

We have developed a strategy for the future, which is described using the five strategic priorities outlined below. Due to the integrated nature of entities across the UK Group, the strategic priorities are discussed for the Group as a whole.

### **1. Our Customers**

*"Build a brand that our customers can believe in and deliver a simple and stress-free experience for every customer, no matter their personal circumstance"*

We know that every customer's story is different, and we seek to put their needs first. We seek to engage with customers through a variety of channels and will help find a solution for each customer's debt that suits them and helps them meet their goals.

- > COVID-19 brought hardships for people around the world and our customers were no exception, so we acted by:
  - o utilising our customer feedback tool to collect insights and giving real time feedback to our agents
  - o carrying out an extensive customer support programme
  - o carrying out qualitative research with our customers to understand more deeply the reasons for engagement and non-engagement and encouraged customers to share their feedback online through Trustpilot, the world's largest consumer review website

### **2. Our People**

*"Making life at Lowell effortless, fun, supportive and engaging so our people can focus on delivering and being responsible for being their best every day"*

Our colleagues remain our foundation and how they work to deliver the right customer outcomes on a daily basis is critical to the success of the Group. Engagement with our colleagues is through a variety of methods, from regular face-to-face meetings with managers, colleague surveys, and regular 'town-hall' style meetings for communicating key messages.

- > During COVID-19 we quickly and effectively supported our colleagues as they began working from home by supplying the equipment necessary to carry out their roles, weekly communication sessions to maintain the flow of information in a dynamic environment and investment in welfare and training support to help colleagues embrace a new way of working
- > We have also agreed a landmark deal to relocate our UK head office. The new building is being purpose-built and will be designed to reflect how we expect to work in the future and be a great space for colleagues to meet, collaborate and connect with each other

### **3. Our Clients**

*"Building strong relationships with our existing and potential clients, consistently adding value to our businesses"*

We believe that an open partnership with our clients based on trust is necessary to ensure what is best for the customer, our clients and us. We seek to build long-term sustainable relationships that allow us to help our clients manage customers who have moved into arrears. This has allowed us to build partnerships with leading businesses, particularly in our key sectors of e-Commerce, Financial Services, Telecommunications and Utilities.

- > We demonstrated our commitment to our clients, including signing a significant multi-year deal with a key client despite the uncertainty caused by COVID-19, and continuing to support clients through the pandemic
- > We have initiated client surveys that have ranked us as 'top quartile' across a wide range of businesses, endorsing our partnership approach. We have also used the results from the initial survey to shape actions throughout the year, leading to improved feedback in subsequent surveys

### **4. Our Operations**

*"Develop and deliver a flexible and tailored approach for our customers, clients and colleagues alike"*

To meet the long-term aspirations of our key stakeholders, we continue to invest in improving our operational capabilities, building additional functionality and resilience into everything that we do.

- > To support customers and our commitment to them we enhanced our call flow to include COVID-19 and discuss the impacts of the pandemic.
- > We invested in new technology changes to significantly improve our efficiency, customer and agent experiences by deploying seamless transition for agents between inbound and outbound calls. Development of intelligent inbound routing to connect our customers directly with the appropriately skilled agents and improving our self-serve options on the inbound channel.
- > Ongoing development of our digital capabilities, including a re-launch and ongoing improvements to the website, including live chat capability, has improved the ease with which customers can contact us. This has resulted in as many plans now being set up directly via the website as through our engagement centre

## **5. Financial Strength**

*"Drive a leaner business by tightening our focus to deliver sustainable, profitable growth"*

The core strength of the Group remains our ability to acquire and collect on non-performing consumer debt portfolios.

- > As part of the wider Garfunkelux Group the Group now benefits from the new capital structure delivered in November 2020 through the refinancing of existing borrowings of £2.2bn (including a £600m equity contribution and issuance of £1.6bn Senior Secured notes maturing 2025/2026), placing a further £100m in December and extending the maturity of a €455m revolving credit facility to 2025, improving leverage to 3.8x and liquidity to £400m

By adopting the five strategic priorities above, we have formalised the relationships with our stakeholders, with other key stakeholders identified as:

### **a. Regulators**

The main regulatory body is the Financial Conduct Authority (FCA), overseeing the debt purchase and debt collection activities. Our client base means we also operate within the oversight of a number of other regulatory, authority and industry bodies, including the Information Commissioners Office (ICO), the Credit Services Association (CSA), the Office of Communications (Ofcom), the Office of Gas and Electricity Markets (Ofgem) and Water Services Regulation Authority (Ofwat). We encourage an active dialogue with each of our regulators and engage in a range of activities and sharing of documentation to enhance greater communication and understanding between all parties.

### **b. Our Suppliers**

Our commitment to Operational Excellence means that in each step of the business we consider whether any activity should be supplied internally or externally. We ensure that contact with each of our suppliers remains relative to their impact on the business and carry this out through regular business reviews.

### **c. Our Investors**

The Group is a regional subsidiary, responsible for the Lowell operations in the UK. Engagement with Investors is predominately led by the wider Garfunkelux Group with the key engagement channel being the presentation of the quarterly results.