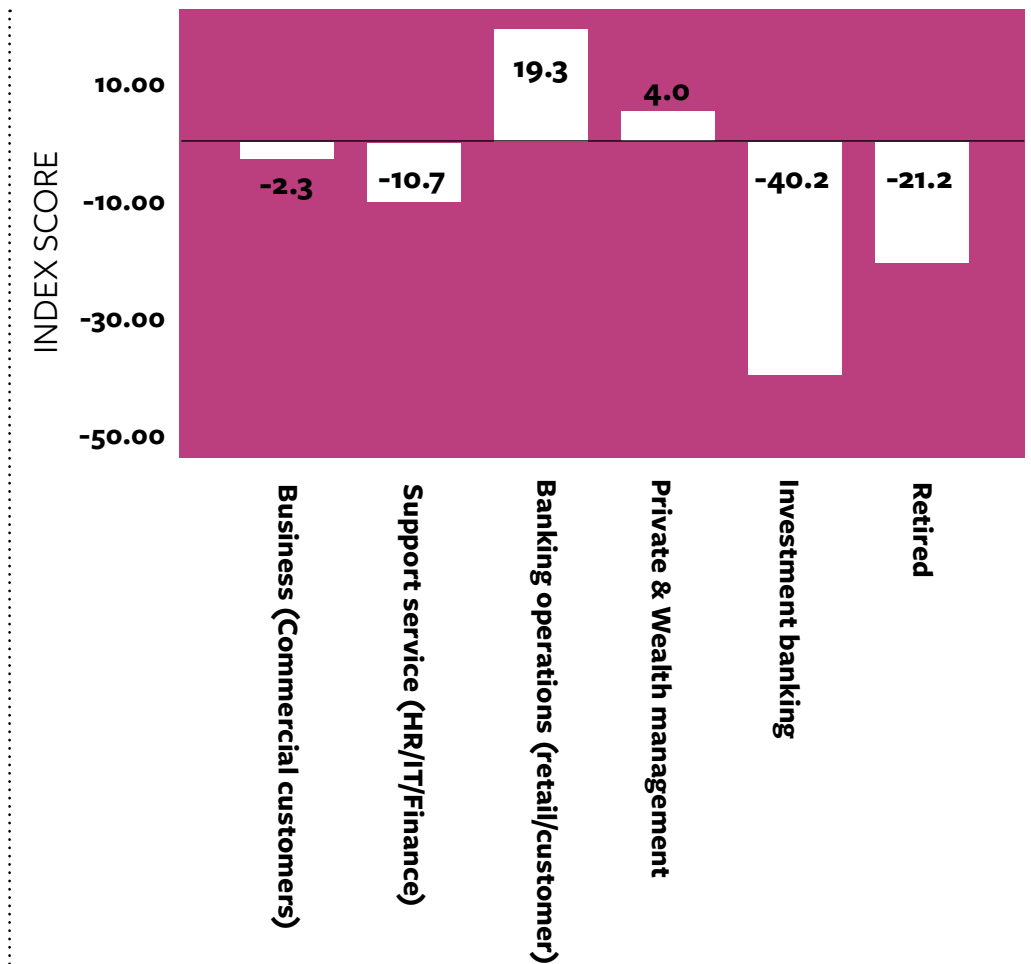
The public eye

The difference in ratings for females and males is stark and worthy of further investigation. It may well be that the types of functions that female workers fulfil lend themselves to developing more positive associations with the public, which would in turn be reflected in net pride assessments. Differences in NPI ratings according to function may also help explain gender differences.



NET PRIDE BY FUNCTION

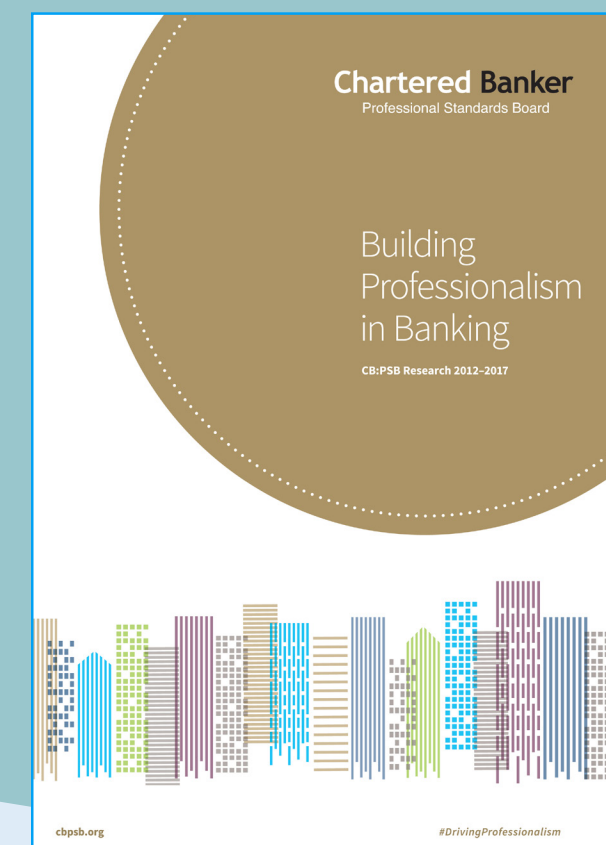
The data opposite shows the NPI scores for various business functional areas, as previously analysed in terms of overall pride. Again, stark differences emerge from the analysis. Interestingly, no doubt in light of their popular portrayal as supremely arrogant “masters of the universe”, investment bankers (although making up a very small proportion of the Institute’s membership) painted a particularly dismal self-portrait in this regard – for which, if nothing else, they should be congratulated for their commendable self-awareness. It has to be said that retired members of the profession also see a highly negative view being held on balance by the public. Given that investment banking tends to be male dominated and that retired members are likely to be drawn from an age where banking was less gender-balanced, then such differences in perception may also help account for the gender differences mentioned above. **CB**



The road to re-professionalisation



Overall, what is evident from the survey is a banking sector that is notably proud of what it does but which at the same time recognises that the people it serves do not entirely share its enthusiasm. Although it might appear a generalisation, this alone tells us two very important things about the individuals and institutions that constitute the sector.



“The vast majority of bankers are utterly justified in taking pride in their work, but there is no room for complacency. The only way to at last counteract the banker-bashing narrative is to provide a convincing and enduring alternative.”

The first is that they are remarkably resilient; the second is that they are admirably realistic. It need hardly be said that both of these qualities should stand banking in good stead as the battle to repair its image continues.

The truth is that the vast majority of bankers are utterly justified in taking pride in their work. After all, most of them had little – if anything – to do with the financial crisis. They constantly strive to act in a professional manner and with their customers’ very best interests at heart. It should also be

remembered that those providing data for the study were all members of a professional body, the Chartered Banker Institute and as a result, may well be reporting levels of pride that are above industry norms.

Even so, there is no room for complacency. The industry’s collective image problem persists, and such progress as might have been made in addressing it could be instantly undone by further carelessness. The only way to at last counteract the banker-bashing narrative is to provide a convincing and enduring alternative – one totally at odds with the established chronicle of scandal, manipulation and the exploitation of vulnerable and credulous consumers.

With this in mind, it would be refreshing to see more institutions prepared to act of their own accord rather than relying on regulators to nudge them into meaningful action. At present the public is accustomed to begrudging concessions born of peer pressure and conspicuous railroading. Maybe more than anything else, initiatives that are both client-centric and independently generated would reinforce the promising sentiments expressed by the respondents to the study. **CB**



The time for talk is over

Professional pride is an essential cog in the machine that is driving cultural change and public trust in the banking sector. Without pride, any attempts to transform the sector will lack authenticity, says Catriona McConnell, a Senior Audit Manager at Tesco Bank, and member of the Chartered Banker Institute Disciplinary Panel.

“Leading by example is important in driving behavioural transformation. But to embed real cultural change, bankers at all levels must proudly demonstrate professionalism in every interaction.”
CATRIONA McCONNELL

Despite the years of diligent work which have been invested in improving the financial services sector public image since the financial crisis, levels of professional pride remain varied.

Unsurprisingly, the fact that the media still uses the concept of the ‘bad banker’ to sell papers continues to affect how bankers perceive themselves. “This poor self-image is counterproductive and I think there is a general feeling that enough is enough.” McConnell says: “It is time to move on.”

SETTING THE TONE

To remedy this issue, the sector has maintained a constant focus on both professional behaviour and customer-centricity which, McConnell believes, should be continued to drive improvements to public perception and confidence in the profession. “I see training and ‘leading by example’ as a crucial part of embedding this behavioural change,” she continues. “As with anything, behaviour breeds behaviour.”

This is because, she says, certain types of behaviour – when accepted as the cultural norm in any one part of an organisation – can soon spread through its corridors. “So, it is key →

“You could argue that more junior colleagues have a more important role, as they tend to be the public face of the organisation – so their value should not be undersold.”

for organisational leaders to not only set the tone from the top, but ensure that the message pervades throughout.”

This ‘tone’ should also be communicated consistently, whether through day-to-day interaction with colleagues, including management teams, or internal training sessions and guidance documents.

PRIDE IN EVERY INTERACTION

In her role, McConnell interacts with both customer-facing and non-customer-facing areas of the business. “There is variation in how pride manifests itself between these groups,” she observes. “In the end, however, it is equally important to both.”

McConnell says that, ultimately, her behaviour day to day impacts on both the performance and perception of the organisation she works for and the industry she works in. “That said,

my motivation to do a good job is not solely driven by societal perceptions,” she says.

This includes assumptions based on gender. “I think to generalise about what makes women proud about their profession is unfair to both sexes – because it depends on the individual. If anything, age is more important.”

While regulatory and leadership responsibility for ‘setting the tone’ are placed with senior managers, individuals at every level also have a role to play.

“They can do this by demonstrating professional behaviour as they carry out their day-to-day role. In fact, you could argue that more junior colleagues have a more important role, as they tend to be the public face of the organisation – so their value should not be undersold.”

That said, McConnell does believe that the Senior Managers and Certification Regime (SMCR) has been a positive step, as it has provided a focus and structure.

POWER TO DRIVE CHANGE


McConnell says she was motivated to become a member of the Chartered Banker Institute

as a graduate trainee with Bank of Scotland because of the educational opportunities it provided.

“To me, if you work in a bank, you need a basic understanding of the fundamentals of how a bank operates – whatever your role. In more recent years, I have become more interested in the Institute’s work as I think it should have a key role in leading the industry back to a position of public confidence and trust.”

The Institute is able to improve knowledge and set models and standards of behaviour, and further buy in from banks is essential in continuing to bring this to life.

“The Institute needs to be viewed across the sector as the standard to which bankers aspire,” McConnell explains.

By continuing to build on its visibility, both to the general public and the wider industry, the Institute can continue to build its reputation within the industry. “As a professional body, this means it then has the clout to add value to its members’ careers,” she says. 



Conduct that Stands out

Opening a positive dialogue with customers that underlines how the professional standards we strive for impact them is a vital step in rebuilding trust, says HELEN MCKAY.

Working for LendingCrowd since its inception – in a diverse range of roles – has given Helen McKay extensive experience in building trust with both investors and customers. Starting out in processes and compliance, and basic customer service, she has progressed to the position of Senior Credit Risk Specialist with the alternative finance provider.

“At LendingCrowd, we have built our reputation by demonstrating our commitment to both the borrowers approaching us for loans and the investors who want to ensure that their money is in safe hands,” says McKay.

It is highly important to project a professional approach, both in the way we present ourselves and in our credentials, she says. “The fact that we take professional conduct seriously is evident in our work, but we also highlight the fact that, between us, we have a total of 80 years’ experience in the Credit team and that two of us are Fellows of the Chartered Banker Institute.

“I entered the professional banking environment straight from school, so have some understanding of what it’s like for newcomers to adapt to. Young people entering the profession – and in particular school leavers – training and support around what professionalism is all about, from basic manners and treating customers and colleagues fairly and with respect, to being able to speak up if something unethical has been done.”

If people had felt that they had been able to feel a bit braver about speaking up in recent times, the banking crisis might not have been so serious, she muses.

“When I entered the profession in the 1980s, banking was a highly respected, sought-after profession and bankers were trusted pillars of the community.” While uncertain as to whether we are likely to witness a return to those days, McKay believes that rebuilding a professional attitude among bank employees will go some way to restoring trust and faith.

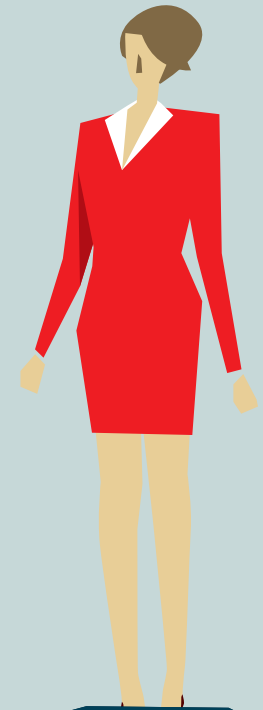
It is up to senior managers to lead by example, she believes, so that those entering a career in the industry have someone to look up to – the Senior Managers and Certification Regime (SMCR) is effective in promoting this model. “It’s also important that individuals carry out their business appropriately and fairly – with honesty and openness. When I’m out meeting clients, I’m very aware that I have a professional duty to protect the reputation of LendingCrowd – but also take personal pride in conducting my duties to the best of my ability.”

“It is highly important to project a professional approach, both in the way we present ourselves and in our credentials.”

While McKay was encouraged to join the Institute after starting her first banking job, in order to pursue educational qualifications, she has maintained her membership ever since. “The introduction of Chartered Banker status, with annual CPD obligations provided excellent motivation for me to keep focused on further qualifications.”

RAISING PROFILE

As well as trying to promote membership within the profession, McKay believes it is important for the Institute to highlight its role to customers and raise wider public awareness on what it means for a banker to be a member. The alternative finance sector is growing rapidly and needs to ensure that it gains the trust of both lenders and borrowers. Now that the Financial Conduct Authority (FCA) is regulating the sector, the serious players that have that professionalism will be the ones that stand the test of time, she concludes. ^{CB}



Professional pride: growth or divide?

Trust – and pride – in the UK’s banking industry has been significantly interrogated over the past decade. Ten years on from the crisis, new findings from a report by the Chartered Banker Professional Standard Board (CB:PSB) show that there is light at the end of what has been a long and often dark tunnel for the industry.



In 2012, the Chartered Banker: Professional Standards Board (CB:PSB) – a voluntary initiative between UK banks and the Chartered Banker Institute – joined forces with YouGov plc to carry out the first comprehensive research of its kind. Their goal was to explore and track the levels of trust, confidence and pride felt in British banking, as part of a wider purpose to build greater public confidence and enhance professionalism in the banking profession.

Over the five years that followed, more than 2,000 UK adults, 500 banking employees, 100 MPs and 950 opinion formers from across Britain shared their thoughts on the state of play within – and outwith – the industry.

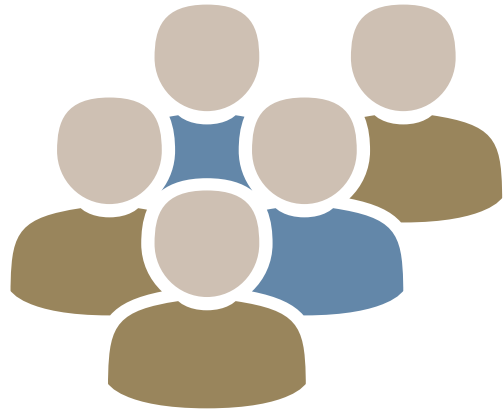
The resulting report, *Building Professionalism in Banking*, draws attention to some key findings from the hundreds of conversations and thousands of survey responses captured from professionals, staff and decision-makers of all levels.

“The truth is that the vast majority of bankers are utterly justified in taking pride in their work... They constantly strive to act in a professional manner and with their customers’ very best interests at heart.”



75%

OF UK ADULTS trust staff at their local bank to tell the truth a great deal/fair amount but only a quarter believe the same of the people running UK banks.

NEARLY
60%

OF UK ADULTS have confidence and trust in individuals working in banking in the UK.

BUDDING CONFIDENCE

Lady Susan Rice CBE, Chairman of the CB:PSB, highlights one of the main findings of the report as increasing confidence and trust in individuals in banks. Of the UK adults surveyed, 75% trust staff at their local bank to tell the truth either a great deal or fair amount of the time, while six out of ten have confidence and trust in individuals working in banking in the UK.

Such trust in the individuals working in banking is a continuing theme throughout the findings. 57% of UK adults have either some or high level of confidence and trust in individuals working in banking in the UK. This is an increase of 8% on 2013 results, and representative of a public with a growing trust for the banking staff they are meeting with, talking to and taking advice from on a daily basis.

Furthermore, half of UK adults now consider banking staff as competent or extremely competent in their professional responsibilities. According to the Edelman Trust Barometer 2016, 51% also said they trust businesses in financial services to do the right thing, the largest increase in five years across a range of industries including technology, food and beverage, and pharmaceutical.

“The truth is that the vast majority of bankers are utterly justified in taking pride in their work,” says Professor James Devlin. “They constantly strive to act in a professional manner and with their customers’ very best interests at heart.”

Elsewhere, the number of adults who reported having ‘high’ or ‘some’ confidence in the UK banking industry rose by 10%, from 31% in 2013 to 41% in 2017. Similarly, 9% more respondents have ‘high’ or ‘some’ confidence and trust in banking institutions in the UK now than in 2013.

A THORN IN THE SIDE?

Rice does, however, issue words of caution. Such findings should be taken alongside the fact that only 25% of British adults trust those running the UK’s financial institutions to be honest more of the time. While this remains a concerning figure, it is one which should be met with a degree of understanding following a number of media reports concerning the actions of high-powered individuals within the industry.

This is also in-line with trust disparities across industries. Financial Services still rates as the least trustworthy of a variety of industries including technology, food and beverage, consumer packed goods, telecommunications, automotive, energy, and pharmaceutical.

“These outcomes confirm the importance of the work of the CB:PSB but also serve as a reminder that the message that banking is changing – that it is becoming more professional – is yet to resonate strongly with the public and stakeholders,” Rice says.





A PUSH FOR PROFESSIONALISM

Professionalism and professional standards in particular are highly valued across the financial sector. And rightly so. As Nick Winsor, CB:PSB Board Member and Head of Remediation Management Office for HSBC in the UK says: “The research confirms the importance of professional standards in restoring the trust of customers and confidence in the Financial Services industry.

“We will continue to work closely with the Chartered Banker Professional Standards Board and other relevant professional bodies to achieve these twin goals.” Indeed, the implementation, promotion of and adherence to professional standards is vital for the ongoing rebuilding of faith in Britain’s banking industry.

Results from the report show that 40% of respondents said they would trust the UK banking industry more if staff met professional standards. Such initiatives could therefore help improve upon the relatively low 34% of adults who say that, in general, they trust banks.

Britain’s decision-makers, meanwhile, have reported more convincing levels of professionalism within banking. 70% of MPs consider the banking industry to be very or reasonably professional.

RAISING STANDARDS

Since 2011, the CB:PSB have worked to build and launch the CB:PSB Code of Conduct and its first professional standard – the Foundation Standard. More than half of banking

employees believe that the standard helps them provide a better service to customers – and this figure is on the rise. “I am delighted that 90% of Virgin Money’s in-scope population attain the Foundation Standard each year,” says Stephen Pearson, CB:PSB Board member and CEO Office, Virgin Money.

“With other member banks making similar efforts, it’s no surprise that the CB:PSB Research 2012-2017 confirms that good progress is being made in the drive to make banking more professional and trusted.”

Findings show that being a member of an industry body can raise levels of professional pride within banking. The Chartered Banker Professionalism Index shows that

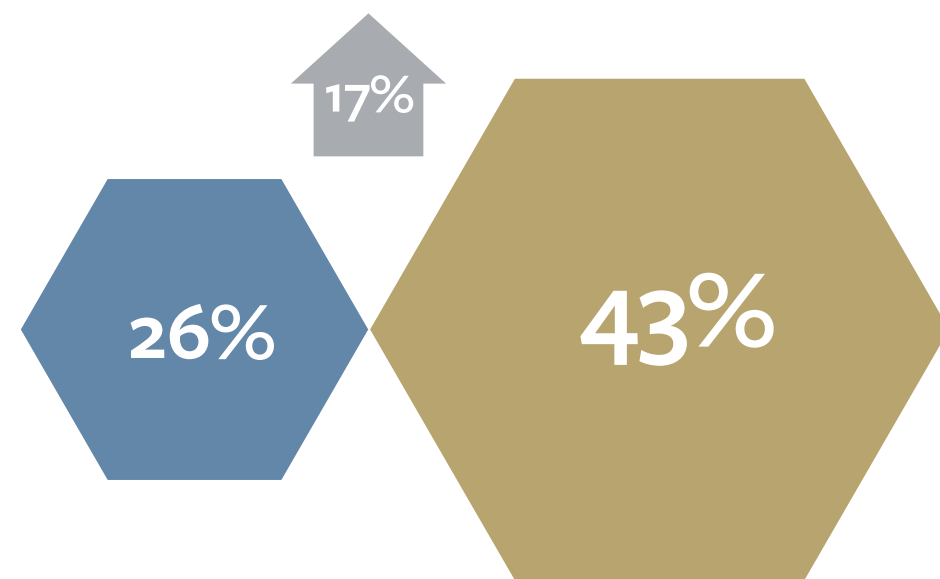


bankers who are members of a professional body feel considerably more pride than those who may or may not be part of an industry body.

Members reported an average professional pride rating of 73 (on a scale of 1 – 100), while 59% of bankers (who may or may not be part of a professional body occupying the middle ‘neutral’ ground in our recent survey. Only 16% of banking professionals felt the highest levels of pride.

FINDING A VOICE

While there are still significant obstacles to overcome in the journey towards building a highly regarded and trusting banking industry, there has been strong traction in the establishment of the CB:PSB initiative. The period between



% of Banking Employees who are aware of the CB:PSB initiative.

● 2013 ● 2017 ● Rising trend over 4 years

2013 and 2017 saw a 17% increase in awareness of the CB:PSB’s goals amongst banking employees, from 26% to 43% in the most recent surveys.

This increasing awareness is a hugely positive step for the industry, and for the 52% of staff who believe that the CB:PSB professional standards help them provide a better service to their customers.

But, while there have been improvements in perception of the industry across the board, Britain’s banking industry still remains one of the lowest-rating sectors in public opinion.

Despite an increase of 5% since 2013, the number of UK adults who were extremely or fairly favourable towards the UK banking industry sat at only 28% in the latest surveys, highlighting a trust gap that banking professionals and professional bodies alike must work tirelessly – and together – to reduce.

As Professor Robin Jarvis, Chair of the CB:PSB Stakeholder Forum says: “From a user of banking services and products perspective, the embedding of professional standards in our banks, derived from the initiative, has clearly enhanced customer confidence.

“I look forward to further progress by the CB:PSB in their endeavour to change the culture in banking and banks’ relations to customers.” 



How the Chartered Banker Institute is building professionalism

 Coverage of **ethics** & **professionalism** for bankers at all levels

 Code of **Professional Conduct** for members

THE ONLY BODY ABLE TO CONFER CHARTERED BANKER STATUS

4 levels of study programmes – all with a focus on **core banking skills**

3 accelerated routes to professional qualification for senior/experienced bankers 

3 modules specific to **credit** **2** modules specific to **risk**

 **Support and monitoring** of member CPD

 Certificate in **Complaint Handling**

 Supporting **financial literacy** of future generations of customers via the Financial Education Partnership (FEP)

 The Chartered Banker Professional Standards Board has **10 member banks**