

Performance scorecard



Better for Customers

SUB-TOPIC	METRIC	TARGET	KEY PERFORMANCE INDICATORS		
			2023	2022	2021
Trusted and engaging	Customer Net Promoter Score (NPS) ¹	Achieve above market rates ²	UK: 54 Q1: 56, Q2: 52, Q3: 54, Q4: 55 Nordics: 55 Q1: 56, Q2: 56, Q3: 55, Q4: 55 DACH: Currently monitoring results internally	UK: 59 Nordics: 52 DACH: N/A – process for collecting customer NPS score yet to be established	UK: 67 Nordics: 51 DACH: N/A – process for collecting customer NPS score yet to be established
	Group client customer treatment score ³	>85%	93%	99%	97%
Personalised approach	Number of debt-free customers ⁴	N/A	2 million	2 million	2 million



Better Ethics and Understanding

SUB-TOPIC	METRIC	TARGET	KEY PERFORMANCE INDICATORS		
			2023	2022	2021
Lowell Values and ways of working	Group colleague engagement score ⁵	75 by December 2025	71	73	69
	Group colleague engagement survey response rate	80% (ongoing target since 2021)	79%	79%	81%
	% of employees that completed Group Code of Conduct training within the last two years ⁶	100%	98%	97%	N/A – new metric from 2022
Our promise to clients and customers	Group client satisfaction score ⁷	8.5 (ongoing target since 2021)	8.1	8.2	8.6



Better for Society

SUB-TOPIC	METRIC	TARGET	KEY PERFORMANCE INDICATORS		
			2023	2022	2021
Colleague development and wellbeing	Colleague engagement survey score for 'happy' ⁸	75 (ongoing target since 2022)	73	75	71
	Colleague engagement survey score for 'opportunities to learn and grow' ⁹	70 by December 2025	69	69	64
	Colleagues offered a volunteering day ¹⁰	100%	100%	54%	N/A – new metric from 2022
	Colleague volunteers	N/A	490	157	N/A
	Colleague volunteering hours	N/A	2,852	653	N/A
Diverse and inclusive culture	Company-wide gender breakdown ¹¹	N/A	Female: 61% Male: 39%	Female: 61% Male: 39%	Female: 61% Male: 39%
	Senior team gender breakdown ¹²	40% female by December 2025	Female: 36% Male: 64%	Female: 32% Male: 68%	Female: 33% Male: 67%
	% of senior leadership roles with at least one female successor in place ¹³	100% (ongoing since December 2023)	62%	42%	N/A – new metric from 2022
	Employee turnover ¹⁴	N/A	21% (of which 15.5% is voluntary)	23% (of which 19% is voluntary)	22% (of which 17% is voluntary)



Responsible Business

SUB-TOPIC	METRIC	TARGET	KEY PERFORMANCE INDICATORS		
			2023	2022	2021
Governance	% of executive management and senior management with sustainability performance metrics in their objectives ¹⁵	100%	100%	59%	N/A – new metric from 2022
	Number of substantiated complaints received concerning breaches of customer privacy, and losses of customer data across our Group ¹⁶	N/A	7 customer-related complaints being upheld in the complainant's favour (by the UK Information Commissioner's Office and the UK Financial Ombudsman Service) relating to data privacy or data protection matters, representing 0.000045% of our customer base	23 complaints upheld by regulators relating to data privacy or data protection matters, representing 0.00015% of our customer base	16 complaints upheld by regulators relating to data privacy or data protection matters, representing 0.00012% of our customer base
	% of eligible colleagues who have received training on Lowell's anti-bribery and corruption policies and procedures ¹⁷	100%	99%	95%	94%
	% of eligible colleagues who have received training relating to data security, protection and privacy ¹⁸	100%	99%	96%	94%
Environment	Scope 1 emissions (tCO ₂ e) ¹⁹	N/A	426	509	551
	Scope 2 emissions (market-based) (tCO ₂ e)		515	696	724
	Scope 3 emissions (tCO ₂ e) ²⁰	N/A	29,811	N/A – new metric from 2023	N/A – new metric from 2023
	Reduction in operational emissions (Scope 1, Scope 2 and business travel emissions) against 2019 baseline	65% reduction by December 2025	64%	60%	63%
	Waste to landfill (UK-only) (tonnes) ²¹	0	0	0	0
	% of colleagues Lowell has engaged on environmental impact ²²	N/A	45%	46%	N/A – new metric from 2022

Footnotes



Better for Customers

- 1 – Net Promoter Score (NPS) is a widely-used market research metric which measures the extent to which our customers are willing to recommend our services to others, based on an average annual score. UK Net Promoter Score includes voice and digital channel results from customers who are being managed by Lowell (e.g. it excludes customers being managed by Overdales or other third parties). In May 2023 we switched to a new survey provided in the UK, results from June onwards are from our new provider. In Nordics we track NPS on voice channels only. In UK and Nordics the survey results are aggregated across periods, channels and countries with each survey response having an equal weighting in the NPS calculation. We're now collecting an NPS measure in the DACH region and will report this externally in 2024 once we have visibility of longer-term trends, and are achieving response rates that enable us to break the results down at a customer journey and /or entity level to complete further analysis.
- 2 – 'Above market rates' is defined as scores above the financial services sector average for NPS in all the countries we operate, based on publicly available information.
- 3 – Group client customer treatment score measures the extent to which our clients think we treat our customers in the right way. The % shown is an aggregation of our regional scores and includes all clients who rated us as 7+ when asked to rate their satisfaction regarding the extent to which we treat customers in the right way (UK and Nordics) or Fairly (DACH) on a scale of 1-10, where 1 is 'not at all' and 10 is 'completely'. There is no direct external benchmark for this specific question. Based on looking at top quartile data across core KPI metrics captured by our UK Customer Experience partner, TLF Research, any score of over 85% is often deemed excellent. No responses were received from Austria in 2023.
- 4 – The number of customers who became debt-free with Lowell, through any combination of paying off their accounts in full and/or having their accounts written off during the year. This figure excludes customers impacted by a one-off exercise to close circa 300k statute barred accounts in the UK during 2023.



Better Ethics and Understanding

- 5 – Group colleague engagement score measures how positively our colleagues experience our values and ways of working based on average scores relating to how happy they are working at Lowell and how likely they are to recommend us, as calculated by a third-party provider. For alignment to SASB, this is stated as 67% of colleagues responding favourably on the topic of engagement.
- 6 – The Group Code of Conduct training is biennial and was completed by colleagues in the DACH, Nordics and UK region during 2023. The next training is scheduled for 2025.
- 7 – Group client satisfaction score measures how satisfied our clients are with Lowell's performance. Each client responds on a 1-10 scale and these responses are aggregated up to Group level, with each client having an equal weighting. A score of over 8.5 is deemed excellent (based on data provided by our UK Customer Experience partner TLF Research using their B2B benchmarking data, using client data that has been captured over the last 25 years). No responses were received from Austria in 2023.



Better for Society

- 8 – A reflection of how happy colleagues are working at Lowell, based on average scores, to demonstrate that we are building a positive workplace within society, as measured by an external third party.
- 9 – A reflection of the extent to which colleagues feel they have opportunities to learn and grow at Lowell, based on average scores, to demonstrate that we are building a positive workplace within society, as measured by an external third party.
- 10 – All Lowell colleagues are able to take a paid day to volunteer for a cause of their choice that aligns to Lowell's company Mission, to make credit work better for all. The numbers reported are colleagues who have used this day during 2023.
- 11 – Gender of Lowell colleagues shown as a % as of 31st December 2023. Lowell colleagues is all Lowell employees, it excludes contingent workers.
- 12 – Gender of senior leaders shown as a % as of 31st December 2023. Lowell's senior leadership population is defined as Executive team members and their Direct Reports, along with other significant roles, such as Operational Leaders, who are responsible for a significant number of colleagues. When calculating gender diversity for our senior team, contingent workers are excluded. We do not currently collect data on ethnic diversity in our workforce. In 2023 we launched a colleague census in the UK to collect additional data.
- 13 – Lowell's senior leadership population is defined as Executive team members and their Direct Reports, along with other significant roles, such as Operational Leaders, who are responsible for a significant number of colleagues. Contingent workers are excluded.
- 14 – Attrition data is calculated on a 12-month rolling period as of the effective date and excludes temporary workers.



Responsible Business

- 15 – Executive and Senior management is defined as colleagues who participate in the Executive and Senior Leaders Bonus Plan and were employed by Lowell as at 31 December 2023. Contingent workers are excluded.
- 16 – Customer complaints relating to data privacy or data protection matters that have been upheld by any regulator in any of our operating countries as a % of our customer base. We are open and transparent with our regulators and co-operate with them whenever we are contacted about complaints raised with them by customers in relation to data privacy or data protection matters.

In 2023, this engagement resulted in 7 customer related complaints being upheld in the complainant's favour (by the UK Information Commissioner's Office and the UK Financial Ombudsman Service). In addition to those upheld by a regulator, our internal complaints processes in the UK determined a further 10 complaints submitted to the Information Commissioner's Office should be upheld and one further complaint submitted to FOS was proactively resolved prior to their review.

Most of the complaints related to issues with responses to data subject access requests or inaccurate credit file reporting. When expressing the number of substantiated complaints as a percentage of our customer base, this is the distinct number of customers who had an active account with Lowell at any point during 2023.

Please note, figures reported in 2022 and 2021 included those complaints upheld by our regulators as well as by our internal complaints processes.
- 17 – The number of eligible colleagues who completed training on the topic of anti-bribery and corruption during the year, expressed as a % of those employed by Lowell as at 31 December 2023.
- 18 – The number of eligible colleagues who completed training on data security, protection and privacy during the year, expressed as a % of those employed by Lowell as at 31 December 2023.
- 20 – Emissions data covers Scope 1 and 2 emissions for all of Lowell's regions: the UK, DACH, and Nordics. Where actual activity data was unavailable, suitable estimations were made. All GHG figures were calculated in line with the GHG Protocol.
- 21 – The scope 3 inventory covers all 15 categories set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and supporting Technical Guidance. Emissions were estimated for the entire corporate value chain in accordance with the GHG Protocol Corporate Value Chain Scope 3 Accounting and Reporting Standard. Both financial and physical quantities are converted into GHG emissions using recognised emission factors.
- 22 – Waste data is unavailable for our DACH and Nordics regions because Lowell is not in control of waste management in its offices there.
- 23 – Colleagues who we deem to have been engaged on environmental impact during 2023 includes: members of our Environment Involve Group, members of our Sustainability Development Group, active members of our Sustainability Community on Yammer, colleagues who have completed our annual colleague commuting survey and/or read or participated in our Leadership Climate Update or Science Based Targets initiative.