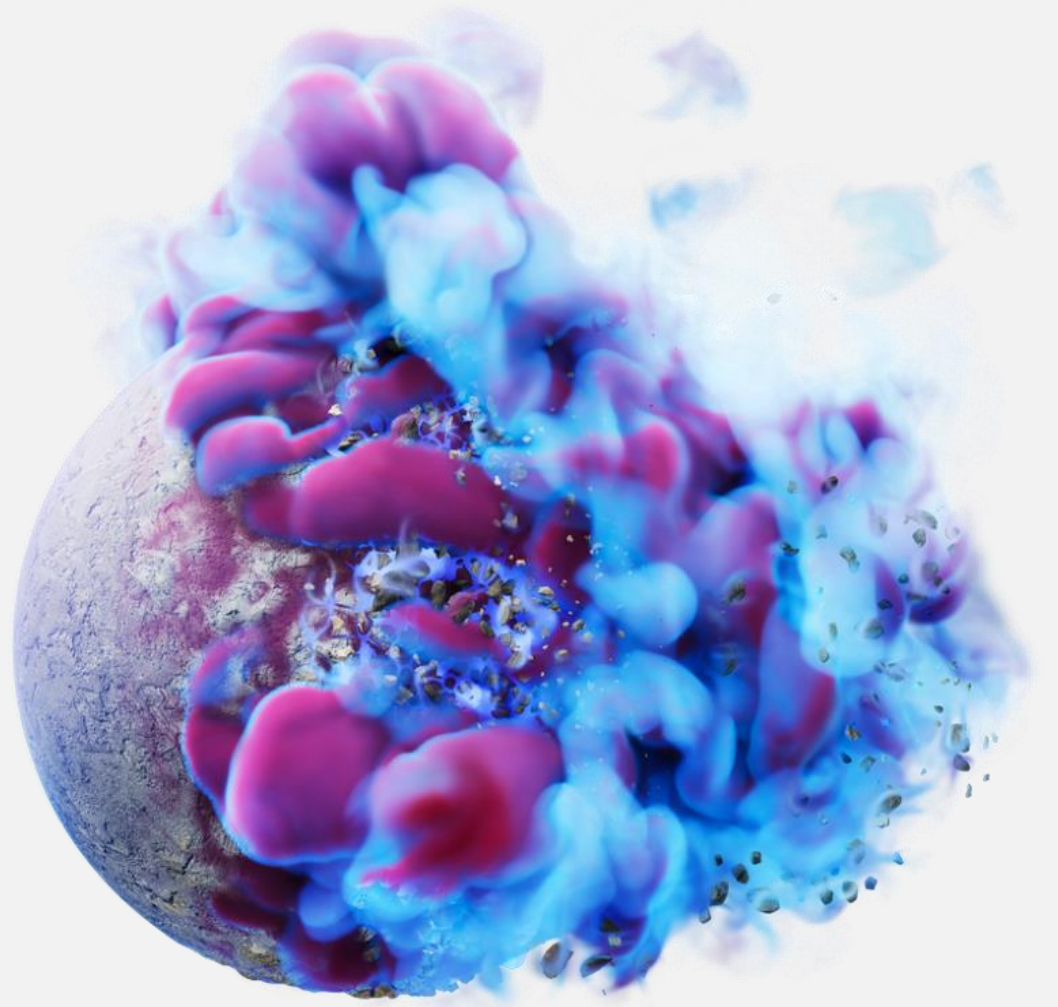


# TrustID KSA Banking

July 2024

**Deloitte.**  
Digital

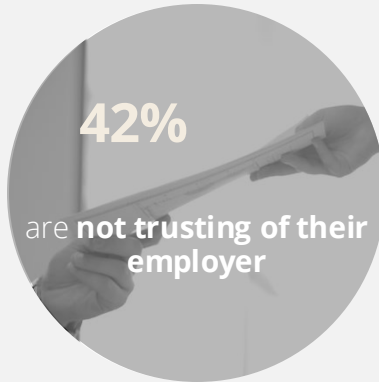
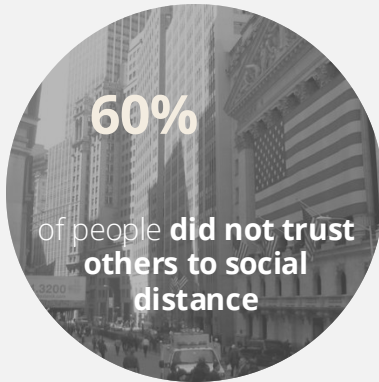


**We know trust drives important human behaviors and business outcomes**, including customer loyalty, employee motivation, and repeat purchases...



**Trustworthy** companies *outperform* their competitors by **2.5x**

Yet trust amongst populations is **fractured**



A lack of trust costs global brands **\$2.5 trillion per year<sup>2</sup>**

Source: Deloitte HX TrustID™ Survey May 2020 (n=7,500) & Harvard Business Review | The Connection Between Employee Trust and Financial Performance ([link](#))

(1): 2.5x more likely to have a change in revenue growth of 5% or more above the previous year

(2): [Social Media Week](#) – A Property of AdWeek; cost calculation is principally derived from customer or client “switching costs”

# Introducing TrustID™

## MEASURE. PREDICT. ACT.

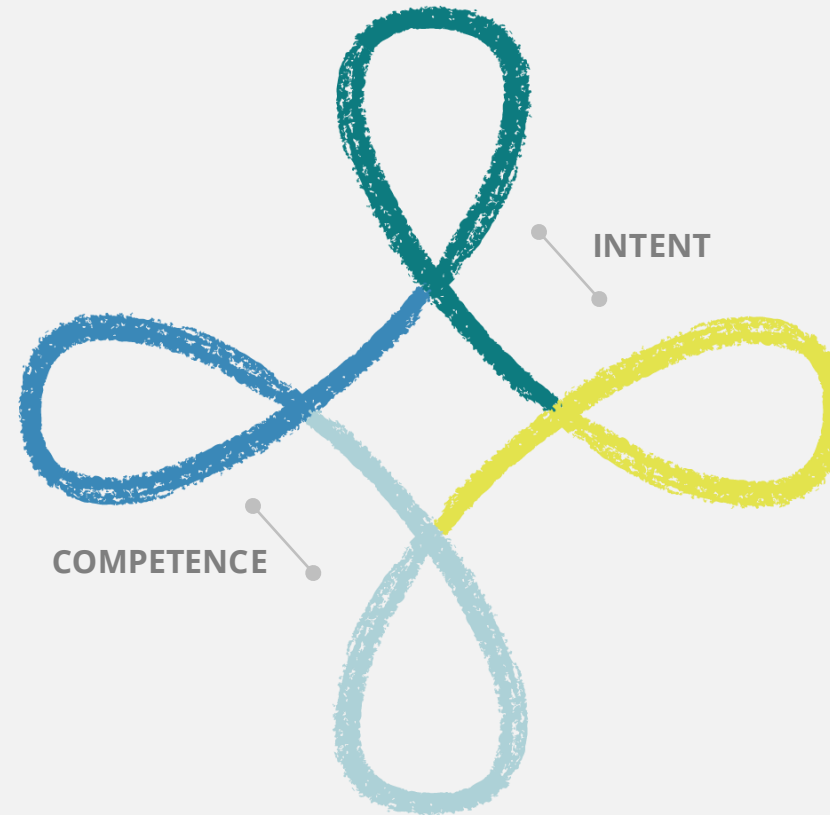
TrustID **measures** the 4 factors of trust, **predicts** how emotions will impact customer, worker and partner behaviors, and identifies what **actions** organisations need to take to (re)build trust.

### CAPABILITY

*Creates quality products, services, and/or experiences*

### HUMANITY

*Demonstrates empathy and kindness towards me, and treats everyone fairly*



INTENT

### TRANSPARENCY

*Openly shares information, motives, and choices in straightforward and plain language*

COMPETENCE

### RELIABILITY

*Consistently delivers on promises and experiences*

# How do we define each trust factor for customers?

## HUMANITY

*My bank demonstrates empathy and kindness towards me, and treats everyone fairly*

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- Quickly resolves issues with safety, security and satisfaction top of mind
- Values & respects everyone, regardless of background, identity or beliefs
- Values the good of society & the environment, not just profit
- Takes care of workers

## TRANSPARENCY

*My bank openly shares all information, motives, and choices in straightforward and plain language*

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- Marketing and communications are accurate and honest
- Upfront about how they make and spend money from interactions
- How and why my data is used is communicated in plain and easy to understand language
- Clear and upfront about fees and costs of products, services and experiences

## CAPABILITY

*My bank creates quality products, services, and/or experiences*

---

- Products are good quality, accessible and safe to use
- Prices of products, services, and experiences are good value for money
- Leadership and workers are competent and understand how to respond to needs
- Creates long term solutions and improvements that work well for me

## RELIABILITY

*My bank consistently delivers on promises and experiences*

---

- Can be counted on to improve the quality of products and services
- Consistently delivers products, services, and experiences with quality
- My digital interactions with WBD run smoothly and work when I need them to
- Resolves issues in an adequate and timely manner

# Trust Research in the Middle East – KSA Banking Focus

- Research on Trust scores has, until now, focused on North American consumers.
- NSE Strategic Advisory have partnered with the NSE Trust team to commission retail banking, region-specific research across NSE.
- Our research in KSA focuses on 7 banks, with representation across demographics like income and gender, and the products customers have

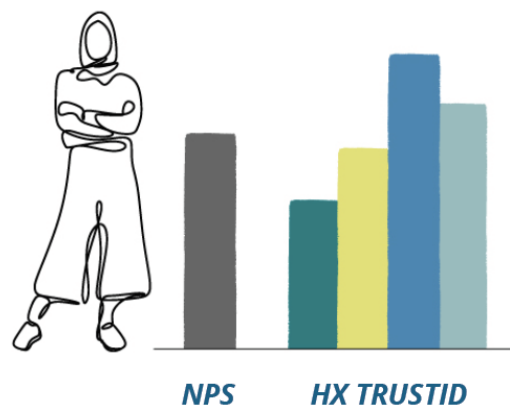
# TrustID in KSA Banking

To really understand customers, now and in the future, it's important to look at the factors which are most strongly linked to behaviours. Deloitte's TrustID™ methodology allows us to build a rounded view of consumers across the 7 largest KSA banks, going deeper than NPS to reveal what matters to customers today, and shows us where we can make a difference for tomorrow

While two customers may have identical NPS scores, TrustID can illuminate unique needs, leading to tailored interventions:

Four Factors ● Humanity ● Transparency ● Capability ● Reliability

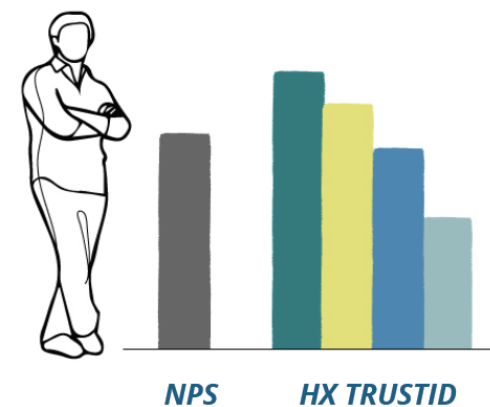
GUEST A



## Intervention for low humanity

*Demonstrate care for the customer by waiving the seat fee to allow a parent and child to sit together*

GUEST B



## Intervention for low reliability

*Apologize for a recent delay by offering the passenger a custom discount on their next flight*

Trust drives customer behaviours that directly impact the bottom line.  
Banking customers in KSA show tangible links between trust and decisions.



Across retail banking in KSA, when trust is high...

**CUSTOMERS ARE:**

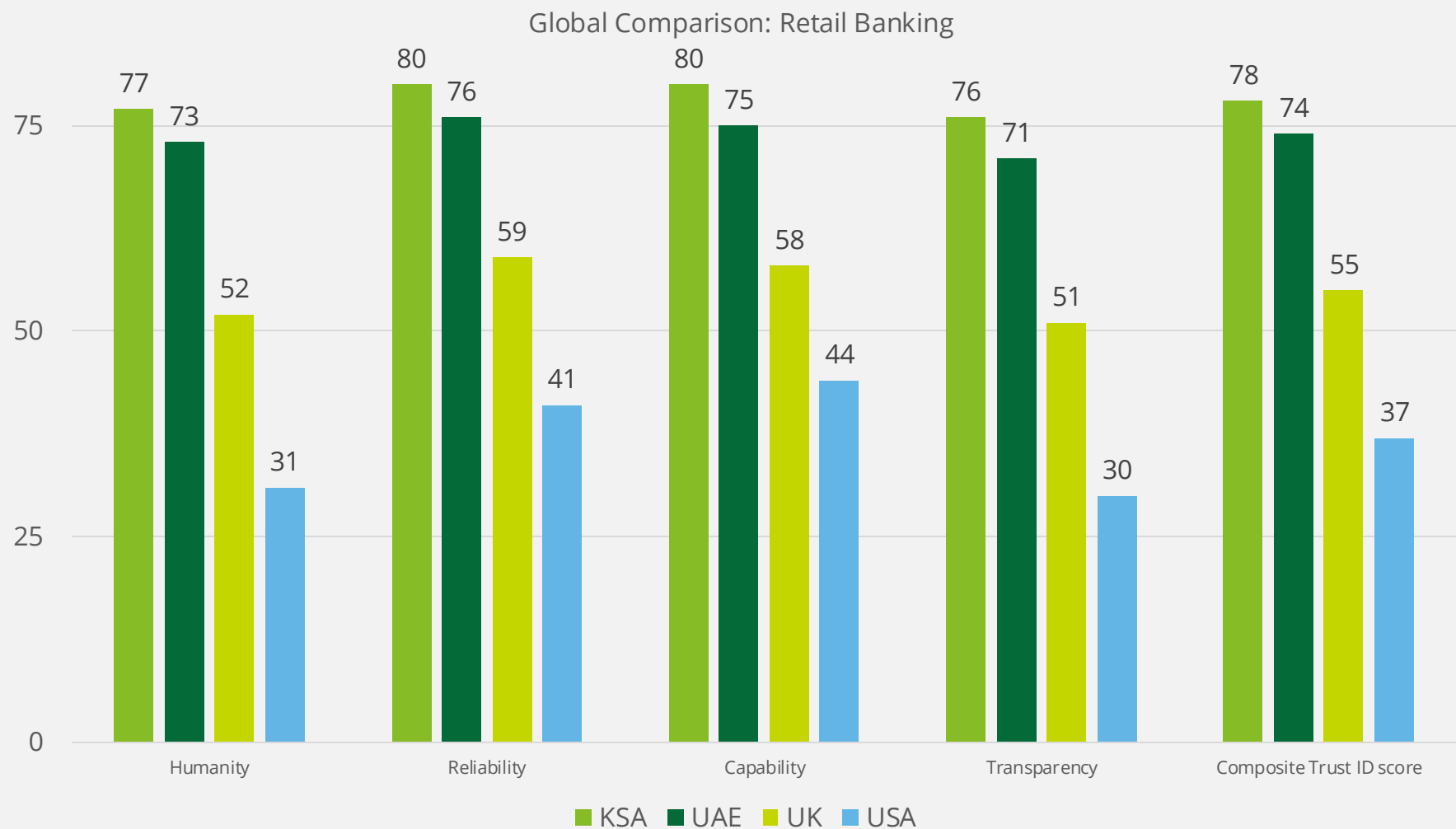
**2x** Less likely to have **switched banks** in the last five years

**2.5x** More likely to **positively comment** about the brand on social media

**3.7x** More likely to make that brand their **first choice when getting new financial products or services**

**2x** More likely to **stay after a mistake** made by the bank directly affected them

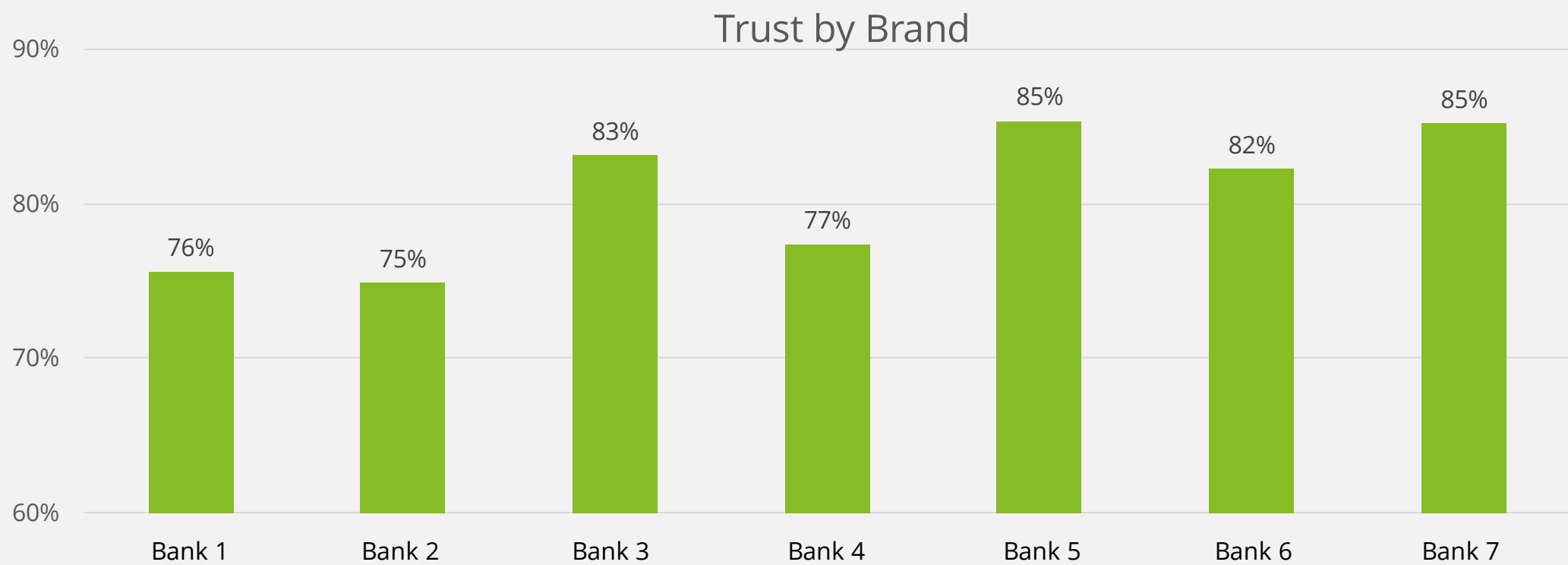
# Trust in Banking: Global overview



While KSA scores are higher than other jurisdictions, the pattern is the same, with Transparency scoring lowest in all countries.



# Trust in KSA



Source: Based on the Deloitte TrustID Brand Index study , KSA Banking, June 2024. n=579

## Bank 5 TrustID scores



### BUILDING A TRUSTED REPUTATION FOR BANK 5

- *Bank 5* is leading the market for Capability. Customers across all demographics find *Bank 5* easy to work with, accessible, and competent.
- While you score in line with market averages for Humanity, there is an opportunity to catch up with the market leader. This includes how customers feel they are treated at a personal level, as well as *Bank 5's* commitment to the wider community.
- Likewise, ensuring customers feel they can have their issues resolved quickly will help close the gap for Reliability and lead to *Bank 5* emerging as a strong market leading brand across several key factors

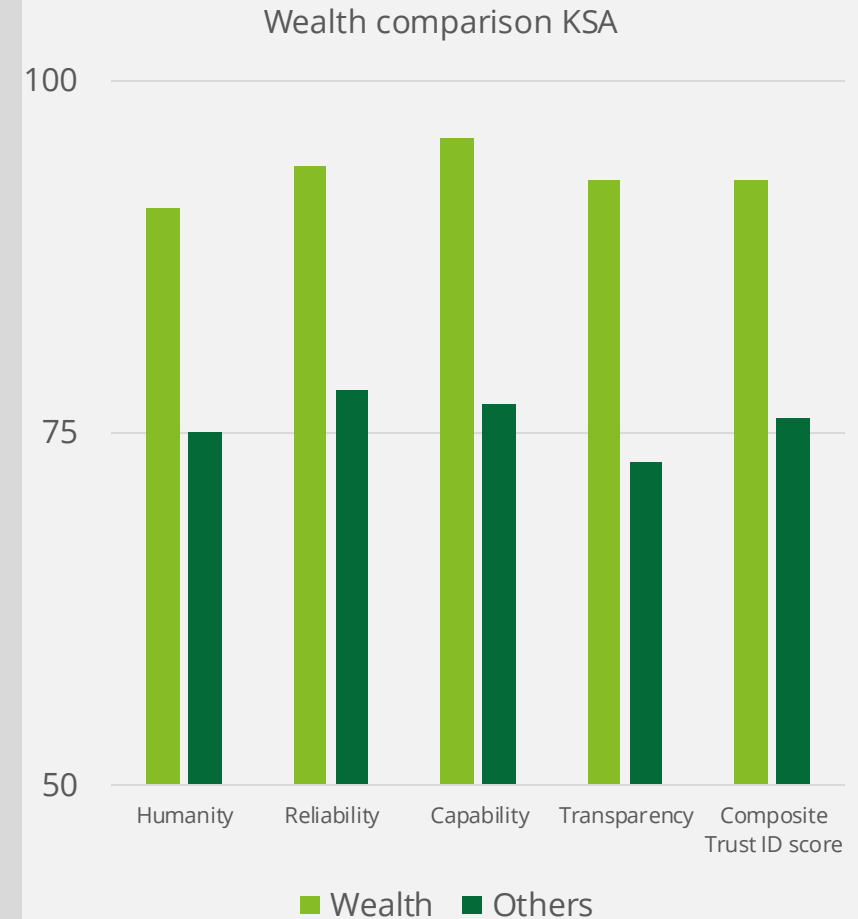
# Wealth and Trust



# What Trust tells us about the KSA Wealth segment

## TRUST FOUR FACTOR SCORES – KSA

- Customers in the Wealth category (defined as monthly income >60,000 AED) have significantly higher scores across all categories
- They value **Humanity** to a higher degree than non-Wealth customers. However, they are proportionally less likely to feel that their bank's customer service team treat them with **friendliness and respect**.
- **Innovation** matters to Wealth customers. If they rate their bank highly for innovation, 97% of Wealth customers say it would be their first choice for new products.
- **Digital experiences cause customer churn**. The top reason (31%) for customers switching banks in the last 5 years was that another bank offered a better app or digital experience.
- **STC Pay** use is 30% higher in the Wealth category than others. Wealth customers are telling us that they expect personal, friendly, innovative service. They reward banks who demonstrate it; and leave those that don't.



\*Source: Based on the Deloitte TrustID Brand Index study , KSA Banking. n= 579 (June 2024)

Wealth category n= 110

# Trust and Wealth in KSA: All brands

## TRUST FOUR FACTOR SCORES – KSA

### HUMANITY



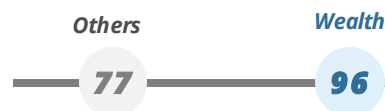
Overall, Wealth customers score **16** points higher for Humanity. However, they were proportionally less likely to agree that their bank's customer service team treat them with friendliness and respect

### TRANSPARENCY



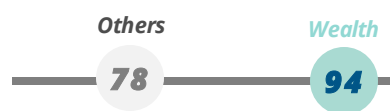
The greatest discrepancy exists in Transparency, with Wealth customers **23%** more likely to feel banks communicate in easily understood language

### CAPABILITY



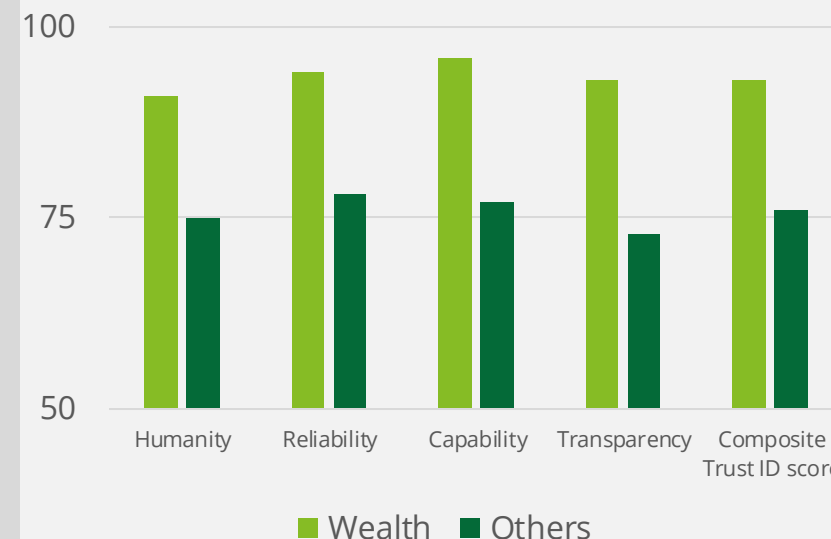
The highest scoring category for the Wealth segment is Capability. Wealth customers scored **30%** higher when asked if their bank is innovative

### RELIABILITY



The highest scoring category for non-Wealth customers, with score for both groups over **80%** when asked if their bank can be counted on to deliver good quality services

Wealth comparison KSA



Customers in the Wealth category (defined as monthly income >60,000) have significantly higher scores across all categories

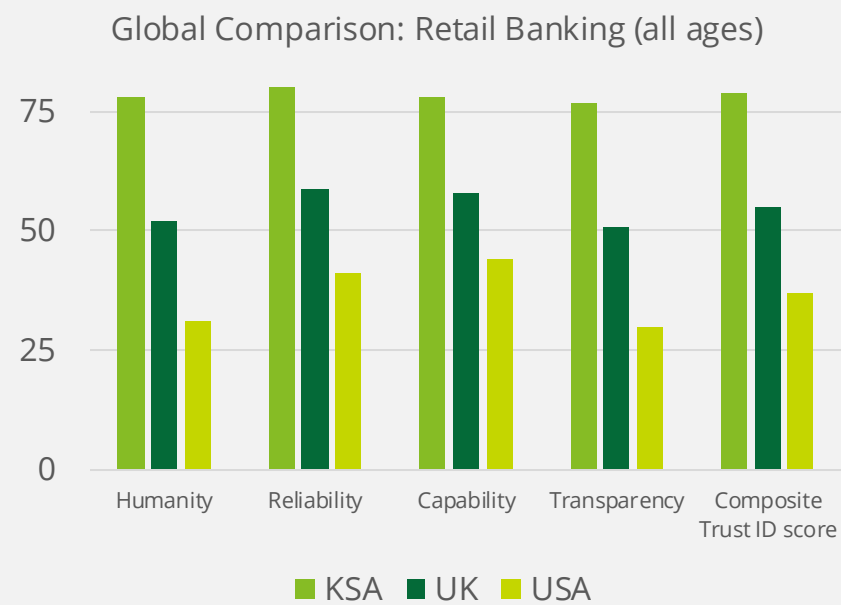
\*Source: Based on the Deloitte TrustID Brand Index study, Middle East Banking, n= 579 (June 2024)

Wealth category n= 110

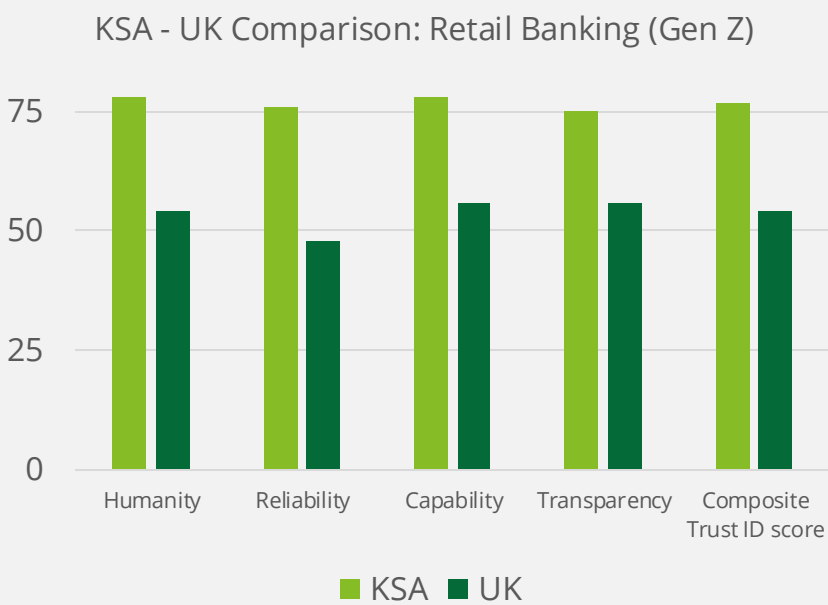
# Gen Z and Trust



# Trust & GenZ in KSA



While KSA scores are higher than other jurisdictions, the pattern is the same – Transparency is an opportunity area

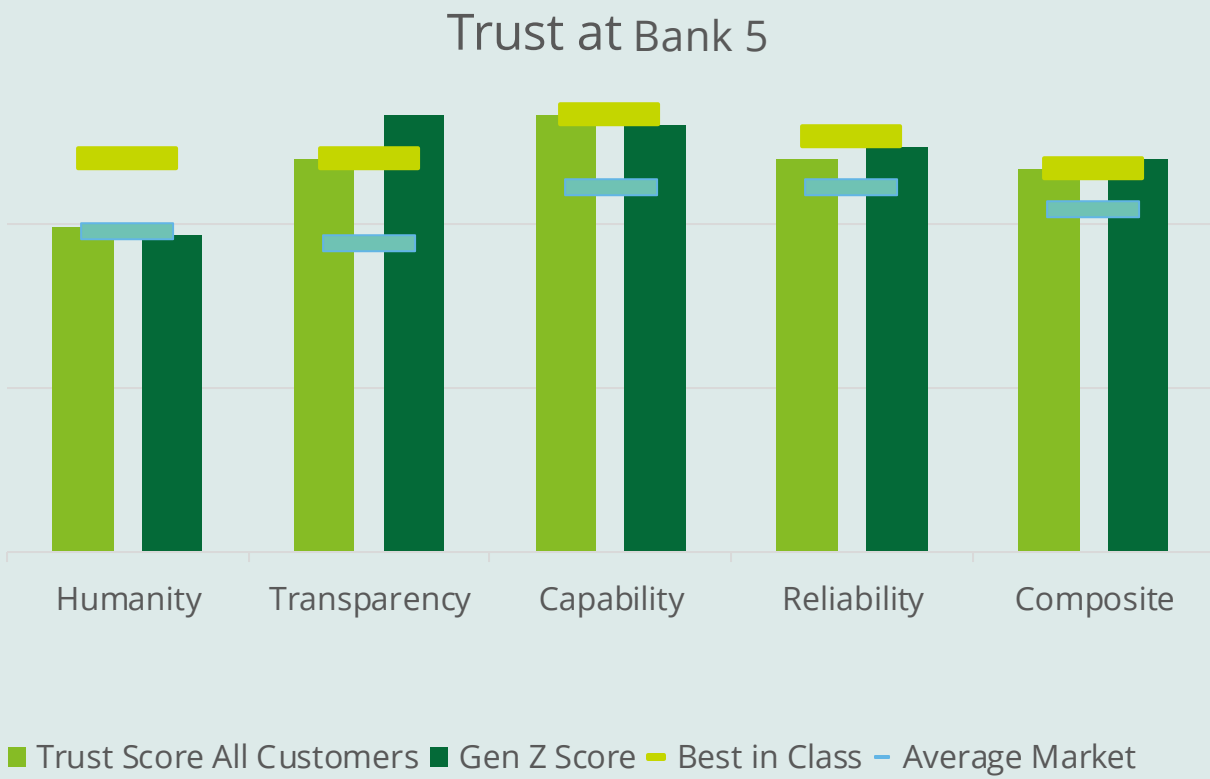


Compared to the UK, the delta in trust between Gen Z and the rest of the population is larger across all categories, at 5 points in KSA vs 1.5 in the UK

# Trust & GenZ in KSA



*Bank 5 scores do not currently show the same extremes in differences between Gen Z and Millennial + customers as some other banks*



\*Interim Results  
Source: Based on the Deloitte TrustID Brand Index study , Middle East Banking. Small sample size for Bank 5 to date (n=45)  
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# Trust & GenZ in KSA

## TRUST AND STC PAY



Gen Z customers are **1.6x** more likely to use STC pay than over 45s



Gen Z customers who do not trust their bank to be innovative are **15%** more likely to use STC pay



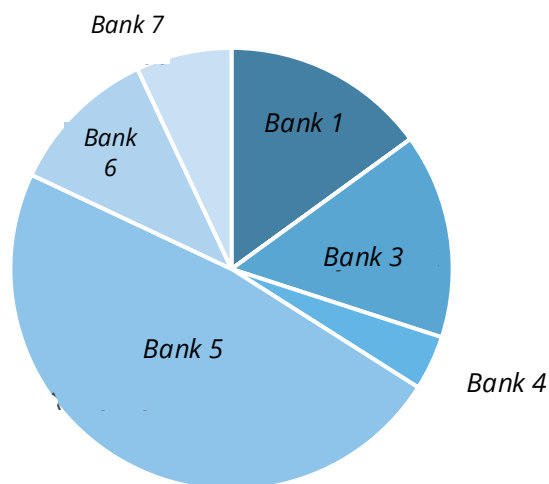
The trends we see in KSA relating to STC Pay are echoed in the UK- **50%** of Gen Z customers use a neobank as their primary account, but also hold current accounts with traditional banks

# Trust in KSA

## WHERE ELSE DO BANK 5 CUSTOMERS BANK?

Of the sample surveyed so far, **18%** of Gen Z have their main current account with another bank, but at least one product with *Bank 5*

Gen Z customers with at least one *Bank 5* product: Main Current Account



## PERCEPTIONS OF TRUST IN KSA

While we want to understand the experiences of being a customer with each bank, we also wanted to find out how brands are perceived in KSA. We asked people to rank the brands they thought performed best in the following categories:

Delivers the best customer service	<i>Bank 2</i>
Delivers their products and services in a way that is innovative and accessible	<i>Bank 2</i>
Demonstrates empathy, kindness, and commitment to their communities and the environment	<i>Bank 2</i>
Openly shares information about their activities and motives	<i>Bank 2</i>

In both Gen Z and Millennial + categories, *Bank 2* came out on top