

# Performance scorecard 2022



## Better for Customers

| Sub-topic                    | Trends and supporting activities   | Key Performance Indicators                               |   |   |   | SASB |
|------------------------------|--|--|---|---|---|------|
|                              |  | Metric   | Future Target   | 2021 Performance  | 2022 Performance  |      |
| <b>Trusted and engaging</b>  | <ul style="list-style-type: none"> <li>NPS scores in UK and Nordics remain market-leading.</li> <li>DACH NPS process on track to launch in Q1 2023.</li> </ul>   | <b>Customer Net Promoter Score (NPS)<sup>1</sup></b>     | Establish a standardised process for collecting customer NPS across all regions by end of 2023 and achieve above market rates ongoing. <sup>2</sup> | <b>UK:</b> 67 NPS<br>Q1:73/Q2:69/Q3:65/Q4:62<br><b>Nordics:</b> 51 NPS<br>Q1:55/Q2:53/Q3:49/Q4:50 | <b>UK:</b> 59 NPS<br>Q1:64/Q2:58/Q3:56/Q4:57<br><b>Nordics:</b> 52 NPS<br>Q1:49/Q2:49/Q3:52/Q4:56 |      |
|                              |  | <b>Group client customer Treatment Score<sup>3</sup></b> | >85%  | <b>97%</b>  | <b>99%</b>  |      |
| <b>Personalised approach</b> | <p><b>Support for customers in vulnerable situations</b></p> <ul style="list-style-type: none"> <li>We disclose our Group Policy and Pledges for Customers in Vulnerable Situations (CIVS) externally.</li> <li>Formal training on the Group Policy and Pledges completed by 97% of colleagues across the UK and Nordics.</li> <li>Coaching on CIVS is provided to all colleagues in all regions as a matter of course.</li> </ul> <p><b>Debt free customers</b></p> <p>Against the backdrop of cost of living increases, we saw a drop in the number of customers becoming debt free compared with 2021, as fewer customers chose to settle their accounts and instead selected a schedule of payments over a longer time period.</p> <p><b>Enabling broader financial health</b></p> <p>Continued to offer range of debt support tools and services:</p> <ul style="list-style-type: none"> <li><b>UK:</b> 73% of customer engagements came in through digital channels in the UK (2021: 69%); 1.5m registered to manage account online (284,300 in 2022); 134,995 customer App registrations since July 2021 launch (102,110 in 2022), 56,000 explored a free credit score; 500 customers accessed the benefits calculator since its launch in July until 31 December 2022.</li> <li><b>DACH:</b> 18% of our inbound customer interactions came through our digital enquiries process (an increase of 1 percentage point vs 2021).</li> <li><b>Nordics:</b> 60% of our inbound customer interactions came through our digital customer services platform, an increase of 5 percentage points on 2021; 287,000 new users registered for our My Lowell Nordics portal that was visited by 460,000 customers 1.6 million times during the year.</li> </ul> | <b>Number of debt-free customers<sup>4</sup></b>         | N/A   | <b>2 million</b>  | <b>2 million</b>  |      |

[See footnotes](#)

Hoist UK customer, client and colleague data has been excluded for the 2022 reporting period due to the completion date falling within Q3 2022.



## Better Ethics and Understanding

| Sub-topic                                    | Trends and supporting activities  | Key Performance Indicators   |  |                  |                  | SASB |
|--|---|--|--|------------------|------------------|------|
|  |   | Metric   | Future Target  | 2021 Performance | 2022 Performance |      |
| <b>Lowell Values and ways of working</b>     | <p><b>Clear values and ways of working</b></p> <ul style="list-style-type: none"> <li>Developed a Group Code of Conduct and People Policy which has been communicated to new joiners via welcome content and online learning, and to all existing colleagues through a range of communications channels, including Yammer.</li> <li>Training on the Group Code of Conduct is integrated into regional training packages. In the Nordics, this training was completed by 97% of colleagues so far and similar biannual training is scheduled to start in DACH and UK during 2023.</li> </ul> | <b>Group colleague engagement score<sup>5</sup></b>  | 75 by December 2025  | <b>69</b>        | <b>73</b>        | ✓    |
|  |   | <b>Group colleague engagement survey response rate</b>   | >80%   | <b>81%</b>       | <b>79%</b>       |      |
|  |   | <b>% of eligible employees that completed Group Code of Conduct and People Policy training<sup>6</sup></b> | 100%   | N/A – new KPI    | 97%              | ✓    |
| <b>Our promise to clients and customers</b>  | Client satisfaction remains high at 8.2. It has, however, fallen under our ambitious target. We are working with clients to understand the reasons behind this in our DACH region and put any necessary fixes in place.   | <b>Group client satisfaction score<sup>7</sup></b>   | Achieve and maintain excellent satisfaction score above 8.5. | <b>8.6</b>       | <b>8.2</b>       |      |
| <b>Advancing standards and understanding</b> | <p><b>Help improve sector insight and understanding</b></p> <ul style="list-style-type: none"> <li>Membership of debt collection associations and business networks in all of our operating countries.</li> <li>Key partnerships that deliver better debt understanding and education.</li> <li>Funding for the free debt advice sector in the UK through Fair Share Contribution of £3.2m.</li> </ul>  | N/A  |  |                  |                  |      |

 **Better for Society**

| Sub-topic                                  | Trends and supporting activities   | Key Performance Indicators   |  |  |  | SASB |
|--|--|--|--|--|--|------|
|  |  | Metric   | Future Target  | 2021 Performance                       | 2022 Performance                       |      |
| <b>Improve debt understanding</b>          | <p><b>Raise consumer awareness of financial issues and support available</b></p> <ul style="list-style-type: none"> <li>11.5 million consumers reached in the UK alone.</li> <li>2022 campaigns included managing hidden debt, removing the stigma of debt, and campaigns to promote consumer debt solutions and financial education.</li> <li>TV awareness campaign in the UK.</li> <li>Nordic campaign proposing solutions to issues identified by the payment indicator research, including 'opt out of credit' platform.</li> </ul> <p><b>Contribute to wider knowledge through new insights</b></p> <ul style="list-style-type: none"> <li>Financial Vulnerability Index in the UK produced quarterly for the benefit of national policy makers and MPs.</li> </ul> | N/A  |  |  |  |      |
| <b>Colleague development and wellbeing</b> | <p>Together with our people, developed and launched new Employer Value Proposition (EVP) – <b>Together, We Go Further.</b></p> <p>Investment across the four pillars of our EVP (Sustainability, Hybrid working, Leadership development, and Career progression) has driven improved colleague engagement scores across all reported topics and enabled us to achieve our target for 'happy' ahead of our 2025 milestone.</p>  | <b>Group colleague engagement score for "happy"</b> <sup>8</sup>                   | Maintain score of 75   | <b>71</b>                              | <b>75</b>                              | ✓    |
|  |  | <b>Group colleague engagement score for "opportunities to learn"</b> <sup>9</sup>  | 70 by December 2025  | <b>64</b>                              | <b>69</b>                              | ✓    |
| <b>Diverse and inclusive culture</b>       | <p><b>Gender diversity</b></p> <ul style="list-style-type: none"> <li>While our % of senior female leaders is broadly unchanged in the past year, we have completed thorough talent and succession planning for all Leadership roles with new KPI.</li> </ul> <p><b>Colleague volunteering</b></p> <ul style="list-style-type: none"> <li>Launched Annual Volunteering day to everyone based in the UK and Finland, representing 54% of our colleagues.</li> <li>We have developed Group Guidance to ensure that colleagues in all regions have the opportunity to participate in an Annual Volunteering day.</li> </ul>   | <b>Company-wide gender breakdown</b> <sup>10</sup>                                 | N/A  | <b>Female: 61%</b><br><b>Male: 39%</b> | <b>Female: 61%</b><br><b>Male: 39%</b> |      |
|  |  | <b>Senior team gender breakdown</b> <sup>11</sup>                                  | 40% female by December 2025                                      | <b>Female: 33%</b><br><b>Male: 67%</b> | <b>Female: 32%</b><br><b>Male: 68%</b> | ✓    |
|  |  | <b>% of senior leadership roles with a female successor in place</b> <sup>12</sup> | Min 1 female successor for all leadership roles by December 2023 | N/A – new KPI                          | <b>42%</b>                             | ✓    |
|  |  | <b>Employee Turnover</b>   | N/A  | <b>22%</b> (of which 17% is voluntary) | <b>23%</b> (of which 19% is voluntary) | ✓    |
|  |  | <b>Colleague volunteering</b> <sup>13</sup>  | 100% (based on being offered)                                    | N/A – new KPI                          | <b>54%</b>                             |      |



Responsible Business

| Sub-topic          | Trends and supporting activities   | Key Performance Indicators  |  |  |   | SASB |
|--------------------|--|---|--|--|---|------|
|                    |  | Metric  | Future Target  | 2021 Performance   | 2022 Performance  |      |
| <b>Governance</b>  | <p><b>Governance structure</b></p> <ul style="list-style-type: none"> <li>Embedded Sustainability Development Group sat 11 times during 2022, and met with the Group Executive Committee three times. Activity included a mid-year performance review and company benchmarking exercise. Executive engagement focused on sharing insights from these reviews, discussing the roadmap to reduce our environmental impacts, and agreeing 2023 objectives.</li> <li>Created an approach to introduce a new Group Sustainability Committee in 2023 with delegated Board authority.</li> <li>Started a formal roll out of a Sustainability Objective for Senior Management at Lowell to reach 100% of Senior Leaders during 2023.</li> </ul> <p><b>Approach to protecting data</b></p> <ul style="list-style-type: none"> <li>A summary of our approach to protecting data is available on <a href="#">pages 38-41</a>.</li> <li>Data security is captured across three of Lowell's top residual risks: Data Privacy, Data Management and Information, and Cyber Security. <a href="#">A summary of our approach to risk management is available on page 36</a>.</li> </ul> | <b>% of executive management and senior management with sustainability performance metrics in their objectives<sup>14</sup></b>                       | 100%   | N/A – New KPI  | <b>59%</b>  |      |
|                    |  | <b>Number of substantiated complaints received concerning breaches of customer privacy, and losses of customer data across our Group<sup>15</sup></b> | N/A  | <b>16</b> complaints upheld by regulators relating to data privacy or data protection matters, representing 0.00012% of our customer base. | 23 complaints upheld by regulators relating to data privacy or data protection matters, representing 0.00015% of our customer base. | ✓    |
|                    |  | <b>Number of colleagues who have received training on Lowell's antibribery and corruption policies and procedures</b>                                 | 100%   | <b>94%</b>   | <b>95%</b>  | ✓    |
|                    |  | <b>Number of colleagues who have received training relating to data security, protection and privacy</b>  | 100%   | <b>94%</b>   | <b>96%</b>  | ✓    |
| <b>Environment</b> | <ul style="list-style-type: none"> <li>Scope 2 emissions decreased because Lowell's proportion of renewable electricity sourced increased from 39% in 2020 to 61% in 2021.</li> </ul> <p><b>Colleague engagement on environment impact</b></p> <p>Colleague engagement focused across five core channels this year:</p> <ul style="list-style-type: none"> <li>Environment Involve Group (EIG)</li> <li>Sustainability Yammer Community</li> <li>Sustainability Intranet page</li> <li>Lovell Live broadcast interview</li> <li>Regional and Group ExCo</li> </ul> <p>2023 engagement will be centred around the production and roll out of 3 new policies, reaching and impacting all colleagues.</p>   | <b>Scope 1 Emissions<sup>16</sup></b>   | • Carbon neutral by December 2025, for Scopes 1 & 2 and business travel.   | 556 tCO <sub>2</sub> e (2020 = 500 tCO <sub>2</sub> e)   | N/A – data unavailable  |      |
|                    |  | <b>Scope 2 Emissions<sup>16</sup></b>   | • Net Zero emissions by December 2030 across Scopes 1, 2 & 3.<br>• 100% green electricity by 2025 in all owned and controlled locations. | 734 tCO <sub>2</sub> e (2020 = 1,491 tCO <sub>2</sub> e)   | N/A – data unavailable  |      |
|                    |  | <b>Waste to Landfill (UK)<sup>17</sup></b>  | 0  | 0  | 0   |      |
|                    |  | <b>% of colleagues Lowell has engaged on environmental impact<sup>18</sup></b>  | N/A  | N/A – New KPI  | <b>46%</b>  |      |



# 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 customers who are being managed by Lowell only (e.g. it excludes customers being managed by Overdales or other third parties).
- 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 is a metric which 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 with regard how we treat customers on a scale of 1-10, where 1 is ‘not at all satisfied’ and 10 is ‘completely satisfied’. 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.
- 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. Statute Barred accounts are excluded from our UK numbers.

## Better Ethics and Understanding

- 5 Group colleague engagement score is a metric which 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 71% of colleagues responding favourably on the topic of engagement.
- 6 In 2022, eligible employees was defined as all employees in the Nordics, as biannual training on the Group Code of Conduct is due to start in the UK and DACH during 2023. In future years, this metric will be redefined as “% of employees that completed Group Code of Conduct training within the last two years”, with all employees being in scope.
- 7 Group client satisfaction score is a metric which 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).

## 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 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.
- 10 Gender of Lowell colleagues shown as a % as of 31st December 2022.
- 11 Gender of senior leaders shown as a % as of 31st December 2022. 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 included. We do not currently collect data on ethnic diversity in our workforce. In 2023, we will be improving our data on ethnic diversity in the UK, while implementing other solutions to improve ethnic diversity and inclusion in our other regions, which have regulatory restrictions on data collection.
- 12 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.
- 13 Attrition data is calculated on a 12-month rolling period as of the effective date and excludes temporary workers.

## Responsible Business

- 14 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.
- 15 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 privacy or data protection matters. In 2022, this engagement resulted in 23\* complaints impacting individual customers either being justified by the Regulator or upheld in the customer’s favour (by the UK Information Commissioner’s Office, the UK Financial Ombudsman Service, the German Landesbeauftragte für Datenschutz und Informationsfreiheit Nordrhein-Westfalen and Danish Data Protection Agency (Datatilsynet). Most of the complaints related to issues with responses to subject access requests, other topics included inaccurate information being reported on customer credit files and mistaken identity. Given the timing of the Hoist UK acquisition, Hoist numbers are excluded. 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 2022.
- 16 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. Lowell has not reported GHG data for 2022 due to issues collecting data from landlords in our DACH offices.
- 17 Waste data is unavailable for our DACH and Nordics regions because Lowell is not in control of waste management in its offices there.
- 18 The % of colleagues who we deem to have been engaged with on environmental impacts during 2022 includes: members of our Environment Involve Group, members of our Sustainability Development Group, active members of our Sustainability Community on Yammer, attendees of our Senior Leader Call, Senior Leaders who have a bespoke performance objective relating to the environment, and attendees of our Lowell Lives interview in March 2022.

\*In the UK we are aware that the ICO has published details of all complaints that it has received in respect of data privacy and data protection matters for 2021 and the first half of 2022. As we are always open and transparent with our regulators, we are liaising with the ICO to ensure that the information they have published in respect of complaints submitted against the UK Lowell companies is accurate, fair and transparent. In the Nordics we have received two regulatory complaints during 2022 that are pending a decision. Should either of these matters result in a change to the number of upheld complaints for 2022 we will reflect this in our 2023 Sustainability Report.