

What our customers think of us



bright grey[®]
a division of *Royal London*

Customer impact report for 2009

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Who is Bright Grey?

Bright Grey is a protection provider with a difference.

We launched in 2003 with our Personal Protection Menu, which offers innovative, purpose-built protection plans tailored precisely to your needs. In 2008 we launched our Business Protection Menu, a bespoke proposition for the business market.

We focus on bringing a fresh and distinctive approach to protection insurance. We communicate with our customers in clear and simple language, and we back our products with truly personal service and efficient processing.

And that's not all. What makes Bright Grey truly different is that we don't just hand you a cheque and walk away. We offer you real customer care. We make sure you have just one point of contact if you claim. And we include our unique Helping Hand service in every menu plan at no extra cost.

Helping Hand gives you access to legal, career, personal and medical helplines, and your own personal nurse adviser who can arrange complementary therapies and counselling to help your recovery. And we make this available to you and your family right from day one of your plan.

We are backed by Royal London, the largest mutual life and pensions company in the UK. Royal London has been around since 1861 and has £32 billion funds under management, over 3.6 million customers and employs 2,900 people.¹

You can find out more about Bright Grey at www.brightgrey.com

¹Source:
Royal London Group, 31 March 2009.

What is the Customer Impact Scheme?

The Customer Impact Scheme is an Association of British Insurers (ABI) led initiative to research customers' experiences and to track our performance.

Over 85% of our sector takes part in the scheme, including all the leading names in the life, pension and investment industry, and each company reports the results annually to measure progress.

The 2009 survey involved over 20,000 customers in 34 participating companies. This volume of data ensures the results provide a true perspective of customers' experiences.

Find out more on the Customer Impact Scheme website www.customerimpact.org

What is the ABI?

The ABI represents the collective interests of the UK's insurance industry. It helps to inform and participate in debates on public policy issues, and also promotes high standards of customer service in the insurance industry.

The ABI has around 400 company members. Between them, they provide 94% of domestic insurance services sold in the UK. ABI member companies account for almost 20% of investments in the London stock market.

Find out more on the ABI website www.abi.org.uk

How did we do?

The 2009 Customer Impact Survey results for Bright Grey show further progress against the 2008 survey and have pushed us even further ahead of the industry and our peer group in the majority of key areas.

We are proud to be top quartile and significantly ahead of industry and peer scores for the vast majority of measures across product, sales, service and overall satisfaction including:

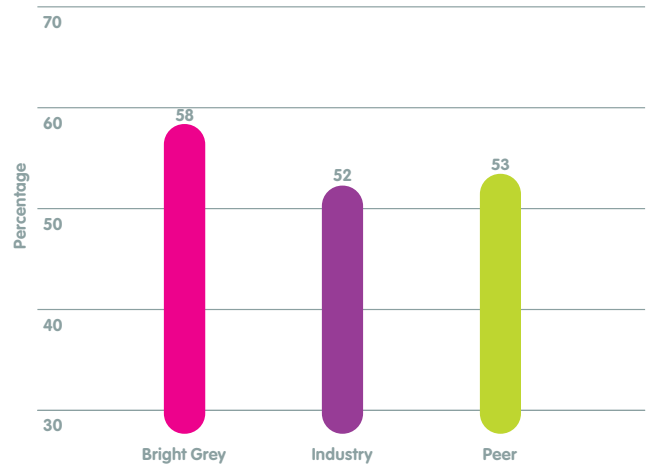
- All sales process ratings
- Time taken to arrange the policy
- Ease of doing business with
- Overall satisfaction with the product
- Overall satisfaction with customer service
- All written communication ratings
- All telephone communication ratings
- Likelihood to recommend

Customer Impact index

The overall Customer Impact Survey index score is a key indicator of customer satisfaction based on the following questions:

- How would you rate the overall quality of the products and services provided by Bright Grey?
- If someone asked you to recommend an insurance company, how likely would you be to recommend Bright Grey?

Percentage rating excellent/extremely likely/very good/very likely



We remain top quartile for this key indicator of customer satisfaction – strongly ahead of both industry and peer scores.

Customer commitments

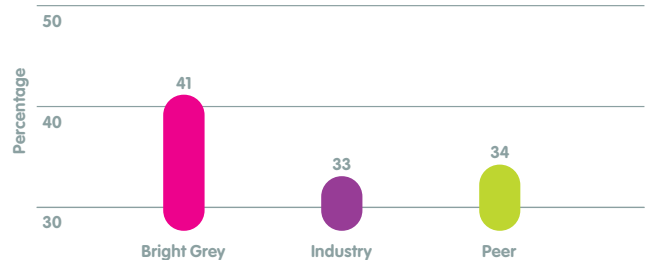
All participating companies in the ABI scheme have made a formal board resolution to ensure that their customers' needs are at the core of the way they run their business. This includes reporting against three core Customer Commitments. Bright Grey continues to score strongly against all three of these commitments, placing us in the top quartile for each.

Commitment 1

Developing and promoting products and services that meet the needs of customers.

We remain strongly ahead of both industry and peer scores and in the top quartile of all participating companies. Although the 2009 survey shows a slight drop in our scores from last year.

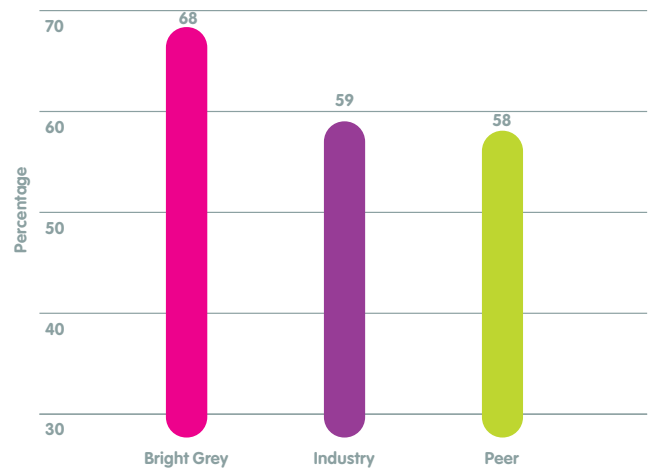
Percentage rating excellent/extremely likely/very good/very likely



Commitment 2

Providing customers with clear information and good service when they buy products.

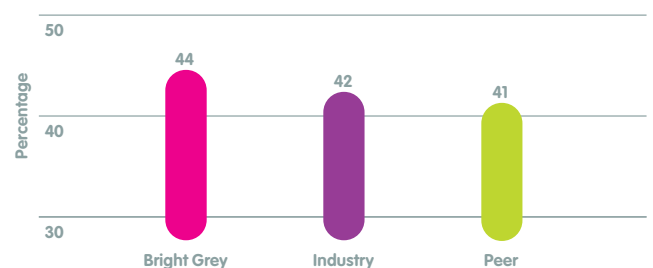
Bright Grey showed further improvement under this commitment from our already strong top quartile placing in 2008, pulling us even further ahead of both industry and peer scores.



Commitment 3

Maintaining appropriate and effective relationships with customers, providing them with a good service after they have bought a product.

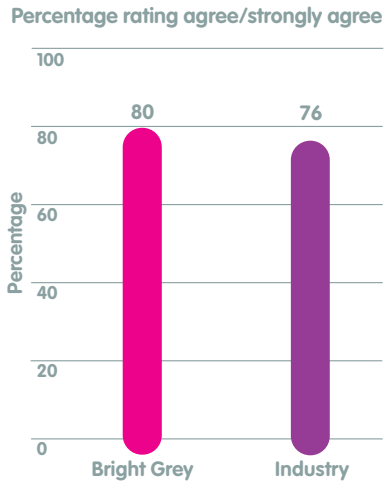
While we remain top quartile and ahead of both industry and peer scores, the 2009 results show a slight drop in our score bringing us closer to the market average.



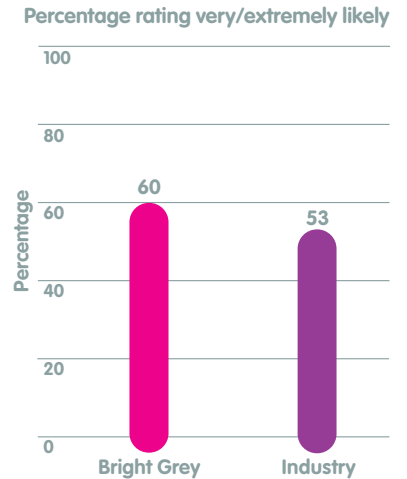
What you said about us

Here's a summary of our key results

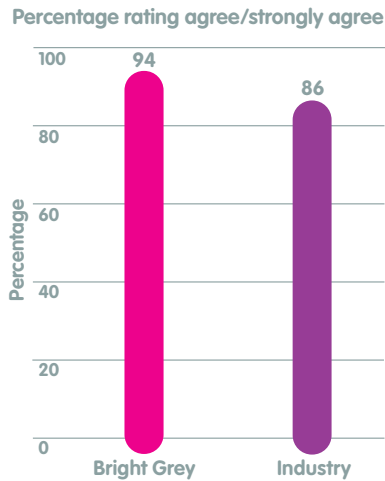
Would you agree or disagree that Bright Grey really cares about its customers?



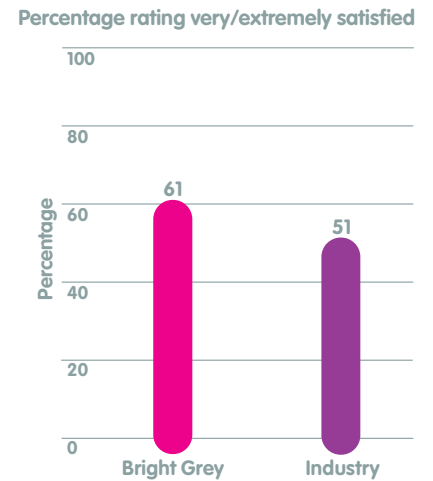
If someone asked you to recommend an insurance company, how likely would you be to recommend Bright Grey?



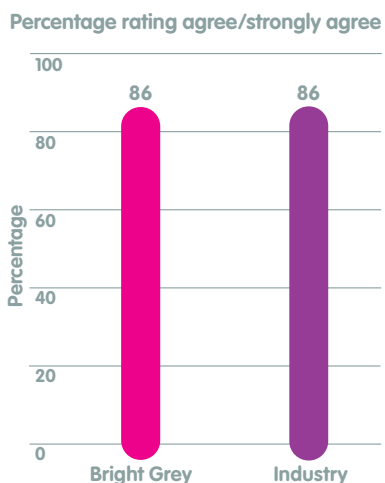
Would you agree or disagree that Bright Grey is easy to do business with?



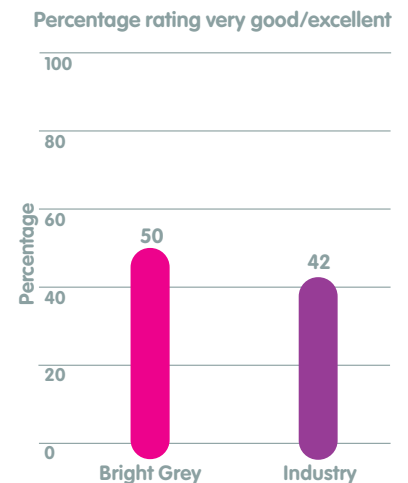
Thinking about the customer service you receive from Bright Grey, how satisfied or dissatisfied are you with them?



Would you agree or disagree that Bright Grey treats customers fairly?



Overall, how would you rate the product you bought from Bright Grey?



Areas highlighted for improvement

Last year's results allowed us to identify two key areas for us to focus on:

Overall sales process

In March 2008, we became the first UK protection provider to launch our own expert underwriting system. We designed the service, called interactive quote & apply, to allow us to offer clients cover more quickly.

The system was recognised at the National Business Awards for Scotland where it won both the Business Innovation of the Year award and the Best Use of Technology in Business award.

By introducing interactive quote & apply we've been able to deliver significant improvements to our application and sales process, and this has driven improved scores for both 'time taken to arrange the policy' and our 'overall sales process', as shown right.

Ability to resolve issues in a single call

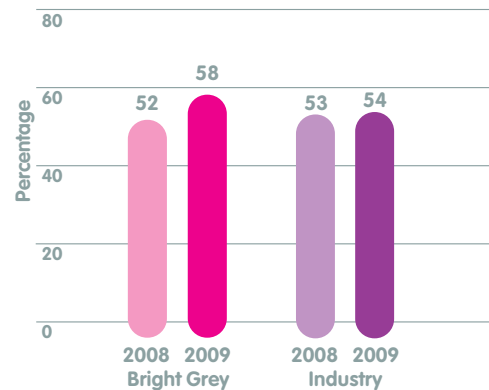
Although we were in line with industry scores under this area last year, we understand how important your time is to you, and identified resolving issues in a single call as a key area to focus on.

We worked hard on call routing and process reviews. We invested more training hours than ever before to give our people the knowledge and understanding to enable them to answer more of your queries instantly. This focus has seen us improve our scores by an incredible 15% points from 2008, moving us 15% points ahead of the industry score as shown below.

Satisfied with the time it took to arrange the policy



Overall satisfaction with the sales process



Satisfied with ability to resolve issues in a single call



What we're working on in 2009

We aim to continuously improve in all areas, but we've highlighted below a few of the key activities in 2009 that will drive further improvements across our customer experience.

We'll retain the culture that sets us apart and continue to invest in our customers, our people and our technology. We'll do this by further refining our interactive quote and apply system, attaining the Investor in People (IIP) accreditation and building on our award-winning service by becoming one of the first private companies in the UK to achieve the Government-backed award for Customer Service Excellence.

Our people

- Employee engagement remains key to our success. So over the coming year we aim to achieve IIP accreditation. The IIP standard provides a framework that helps organisations improve performance and realise objectives through the effective management and development of their people.

Our customers

- The Customer Service Excellence standard tests, in great depth, the areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and how customers are treated.
- To complement the annual ABI Customer Impact Survey, we launched our own in-house customer satisfaction surveys in 2009 and have more customer insight available than ever before. We use the results to identify further improvement opportunities to better our customer experience even further.

Our technology

- We understand that when you apply for a protection plan, you want us to offer terms in the shortest time possible and with the minimum fuss. We'll continue to refine our online interactive quote & apply system to increase our case acceptance rate and get more plans on risk quickly, without having to seek further information or unnecessary medical tests.

Summary

Our guiding principle at Bright Grey is that by putting customers at the forefront of everything we do, we'll build a sustainable business. Our name reflects the care we give our customers at grey times in their lives and the brighter thinking we bring to a product that can sometimes seem complex and confusing.

We put our customers' needs at the heart of everything we do and we're delighted that our Customer Impact Survey results reflect this. But we never rest on our laurels at Bright Grey. We'll continue to refine our approach, seeking out improvements so we deliver a consistently exceptional service truly enjoyed by all our customers.

“ We're delighted to have built on the year-on-year progress of Bright Grey's Customer Impact Survey results with further improvement across some key areas - particularly our customer service centre. Given the current economic climate, it's more important than ever to focus on our customers' wants and needs to ensure we are their first choice when it comes to protection. We are particularly proud that our hard work is delivering service excellence and that our customer focus continues to be recognised by the most important people - our customers. ”

**Gordon Watson,
Operations Director**



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Bright Grey is a division of the Royal London Group which consists of The Royal London Mutual Insurance Society Ltd and its subsidiaries. The Royal London Mutual Insurance Society Ltd provides life and pension products, is a member of the Association of British Insurers, is authorised and regulated by the Financial Services Authority No.117672 and is registered in England and Wales No.99064. The registered office is 55 Gracechurch Street, London, EC3V 0RL. Bright Grey is a member of IFA Promotion Ltd.

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