



banking  
confidence monitor



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## Preface



Consumer confidence in the banking sector is rising slightly, according to the latest figures. It is moving towards the level of confidence that customers have in their own bank, which traditionally is somewhat higher. This is the road to restoration of confidence that the sector hopes to build on.

Consumers appreciate banks more for their expertise and customer contact. Customer focus is also slightly up, according to this third Banking Confidence Monitor 2017.

Positive developments, which show that banks are making a serious effort on ‘giving central priority to the customer’s interests’ and ‘listening to customers’. Now, the point is to continue this rising trend. Because banks are striving to achieve more than ‘an average score’ and a ‘gentle uptrend’. There is still work to do.

The findings of the Customer Interest Dashboards of the Authority for the Financial Markets (AFM) – the AFM’s assessment on Product & Advice – show a mixed picture. On the one hand, an excellent score on complaints and feedback management, or listening to customers. The AFM has given a score for this for the first time this year, in the context of the Confidence Monitor. The AFM notes that the sector is developing various activities for homeowners with mortgages that could become problematic in future. The handling of mortgage payments in arrears is also given a higher score. On the other hand, the AFM scores are lower, particularly for lending and investing. So there are opportunities for improvement here. The AFM itself states that it has changed its testing framework, meaning that the scores over time are not directly comparable.

Being open and honest – banks can make gains in these areas with respect to strengthening confidence. Banks had relatively low scores on ‘being open and honest’ in 2016, although consumers consider this to be very important and it is also given the highest priority by banks. But what exactly do consumers understand by ‘being open and honest’? What do they expect of their bank?

We ask the consumers themselves, and also give serious consideration to the advice from the Advisory Board.

The Banking Confidence Monitor 2017 therefore includes – in addition to the Customer Interest Dashboards of the AFM – an extra, in-depth survey of what consumers mean by ‘openness’ and ‘honesty’.

This year the Advisory Board was again involved with the study for the Banking Confidence Monitor and the Openness and honesty survey. This has again led to valuable advice and useful recommendations for banks to progress on the road to increased consumer confidence. We greatly appreciate the involvement of the Advisory Board, not least because its advice has led to the Confidence Monitor in its current form.

The Banking Confidence Monitor 2017 is an opportunity. An extra opportunity for banks to learn from their customers. Consumers are ready to share their opinions and experiences. They can rely on the efforts of banks to further improve the quality of their services. I would like to call on all customers of banks: be critical of your bank, and continue to be critical. Give feedback to your bank. Because this enables banks to work further with you on a reliable, sound and innovative banking sector. For banks, there is no argument: be open and honest. This is the way to restore confidence.

*Chris Buijink*

*President of the Dutch Banking Association*

## About the Banking Confidence Monitor

### Design of the survey

The general section of the Banking Confidence Monitor consists of three elements:

#### 1 Confidence & Perception

- The confidence of consumers in their own banks and in the sector;
- How consumers experience customer focus, transparency and expertise of their own bank.

#### 2 Product & Advice

- The extent to which banks give central priority to customers' interests as assessed by the Authority for the Financial Markets (AFM) in 2017 in relation to:
  - mortgage products;
  - loan products;
  - Investment products;
  - mortgage payments in arrears;
  - complaints and feedback management.

#### 3 Service & Use

- satisfaction of consumers with online services;
- how consumers experience customer contact;
- how consumers experience complaint handling;
- the availability of online banking and mobile banking.

### Confidence & Perception

Confidence in banking sector \*

Confidence in own bank \*

Customer focus \*

Transparency \*

Expertise \*

### Product & Advice

Mortgages \*\*

Lending \*\*

Investing \*\*

Mortgage payments in arrears \*\*

Complaints and feedback management \*\*

### Service & Use

Online services \*

Customer contacts \*

Complaint handling \*

Availability \*\*\*

\* Source GfK

\*\* Source AFM

\*\*\* Source BVN

### Extra: in-depth survey Openness and honesty

Besides the three general sections, the Banking Confidence Monitor 2017 has an extra element: the results of an in-depth consumer survey entitled 'Openness and honesty'. With this survey, banks are following the recommendation of the Advisory Board last year. This is because in 2016 banks scored relatively poorly on the aspects of openness and honesty<sup>1</sup>, while analysis shows that these aspects are of critical importance for confidence.

### Formation

The Banking Confidence Monitor was developed by the Dutch Banking Association in collaboration with the GfK market research agency. The design was developed in consultation with the AFM. The banks participating in the GfK survey are: ABN AMRO, ASN Bank, ING, Rabobank, RegioBank, SNS, Triodos Bank, Centraal Beheer, Knab, LeasePlan Bank, NN Bank, NIBC and Woonfonds. Argenta and BinckBank are newcomers to the survey since last year. The scores in this report on mortgages, lending, investing, mortgage payments in arrears and complaints and feedback managements are taken from the AFM's Customer Interest Dashboard 2016/2017. The Openness and honesty survey was carried out by the GfK market research agency.

1 In the Banking Confidence Monitor 2016, the sector scored 3.3 on '...is open and honest' on a scale of 1 (very low confidence) to 5 (very high confidence)

# Confidence & Perception

The figures reflect the general confidence in banks. On a scale of 1 (very little confidence) to 5 (very high confidence), the sector as a whole scored a 2.9. Traditionally, customers give their own banks a higher score than for the sector as a whole. This gap has narrowed this year, due to a slight increase in confidence in the sector.

### Confidence in the sector has risen slightly

The sector scored a 2.9, an increase compared to 2016 (2.8). 18% of consumers had high confidence in banks, an increase on 2016 (16%). As last year, the largest group (57%) said their confidence was 'neither high nor low'. 25% of consumers have confidence in banks, an improvement since 2016 (27%). Young people aged between 18 and 34 years once again had the highest confidence. Whereas last year the group aged over 65 had the least confidence in the sector, this year it was those aged between 50 and 64. Men have relatively less confidence in banks than women.

### Confidence in one's own bank remains stable

This year again, the score for confidence in customers' own banks was higher than confidence in the sector in general. However, the difference is slightly less this year. The confidence score in customers' own banks was unchanged at 3.2, compared to the sector score of 2.9. In 2016, these scores were 3.2 and 2.8 respectively. There was a small increase in the number of customers with confidence in their own bank, from 36% in 2016 to 37% in 2017.

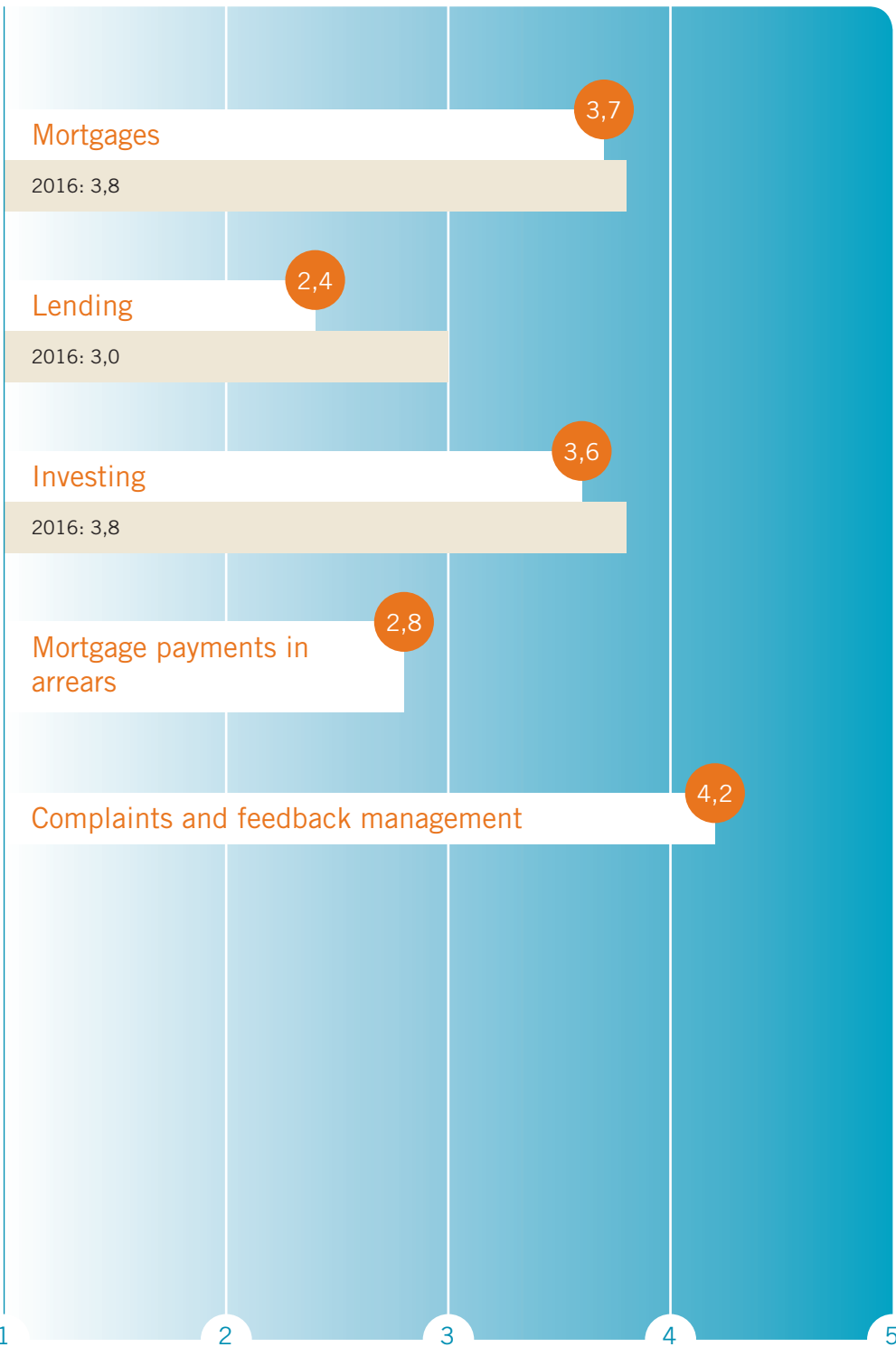
### Banks make gains in relation to other sectors

The GfK survey also looks at consumer confidence in 11 other sectors. Banks still occupy a middle position in comparison to other sectors, but their relative position improved in 2017. With a confidence score of 2.9, banks are now in sixth place among the 12 sectors. They were in seventh place in 2016.

### Perception of expertise of customers' own banks improves slightly

The scores for aspects that influence consumer confidence are comparable with those of 2016. For customer focus, consumers again gave the sector a score of 3.3. On transparency, the score was 3.5, the same as in 2016. For expertise, the average score was 3.8. This was higher than in 2016 (3.7).





## Product & Advice

Product & Advice presents the results of a number of the AFM's Customer Interest Dashboard modules. The figures for Product & Advice show the extent to which banks actually give central priority to their customers' interests on a scale of 1 to 5. The AFM itself assesses this. Contrary to Confidence & Perception, this is therefore not a measurement by the public.

### Mortgages score 3.7

The AFM has been assessing the sector on the quality of mortgage advice and management since 2010. The testing framework was changed this year to include the issues relating to interest-only loans. The score for this year is therefore not comparable to those in previous years. This year, banks scored 3.7 on mortgages (last year 3.8). The AFM considers it important that homeowners can orient themselves during the term of their mortgages and are given the opportunity to make well-considered choices. The AFM notes that the sector is developing various activities for homeowners with mortgages that could become problematic in future. It encourages banks to intensify these efforts and expects mortgage providers to urge potentially vulnerable customers to take action so that their mortgages continue to be affordable in future.

### Lending scores lower

The AFM gives banks a score of 2.4 (2016: 3.0) on their services relating to lending. The testing framework has been changed for lending as well, although the figures are still fairly comparable in the opinion of the AFM. The AFM notes that the market's efforts have not yet led to the desired actual results. It notes that not all parties are applying the VFN/Dutch Banking Association lending norms correctly at the inception of loans. The AFM sees that steps have been taken across the market to reduce the number of (virtually) interest-only loans. The AFM expects banks to proactively update information on the income and expenses of all customers during the loan term. The AFM calls for a further reduction in the number of interest-only (consumer credit) loans and offer better guidance to customers with payments in arrears. It notes that providers should more clearly state the disadvantages and risks of a loan as well as the benefits.

### **Investing**

The AFM has downgraded its assessment of banks on investing in comparison to the previous year (from 3.8 to 3.6). While there has been a slight change to the testing framework, the figures are reasonably comparable with the previous year, says the AFM. The AFM notes firstly that banks have improved their customer inventory processes in recent years. The scores on establishing the financial position of customers are especially positive. But the AFM also calls for specific attention to obtaining information needed to properly estimate the customer's pension situation.

### **Higher score for the handling of mortgage payments in arrears**

The AFM has assessed the handing of customers with mortgage payments in arrears for the second time. In 2015 the score for the sector was 2.2. This increased to 2.8 in 2017. The AFM notes that mortgage providers have got better at understanding the cause of payments in arrears, although it sees room for further improvement. Items of attention include the time taken for providers to identify the cause of the arrears, and obtaining insight into the customer's financial position. The AFM is also asking for the arrears in monthly instalments and related costs to be specified in the written information. The AFM notes that providers have made further progress in preventing arrears and requests the sector to continue this development further.

### **AFM issues score for complaints and feedback management for the first time**

The sector score is 4.2. The AFM states that banks are actively creating a culture in which customers are listened to. Employees are given the flexibility (and authorisation) to find appropriate solutions. The AFM sees room for further improvement, for instance as regards better understanding of the customer's feelings as well as the substance of the feedback. Customers could for instance be given insight into the status of their complaints with a track and trace system.

### **Changes to the testing framework**

Banks can use the AFM scores to understand how they could more effectively give central priority to the customer's interests. This would also make the service provision of banks more transparent and more customer-oriented. The Dutch Banking Association supports this aim and sees that there has been progress in giving a more central priority to the customer's interests over recent years. Because the AFM changes the norms for each study (according to risk), the scores are not really comparable over time. This means it is difficult to see progression regarding service provision in the AFM score, even though this may well have occurred. This applies to lending, for example.

The Dutch Banking Association takes the view that an important step was taken in 2015 in the further increase in transparency with the introduction of the Banking Confidence Monitor. The AFM scores per individual institution are presented in this document at bank level.

## Service & Use

... The figures for Service & Use show customer perceptions of contact with their banks and the use of online services on a scale of 1 (disagree) to 5 (agree).

### Customers again experience greater convenience in online services and do more mobile banking

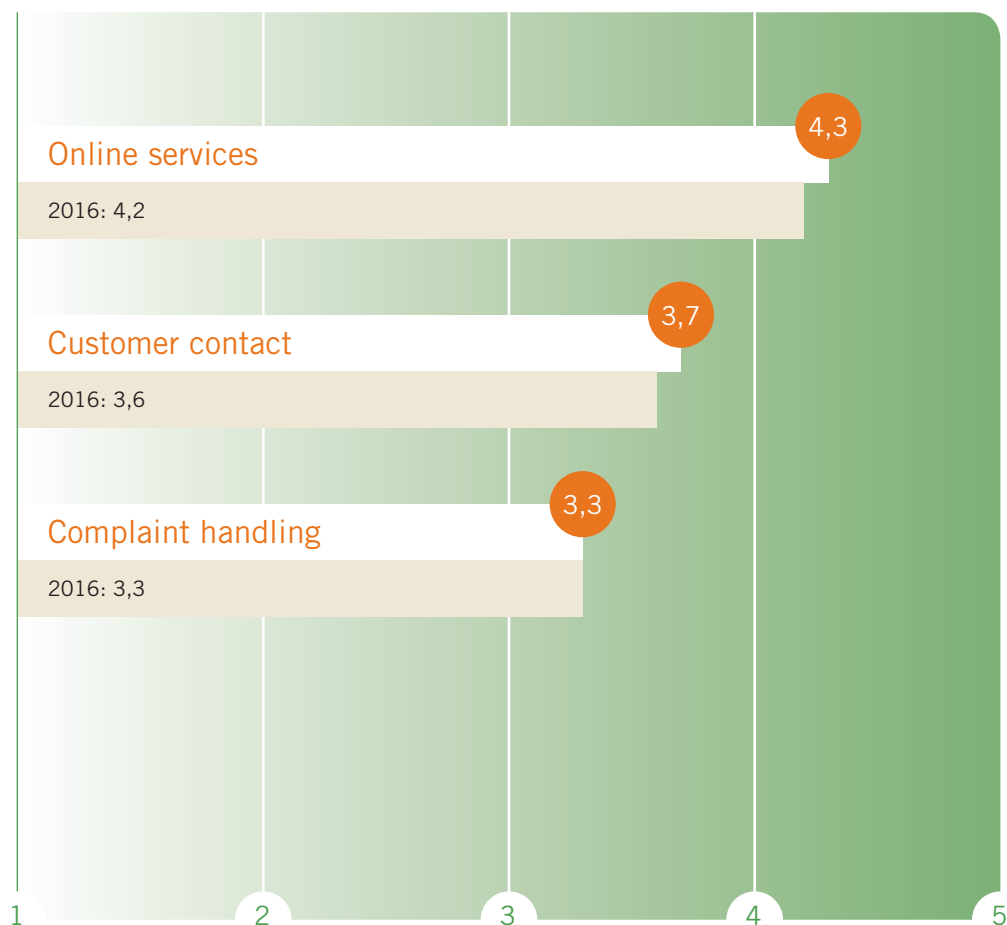
Customers are experiencing fewer breakdowns and more convenience compared to the previous year. Another development is also visible: a decline in the number of customers using online banking (via desktop or laptop), and an increase in the number using mobile banking (via smartphone or tablet). 93% of customers used online banking in 2015, falling to 88% in 2016 and to 84% in 2017. The percentage of customers using mobile banking has been rising: 46% in 2015, 54% in 2016 and 57% in 2017. Mobile banking scores 4.4 on convenience and 4.4 for banking without breakdowns. This is an increase compared to 2016 (4.3 and 4.3 respectively). Customers are looking for information on bank websites less and less, while finding information has become easier. The score here is 4.0 (2016: 3.9).

### Customers are experiencing better contact with banks

Many customers who have a question can easily contact a bank employee. The score on this element is 4.2. They say that their question was dealt with satisfactorily in their most recent contact. Here too, the score is 4.2. Customers can increasingly manage their banking themselves. To the question of whether the customer had been in personal contact with their bank in the past three months, the answers in the affirmative were 31% in 2015; this declined to 26% in 2016 and again to 22% in 2017. Customer contacting bank employees are increasingly often using the chat application for this purpose.

### Satisfaction with regard to complaint handling increases again

Like last year, customers say that it was easy to file a complaint (score of 3.4 in both 2016 and 2017) and felt that they were taken seriously during the handling of the complaint (score of 3.3 in both 2016 and 2017). This was mainly due to the greater individual flexibility given to bank employees to find a solution together with the customer.



### Availability in %

99,80 Online banking 2016: 99,75

99,81 Mobile banking 2016: 99,79



## Openness

Consumers say that banks:

- 1 should offer insight into what the bank does, how it operates and its reasons for doing so
- 2 should be open with respect to their products and investments
- 3 should communicate honestly and clearly
- 4 should listen to questions and complaints and respond meaningfully
- 5 should make information accessible and easy to find

## Honesty

Consumers say that banks:

- 1 should strive for fairness in their products and services
- 2 should act proactively and decisively in the customer's interests
- 3 should provide good and consistently reliable products and services
- 4 should display an authentically 'honest' brand personality
- 5 should want to claim a positive social role

## In-depth Openness and honesty survey

Banks have relatively low scores on openness and honesty. Previous studies show that consumers consider these qualities to be essential for building trust. The recommendation from the Advisory Board in 2016 to identify the elements consumers consider to be most important within 'openness' and 'honesty' has been taken on board by the sector. The research agency GfK has carried out qualitative and quantitative research into what consumers understand 'openness' and 'honesty' to mean and what their experience with banks has been (see Appendix 1). This will give banks guidelines for practical improvements with respect to openness and honesty in order to strengthen confidence in the sector.

### Openness and honesty

What is a bank that is 'open', and what does it do? And, what is a bank that is 'honest', and what does it do? In group interviews, consumers said that 'openness' mainly concerns the communication and processes of banks, while 'honesty' mainly concerns attitude and behaviour. Aspects were established for both 'openness' and 'honesty'. But did the consumers consider all these aspects to be of equal importance? Or, were some more important for confidence than others?

### Openness

#### An open bank tells the whole story

Customers say that an open bank provides insight into what it does, how it operates and why it does what it does. Among other things, an open bank tells its customers how a financial product is put together. The bank is transparent regarding (changing) conditions and open about its own investment policy. An open bank actively keeps consumers informed regarding issues that are important to them.

#### An open bank listens to its customers

An open bank takes complaints and questions from customers seriously. Consumers say that an open bank should really listen – if necessary in personal contact between the customer and the bank – and then deals with the question or complaint. In this in-depth survey, banks scored 3.4 on 'My bank clearly demonstrates that it takes my questions and complaints seriously'.

The handling of complaints was assessed in the Confidence Monitor in 2015, 2016 and 2017. The sector score was 3.2 in 2015, meaning that the handling of complaints was a potential area of improvement for 2016. The score increased to 3.3 in 2016. The quality of complaints handling was assessed by the AFM in 2017, with a sector score of 4.2 for complaints and feedback management.

### **An open bank informs its customers and society**

Consumers consider it important that a bank communicates clearly. First of all to its customers, but also to society. An open bank actively makes information accessible, informs consumers, and ensures that information is easy to find. 66% of consumers state that letters and responses from banks are clear, readable and easy to understand. Banks score 3.7 on this aspect. 50% of consumers state that financial products are explained clearly and comprehensibly. The score here is 3.5. The quality of information provision is assessed by the AFM in the Confidence Monitor for 2016. The sector score was 4.0. This module was not assessed by the AFM this year.

Consumers also consider openness regarding products and investments to be an important aspect of openness generally. 30% of customers thought that banks provide access to information on how financial products are put together (score 3.3). Only 19% of consumers said that the bank provides access to information showing what the bank invests in. On this point, banks score 3.1. The sector score on transparency was 3.5 in the Banking Confidence Monitor for 2015, 2016 and 2017.

## Honesty

### **An honest bank is consistent and fair**

'Consistent' is a term that is hard to describe: a consistent person (or organisation) is someone who behaves the same under various circumstances and in relation to different parties. Everyone is treated equally. The survey shows that issues such as bonuses and high remuneration have a negative effect on how banks are experienced as honest by consumers.

Consumers think that banks should strive to be fair with respect to their products and services and how these are offered, with priority given to the customer's interests. The score for 'the bank has my interests at heart' is the highest, at 3.4. 19% of consumers say that the bank always gives priority to the customer's interest. The score on this point is 2.9. There is therefore room for improvement here.

Consumers say that an honest bank also shows (or displays as its brand personality) that it behaves honestly and that it does not only think about profit. Consumers think that banks should want to claim a positive social role for themselves, for instance with respect to sustainability. 27% of consumers said that 'the bank wants to make the world a bit better', for example by investing in businesses and projects with this aim.

### **An honest bank is honest to its customers**

Consumers consider it important that banks provide good and consistently reliable products. An honest bank acts proactively and effectively in the customer's interests. An honest bank actively brings issues to the attention of customers that are in their interests and is prepared to correct any mistakes it may make. 20% of consumers say: 'if the bank makes a mistake, it admits it and is able to correct it'. In this survey, the score on this point is only 3.1.

Banks had already identified a proactive approach as a practical opportunity for improvement in 2015. Progress has been made, but a proactive stance requires continuing attention on the part of banks. This year, a recommendation from the Advisory Board is therefore that banks should be more prepared to actually admit mistakes and deal with them. Banks are taking this point on board, and are including this in the 'New initiatives on openness and honesty' opportunity for improvement in 2017.

# Recommendations of the Advisory Board

## Progress made

This is the first time there has been a slight increase in confidence in the banking sector since the introduction of the Banking Confidence Monitor. A comparison with other sectors also shows that the banking sector has improved on confidence in relative terms. The elements that affect confidence have also improved. In particular, complaints handling has improved and consumers also appreciate this more, but there are still important issues to address.

As in every year, the Advisory Board issues a number of recommendations to banks. These originate from the insights from the Openness and Honesty survey as well as from the Confidence Monitor for 2017, and from discussions with banks and with the AFM.

The Advisory Board makes the following recommendations:

- We recommend that banks give good consideration to how they structure personal contacts with customers. The number of customer-bank contacts in the Banking Confidence Monitor is declining, and these contacts will increasingly occur through digital channels. Digital service provision is convenient for consumers, but also means less personal contact, while the latter is very important in forming the relationship between the customer and the bank. Personal contact ensures that the customer feels that they are not a number, that they have a direct relationship with their bank.
- Consumers still feel that banks should be more customer-focused. The most important point is that banks should continue to devote attention to proactively helping customers with their financial housekeeping. In both the short term – for instance by avoiding getting into debit – and the long term, for example with respect to potential repayment problems at the end of the term of an interest-only mortgage. For the short term, customers are already serviced with data-driven digital solutions. The challenge here is that more banks will do this, and also that more customers will use these solutions.
- Consumers think that banks need to be more open and honest. These important recommendations for progress on this point come from the in-depth survey:
  - Banks should be more prepared to readily admit mistakes and take action.
  - Consumers are asking for greater transparency. This mainly concerns the background of certain measures, such as lower interest rates on savings

accounts. But it also concerns the specific composition of products and their investments in certain sectors.

- Banks should more reflect the public interest. The central issue here is: what is a bank's contribution to a better society?
- The AFM suggests that the banks should devote further attention to the guidance of customers with respect to loans and mortgages. With respect to loans, on the basis of a customer-oriented approach the banks need to be more proactive regarding potential payments in arrears and offer better guidance when dealing with payments in arrears. Progress has been made on dealing with mortgage payments in arrears, but there is still clearly room for improvement here as well.

The Advisory Board proposes the following changes to the design of the Banking Confidence Monitor:

- The scores in the Banking Confidence Monitor need to be comparable over the years. The AFM scores stated in the Banking Confidence Monitor are not comparable over the years due to changes to the underlying norms. We recommend a system that delivers more comparability between scores over time.
- The Banking Confidence Monitor should devote more attention to the contribution of banks to society. Not only because banks are very important to society, but because the findings of the 'Openness and Honesty' survey show that consumers expect an honest bank to claim a positive social role.
- There also needs to be more attention to big data and the growing role of big data in the service provision to consumers. Big data entail risks to security and privacy, and any problems in this area can negatively affect confidence.
- Carry out in-depth research into confidence among various consumer groups. The Banking Confidence Monitor currently focuses mainly on the average customer. Consumers vary in what they are looking for, also with respect to financial services.
- Clearly state what banks have done with the recommendation of the Advisory Board in 2016. The recommendation was to conduct a study on the inclusion of a (digital) sentiment index, with or as part of the questionnaire. The recommendation in 2016 to carry out an in-depth survey of 'Openness and Honesty' has, in the opinion of the Board, been fully met in this Banking Confidence Monitor for 2017.

# Opportunities for improvement in 2017

Banks certainly hope that the improvement in consumer confidence will continue. The research findings – also from the Openness and Honesty survey – and the recommendations from the Advisory Board offer practical options for ensuring that this happens. Banks will formulate these two opportunities for improvement.

## 1 Proactive stance with respect to changes in (financial) situation

Changes in a customer's life – such as divorce or a change of job – can have consequences for their financial situation, and may also change the financial product that is most appropriate for them. Banks can take a proactive stance here, by informing a customer with an advisory product that the change may affect which product or products are most appropriate to their situation. 16% of customers experiencing a recent life change said that their bank took proactive action. A proactive approach to customers with an advice product and advising products that are in the customer's interests requires and is receiving special attention from banks. The actions taken are listed on the websites of banks.

## 2 New initiative on openness and honesty

Banks will closely scrutinise their policy, customer contact and communication next year so that changes are made where needed and are noticeable and visible to customers. The main issues are:

### a Banks will provide more insight into how financial products are constructed

This issue is both necessary and at the same time complex for banks. Banks will have to make it easier for customers wishing to know more about their products to obtain this information. With respect to investing for instance, banks will make further progress on making the total costs of investing more comprehensible.

### b Banks will provide more insight into their social role

Many consumers say that they consider the social role of banks to be important. Banks could be more proactive in providing information in this area. Banks want to provide more insight into the industries in which they invest. The sector believes that this will increase the confidence of customers in the bank.

### c Banks intend to acknowledge that mistakes have been made if a customer has a legitimate complaint

Here we also endorse the recommendation of the AFM to devote more attention to the emotional impact on the customer. The bank will correct the error and take measures to prevent repetition.

### d Banks will provide better access to information in order to be able to establish whether the bank is financially sound

Key data on the financial soundness of banks are available on the website of De Nederlandsche Bank. This overview is available on the website of De Nederlandsche Bank.

# 2016 in retrospect

## Recommendations of the Advisory Board in 2016

Last year, the Advisory Board called for an in-depth consumer survey with respect to openness and honesty, and the perception of these qualities. In addition, the Advisory Board called on banks to recommend products that are relevant to customers and that meet their wishes. Other recommendations concerned the design of the Banking Confidence Monitor itself:

- research into the inclusion of a digital (media) sentiment index;
- an in-depth survey of a particular theme each year.

Banks formulated two opportunities for improvement in 2016 on the basis of these four recommendations:

### 1 Assistance with financial setbacks

Banks are continuing the improvement process from 2015: 'Banks explicitly state how they can assist customers with (potential) payment arrears. Banks will also search for appropriate solutions together with the customer.'

### 2 Products in the interests of the customer

It is essential that products are recommended in the customer's interests. Banks are accordingly further developing how they give central priority to the customer's interest with respect to consumer credit (lending).

The Advisory Board and the Dutch Banking Association have met to discuss the opportunities for improvement, and also to discuss the design of the Banking Confidence Monitor.

- The recommendation by the Advisory Board to carry out an in-depth survey of 'Openness and Honesty' has, in the opinion of the Board, been fully met in this Banking Confidence Monitor for 2017.
- The Advisory Board stated that banks have not (or not yet) carried out any research into the added value of a (digital) sentiment index. Banks have chosen to collectively focus on the two opportunities for improvement from 2016. This decision was because these potential improvements relate to daily contact between bank and customer. It concerns improvements where banks can work practically on improving consumer confidence. A sentiment index measures various factors affecting confidence in the sector, some of which are external and cannot be influenced by banks. For this reason, banks have given priority to the opportunities for improvement.

## Review by banks of the opportunities for improvement from 2016

The participating banks have each worked on these opportunities for improvement individually. The approach differs per bank because each organisation is different and wishes to develop its own activities. The websites of the participating banks (see Appendix 2) list the actions taken by each bank to give shape to the opportunities for improvement. A general sector picture for each opportunity is given below.

### Assistance with financial setbacks

In 2016 banks addressed the improvement issue from 2015 of: 'Banks explicitly state how they can assist customers with (potential) payment arrears. Banks will also search for appropriate solutions together with the customer.' The results of the Banking Confidence Monitor 2017 clearly show that this approach has had an effect. Banks have designed processes to assist customers with payment arrears and customers are assisted with practical solutions. The fact that this improvement has not yet been achieved supports the comments made by the AFM on this issue. The sector score has improved, but there is still room for further progress.

### Products in the interests of the customer

It is essential that products are recommended in the customer's interests. Banks are accordingly further developing how they give central priority to the customer's interest with respect to consumer credit (lending). Recommending a product that is in the customer's interest is also given a prominent place in this Banking Confidence Monitor if it concerns aspects that determine a customer's confidence in their bank. This is why banks have devoted greater attention to the risks involved when taking out consumer credit in the past period and mention the danger of excessive borrowing in their communication. The assessment by the AFM in this Confidence Monitor shows that there is room for further improvement in this area.

## Appendices

- 1 Banking Confidence Monitor Design
- 2 Results for sector and per bank
- 3 The Advisory Board
- 4 GfK market survey questions

## Appendix 1 Banking Confidence Monitor Design

### Development

The Banking Confidence Monitor was developed on the instruction of the Dutch Banking Association. A working group consisting of representatives of ABN AMRO, ING, Rabobank, SNS/RegioBank/ASN Bank, Triodos Bank, a representative of the 'other banks'<sup>2</sup> and the Dutch Banking Association is responsible for this Confidence Monitor.

### Requirements

The Dutch Banking Association has determined the conditions the Confidence Monitor must meet as a measuring instrument:

- The instrument must speak for itself. This means that consumers must be able to understand the structure and content of the instrument;
- The elements of the instrument must be and must continue to be measurable so that follow-up measurements are possible;
- The results must provide insight into the quality of services and the sector;
- The instrument must offer transparency with sufficient substantiation;
- The instrument must consist of elements that relate to confidence;
- The participating banks must be able to define improvement measures on the basis of the results;
- The scores of the participating banks must be comparable.

### Sections

The Banking Confidence Monitor consists of three general sections: Confidence & Perception, Product & Advice and Service & Use.

### Confidence & Perception

Confidence & Perception concerns the elements in which consumers state the extent to which they have confidence in their own banks and in the sector (on a scale of 1 to 5).

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2 The other banks were represented by Achmea Bank. These are banks that are members of the Dutch Banking Association and are not one of the four systemic banks (ABN AMRO, ING, Rabobank and Volksbank of which SNS, Regio Bank and ASN Bank are part) with the exception of Triodos Bank, which is represented in the working group.

- The ‘transparent’ element concerns customer perceptions of how open and honest their own banks are and the question of whether their own banks communicate using accessible language. The ‘transparent’ element also contains consumers’ views on the proactive behaviour of their banks in the event of changes in the products and services used;
- The ‘customer focus’ element concerns the extent to which consumers experience that their banks listen carefully to them, recommend products that are in their interest, support them in making financial choices, seek solutions together in the event of financial setbacks and meet their agreements;
- The ‘expert’ element contains customer experiences of the knowledge of banking affairs, the expertise of the bank employees and the insight that the bank provides into the consumer’s banking affairs.

#### Product & Advice

Product & Advice presents the results of a number of AFM’s Customer Interest Dashboard modules. The AFM chose to include the following modules in its dashboard for 2017: mortgages, lending (consumer credit), investing, mortgage payment arrears and complaints and feedback management.

The scope for some modules is not the same each year, meaning that a comparison from year to year is not necessarily possible. This is why each component of the modules is examined to see which can be compared, and which component has to be explained, so that the figures for last year and this year can be put into the proper context.

- This year, the AFM conducted one review within the mortgage module: a self-assessment in the area of management. The element of advice was not retested. The AFM has therefore included the score for advice from last year in the score for this year;
- There were a number of changes to the norms this year and the review methodology for the element of lending. For example, the AFM has carried out more case file research;
- Although the scope of the review of investing has changed slightly, the scores are reasonably comparable with last year. The AFM did not change the norms. It did, however, decide to review the service provided to customers with lower amounts of capital invested;
- The AFM’s review of mortgage payment arrears focused on the arrears policy of mortgage providers and the treatment of customers in practice. There have been limited changes to the norms since 2015, for instance to include new legislation. The scores are thus comparable;

- The last measurement of complaints management was in 2013. Since then, the AFM has widened the scope of complaints to encompass complaints and feedback, and has adjusted the norms. The score in 2013 is thus not comparable with the score for this year.
- In consultation with the AFM and the Dutch Payments Association, it was decided not to measure payments products this year since the scores on these elements were high in 2015 and 2016. The intention is to include payments in the Banking Confidence Monitor again in 2018. This will be on the basis of a newly developed test framework. A new framework is needed because of the new technological developments in payments traffic from 2018 (including PSD2).

#### Service & Use

Service & Use consists of four elements: online services, customer contacts, complaint handling and availability.

- The score for online services is based on consumer experiences with online banking and mobile banking in the past three months. Consumers were asked about the experienced availability of online banking and mobile banking, the convenience of these services and the accessibility of the information through the banks’ websites;
- The score for customer contact is based on the experiences of customers who have had personal contact with their bank in the past three months. They were asked for their opinion on how easily they were able to make contact with a bank employee and how the bank handled their query;
- The score for complaint handling is based on the experiences of consumers who submitted a complaint in the past 12 months. They were asked how easy they found it to submit a complaint and how the bank dealt with the matter;
- The availability percentages of online banking and mobile banking give the objective availability during prime time hours during the last year (July 2016 to June 2017). The hours considered to be prime time for Internet and mobile banking are: on weekdays and Saturdays from 07:00 am to 01:00 pm and on Sundays and holidays from 08:00 am to 01:00 pm. Hours during the night are not included as banks usually carry out system maintenance works during these times.
- The Banking Confidence Monitor 2017 does not include any availability percentages for iDEAL. The percentages for this as included in the Banking Confidence Monitor for 2015 and 2016 could be centrally established by Currence. This is no longer possible due to a change to the Financial Supervision Act in 2016. Banks are now obliged to publish availability figures on their websites. However, not all banks adopted this new method of publishing and

reporting at the same time. The Confidence Monitor for 2018 will include figures for 2017 and 2018.

#### Data sources

The results of the Banking Confidence Monitor are based on the following sources: customer survey by GfK, AFM's Banking Confidence Monitor modules, and measurements by banks themselves.

#### Customer survey, Openness and Honesty, by GfK

In this survey, consumers were asked for their experiences of the banking sector and their perceptions of the services by their own banks. For the Confidence & Perception section, 12,043 consumers completed a questionnaire in the period from 1 July 2016 to 30 June 2017. For the Service & Use section, 11,467 consumers completed a questionnaire in September and December 2016 and in March and June 2017. The sector score is an average score of all respondents. Clients of Knab, Woonfonds and BinckBank are insufficiently represented in the GfK panel. They therefore took a random sample from their client base and sent this to GfK.

#### Figures from AFM's Customer Interest Dashboard modules

Each year, the AFM uses the Customer Interest Dashboard to measure the extent to which banks and other parties give central priority to customers' interests in policies and in practice. The scores for mortgages, loans, investments, mortgage payments in arrears and complaints and feedback management in this Banking Confidence Monitor are the latest scores allocated by the AFM. The sector score is the average of all participating banks within each module.

#### Bank measurements

The figures for the availability of online banking and mobile banking are the results of measurements by banks themselves. This concerns data that banks submits to the Dutch Payments Association as a standard procedure. The Dutch Payments Association has checked the figures.

## Appendix 2 Results for sector and per bank

The Confidence Monitor scores for the sector and the individual banks are given below. If a participating bank does not offer a product or service, or if the size of the sample was too small to determine a reliable result, this is shown through '-'. The individual banks also publish the results supplemented by their improvement measures on their websites:

ABN AMRO	<a href="http://www.abnamro.nl/vertrouwensmonitor">www.abnamro.nl/vertrouwensmonitor</a>
Argenta	<a href="http://www.argenta.nl/vertrouwensmonitor">www.argenta.nl/vertrouwensmonitor</a>
ASN Bank	<a href="http://www.asnbank.nl/vertrouwensmonitor">www.asnbank.nl/vertrouwensmonitor</a>
BinckBank	<a href="http://www.binck.nl/vertrouwensmonitor-2017">www.binck.nl/vertrouwensmonitor-2017</a>
Centraal Beheer	<a href="http://www.centraalbeheer.nl/vertrouwensmonitor">www.centraalbeheer.nl/vertrouwensmonitor</a>
ING	<a href="http://www.ing.nl/vertrouwensmonitor">www.ing.nl/vertrouwensmonitor</a>
KNAB	<a href="http://www.knab.nl/vertrouwensmonitor">www.knab.nl/vertrouwensmonitor</a>
LeasePlan Bank	<a href="http://www.leaseplanbank.nl">www.leaseplanbank.nl</a>
NIBC	<a href="http://www.nibcdirect.nl/vertrouwensmonitor">www.nibcdirect.nl/vertrouwensmonitor</a>
NN Bank	<a href="http://www.nn.nl/vertrouwensmonitor">www.nn.nl/vertrouwensmonitor</a>
Rabobank	<a href="http://www.rabobank.nl/vertrouwensmonitor">www.rabobank.nl/vertrouwensmonitor</a>
Regio Bank	<a href="http://www.regiobank.nl/vertrouwensmonitor">www.regiobank.nl/vertrouwensmonitor</a>
SNS	<a href="http://www.snsbank.nl/vertrouwensmonitor">www.snsbank.nl/vertrouwensmonitor</a>
Triodos Bank	<a href="http://www.triodos.nl/vertrouwensmonitor">www.triodos.nl/vertrouwensmonitor</a>
Woonfonds	<a href="http://www.woonfonds.nl/vertrouwensmonitor">www.woonfonds.nl/vertrouwensmonitor</a>



Element	Sector		ABN AMRO		Argenta	ASN Bank		BinckBank	Centraal Beheer		ING	
	2017	2016	2017	2016	2017	2017	2016	2017	2016	2017	2016	
<b>Confidence &amp; Perception</b>												
Confidence in banking sector	2,9	2,8	2,9	2,9	2,9	2,6	2,5	2,8	2,9	2,8**	2,8	2,8
Confidence in own bank	3,2	3,2	3,2	3,1	3,4	3,8	3,8	3,5	3,4	3,3**	3,2	3,2
Customer focus	3,3	3,3	3,3	3,2	3,3	3,7	3,7	3,3	3,4	3,3**	3,2	3,3
Transparency	3,5	3,5	3,4	3,4	3,7	4,1	4,1	3,8	3,7	3,7**	3,5	3,5
Expertise	3,8	3,7	3,7	3,7	3,7	4,0	4,0	3,9	3,7	3,7**	3,7	3,7
<b>Product &amp; Advice<sup>3</sup></b>												
Payments	–	4,7	–	4,8	–	–	4,8	–	–	–	–	4,8
Savings	–	4,5	–	4,5	–	–	4,5	–	–	4,8	–	4,3
Mortgages	3,7	3,8	3,9	3,8	–	–	–	–	3,9	3,9	3,7	3,8
Lending	2,4	3,0	2,8	3,5	–	–	–	–	–	–	2,1	3,1
Investing	3,6	3,8	3,6	3,7	–	–	–	–	–	–	3,6	3,9
Provision of information	–	4,0	–	4,0	–	–	–	–	–	–	–	3,3
Complaints and feedback management	4,2	–	4,8	–	–	–	–	–	–	–	4,0	–
Mortgage payments in arrears	2,8	–	3,3	–	–	–	–	–	3,0	–	2,9	–
<b>Service &amp; Use</b>												
Online services	4,3	4,2	4,4	4,2	–	4,6	4,6	4,0	4,1	4,1	4,3	4,2
Customer contact	3,7	3,6	3,5	3,5	3,4	3,8	3,8	3,6	3,7	3,6	3,6	3,6
Complaint handling	3,3	3,3	3,3	3,2	–	3,9	3,8	3,0	3,4	3,3	3,1	3,3
Availability in %												
– Online banking*	99,80	99,75	99,77	99,80	–	99,84	99,71	–	–	–	99,82	99,63
– Mobile banking*	99,81	99,79	99,77	99,80	–	99,84	99,78	–	–	–	99,79	99,69

\* July 2016 to June 2017

\*\* second quarter 2016

<sup>3</sup> The sector average is the average score from the review by the AFM. In 2017, this review included a number of parties that do not participate in the Confidence Monitor, in particular a number of insurers that also offer mortgages and finance companies offering consumer credit. The sector average may therefore differ from the average score of the banks stated in this publication.

Element	Sector		KNAB		LeasePlan		NIBC		NN Bank		Rabobank		RegioBank	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<b>Confidence &amp; Perception</b>														
Confidence in banking sector	2,9	2,8	2,8	2,8**	2,8	2,8**	2,8	2,7**	2,9	2,8**	2,9	2,9	2,9	2,8
Confidence in own bank	3,2	3,2	3,5	3,5**	3,4	3,4**	3,3	3,3**	3,2	3,2**	3,2	3,3	3,8	3,7
Customer focus	3,3	3,3	3,6	3,6**	3,3	3,2**	3,2	3,2**	3,1	3,1**	3,4	3,3	4,0	4,0
Transparency	3,5	3,5	4,0	4,0**	3,9	3,9**	3,7	3,7**	3,4	3,3**	3,5	3,5	4,1	4,1
Expertise	3,8	3,7	4,0	3,9**	3,8	3,7**	3,7	3,7**	3,6	3,5**	3,8	3,8	4,2	4,2
<b>Product &amp; Advice<sup>3</sup></b>														
Payments	–	4,7	–	4,6	–	–	–	–	–	–	–	4,6	–	4,6
Savings	–	4,5	–	4,9	–	–	–	–	–	4,5	–	4,5	–	4,7
Mortgages	3,7	3,8	3,9	–	–	–	–	–	3,6	3,8	3,2	3,5	–	–
Lending	2,4	3,0	2,8	–	–	–	–	–	2,1	2,3	2,4	3,6	–	–
Investing	3,6	3,8	3,6	–	–	–	–	–	–	–	3,5	3,6	–	–
Provision of information	–	4,0	–	–	–	–	–	–	–	–	–	4,6	–	–
Complaints and feedback management	4,2	–	–	–	–	–	–	–	–	–	3,6	–	–	–
Mortgage payments in arrears	2,8	–	3,3	–	–	–	–	–	3,0	–	3,0	–	–	–
<b>Service &amp; Use</b>														
Online services	4,3	4,2	4,2	4,2**	4,3	4,2**	–	–	4,1	4,0**	4,3	4,2	4,4	4,5
Customer contact	3,7	3,6	3,7	3,8**	3,5	3,5**	3,4	3,5**	3,2	3,3**	3,7	3,7	4,1	4,2
Complaint handling	3,3	3,3	3,2	3,7**	–	–	–	–	2,9	–	3,5	3,4	–	4,4
Availability in %														
– Online banking*	99,80	99,75	–	–	–	–	–	–	–	–	99,84	99,77	99,81	99,74
– Mobile banking*	99,81	99,79	–	–	–	–	–	–	–	–	99,84	99,77	99,84	99,78

\* July 2016 to June 2017

\*\* second quarter 2016

<sup>3</sup> The sector average is the average score from the review by the AFM. In 2017, this review included a number of parties that do not participate in the Confidence Monitor, in particular a number of insurers that also offer mortgages and finance companies offering consumer credit. The sector average may therefore differ from the average score of the banks stated in this publication.

Element	Sector		SNS		Triodos Bank		Woonfonds	
	2017	2016	2017	2016	2017	2016	2017	2016
<b>Confidence &amp; Perception</b>								
Confidence in banking sector	2,9	2,8	2,9	2,8	2,5	2,4	2,8	2,7**
Confidence in own bank	3,2	3,2	3,3	3,3	4,0	4,0	3,6	3,6**
Customer focus	3,3	3,3	3,4	3,4	3,8	3,9	3,5	3,5**
Transparency	3,5	3,5	3,6	3,6	4,1	4,2	3,8	3,8**
Expertise	3,8	3,7	3,8	3,7	4,1	4,2	3,8	3,7**
<b>Product &amp; Advice<sup>3</sup></b>								
Payments	–	4,7	–	5,0	–	4,2	–	–
Savings	–	4,5	–	4,8	–	–	–	–
Mortgages	3,7	3,8	3,9	4,1	–	–	3,9	3,9
Lending	2,4	3,0	2,8	3,2	–	–	–	–
Investing	3,6	3,8	–	–	–	–	–	–
Provision of information	–	4,0	–	4,2	–	–	–	–
Complaints and feedback management	4,2	–	4,3	–	–	–	–	–
Mortgage payments in arrears	2,8	–	2,8	–	–	–	3,0	–
<b>Service &amp; Use</b>								
Online services	4,3	4,2	4,5	4,4	4,6	4,6	–	–
Customer contact	3,7	3,6	3,8	3,7	4,0	4,0	3,5	3,5**
Complaint handling	3,3	3,3	3,5	3,5	4,1	–	2,9	2,7**
Availability in %								
– Online banking*	99,80	99,75	99,71	99,65	99,93	99,97	–	–
– Mobile banking*	99,81	99,79	99,84	99,78	99,93	99,96	–	–

\* July 2016 to June 2017

\*\* second quarter 2016

<sup>3</sup> The sector average is the average score from the review by the AFM. In 2017, this review included a number of parties that do not participate in the Confidence Monitor, in particular a number of insurers that also offer mortgages and finance companies offering consumer credit. The sector average may therefore differ from the average score of the banks stated in this publication.

## Appendix 3 The Advisory Board

The Advisory Board oversees the independence of the Banking Confidence Monitor. It advises on the measuring instrument and the opportunities for improvement by banks based on the results. Each member of the Advisory Board contributes to the development of the Banking Confidence Monitor on the basis of their own background and viewpoints.

### Composition

The Advisory Board has five members:

- Prof P.C. (Peter) Verhoef (chair)  
Professor of Marketing, Faculty of Economics and Business, University of Groningen;
- Prof F. (Fred) Bronner  
Emeritus Professor of Media and Market Research, Faculty of Social and Behavioural Sciences, University of Amsterdam;
- Ms M. (Mirjam) van Tiel  
head of the De Argumentenfabriek agency;
- Prof E. (Eric) van Dijk  
Professor of Psychology, Faculty of Social Sciences, Leiden University;
- Mr H.A.M (Harry) Dekker  
Benelux Media Director for Unilever.

### Selection criteria

The members of the Advisory Board are selected on the basis of the following criteria:

- they have the consumer's point of view in mind;
- they are experts in the field of measurement, communication and giving central priority to customers' interests;
- they can make a substantive contribution to improvement measures;
- they are available for the meetings of the Advisory Board;
- they have no direct relationship with a bank involving paid employment<sup>4</sup>

<sup>4</sup> An exception is made for Ms Van Tiel. She works for De Argumentenfabriek, an agency that has provided commercial services to various parties in the financial sector since 2009.

### Remuneration

The members of the Advisory Board can claim compensation for the time for meetings and the travel costs incurred. Members receive reasonable remuneration for meetings based on 4-hour sessions.

### Tasks of members

The tasks of the members of the Advisory Board are:

- to participate in Advisory Board meetings at least twice a year;
- to assess the independence and effectiveness of the survey and the approach;
- to make suggestions for improvement of market research;
- to make recommendations, whether on request or not, on the interpretation of the survey results, measures for improvement and the presentation of the results.

### Tasks of the chair

The chair of the Advisory Board initiates and holds final responsibility for the realisation of adequate decision-making and advice. The chair ensures that:

- the Advisory Board has a vision of the objectives of the measuring instrument;
- the Advisory Board determines its advice on the methodology, results and effectiveness of the instrument with due care and in a timely manner, and communicates this on a regular basis (in any event, on a fixed date each year);
- the Advisory Board or, should this be required, a representative (in consultation with the Dutch Banking Association) attends and acts as a spokesperson on behalf of the Advisory Board at relevant meetings.

## Appendix 4 GfK market survey questions

### Confidence & Perception questions

- 1 How much confidence do you have in banks?
- 2 Can you explain why you have <answer to Question 1> in banks?
- 3 At which bank or banks do you bank?
- 4 Which bank do you regard as your main bank?
- 5 How much confidence do you have in your main bank?
- 6 Can you explain why you have <answer to Question 5> in your main bank?
- 7 To what extent do you agree or disagree with the following statements with regard to your main bank?
  - ... is open
  - ... is honest
  - ... communicates in a language I understand
  - ... actively informs me of changes in products and services
  - ... listens to customers
  - ... advises on products that are in the interest of customers
  - ... supports me in making financial choices
  - ... searches for solutions with me in the case of financial setbacks
  - ... has knowledge of banking affairs
  - ... has expert personnel
  - ... makes my banking affairs transparent
  - ... meets agreements reached
  - ... is easily accessible (online, by telephone, in branch)
  - ... is a solid bank financially
- 8 Which of the following financial products do you hold with your main bank?
  - Current account
  - Savings account
  - Investments
  - Mortgages
  - Credit/loans
  - Insurance
  - Other product

- 9 How much confidence do you have in the following industries?
  - Travel industry
  - Energy companies
  - Telecom companies
  - Health care
  - Pension funds
  - Insurers
  - Automotive industry
  - Retailers
  - Technology companies
  - Government
  - Sciences
- 10 Have any of the following changes occurred in your personal life in the past 12 months with an effect on your financial situation?
  - Birth of a child
  - Marriage
  - Cohabitation
  - Separation
  - Death in the immediate family
  - Redundancy
  - New job
  - Other
  - None of the above
- 11 To what extent do you agree or disagree with the following statement?  
*My bank actively notifies me that a change in my personal situation could influence which product is the best for me.*

### Questions Service & Use

#### Online services

- 1 Have you used any of the following online services of your main bank in the past three months?
  - Mobile banking app on smartphone or tablet
  - Online banking by logging on to the website
  - Searched for information on the website of my main bank
  - I have not used any of the above online services

- 2 To what extent do you agree or disagree with the following statements?
- *I can usually use the mobile banking app without disruptions*
  - *I can usually use online banking without disruptions*
  - *I can easily arrange my day-to-day banking affairs through the mobile banking app*
  - *I can easily arrange my day-to-day banking affairs through online banking*
  - *I can easily find the required information on the website*
- 3 Which of the following financial products do you hold with your main bank?
- Current account
  - Savings account
  - Investments
  - Mortgages
  - Credit/loans
  - Insurance
  - Other product

#### Customer contact

- 1 How have you had contact with an employee of your main bank in the past 3 months?
- By telephone
  - E-mail
  - Visit to bank branch (personal meeting)
  - (Video) chat
  - Other, (please state) ...
  - I have not had contact with an employee
- 2 To what extent do you agree or disagree with the following statements?
- *I can easily contact an employee (if necessary)*
  - *My question was handled well in my last contact with an employee*
- 3 Which of the following financial products do you hold with your main bank?
- Current account
  - Savings account
  - Investments
  - Mortgages
  - Credit/loans
  - Insurance
  - Other product

#### Complaint handling

- 1 Have you submitted a complaint to your main bank in the past 12 months?
- Yes, I have submitted a complaint to my bank
  - No, I did have a complaint, but did not submit this to my bank
  - No, I had no complaints
- 2 Can you explain what your complaint was?
- 3 Why did you not submit this complaint to your bank?
- 4 To what extent do you agree or disagree with the following statements?
- *I found it easy to arrange for my complaint to be processed*
  - *The handling of my complaint was taken seriously*
- 5 How satisfied or dissatisfied are you with the way in which your complaint was solved?
- 6 Which of the following financial products do you hold with your main bank?
- Current account
  - Savings account
  - Investments
  - Mortgages
  - Credit/loans
  - Insurance
  - Other product

## Questions Openness & Honesty

### Openness

- 1 The following statements describe the openness of your bank. To what extent do you agree or disagree with them?
  - *If I ask my bank for background information, I receive it quickly and without problems*
  - *My bank tells me clearly why costs, interest rates or other terms and conditions change*
  - *My bank involves its customers in choosing good causes and sponsoring*
  - *My bank provides access to all the information necessary to establish whether it is financially sound*
  - *My bank provides access to all the information necessary to establish the companies and sectors it invests in*
  - *My bank provides access to all the information necessary to establish details of how financial products are constructed*
  - *My bank is able to convince me that it is open regarding all the important issues*
  - *My bank provides a clear and comprehensible explanation of its financial products*
  - *Letters and responses from my bank are clearly readable and easy to understand*
  - *My bank clearly demonstrates that it takes my questions and complaints seriously*
  - *If you need to contact an employee at my bank, you are quickly assisted by the right person*

### Honesty

- 2 The following statements describe the honesty of your bank. To what extent do you agree or disagree with them?
  - *My bank consistently gets good publicity. You never hear or read that it has not been honest*
  - *If my bank turns out to have done something wrong, it corrects it as soon as possible*
  - *My bank always puts my interests as a customer first: if it can do something that will financially benefit me more than it will benefit the bank, it will do so anyway*
  - *If my bank makes a mistake, it admits it honestly and is able to correct it*
  - *My bank helps me, strives to meet its agreements and, if there are problems, it comes up with a good solution*
  - *With my bank you can be sure that you get what you pay for*
  - *The top management at my bank shows that money is not their only consideration*
  - *My bank wants to make the world a bit better, for example by investing in businesses and projects with this aim*

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