

Starling – £100m Award

Key Achievements to Date

Starling has now met and exceeded both its five-year customer target of 452,000 customers and its market share target of over 6.7%, with a market share in excess of 8.1%.

Starling customers have benefited from the launch of a number of initiatives as a result of the CIF grant. Its key achievements to the end of September 2022 are as follows:

- Over 54,000 SME businesses have directly benefited from the £2.4bn of lending made available. Starling has launched advanced credit decision functionality to enhance its underwriting capabilities. Starling has already exceeded its 2023 cumulative CIF lending target of £913m.
- SMEs can supercharge their business banking activities through a range of new digitally enabled banking solutions, offering a range of products and services including:
 - Starling's Business Toolkit which helps freelancers and business owners look after their own books with smart features for invoicing, expenses, VAT and more.
 - New Euro and US dollar accounts: allowing customers to hold currencies, spend on cards and make and receive payments.
 - Business customers can pay in cheques using Starling's cheque imaging initiative to scan and deposit cheques via their mobile device.
 - SMEs are able to make high value payments in app up to £1m.
 - Starling's SME overdraft product provides customers with a short-term line of credit that can be drawn down in multiple tranches on a pre-approved limit.
- SMEs are also benefiting from new digital led engagement channels:
 - Our multi-director access initiative enables onboarding and debit card availability for additional directors.
 - Starling's SME web portal provides online banking from a desktop or laptop, or direct from their mobile device. Additionally, those who use tablets can use our tablet app.
- SMEs have access to Starling's digitally-enabled support:
 - Customers can use Starling's proprietary internal chat system, providing them with 24/7 customer support for certain simple queries and tasks.
 - Starling's data-driven decision making intelligently matches customers with the right specialist for their needs.
- Starling's innovative approach has enabled SMEs to access a marketplace of services:
 - Starling's Marketplace - working with 26 partners to offer products and services ranging from accounting to life insurance
 - SMEs can easily compare key components of Starling's products (e.g. price, fees, customer rating and eligibility) with those offered by competitors through the bank's product comparison tool.

- Business Customers are able to view balance information from accounts held at other banks when accessing their account in Starling's Online Banking.
- Starling has supported its proposition with a range of Intelligent Tools:
 - Customers receive tailored in-app suggestions via the “Starling Suggests” initiative.

The above has been achieved whilst consistently delivering on Starling’s recruitment, diversity and geo-location inclusion targets.

Assessment Period 14 (July 1st, 2022 – September 30th, 2022)

These Public Commitments are based on Starling’s Revised Business Case which was approved in February 2021. The former Public Commitments, including rationale for the changes can be viewed [here](#).

Commitment 1: Starling will also invest a further £95m of its own funds in support of this initiative, over four years.

This commitment has been met.

Commitment 2: Starling has designed its initiative to positively challenge the dominance of the big banks and to make customers want to change who they bank with. By investing in proprietary, cloud-based technology, and extending its established banking and engineering capabilities, Starling will rapidly accelerate the development of its market-disrupting business bank. Starling will achieve this by delivering the following: Sophisticated banking solutions that will simplify complex business life: Starling will build a full suite of 47 digital banking products to meet the needs of sole traders, micro businesses, small SME businesses, larger SMEs and businesses with complex ownership structures. Examples include flexible deposit accounts, multi-user card functionality, instant invoicing, VAT management, digital mandate variation, secure user management, smart fraud checking and client money accounts.

This commitment is behind schedule but recoverable. Starling is building a full suite of 47 digital banking products over four years to meet the needs of its SME customers. From inception to date, Starling has completed 39 products (9 in 2019, 20 in 2020, 3 in 2021 and 7 in 2022). A further 8 initiatives are well underway. We have now delivered a solution to enable customers to make high value payments in app which delivers the customer benefit intended under the CHAPS initiative.

Digital touchpoints that are beautifully designed and secure to use: SME customers will be able to move effortlessly between digital channels to originate, authorise and manage transactions on the go and team banking for multi-user accounts. Starling understands that many SMEs want to manage their banking online as well as through mobile applications and to support this, it will launch its web portal in Q3 2019.

This element of Commitment 2 has been met.

Digitally-enabled customer services and relationship management: SME customers will receive instant advice 24/7 including virtual assistance, relationship manager (RM) matching and micro scheduling to book “to the minute” appointments.

This element of Commitment 2 has been met.

Intelligent tools that utilise data to offer insight and automation: Starling will launch “Starling suggests”, utilising advanced data analytics to provide customers with personalised prompts to guide their financial decision making and product selection.

This element of Commitment 2 has been met.

Marketplace for business: the Starling Marketplace, which allows SME owners to access a wide range of third-party financial services and software providers to personalise their account, will include no fewer than 24 new partners, mostly UK based.

This element of Commitment 2 has been met.

Commitment 3: Starling will also build a suite of lending products using automated and secure processes that deliver loans in minutes to boost SME growth and productivity. Starling commits to having made £913m of additional lending available to SMEs by the end of 2023.

This commitment has been met.

Commitment 4: Starling has set a goal of attracting over 450,000 customers by the end of 2023. This will allow Starling to have the market size to make an enduring change to competition. Starling will achieve this while at the same time maintaining existing high levels of customer satisfaction. Starling will continue to monitor and maintain a high current app store rating.

This commitment has been met. Starling exceeded its 2023 year-end target of 452,000 SME customers in this period, which represents a market share of 8.1%.

Commitment 5: A bank for all regions: Starling is committed to serving SMEs throughout the UK. Currently 68% of its SME customer base is outside Greater London. Starling will continue with this UK wide focus with over 60% of all future business customers based outside of London.

This commitment has been met, with 77% of Starling's SME customers being based outside of London. Currently, the South East and North West regions are Starling's second and third largest customer bases respectively behind London; we expect to continue to meet this target.

Commitment 6: Starling will also locate its new Operations Centre outside of London.

This commitment has been met.

Commitment 7: Starling will continue providing counter access for SMEs that need to make cash deposits and withdrawals through its partnership with the Post Office, which has 11,500 branches, more than all the UK's banks and building societies combined.

This commitment has been met. Starling continues to provide these services through the Post Office.

Commitment 8: An inclusive workforce: Starling commits to recruiting an additional 398 staff within the UK.

This commitment has been met.

Commitment 9: An inclusive workforce: Starling will be an active member of the Tech She Can Charter, working across the industry to increase the number of women working in technology roles in the UK. It is already a signatory of the Women in Finance Charter and has pledged to have 40% of its senior positions occupied by women by 2021. It will embrace inclusion in all its forms.

This commitment has been met. Starling embraces inclusion in all its forms. 45% of Starling's senior positions are currently held by women. Starling is also an active member of the Tech She Can Charter and has collaborated with the charter to design lesson packs for school children, as featured on the Tech We Can website.

Commitment 10: Backing UK technology: Starling will continue to design, deliver and maintain its leading edge technology platform in the UK. Included in the 398 staff recruited will be 84 engineers, again based in the UK. Where possible, it will purchase from UK-based SME financial services and software companies when it requires expertise outside its own core competencies.

This commitment has been met.

Commitment 11: Technology for good: Starling commits to maintaining best-in-class processes to protect client and personal data, as well as commercially sensitive data of its commercial partners and to reporting incidents as required by GDPR. It commits to a regular independent audit of its algorithms and technological processes to ensure they are fair and free from bias and prejudice.

This commitment has been met.

Commitment 12: Stimulating market innovation: Starling will provide SME customers with a comprehensive set of open APIs allowing customers to tailor the platform to their individual needs. Starling's advances and innovation will also force other banks to respond, delivering a better service for sole traders, micro businesses, small SMEs, larger SMEs and businesses with complex ownership structures in the UK. This will rapidly improve outcomes for the people that make up 59% of UK employment and businesses that make up 99% of the UK economy.

This commitment has been met.