

FOUNDED ON  
**FAIRNESS**

AGM 2026

# Making membership matter



**SKIPTON**  
BUILDING SOCIETY

# Welcome

**to Making membership matter. In it you'll find out more about what being a member of Skipton means and how we've supported our members and communities in 2025. There's also information on how you can vote at our Annual General Meeting (AGM). You can also see details of our financial results in the Summary Financial Statement.**



The past year has presented a challenging economic backdrop. In the UK, inflation peaked at 3.8%, before gradually easing to 3.4% by the end of the year, offering some respite for households after a prolonged period of rising prices. Nevertheless, many families continue to feel the effects of higher living costs, and our commitment to supporting our members remains as strong as ever.

Skipton Building Society continues to be guided by a strong mutual ethos and clear strategic priorities. These priorities focus on supporting first-time buyers, expanding advice propositions, rewarding members with good value products and maintaining great service standards. This strategy is

based on a solid framework that allows us to continue to support our members in an ever-changing world, particularly across the housing market.

Investment across the Group's businesses such as Connells, Britain's largest property services group, as well as Jade, our New Zealand-based AI-software firm, has continued, ensuring that the Group remains well positioned to meet the evolving needs of members and communities. Alongside this, continued focus has been placed on strengthening teams and enhancing governance arrangements so we can continue to support and deliver value to our members.

## Our colleagues

Colleagues continue to demonstrate dedication and commitment, which remain fundamental to success. During 2025, the Society increased its focus on colleague engagement as well as diversity and inclusion, using enhanced data and insight to support an inclusive and supportive working environment. Gender parity in senior leadership was maintained for the second year running, and diversity and inclusion targets were exceeded.

More frequent engagement surveys mean we can listen to our colleagues even more, providing clearer insight into the colleague experience which helps to shape future priorities.

## Sustainability

We made good progress against sustainability ambitions during the year. A Group-wide target to reduce our emissions by 2030 was established, supported by a clear delivery plan that is an important step in our longer-term ambition to reach Net Zero by 2050.

Efforts remain focused on reducing emissions and supporting the decarbonisation of the UK housing stock, including sharing what we learned from the retrofit of a house we own in Skipton.

You can find out more in the 2025 Skipton Group Sustainability Report, which is available on [skipton.co.uk/sustainability](https://skipton.co.uk/sustainability).

Supporting communities remains key to our identity. Our ongoing commitment to donate 1% of annual Group profit before tax to charitable causes continues.

At the 2025 AGM, members selected Refuge as the next strategic charity partner, which we will support over a three-year period to help them empower survivors of economic abuse. And at this year's AGM, you will also be able to vote on our next charity partner – full details are on page 14.

## Board changes and governance

There were some changes to the board in 2025. Philip Moore and Mark Lund stepped down after many years of valued service, and Andrew Bottomley retired following more than nine years with the Society. We thank each of them for their contributions over the years.

Graham Lindsay joined the Board as Senior Independent Director, bringing extensive experience across retail, wealth and commercial banking.

## Looking ahead

As we look to the future, I am filled with optimism and confidence in the strength and potential of the Skipton Group.

Our mutual values, talented teams and commitment to innovation will, I believe, ensure that we are well placed to seize new opportunities.

Together, we will continue to deliver real value for our members – through fair rates and innovative services that support our communities and build a more sustainable future.

*G Burr*

**Gwyn Burr**  
Chair

# What being a member really means



As a mutual building society, we don't answer to shareholders – we answer to our members. That's why every decision we make is shaped by what matters to you.

Being a member means you're not just holding a savings account or mortgage with us. You're part of something bigger – a community where your voice counts, you help improve what we do, and you get something back.

We're proud of who we are and what we stand for. We started over 170 years ago with a clear purpose to build a better society. One that helps more people have a home and save for life ahead. One that supports long-term financial wellbeing. And one that's **Founded on Fairness**.

That hasn't changed. Today, we're still here to put members first, stand up for what matters – and make sure you can feel fairness in everything we do.

**Stuart Haire**  
Group Chief Executive



## Membership means...

### You're rewarded

Membership gives you access to exclusive benefits to help you get more from your money. From extra services to exclusive accounts to help get your savings working harder – you could get access to rewards just by being a member.

### You have a voice

As a member, what you think genuinely matters. You have a real say in the products and services we offer, and in how we're run.

There are plenty of opportunities to make your voice heard – from sharing your views through our Member Panel to influencing key decisions at our Annual General Meeting.

### You can make a difference

Being a member gives you the chance to support your local community, charities you care about, and people who need extra help. Getting involved could make a real difference – and shows how membership can bring meaningful changes to causes that matter to you.

## How we put members first in 2025

Last year, our members came first – helping you feel supported, rewarded, and part of something that matters.

### Rewards

#### Member-only savings products

Members opened over 90,000 exclusive member savings accounts – like the 'Save More' Member Bond, Member Bonus Saver and our Member Regular Saver accounts.

#### A treat for choosing us

Back in March and April last year, we gave eligible members a little thank you. If you moved £10,000 or more from a Cash ISA with another provider into one of our fixed rate ISAs, you got a £50 John Lewis voucher.

#### Free financial advice

Your future matters. That's why last year, we introduced access to free financial advice on investing in a Stocks and Shares ISA. This gave eligible members – who are happy to take some risk – another way to grow their money over time.

#### Saving on energy costs

Through our partnership with Vibrant (owned by Connells Ltd, part of the Skipton Group), members with homes over 10 years old could get a free, personalised Home Energy report. Many took advantage last year – to help them find out how they could reduce their bills and save on energy.

#### Free money advice

We held over 64,000 free money advice conversations through My Money Review, My Money Enquiry, and Pension Health Check appointments. In branch and over the phone, we helped both members and non-members figure out what they wanted from their money and how to get there.

## Above-average savings rates

Because we put our members first, our average savings rates stayed above the market average again last year. On average, our savings rates were 0.68% higher than many other banks and building societies – helping our members earn £195.7 million more in interest\*.

## Having your say

What you think really matters – and there are plenty of ways to tell us.

#### Member Panel

Over 21,800 members have joined our panel. It's a space to challenge us, share ideas, and help shape the products and services you want to see. Find out how to join our panel at [skipton.co.uk/membership](https://skipton.co.uk/membership).

#### Customer satisfaction

Last year, 90% of our savers and 92% of our mortgage members said they were happy with our service.



Your feedback means a lot to us. We're proud to be rated 'Great' December 2025.

\*£195.7 million extra interest from paying an average of 0.68% above the rest of the market average for banks and building societies between December 2024 and November 2025. Rest of market as defined in CACI's Current Account and Savings Database, Stock, including fixed and variable rates. CACI is an independent company that provides financial benchmarking data from 43 savings providers, who together held £1.3 trillion of cash in savings accounts as at the end of November 2025.

# Making membership better

After listening to our members, we made some great improvements last year. This included investing in better technology and systems, as well as our colleagues – so your experience feels easier and more personal.

## Helping your money work harder

### Saving with more choice and flexibility

We brought out new savings accounts last year – some with different levels of access, and others designed for specific needs, like the Annual Allowance Cash ISA. We're always looking at ways to improve our products and how we can look after our members even more.

### Better financial experience

We launched our exclusive free Stocks and Shares ISA advice offer to eligible members. We also brought in a new tool that shortens the time it takes to get ready for your first meeting with a financial adviser – making the whole process quicker and easier.



## Helping people into homes

### Our Skipton Group Home Affordability Index

We know it's tough out there for young adults to buy their first home. That's why we're proud to say we were the 6th largest lender to first-time buyers in 2025. It's also why we released two new editions of the Skipton Group Home Affordability Index in 2025 and there will be more in 2026. They dig into what's really going on and explore barriers of buying and owning a home. We're using these insights to raise awareness and push for change – so more people have a chance to own a home.

### Delayed Start mortgages

We know moving house can be stressful. So, last year, we launched our Delayed Start mortgages for first-time buyers – giving members flexibility and time to settle in, without having to worry about mortgage payments for the first three months.

### Faster mortgage decisions

We've moved our online Affordability Calculator, Decision in Principle, and Webchat to a new cloud platform. This might not sound like much. But by doing this, we can make quicker decisions and speed up the home-buying process for our members.



# Supporting our members

## Improving our service

We launched our Online Customer Engagement Platform, which means we've been able to answer your queries more quickly and easily. And now we're taking things even further. We're giving colleagues extra training and improving the platform, so we can help you even faster – and give you our best possible service whenever you need us.

## Investing in branches

Last year, we refurbished ten more branches to make them even more accessible and welcoming for our members.

The world may be more digital. But our branches are still an important space for members to meet our teams and feel well looked after. That's why we're focused on keeping our high street presence strong for the future. We're proud to say that we don't have any plans to close any of our branches - we'd only close one if circumstances were beyond our control.

## Better digital tools that save you time

For members who use our digital services, our new app and upgraded portal are here to make life simpler.

We rolled out the app to our mortgage members in the second half of last year. In 2026, it will be available to every member – with new features that make it easier to manage your money.

## Giving our mortgage members a little treat

We love giving our members a little boost. Members buying their home are now receiving a Home Mover Box packed with essentials – from coffee and chocolates to cleaning products. Over 20,300 were sent out in 2025 – and it's been great to see the positive impact this has had on members.

## Meaningful acts of kindness

Our members deserve to feel appreciated – and our branch teams are the perfect people to show it. Last year, we re-launched our Meaningful Acts of Kindness scheme. It gives colleagues the chance to send small gifts to our members to mark those big moments in life like significant birthdays, paying off a mortgage, or even tougher times like illness or loss.

In 2025 2,415 members received a little gesture to make membership feel that little bit more special.

## Keeping your money safe

We work hard to protect our members from fraud. Last year, our online fraud and security centre shared clear, up-to-date advice on the latest scams, and we held more fraud awareness days in branches across England and Scotland. If you want extra guidance, you can find more tips in the **Fraud and Security** section on our website.

# Building a fairer future

Stuart Haire, Group Chief Executive, reflects on 2025, looks ahead to 2026 and explains why our purpose matters more than ever.



## What were your personal highlights over 2025?

Well, they're actually very similar to last year. We helped thousands of first-time buyers into their homes, meaning more people got the keys to a place that really supports their lives. Alongside that, we continued to have more advice conversations with members, helping them make conscious choices – not just about everyday finances, but about preparing for retirement too.

I'm also proud of how the wider Skipton Group performed during a difficult and often stop-start housing market, with our businesses continuing to support members and communities. It was another year where we delivered our goals without losing sight of our purpose.

“ ... we must make sure we're always fair and consistently offer good value. ”

## What changes do we need to embrace to make sure Skipton Group thrives in 2026 and beyond?

We've grown strongly in recent years by sticking to a clear path – helping more people have homes, helping them make their money work as hard as it can through different life events, and making membership matter.

What has changed is the economic, political, and technology landscape. And that means we need to keep up to date and modernising as we go. To thrive in 2026 and beyond, we need to continue investing in our people, alongside automation and artificial intelligence. This way we can be more curious, agile and better equipped to support members whose needs are becoming more complex.

Ultimately, it's about our growth mindset and making sure we can go after the types of change that are taking place in the world around us.

## **For many people, getting – or even keeping – a home is a challenge right now. How is Skipton responding to that reality today?**

Helping more people have a home is at the heart of what we do, and that has guided our response during a challenging time.

We continue to support first-time buyers and homeowners through our lending, while also working across the Skipton Group to improve how people buy, sell and move home. This includes campaigning for meaningful change on behalf of our members, communities and wider society.

We published two further editions of our Skipton Group Home Affordability Index, highlighting the continuing affordability crisis for first-time buyers. These insights informed our conversations with policymakers to advocate for changes in areas like reducing Stamp Duty and improvements to the Lifetime ISA.

Alongside this, we introduced a pilot focused on reducing delays and uncertainty in the home buying and selling process – a move that could transform property transactions across the UK.

## **Interest rates have been cut several times since August 2024, how is Skipton balancing support for home buyers with the needs of long-standing savers?**

Our role is to support members across different stages of life. We've continued to support first-time buyers, while also offering value to savers through fair rates that help make their money work harder over the long term. And I think that's what's key – we might not offer the best rate in the market, but we must make sure we're always fair and consistently offer good value.

It's about more than just the rates we offer too, it's also making sure we provide great service and meaningful conversations around what our members can do with their money.

Our strength as a mutual and as a Group means we can keep putting members first – investing in better experiences and supporting financial wellbeing. I'm confident that the power of our Group will continue to make a meaningful difference, playing our part in building a more financially resilient society.

## **As financial services become more digital, how do you ensure no members are left behind?**

Listening to members has guided our investments in technology, systems and colleague development so that members have the flexibility to interact with us in a way that suits them best.

For members interacting with us digitally, our new app and enhanced online portal will offer a simple, more intuitive experience. By combining our colleagues' expertise with technology, we're able to deliver a human-touch experience in a digital world.

As a mutual, we can continue to invest in technology, service and innovation that sets us apart – creating benefits for members and the communities we serve.

## **If you were speaking to a new member joining today, what would you want them to know about Skipton?**

I'd want them to know that Skipton exists to help more people have a home, save for life ahead and support long-term financial wellbeing – a purpose that has remained just as relevant since we were founded in 1853.

Our members are at the heart of everything we do. This shapes how we govern and operate and underpins our products and services. So at a time when more people are facing financial challenges, whether that's buying a first home, saving and investing, or looking for trusted advice, I'd like them to know that we're here to help.

# Supporting our communities

Giving back to our communities and charity partners – to help people who need it most – is a big part of who we are. Since 2022, we've pledged to donate 1% of our annual pre-tax Group profits to charity. Last year alone, that meant £3.18 million from our 2024 profits went straight to causes making a real difference. And without you – our members – none of it would be possible.

## Our charity partners – tackling bigger issues together

We also work with national charities chosen by our members and colleagues, making sure our funding reflects what matters most to you.

**Refuge** – voted for by members at the 2025 AGM (Registered Charity No: 277424)  
We're donating over £1.9 million (2025-2028) to help Refuge empower survivors of economic abuse. This funding goes towards providing specialist support for complex cases, expanding national access to support, and raising greater awareness of economic abuse.

**Age UK** – voted for by members at the 2024 AGM (Registered Charity No: 1128267)  
Our funding of over £2 million (2024-2027) has so far helped 11 local Age UKs support 2,570 older people. This work has uncovered more than £8.6 million in unclaimed annual benefits, helping older people pay for essentials like heating and food. It's also funded 14,000 calls to Age UK's free national Advice Line, and research into how the cost-of-living is affecting older people.

**National Energy Action (NEA)** – chosen by colleagues in 2024  
(Registered Charity No: 290511)  
Our £1.2 million donation (2024-2026) is enabling National Energy Action to deliver its Community Retrofit Hub project in Burnley, Sheffield and Oldham areas, which experience high levels of deprivation and fuel poverty. Since the project began, 2,654 people have received direct support to reduce energy bills, improve home comfort and prepare for the transition to net zero.

## Backing local causes you care about

Every Skipton branch runs a Community Giving scheme, giving you the chance to support local charities that you really care about. In 2025, we donated £164,000 to 246 local projects across the UK – from hospices and animal rescues to organisations helping families and children. These grants help small charities make a big difference in our communities.



## Extra support when it's needed most

We know winter can be especially tough, which is why we ran our Winter Warmer Campaign highlighting fuel poverty to encourage support for those most affected. To support this, we donated an extra £25,000 each to Age UK and National Energy Action. Our colleagues and members contributed over £4,000, resulting

in a total of more than £54,000 to help people stay warm, connected and cared for during the colder months.

## Your vote matters

Our partnership with National Energy Action ends this year – now it's over to you to help us choose our next charity partner. Your vote decides where our funding from our 2025 profits goes to help make a difference in communities. Find out more on page 14.

## Doing even more for members in 2026

Your feedback shapes everything we do. It helps us move with the times and keep your needs front and centre. That's why we're making it easier for you to manage your money online – without losing the human touch you expect from us.

In 2026, you'll see a new **Skipton App** for all members – helping you stay close to your money, wherever you are. We're also refreshing our online portal – **Skipton Online** – making it simpler and easier to use.

If you're a borrower coming to the end of your mortgage term, we're looking at how we can make things easier – so you feel more confident about your next steps and your options with Skipton.

We're exploring new Financial Conduct Authority (FCA) rules on targeted advice support and what this could mean for you. The FCA wants to make financial advice more accessible – something we've already started to do, by offering eligible members free financial advice on Stocks and Shares ISAs.

And because you've told us how much exclusive benefits matter, we're developing more throughout 2026 – guided, as always, by you.

# Have your say

As a member, your voice really does matter. Our Annual General Meeting (AGM) is your chance to tell us what you think, influence how we're run – and you can even choose the charity we support.

## How to vote

You can vote in four ways:

**On the day** of the Annual General Meeting (Monday 27 April at 2pm): join us in Skipton or take part online.

**Online:** use the voting codes in the 'Vote today' section on your form, or scan the QR code.

**By post:** pop your voting form in the freepost envelope included and send it back to us.

**In branch:** visit your nearest Skipton Building Society branch.

## Your vote goes even further

For every eligible member who votes in the 2026 AGM, Skipton Building Society will donate 50p to Refuge (registered charity no.277424), up to a maximum of £50,000.

## What are you voting on?

**First, we're asking you to vote on three Ordinary Resolutions.**

These relate to how we're run – you'll find a simple explanation of each one on the page opposite.

**Next, you'll vote on the election and re-election of our directors.**

This year, one director is standing for election and eight are standing for re-election. They can only be elected if more members vote in favour, than against. You can find out more about each director on pages 15-19.

**Finally, you'll help us choose our next charity partner.**

We'll be giving 1% of our 2025 pre-tax Group profits to causes that matter, and we want you to help us decide which organisation receives 60% of this funding over the next three years.

We've shortlisted three charities we believe could make a real difference (see page 14). This isn't a formal part of AGM business, so it won't appear on the back page – but you can still vote when you take part in the AGM. It's another way your membership could have a real impact.

**On the back page, you'll find the full list of resolutions and directors you'll be voting on.**

# Join our AGM

We'd love you to join us at the AGM itself. This is held at our Principal Office in Skipton. It gives you the chance to meet our board and ask questions about the things that matter to you. Or if it's easier, you can watch the AGM online. You'll still be able to ask questions and cast your vote. To find out more about how the live stream works, visit [skipton.co.uk/agm](https://skipton.co.uk/agm)

## Ordinary Resolutions – what you need to know

An Ordinary Resolution is where members are asked to approve a proposal or report. To be approved, each Ordinary Resolution needs a majority of voting members to vote in favour of it.

### 1 To receive the Annual Report & Accounts

Our Annual Report & Accounts outlines the Skipton Group's operational and financial performance for 2025. Every year, we ask members to formally receive our latest Annual Report & Accounts.

### 2 To re-appoint Ernst & Young LLP as auditors

Ernst & Young LLP have been our external auditors since 2019, after a rigorous selection process. We'd like you to vote on re-appointing them for the year ending 31 December 2026.

### 3 To approve the Directors' Remuneration Report for the year ended 31 December 2025

The final Ordinary Resolution is to approve the Directors' Remuneration Report for the financial year. The report is included in the Summary Financial Statement in your pack.

The vote on resolution 3 is treated as advisory only. The directors' entitlement to remuneration isn't conditional on this resolution being passed. However, it is still an important way of measuring members' views on this topic, which the board will discuss and be influenced by.

You can read the full Directors' Remuneration Report at [skipton.co.uk/financialresults](https://skipton.co.uk/financialresults). If you prefer, you can request a printed copy from: The Secretary, Skipton Building Society, The Bailey, Skipton, North Yorkshire BD23 1DN. Or you can call 0345 850 1733.

## A big thank you

Last year, over 60,000 members had their say at our AGM. Members voted to support Refuge as our charity partner from 2025 for three years – helping survivors from domestic abuse take back control of their finances and rebuild their lives. That's mutuality in action – and we couldn't be more grateful.



### Make your vote count

Go to [skipton.co.uk/agm](https://skipton.co.uk/agm), or vote by freepost, in branch or at the AGM event.

# Who should be our next charity partner?

We're excited to once again offer our members the opportunity to vote for our next charity partner. The winning charity will receive 60% of our 2026 annual charitable giving fund.

Read on to find out more about the three charities that could benefit from Skipton Building Society funding or visit [skipton.co.uk/charity-vote](https://skipton.co.uk/charity-vote) for more details.



Barnardo's is changing childhoods, changing lives. Helping children feel safer, happier, healthier, and more hopeful.

## Giving children in poverty a place they belong.

1 in 3 children in the UK are growing up in poverty. That's 4.5 million children living in houses which could be unsafe, insecure, cold, and damp. The impact of poverty doesn't just affect childhood; it lasts a lifetime. Together we'll make sure children, young people, and families experiencing poverty get the support they need to have a safe, suitable, and secure place where they feel like they belong.



Life-changing support for veterans and their families: healthcare, welfare, and tackling social isolation.

## Creating safe, accessible homes for injured veterans.

No one should feel imprisoned in their own home. Yet too many veterans struggle to bathe, cook, or get safely around the house because of disability, injury and pain. Our Occupational Therapists visit veterans and their families at home to recommend vital adaptations and mobility aids. Your vote will help transform unsafe houses into accessible homes, so those who served to keep us safe can live with dignity and independence.



Shelter provides critical support to homeless families, so every child has a place to call home.

## Emergency support for families and children facing homelessness.

84,000 families are homeless, and every 12 minutes another loses their home. The impact on children's health, wellbeing and futures is devastating. Shelter will launch new family services in local communities, providing urgent housing and financial support. Funding will also bolster its national emergency helpline so families can access advice, no matter their postcode. With your vote, 25,000 families can rebuild their lives in a safe home. No family should face homelessness alone.

# Meet your board

Your board is responsible for our governance, strategy and business performance. We're asking you to elect or re-elect the Society's directors.

- Each director has been selected for their skills and experience.
- They bring their own specialist knowledge of different organisational cultures and industries.
- Every director fully embraces what the Society stands for. They want to do the very best for members, and grow the business over the long-term.

A director is only elected or re-elected if the majority of voting members vote in their favour. None of our directors has a personal business relationship with the Society or any of the Skipton Group companies.

**To find out more about what it means to be a member of a mutual, our board and the AGM, visit [skipton.co.uk/agm](https://skipton.co.uk/agm).**



## Make your vote count

Go to [skipton.co.uk/agm](https://skipton.co.uk/agm), or vote by freepost, in branch or at the AGM event.

## Graham Lindsay

Senior Independent Director and member of the Board Nominations Committee, Board Audit Committee, Board Change Committee and Board Remuneration Committee.

Graham has over 45 years' executive-level experience in retail, wealth and commercial banking, primarily within Lloyds Banking Group. He was Managing Director of Lloyds' branch networks and held Group director roles in HR, mortgages and responsible business. Graham also sat on the boards of the Institute of Financial Services, the Professional Standards Board and The Brain Tumour Charity (where he remains as an emeritus). He is currently a non-executive with Vanquis Banking Group plc and One Family as well as Vice Chair of Break charity.

**"My early focus is to learn more about the business and meet as many colleagues as I can – especially teams directly serving our members. I am keen to find ways to understand issues which our members are most concerned about, then seek to find solutions to help. I look forward to becoming a trusted adviser and confidant to our Chair, as well as being available to support all board colleagues as they undertake their important roles delivering value for our members."**



### Director for election

Appointed to board 2025

## Gwyn Burr

Chair of the Board, Board Nominations Committee, and the Non-Executive Remuneration Committee.

Gwyn brings wide-ranging executive experience in retail, thanks to her previous roles at Asda and Sainsbury's. She also has significant financial services experience, having previously held Non-Executive Director positions with Principality Building Society, Sainsbury's Bank plc and the Financial Ombudsman Service. She is currently a Non-Executive Director at Metro AG.

**"My role is to lead the board's focus on the development and delivery of the corporate plan. I also remain focused on making membership matter. As members' behaviour in dealing with their financial affairs continues to evolve, I'm working with the team to ensure we serve the needs of our members today and in the future. This includes championing change to deliver increased support for our members – which can be seen in the initiatives we've launched already and those we plan to introduce. I'm proud to lead a board that's tireless in its efforts to support our members and colleagues and have a positive societal impact."**



### Director for re-election

Appointed to board 2022

## Paul Chambers

Group Chief Financial Officer and a member of the Group Executive Committee and Non-Executive Remuneration Committee.

Paul brings over 30 years' financial services experience, across international banking, wealth management and management consulting. He joined the board from Standard Chartered Group, where he held a number of senior leadership roles, the most recent being Group Financial Controller. Paul has an extensive track record of leading diverse teams through periods of change, from market entry to market exit. This includes launching new products and services, reporting and control process re-design, and core system change.

**"My priority in 2026 is to continue to balance providing competitive rates for our members with the need to keep the Society financially sustainable. A lower interest rate environment, combined with inflationary pressures on our expenses, puts additional pressure on our financial performance and requires us to maximise efficiencies across our Group. Achieving this will allow us to continue to fund the transformation of our products and services across our Group."**



### Director for re-election

Appointed to board 2024

## Iain Cummings

Non-Executive Director - Chair of the Board Audit Committee and a member of the Board Nominations, Risk and Change Committees.

Iain is a Fellow of the Institute of Chartered Accountants in England and Wales with over 35 years of experience working in the financial sector. He was a partner at KPMG for over 24 years, working with banks and other major financial services firms in both audit and advisory roles, including three years leading KPMG's banking audit practice. He is a Non-Executive Director of Rathbones Group plc (a listed wealth manager), where he is Chair of the Audit Committee, and a Non-Executive Director of Tradition London Group, which comprises the UK Subsidiaries of Compagnie Financiere Tradition SA (an interdealer broker), where he is Chair of the Audit and Risk Committees.

**"I was attracted to an organisation that takes a long-term view and focuses on delivering value to its members through supporting them with their mortgages to helping them plan and save for their future. In what was a year of significant change for the Society, my main priority was to ensure a smooth transition for our new Group Chief Financial Officer. This year, I'll be focusing on how we demonstrate that our material controls are operating effectively to support the requirements of the updated Corporate Governance Code and our realisation of the value for members from the considerable levels of investment and change within the Society."**

## Steven Davis

Non-Executive Director - Chair of the Board Remuneration Committee, Designated Colleague Non-Executive Director and a member of the Board Nominations Committee.

Steven has over 35 years' experience in retail, FMCG and financial services, in the UK and abroad. Over the past 20 years he has held senior executive roles in HR, retail operations and change management, always with a strong focus on the colleague and customer experience. His last role was with Sainsbury's Bank, where he also sat on the Sainsbury's Group HR Executive. Steven is a Non-Executive Director of Peter Vardy, Scottish Ballet and Philip Kingsley. He brings a wealth of experience in strategy, change leadership and building strong customer propositions.

**"As Chair of the Board Remuneration Committee, I have continued to ensure that our remuneration policies and practices are grounded in fairness, closely aligned with our strategy, and strongly driven by pay for performance."**



### Director for re-election

Appointed to board 2022



### Director for re-election

Appointed to board 2023

## Hasintha Gunawickrema

Non-Executive Director - Member of the Board Risk and Board Nominations Committees.

Hasintha brings more than 20 years of experience in financial services, working at Barclays Bank and HSBC Bank plc in Europe, India and the UK. In that time, she has led large-scale initiatives aimed at driving growth, including business, risk, digital, and culture transformation programs. Hasintha is an alumna of Harvard Business School and is a member of the Chartered Institute of Management Accountants (CIMA) - UK. She is also a Non-Executive Director of the Countess of Chester Hospital Trust and a coach and mentor, dedicated to empowering future leaders.

**“Skipton’s mission of helping people into homes, saving for the future, and enjoying long-term financial security, resonates deeply with my own values. I firmly believe that financial services have the potential to create meaningful and positive changes in people’s lives. As a mutual organisation owned by its members, Skipton’s focus on giving back to the community and prioritising its members’ needs is something I am passionate about. We can make a real difference in people’s lives through integrity, responsibility, and a commitment to their long-term well-being.”**

## Stuart Haire

Group Chief Executive and a member of the Non-Executive Remuneration Committee and Chair of the Group Executive Committee.

Stuart has over 20 years of business leadership experience across financial services. He brings a blend of technical and customer-facing skills and experience which will support delivering value to our members and the modernisation of the Group. Stuart is driven by the purpose of serving members’ interests now and preparing the business so we can serve those interests in the future. He’s previously held senior executive roles at NatWest and HSBC and was CEO of Wealth and Personal Banking at HSBC UK.

**“I am fully focused on creating a strong franchise by careful stewardship of the Group. This will ensure that it matters more to our members and customers. The Skipton Group is an incredible set of businesses. It’s well placed to address challenges such as access to your first home, financial education and quality impartial advice, as well as improving access to the housing market and energy efficiency in UK homes. We’ve made a start, but there’s so much more we need to do to support people in these crucial areas. My job is to make our organisation even more relevant for both existing and new members as they consider their long-term financial needs and aspirations.”**



**Director for re-election**

Appointed to board 2024



**Director for re-election**

Appointed to board 2022

## Denis Hall

Non-Executive Director - Chair of the Board Risk Committee and a member of the Board Audit and Nominations Committees.

Denis has worked in senior risk roles with Citibank, Deutsche Bank and GE Capital. He brings a wide knowledge of risk management, regulation and financial services enabling him to chair the Board Risk Committee and provide support, advice and challenge to the executive team on risk management issues. Denis is a Non-Executive Director of Germany's Aareal Bank where he sits on the Risk Committee and is Chair of the Audit Committee. He's also a Non-Executive Director for Moneta Bank in the Czech Republic where he sits on both the Risk and Audit Committees and Non-Executive Director and Chair of the Risk and Audit Committee for Auxmoney Holding in Ireland.

**"My priority has always been on making sure the interests of our members are safeguarded. Whatever happens in the world, it's important that we service their needs effectively. I'm a big advocate of Skipton's core principle in putting members first. And it's been great to see our member-driven values and purpose grow even further over the years. As well as the Society, I also serve on the boards of other financial institutions in Europe. This keeps me informed on current issues, so I can contribute to the Society by weighing up different approaches to common challenges."**



### Director for re-election

Appointed to board 2017

## Heather Jackson

Non-Executive Director - Chair of the Board Change Committee and a member of the Board Nominations, Remuneration and Risk Committees.

Heather brings her strategy, technology and ops change background, which is vital as the Society focuses on improving our customer service across all channels and on our use of data to support better decision making. Her experience is crucial to chairing the Board Change Committee, ensuring that the Group gains maximum value for our members from our investment in change. She has 25 years' experience in senior executive roles at Lloyds plc, Capital One, Boots the Chemist, Asda and Burton Group plc. She is a Non-Executive Director for Ikano Bank Europe, Rothesay and The Veterinary Defence Society, as well as a Trustee Director of Yorkshire Cancer Research.

**"My focus is on fairness and always considering situations from a member viewpoint. I want to make sure our change initiatives make the lives of our members and customers better and easier. Having been born and always lived in Yorkshire, I'm focused on value for money! Making sure we have a positive impact on our members is what drives me personally. I gain motivation from our purpose and from our colleagues' desire to serve all members' best interests."**



### Director for re-election

Appointed to board 2018

# Notice of Annual General Meeting 2026

This year, the Annual General Meeting (AGM) of Skipton Building Society is being held at The Bailey, Skipton, North Yorkshire BD23 1AP and online at [skipton.co.uk/aggm](https://skipton.co.uk/aggm) on Monday 27 April 2026 at 2pm. Doors open from 1.30pm.

**The meeting is for the following purposes:**

## Ordinary Resolutions

1. To receive the Annual Report & Accounts
2. To re-appoint Ernst & Young LLP as auditors
3. To approve the Directors' Remuneration Report for the year ended 31 December 2025

## Election or re-election of directors

To elect or re-elect each of the following as directors of the Society:

- 4.1 To elect Graham John Lindsay
- 4.2 To re-elect Gwyneth Victoria Burr
- 4.3 To re-elect Paul Stuart Chambers
- 4.4 To re-elect Iain Alexander Cummings
- 4.5 To re-elect Steven James Davis
- 4.6 To re-elect Hasintha Imalee Gunawickrema
- 4.7 To re-elect Stuart Arthur Haire
- 4.8 To re-elect Denis Arthur Hall
- 4.9 To re-elect Heather Louise Jackson

By order of the board

*David Travis*

David Travis, Secretary

27 February 2026

A member entitled to attend and vote at the AGM may appoint a proxy to attend and, on a poll, vote at the meeting in the member's place. The appointing member may instruct the proxy how to vote. A proxy does not need to be a member of the Society. Notes on voting, and details of where information on the business of the meeting can be found, are on the voting site.



**Join us for this year's event**

You'll be able to attend this year's AGM either by coming to Skipton or by joining the meeting online. To help us plan the event, if you're going to join us in Skipton, please call 0345 850 1733 to register in advance. To join us online, visit [skipton.co.uk/aggm](https://skipton.co.uk/aggm). You will need the voting codes on your voting form and meeting code 30427 to join the meeting.

EPC Plus Home Energy Report is not regulated by the Financial Conduct Authority. Skipton Building Society is a member of the Building Societies Association. Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority, under registration number 153706, for accepting deposits, advising on and arranging mortgages and providing Restricted financial advice. Principal Office, The Bailey, Skipton, North Yorkshire BD23 1DN. Ref: 439366\_26/02/2026