



# Concord Servicing Grew, Evolved Through Pandemic

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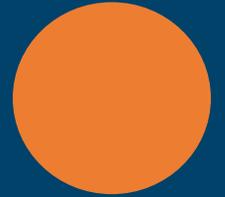
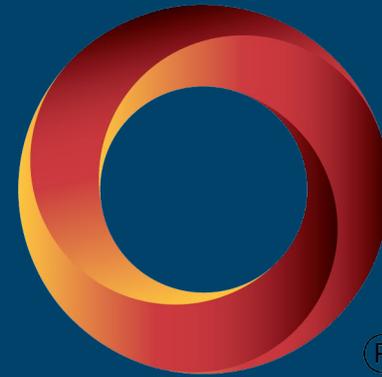
*By Mark Johnson, CEO  
Concord Servicing*



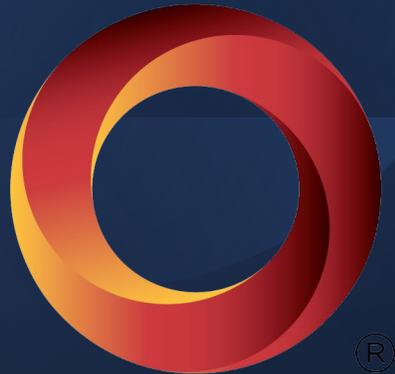
Consistency in the delivery of exceptional service is what Concord's clients expect, during good times and bad. This is exactly what Concord continued to deliver as we grew and evolved with and through the 2020-2021 pandemic.

Beginning in March of 2020, Concord, like many other organizations, mandated work-from-home for all but a very few employees. Regular pre-pandemic testing of our business continuity plan prepared us well for this implementation, and to this day we remain an engaged and committed workforce working from both home and office.

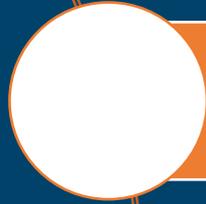
As many of us have experienced, though, the resulting shift in the workforce environment created corresponding challenges.



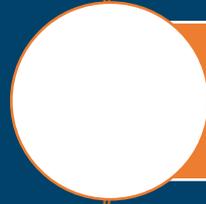
To ensure Concord's workforce remained highly engaged, we executed extensive operational shifts, including the following (to name a few):



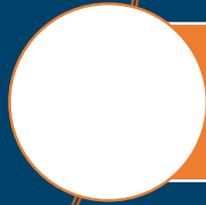
Daily stand-ups for our teams shifted from live to virtual and expanded to include consistent health and wellness checks on participants.



Monthly and quarterly meetings of leadership still occurred, but all were conducted virtually.



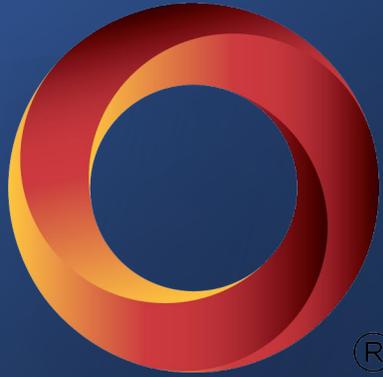
Outreach efforts to the workforce were consistently conducted, with such efforts including questions such as "Are you feeling supported? Isolated? Where can we help?"



Resources such as informal and internally-run support groups were made available (in addition to the regular and more formal externally-provided mental health resources).



Efforts to support our broader communities shifted towards electronically-supportable events, with examples such as company-sponsored (and ownership-matched) fund drives for local food banks and adopt-a-family holiday efforts that approached record-level contributions.



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**Operational shifts  
such as these support  
our continuing high  
level of employee-  
engagement.**

Regular video messages from our senior-most leaders, and sessions such as leader-sponsored “coffee talks,” temporarily replaced our monthly all-employee meetings.

Much, if not all, of our new hire training was conducted virtually. Our workforce experienced no layoffs, and we continued to grow in both size and service.

Budgeting, reporting and accountability was increasingly and successfully delegated, and leaders embraced the added responsibility.

Development opportunities continued by leveraging virtual and on-line learning resources almost exclusively.

“Friday Fun” surveys were conducted and shared electronically.

*A consistent focus on taking care of our workforce is one of the three interdependent elements of Concord's strong and family-centric culture.*

*Concord's culture is centered on providing exceptional service to our clients and delivering on our commitments, in addition to taking care of our workforce.*

In addition to furthering a high level of employee engagement (via efforts such as those previously described), the pandemic provided us the opportunity to grow with the shifting needs of our clients, leverage our strengths to expand our client base, and implement efficiency opportunities that controlled cost and enhanced quality.

As a result, 2020 and 2021 were years in which Concord experienced growth in the number of accounts being serviced, growth in the number of clients for which services are provided, growth in the aggregate dollar amount of the portfolios we have the privilege to service, enhancements in and to the variety of the services we provide, strong and marked improvement in our net promoter scores from Clients, and consistently high measures of employee engagement.





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