

Sustainability Report 2024

# Making credit work better for all





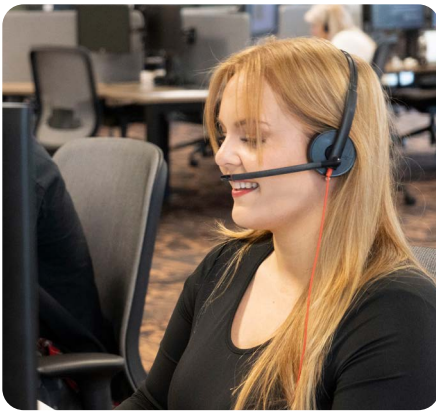
# Welcome

## 2024 Sustainability Report

This fourth edition picks up the trail from the 2023 report. We explore key sustainability topics and showcase our progress during 2024 with examples and links to information sources.

We're strong advocates of clear and transparent reporting. So we give you data and insights to help you evaluate our advances in customer and Colleague engagement, Client satisfaction, and our broader social and environmental impacts. Our reporting is prepared in alignment with the Sustainability Accounting Standards Board (SASB) and is subject to extensive review and approval before publication.

You can find more information at [lowell.com](https://lowell.com)



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# CEO opening: 20 years of success based on alignment of people, profit and purpose



Welcome to Lowell's fourth Sustainability Report, covering the year we celebrated 20 years of Lowell. Our long-standing mission - to make credit work better for all - continues to guide us. And this report shows another year of strong progress towards accomplishing that mission.

Since our first Sustainability Report in 2021, we've helped over eight million customers become debt-free with Lowell. But we go well beyond a transactional debt repayment service. We provide financial support, offering access to tools, information, and advice services to help customers regain their stability and return to mainstream credit. This approach secures the advocacy of our customers. For example, Lowell Financial in the UK scored an incredible 87.9 in 2024's Institute of Customer Service (ICS) Customer Survey – far exceeding the national average of 75.8. Even more impressive given that our customers are not with us through choice.

We're more than just a commercial success – we're making a real difference. That's why so many of our customers would recommend us. And that's why 73% of Colleagues say their work is meaningful; and it's why our Lowell Financial UK Colleagues rated our service at 81.76 in the ICS 2024 survey.

We enjoy longstanding relationships with our Clients. In the DACH and Nordic regions, our largest Clients have partnered with us for an

average of 13 years. In the UK, 55% of our debt purchase arrangements are long-term. Beyond financial performance, we share our expertise from managing over 15 million customers with our Clients, helping businesses support their customers before debt becomes a problem.

We remain committed to improving the understanding and management of problem debt. As a recognised authority on this topic, we actively engage with policymakers and consumers. In the UK, we launched our Fairer Debt, Fairer Society manifesto, advocating for financial services reform across three key areas that impact our customers.

Our investment in collaborative and progressive relationships with regulators continued in 2024: we secured new authorisations in Germany, Sweden and Denmark; and in the UK, we published our first Consumer Duty Report.

Above everything else though, we're a people business.

Our Colleagues stay with us for an average of seven years – a sign that we're providing a workplace that's rewarding, supportive and challenging. The Sunday Times naming us as one of the Best Places to Work in the UK in 2024, was a proud moment for us all.

And we keep pushing forward. Since 2021, female representation in our senior team has increased by nine percentage points, reinforcing our commitment to an inclusive, diverse and resilient workforce.

As we enter our 21st year as a leading credit management company, we're confident that our people's dedication and passion to delivering on our guiding mission will keep us successful and sustainable. We're a company where people want to work, and one that organisations want to partner with. Our external profile and sphere of influence is ever growing. We will continue to listen and learn, we will continue to improve, we will keep making a difference – this is what sets us apart.

*Colin Storrar*  
Group CEO



# Our mission: to make credit work better for all

It's a clear mission. One that drives us well beyond our core business of collecting debt repayments. It's a mission that explains the wider role we play in the economy and society. But how does it play out over our business model?

Economies rely on the cycle of credit to work effectively. It's a lynchpin of the economy, stimulating growth and investment, and creating opportunities for individuals and businesses. It also creates debt. That's fine as long as it remains manageable. But what happens if it becomes unmanageable? At this point, the credit cycle starts to break down. And that's where Lowell comes in.

We understand that people fall into problem debt for many reasons. Divorce. Job loss. Illness or injury. Bad luck. They all play a part in pushing people into financial peril. We help people free themselves from the debt they have with us. We help them regain control of their finances. And by doing that, we help them rejoin the economy and keep the credit cycle turning.

We're working hard to remove the stigma that still lingers around problem debt by treating our customers with empathy and respect, advocating for policy improvements, and pushing for better financial education and understanding.

Whether we're buying debt from companies or just collecting it on their behalf, our insight-driven and empathetic approach delivers for customers, Clients and society.

**The Lowell approach:**

- We support people getting out of problem debt as fewer people in that situation drives stronger business liquidity, greater financial inclusion, and a healthier economy.
- We share research and insight to promote greater understanding and awareness amongst policymakers of the challenges of problem debt.
- We deliver commercial benefits to our Clients and business partners: increased cash flow, improved collections, and brand protection.

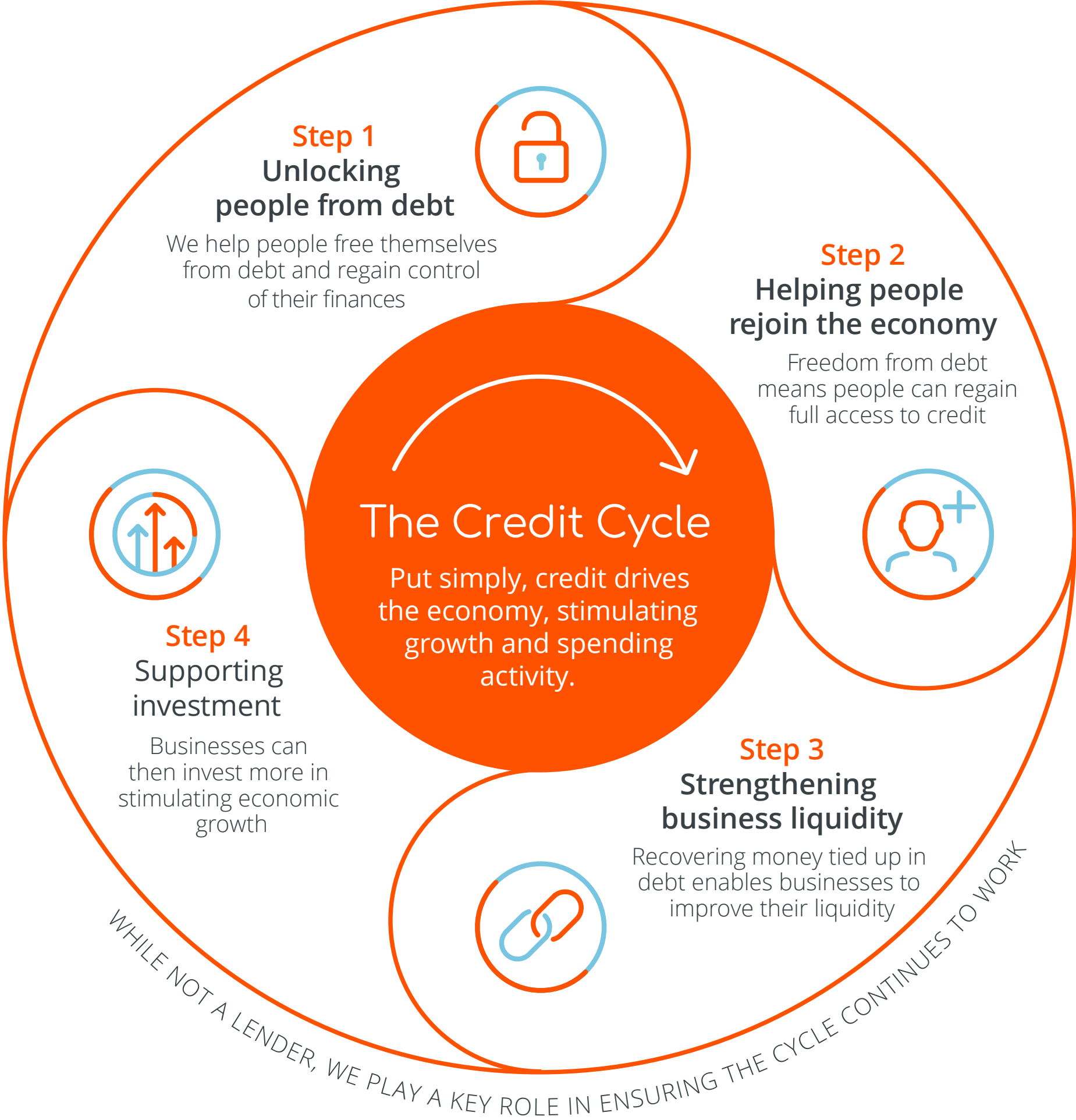


Figure: Lowell's role in the credit cycle



# Sustainability strategy: progress and evolution



Figure: Carol Ord, Group Head of Sustainability

**Our sustainability strategy delivers strong progress and continues to evolve**

- We had two overriding aims for 2024:
- Continue to make progress against our strategy
  - Complete a Double Materiality Assessment of our business to make sure we focus on the most material sustainability issues

**Strong progress**

From a strategy perspective, we have now hit nine of the 14 time-bound goals we committed to back in 2021, two of which had a 2025 deadline. Each goal was ambitious and aligned to external best practice, so we're delighted to have hit so many already.

Our alignment to the United Nations Global Compact (UNGC) principles continued and we submitted our first annual communication of progress.

We have continued to strengthen our policy suite, launching a new Business Travel & Expenses, Human Rights policy (with commitments to international standards), Procurement policy and Supplier Code of Conduct. We've also enhanced our supplier oversight on environment and social topics.

We were delighted to once again be rated 'Silver' by EcoVadis, a leading independent Environment Social and Governance (ESG) rating company. This is a source of pride for our people, and a clear proof point to Clients, Investors, and Colleagues alike that they've chosen a company that prioritises social and environmental impacts as well as commercial performance. The Silver rating places us in the top 15% of all companies rated by EcoVadis during 2024.

Progress towards our environmental goals is strong. Since we started tracking our emissions in 2019, we've reduced operational emissions by 78% which means we've exceeded our 65%-reduction target a year early. We're working to build on this progress by offsetting our remaining operational

emissions from 2025. We have submitted our climate goals to the Science Based Target initiative for validation to make sure we're aligned with the latest climate science.

**Evolving our strategy**

We originally designed our sustainability strategy in 2021. Back then, we went through a rigorous process where we identified the key impacts, risks, and opportunities most relevant to our core business - collecting debt repayments - while also considering how our actions affect our people and the planet.

The strategy - overseen by our Group Sustainability Committee and our Sustainability Development Group (SDG) - continues to evolve to align with external principles and standards, including the Sustainability Accounting Standards Board (SASB), UNGC, and the Science Based Targets initiative (SBTi).

We apply a risk-based approach to identify future regulation, such as the European Union's Corporate Sustainability Reporting Directive (CSRD), and to reveal the benefits of voluntarily adopting elements of frameworks from organisations like the Task Force on Climate-related Financial Disclosures (TCFD). During 2024, we completed a robust double materiality assessment of Lowell (see page 6), that confirmed our strategy is as relevant today as it was back in 2021.

**Making credit work better for all**



Figure: Lowell's Sustainability Strategy

*'It is a great honour to oversee Lowell's ambitious Sustainability agenda. During 2024 we sought to ensure a balance across Environment, Social and Governance activity to progress appropriately across the board. Strong progress towards our climate goals, along with the pending SBTi validation, ensures our strength in this area.*

*On the social side, we've developed our approach to Human Rights and supplier oversight whilst our Governance topics have been UNGC reporting and reviewing Lowell's material issues. The Committee and I are confident that Sustainability continues to be managed at an ambitious and appropriate level at Lowell and look forward to further progress in 2025.'*

Sally-Ann Hibberd, Group Sustainability Committee Chair



# Double Materiality Assessment

In 2024 we completed a Double Materiality Assessment. This is a foundation of our preparations for the Corporate Sustainability Reporting Directive (see page 30) and will make sure our sustainability strategy continues to focus on those sustainability topics where we have the greatest potential for positive impact; and that we are managing the risks most pertinent to our organisation.

We tested 18 sustainability issues – based on a review of the CSRD regulation, the industry, and our business strategy. The Double Materiality Assessment considered sustainability issues from two perspectives.

**How our actions and efforts on each issue impact people (customers, Colleagues, Clients) and the planet**

This is the ‘impact’ assessment and involved a survey of Lowell leaders and key external stakeholders, supported by in-depth interviews with each of our Group Executive members. For each issue, we asked Colleagues to share their view on the likelihood that Lowell could have, or has had, a negative impact; the severity of that impact; and the potential for a positive impact.

**How sustainability issues can impact Lowell**

The financial assessment considered not just the cost but also the impacts on reputation, relationships, and the company’s ability to continue to do business.

**Final outcome**

This process identified seven issues as material to Lowell’s business and an associated set of impacts, risks and opportunities. The table to the right shows how the seven issues identified as material to Lowell align to our existing sustainability strategy.

Material Issue	Basis of Materiality	Impact		Sustainability Strategy Alignment	Page numbers
		Risk	Opportunity		
Climate change mitigation	We recognise that our activities contribute to the impacts of climate change and that extreme weather events pose a risk to our business operations and to our customers’ finances. We have an important role to play in the global effort to manage the impact of climate change and are committed to achieving net zero by 2040.			Responsible Business – Environment	34-38
Training skills & development	We pride ourselves on our insight-driven, empathetic approach. This is delivered by our people, so it’s vital they have the skills, knowledge and support to equip them to do this. There are opportunities for Lowell to improve standards of debt collection and improve Colleague retention through strong training and development of our Colleagues.			Better for Customers Better for Society	12,15 22, 24, 25,27, 29,32,33
Diversity, Equity and Inclusion (DEI)	With over 3,800 Colleagues in our team, we have the potential to create a positive impact by fostering a more diverse and inclusive working environment. We believe that diversity of thought is essential to our success, holding a mirror up to the customers and communities we serve. By giving people from all backgrounds the opportunity to build a career at Lowell we can support social mobility, while also improving Colleague engagement and tenure.			Better for Society	23-26, 32
Advancing sector standards and understanding (entity specific)	We exist to make credit work better for all. As a purpose-driven organisation, we believe we have a responsibility to use our size, scale, and insights to raise sector standards and shape regulation and public policy. This will help to drive improved outcomes for consumers. And, by continuing to be a voice of authority on problem debt, we can continue to build our reputation and trust with stakeholders.			Better Ethics & Understanding	16-19, 21
Data privacy	The sheer number of live customers (>15m) means a data breach could have a significant impact on our stakeholders. The associated volume of data that we need to manage in a secure and safe way makes this material for our business.			Responsible Business	33
Cyber security	Lowell’s business operations rely heavily on digital infrastructure and pay heed to a number of cyber regulations. We invest a significant amount of time and effort in controlling the risks of cyber-attack to ensure we can offer an uninterrupted service to our customers.			Responsible Business	33
Business conduct & ethics	Given the sensitive nature of our business and our guiding mission to make credit work better for all, it is vital that we operate in an ethical and appropriate way. This is key to providing an consistent service and securing the customer advocacy and trust required to drive early engagement and mitigate the negative impacts of problem debt on customers health and wellbeing.			Responsible Business	29,30,32

Figure: Lowell’s 7 material issues



# Business performance

**Business performance 2024**  
Demonstrating clear alignment of profit, purpose and people

Business performance		
Resilient and well-governed financial and business performance with strong people foundations		
100% collections performance	78% reduction in operational emissions (scope 1, scope 2 and business travel) since 2019, hitting our near-term reduction target of 65% by 2025	71 strong Colleague engagement
£1.0bn LTM cash income	New authorisations in Germany, Sweden and Denmark	87% Colleague take-up for our annual engagement survey
£602 cash EBITDA	Consumer Duty report first annual report published in UK	7 year average Colleague tenure
£390m portfolio acquisitions	100% of senior managers with sustainability performance-linked remuneration	42% females in senior leadership roles
£115m excess cash generated to fund growth after Replacement Rate	100% of Colleagues completed training on our Group Code of Conduct, data security, protection and privacy, anti-bribery and corruption	23% Colleague turnover
Social performance		
Supporting customers to repay their debts, improving overall financial health, providing a great place to work and supporting communities		
2m debt-free customers with Lowell in 2023	8.2 Client satisfaction score	
Strong annual NPS scores relative to each of our operating regions	86% of Colleagues understand how their work contributes to Lowell's success	
£1.7m identified by UK customers using our benefits tool since July 2022	73% of Colleagues say their work is meaningful	
96% of Clients believe we treat customers fairly	73 is our score for Colleague Happiness, as rated in our annual Colleague engagement survey	
13 years average tenure of largest Clients in DACH and the Nordics	80% of Colleagues believed that, regardless of background, everyone at Lowell has equal opportunity to succeed	
55% UK debt purchase arrangements on long-term deals	1,300 volunteering hours in local communities	

Lowell's 3,824 Colleagues are split across three operating regions

<b>985</b> Colleagues (Nordics)	<b>1,783</b> Colleagues (UK)	<b>1,074</b> Colleagues (DACH)
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# 02 Better for Customers

## Our ambition

To help customers return to financial wellbeing by delivering tailored and supportive solutions that help them take control of their debt.

### How we'll get there

By making our debt repayment processes simple, accessible and respectful. By treating each individual customer with care (paying particular attention to the most vulnerable). And by offering customers tools to improve their long-term financial health.

### The outcome we're looking for

A deeper understanding of our customers so we can help them improve their financial situation, both while they're repaying their Lowell debt and beyond their final payment.



## Our progress 2024

- 2 million customers debt-free with Lowell
- Multi-channel options for key customer needs
- Consistent and exceptional customer satisfaction scores and reviews

## Key challenge

Removing the stigma of debt to encourage early and open engagement from our customers.



# A personalised approach for trust and engagement

Target	2024
Achieve consistent above-market NPS	Achieved in DACH, Nordics and the UK
Group Client Customer Treatment Score >85%	96%

## What we did

### We used our knowledge and understanding to build trust and engagement

We combined insights from a variety of data sources to build a picture of each customer's circumstances before we got in touch with them. With this knowledge in mind, we engaged with customers to gain a fuller understanding of their circumstances. This helped us offer a more personalised service and digital journey. By combining knowledge and insights with our empathetic approach, we encourage customers to engage openly with us.

Our customer satisfaction scores and reviews benchmark well in the financial services sector, endorsing our approach. Our Net Promote Scores - 23 DACH, 56 Nordics and 58 UK - compare favourably to similar organisations and the market-rate for financial services in each region.

In the UK, our Trustpilot score is consistently above 4 stars. Our annual score for 2024 was 4.3, with 85% of all ratings during the year being a 4 or 5.

### Expanding channel choice to meet customers' evolving needs

We listen to our customers. They talk to us every day, use our formal feedback mechanisms and respond to our surveys. We analyse disputes and complaints and question our Customer Panel to understand what customers are thinking. They're an invaluable source of information about how we're performing, giving us ideas and the impetus to expand and improve our services.

*"Non-pushy and supportive. Always been nice to deal with, easy to pay things and see your balance using the app. Just need to contact them once to get it set up"*

Nicole, Trustpilot review, September 2024

36%

of people delay engaging with debt due to fear<sup>1</sup>

19%

take more than 12 months to make contact about a debt<sup>1</sup>

2024 objective

Encourage early and open engagement; giving customers the same high quality contact experience both online and over the phone; one that's insight-driven, empathetic and accessible.

2024 Industry awards in the UK



Debt Purchaser of the Year

Credit Strategy Awards

Customer Engagement Centre

Team of the Year Credit Services Association

Complaints team

Silver Award Collaboration Network Annual Conference and Awards



87.9 UK customer service score (national average is 75.8)

Figure: Some of the customer awards won by Lowell in 2024

2m customers debt-free with Lowell

Contact methods available at Lowell

  
SMS

  
Website

  
WhatsApp

  
Phone

  
App

Figure: Contact methods available to Lowell customers

### This year, we've:


- Revised our call centre hours in the UK. We've reduced our weekday opening hours to 9am-6.30pm and extended our Saturday hours to 9am-4pm to make sure we have Colleagues in at the times our customers need us most. And we've augmented this with a more effective automated call-back service.
- Improved payment links. We've made it easier to set up and manage payment plans online across all channels and regions.
- Expanded customer communications. We continually review the content and timing of our customer letters, emails, and SMS in response to customer feedback and insights. We've also launched WhatsApp in DACH in response to customer demand (see page 11).
- Upgraded communication flow. We've invested in our systems so customers can pick up where they left off across all channels, giving them the same experience whichever channel they contact us through.



# Offering all core services online


Lowell

[Home](#)[About us](#)[Ways to pay](#)[Debt support](#)[Get in touch](#)



### Being free of your Lowell debt could be easier than you think


Let's take the next step together.

Excellent  Trustpilot

Register online


### You can count on our support, every step of the way

No one should face debt alone. And with Lowell, you don't need to.




We'll help you find an affordable way out of your debt

More about us



I've just got my first letter from Lowell

What happens next





I want to speak to you about my debt

Contact us

### At Lowell, we put people first

Dealing with debt can be tough, especially without support. But don't worry, whatever brought you here, you're not alone with us by your side.



We're working towards giving customers a complete digital alternative to dealing with us over the phone. If digital is their preference, they can now manage their accounts, update personal details, and access helpful information and support online and through our app.

Digital uptake	2024	2023	2022	2021
DACH				
% of interactions through our DACH digital enquiries process	26%	20.5%	18%	17%
Nordics				
% of inbound customer interactions through our digital platform	66%	62%	60%	55%
UK				
#No. of customers downloading our Lowell UK app	201,744	215,710	102,110	33,000 (Jul-Dec)
% of engagements through digital channels	79%	75%	73%	69%

Figure: Usage of Lowell digital channels and services

Digital uptake rises everywhere

The increasing use of digital channels across all regions, together with a daily stream of excellent reviews, tells us that we're meeting our customer needs:

- In DACH, the percentage of online interactions is increasing: 37% of outbound contact is now through digital channels rather than letter and outbound phone channels
- In the UK, 49% of collections came through digital channels in 2024. 79% of inbound customer contact came through digital channels, with many people signing in to manage their account online more than once a month.
- And our UK app continues to appeal to customers, with more than 200,000 downloads in the year. It's consistently rated within the top 10 financial services apps. As of February 2025, we had a 4.8 rating on the App Store and a 4 rating on Google Play.

With a focus on continuous improvement, we introduced a process to actively contact customers by email or phone when we see they have left our website partway through an action, which helps us fix the immediate issues and inform website development.

79% of customers in the UK engaged with us digitally in 2024

Sustainability Report 2024

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# 02

## A closer look: disputes, WhatsApp, Customer Panel



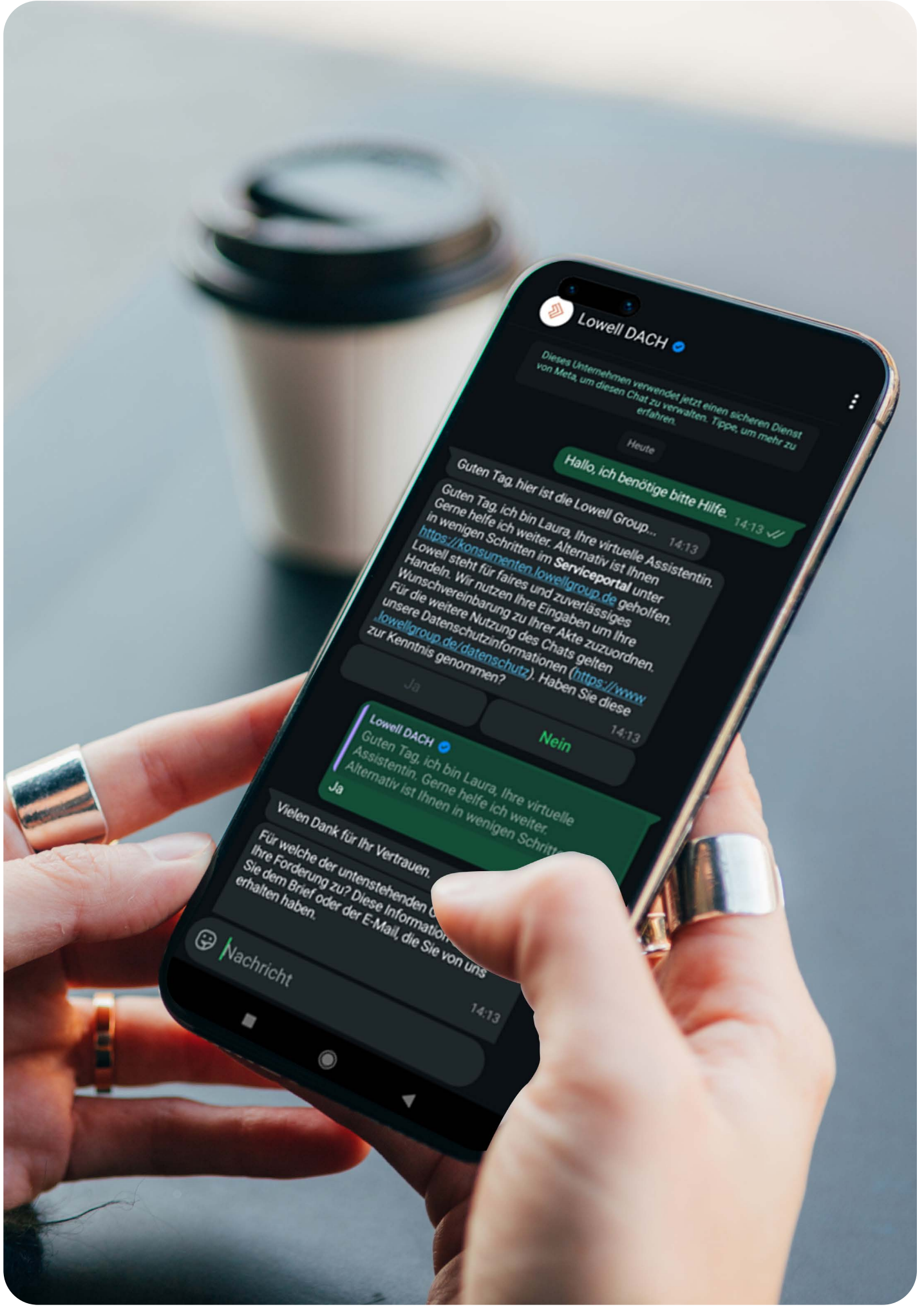
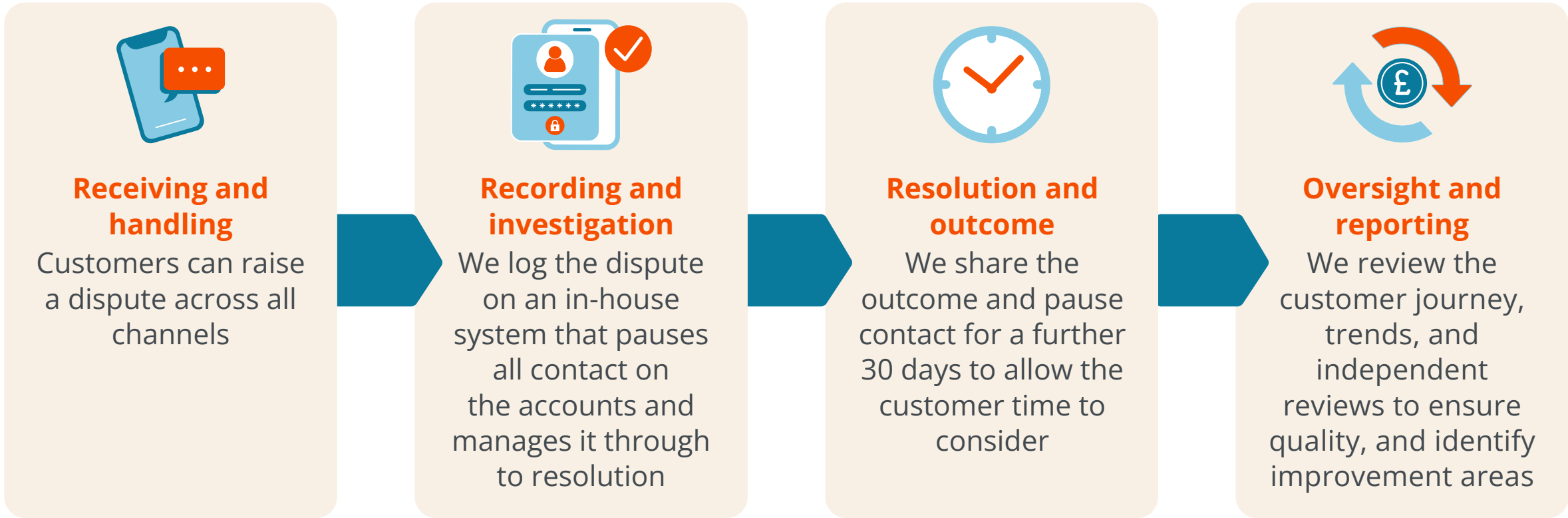
**Disputes down, resolution speed up**  
Despite our best intentions, things don't always go to plan. Customers sometimes challenge the ownership, amount, or existence of a debt. We call this a dispute, and they mainly loop back to problems with the original creditor or service provider.

We continue to review and improve how we handle the disputes and concerns that our customers bring us. By tightening up our four-step dispute management process, we're now resolving disputes more quickly than ever. We are also delighted that the overall volume of disputes is now at an all-time low in the UK.

Alongside our focus on dispute management, we've also reduced the time it takes us to resolve formal complaints. On average, we're now resolving complaints in 16 days - that's 12 days faster than in 2023.

**87%** UK disputes resolved in-house, therefore no need for more information from the original creditor or service provider

**8 days** Average time to fully resolve a dispute in the UK, a 50% reduction from June 2023



**WhatsApp launches in DACH due to high customer demand**  
Over 90% of German consumers are regular users of WhatsApp<sup>2</sup>, so it made perfect sense for us to launch this as a contact option in the region. Customers accessing our websites or emails are now just one click away from chatting directly with an agent. The channel launched in January 2024 and is now used by around 2,000 customers each month.

**Customer Panel approaches 5,000 and continues to shape our offering**  
Our Customer Panel in the UK has continued to be a vital source of insight to inform our services and communications.

- Over the course of 2024 they have been involved with:**
- **Digital UX testing:** the panel tests various aspects of our digital offering to identify barriers and suggest desirable features to introduce in the future, including the website user experience and the registration journey.
  - **Debt engagement surveys:** focused on how customers view and interact with their debt at different stages and the impact this has on their mental and physical health.
  - **Communications testing:** covering all our high volume and high importance communications, assessing them for clarity and understanding. This activity provided key evidence of Lowell meeting the FCA's Consumer Duty guidelines.



# Customers in Vulnerable Situations

## What we did

**Our research tells us that the main reason customers wait to engage with their debt is fear of the unknown (36%).**

1-in-5 customers take over 12 months to engage with debt, with 31% of these stating ‘overwhelm’ as the reason. A staggering 82% said that waiting to engage with their debt had a negative impact on their mental wellbeing.<sup>1</sup> This is why we try to start an open conversation with customers as soon as possible.

Our approach, combined with the increased openness to talk about wellbeing and mental health, something that’s estimated will impact half of the worldwide population<sup>3</sup>, means the number of customers we’re recognising as being in a vulnerable situation is rising.

Colleagues received regular coaching and training on how to identify and support Customers in Vulnerable Situations (CiVS)

Groupwide, we stick to our eight public pledges to Customers in Vulnerable Situations, which are as relevant today as when we first published them in 2021. Our Executive Team and governance function are directly responsible for making sure we abide by them.

### Delivering on our pledges

As part of our ongoing coaching and support, Colleagues receive regular training on how best to support CiVS. In the UK and Nordics, they complete annual training on how to identify and handle CiVS cases and coordinate the response when we detect triggers of vulnerability, such as mental or physical incapacity. In DACH, we have integrated training into our coaching approach.

### We monitor the impact of our pledges by tracking metrics covering:

- Self-disclosure from our customers about the level of hardship and circumstances they face
- Repayment data, including the number of repayment plans set up and default rates

This informs our ongoing approach and acts as an early indicator of changes within our overall customer base and the macro-economy. We’ve also partnered with Money Wellness for those customers in the UK who may benefit from additional free impartial advice about their overall debts: we’re offering the choice of a call transfer, a call back, or digital contact.

### Our management of CiVS is across four stages:



Figure: Four stages of Lowell’s CiVS management

## 2024 objective

Continue to fully understand and meet the additional needs of customers in vulnerable situations.

## Lowell’s 8 pledges to Customers in Vulnerable Situations

-  We will not label you as vulnerable and will treat you as an individual.
-  We will make sure that whenever and however you contact us, we will be able to support your situation.
-  You will not be treated differently to our other customers unless we both agree you need more support.
-  Our teams are trained to help you whatever your circumstances.
-  When we need more time to reach the right outcomes, we will ensure that you are kept informed.
-  Once you have shared your situation with us, we will protect your information and ensure you get the right outcome when working with us.
-  If you do not want to speak with us, that’s fine. Our digital channels enable you to manage your accounts without needing to call.
-  If you would like someone else to look after your account for you, we will make that an easy process to agree.

## Our progress 2024

- Operational forums and committees continue to identify and drive improvements

348,829

UK customers received additional support in 2024 due to being in vulnerable situations (circa 5%)



# Enabling broader financial health

Our duty of care to customers extends beyond repaying their debts with us: we also want to help them improve their financial understanding to build their financial resilience.

To do this, we support our customers with a set of sector-leading tools and services.

### UK app reaches half a million downloads

Launched in July 2021, our highly rated app now accounts for 42% of all digital interactions with Lowell UK.

Customers can make payments using Apple Pay or Google Pay, they can set up and manage payment plans, check their balance, and change their personal details, all without having to call us. It also gives them free access to their credit score - a valuable tool to help customers understand and control their finances.

We find that customers are often unaware of the impact their credit score has when it comes to trying to access credit in the future. Combining free credit score access with our debt calculator and affordability tool, helps customers see how changes to the amount and timeline of their debt repayments can affect their ability to access credit.

We will shortly be introducing alert notifications to drive customers to their credit score when changes occur.

### Benefits calculator helps customers find £1.7m benefits entitlement

An astounding £23 billion of benefits sit unclaimed each year in the UK.<sup>4</sup>

Since 2022, our customers have had access to a Lowell-branded calculator (available on our website) to find out what benefits they're entitled to.

In 2024, customers identified £786,914 of unclaimed benefits; an average of £226 for every customer. This takes the total amount of unclaimed benefits found since we launched the tool to £1,728,339, an average benefit entitlement of £218 for every customer. Where a customer needs help to make a claim, we direct them to third-party organisations.

### Partnerships that support financial wellbeing

We continue to form partnerships to support our customers' wellbeing.

In the UK, through our partnership with Snoop, customers can view their bank account and credit card information in one place, making it easier to track spending. Notifications provide money-saving tips (about broadband or utility deals, for example). To complement this, we continue to work with the Money Advice Trust's Vulnerability Academy and the Collaboration Network.

## 2024 objective

Support customers' financial health beyond their debt with Lowell and help them understand and access the support they're entitled to.



## Our progress 2024

- Use of our UK benefits calculator increased, which has now helped customers find £1.7m of benefits that they're entitled to since launch in July 2022
- UK app downloads reach half a million

4.8k+

UK Customer Panel members continue to give valuable insights that help shape our offer

Pages 18, 19, 27 for more on Lowell's partnerships





# Better ethics and understanding

## Our ambition

To use our size, scale and insights to lay foundations for a better financial future for all consumers by raising awareness of our industry, advancing standards and promoting improved outcomes.

### How we'll get there

By sharing our experience, data and insights, we'll help improve understanding of problem debt and the industry's role in supporting Clients, regulators, and policymakers.

### The outcome we're looking for

Industry leadership, driven by our approach, by engaged Colleagues delivering values-led service excellence, and by our shared data and insights advancing the sector both practically and reputationally.

## Our progress 2024

- Our partnership approach secured the longevity of Client relationships and saw the onboarding of several significant new relationships
- We've made sure Lowell's voice continues to be heard through open engagement with regulators, active leadership in industry and trade bodies, and bold advocacy for change
- In the UK, we launched our 'Fairer debt, fairer society' manifesto, calling for pragmatic reforms to the financial sector to both support those in debt and create a better financial future

## Key challenge

Ensuring that our unique insights into the impact of problem debt reach the right businesses, forums, policyholders and decision makers to create a positive impact that extends beyond Lowell's customer base.





# The Lowell Values and ways of working

Target	2024
Colleague engagement score >75 (by December 2025)	71
Response rate to our annual Colleague engagement survey >80%	87%
100% eligible employees to complete Group Code of Conduct training every two years	100%

## What we did

### We stuck to our Values and followed our Mission

Generating and keeping trust has always been vital in our industry. We earn it by aligning the way we work with our Mission and Values and by delivering on our Employer Value Proposition (EVP).

Our Mission is written into our policies and operating procedures detailing how we run our business, engage with stakeholders, manage risk, and make decisions.

Our Values and EVP are a promise to our Colleagues. They bring our Values to life every day through their positive and professional approach. Their understanding of the complex and challenging issues caused by debt, helps us keep hold of the trust people put in us. As an example, the Value 'Responsibility' articulates how we earn trust by always being open, reliable, accountable and beyond compliant.

In our 2024 Colleague survey, 86% of Colleagues confirmed that they understood how their work contributed to Lowell's success and 73% said their work was meaningful to them.

### In return, we invested in the safety, well-being and career growth of our Colleagues

We outline our commitments in our hybrid working principles, Group Code of Conduct, and People policies, as well as various regional policies on health and safety. We ensure people follow these policies through strong risk management, governance and compliance systems. Our Group and Regional Executive Committees are accountable for ethical conduct and corporate integrity. Key Governance information is published online at [www.lowell.com/governance](http://www.lowell.com/governance).

Together, these aspects of Lowell culture continue to earn the trust of our customers, Clients and Colleagues, supporting an environment where Colleagues are

7 year average Colleague tenure

97% Colleagues assessed against our values

comfortable to speak up and challenge the status quo. The average Lowell Colleague stays with us for around 7 years, a testament to the culture we've created.

### Colleague policy and engagement activity

87% of Colleagues completed our annual engagement survey, returning an overall engagement score of 71 (2023: 79%, 71 respectively).

Colleagues continued to receive coaching on our Mission, Values and EVP: 97% of them completed our annual performance evaluation process, which considers business performance and delivery of each of our values.

We updated our Group Code of Conduct to reflect current regulation and incorporate our newly created Group Human Rights policy and updated Business Travel policy. We launched the Code with a comms campaign and updated our Colleague training programme to include it. 100% of Colleagues completed the training in 2024.

## 2024 objective

To continue to engage Colleagues in our business and ethics, so they make the right decisions and deliver positive interactions through a values-led approach.

Our Values

Pioneering

Ambition

Compassion

Excellence

Responsibility



Lowell

Lowell UK featured in the Sunday Times Best Places to Work 2024

This reflects the supportive and inclusive culture we continue to build and reflects the collaboration, innovation and hard work of our Colleagues.

Figure: Lowell's five company Values



# Our promise to customers and Clients

Target	2024
Client satisfaction score above 8.5	8.2

Figure: Clients are organisations that we buy debt from and manage on behalf of.

### Standing out from our peers

Our research capability, advocacy, insights, and data are inline with those found in mature, international financial services companies. We see this as a key strength relative to our peers and a benefit for our customers and Clients. We continuously develop our expertise, sharing insights such as the Financial Vulnerability Index (FVI) in the UK, or our Nordic Manifesto, to raise awareness of the issues caused by problem debt and to propose solutions to Clients, policymakers and regulators.

### Long-standing Client relationships

We build strong Client relationships by working closely with them, going beyond regular business interactions to share our insights and improve understanding. The insights we gain from our Clients about our customers don't just help us improve our own customer journeys and service; they also influence how our Clients treat their customers before they get into problem debt. We also provide our Clients with regular access to our subject matter experts. In 2024, topics we engaged with included the Consumer Duty in the UK and our payment indicator research in the Nordics.

In DACH and the Nordics the average tenure of our largest Clients is 13 years, with our longest standing Nordic Client relationship dating back to the 1980s <sup>5</sup>. In the UK, where we track a world-class Client NPS score of 76<sup>6</sup>, 55% of our debt purchase arrangements are on long-term arrangements<sup>7</sup>. In our 2024 annual Client survey, respondents specifically cited our clear communication, positivity around sharing best practice, flexible customer-focus, and industry knowledge and experience as drivers of their strong likelihood to recommend Lowell.

### We view Clients as an extension of our own team

We engage them on topics that we prioritise at Lowell as well as the standard 'Client business'. In the UK, as part of our DEI (Diversity, Equity and Inclusion) agenda, and as an extension to our Colleague RISE network (p25), we host an annual Leading Women in Credit Industry event. Our 2024 event included guest speaker Bonita Norris - in 2010, the youngest woman to summit Mount Everest - inspiring others to share how they had climbed their own metaphorical mountains. Our Client relationships stand on strong foundations of cultural alignment, which ensures good customer outcomes and creates a culture where we can succeed together.

1 in 7



people in the UK are heavily burdened keeping up with their domestic bills and credit commitments, down 7% from 2023, but higher than 2020 (11%)

40%

of customers respond to a debt collection request with payment within 30 days (Nordics), down from 49% in 2023

*"Lowell has a strong understanding of our business and what our requirements are"*

Financial Services Client

*"Lowell's openness to sharing best practice stands out miles from other companies"*

Financial Services Client

*"Lowell always seems to be all over everything from a regulatory and industry perspective"*

Telecoms Client

## 2024 objective

To continue to develop and embed policies and processes that help us deliver the right customer outcomes and effective Client partnerships.

### Far exceeding the UK national average for customer service

In 2024, we joined the Institute of Customer Service (ICS). One of many benefits is that this enables us to benchmark our service. In their 2024 customer survey, Lowell Financial in the UK scored an incredible 87.9 - far exceeding the national average of 75.8. This puts us alongside some of the best-known brands in the UK. Our Colleagues rated our customer service performance at 81.76, sharing their perspectives on how our culture and processes help us deliver exceptional service. The insights not only highlighted our strengths, but also opportunities for growth in 2025.

### 2024 Industry awards in the UK

Debt Purchaser of the Year

Credit Strategy Awards

Large Business of the Year

Yorkshire Business of the Year awards, The Business Desk.com 2024







## Lowell Manifesto: Fairer debt, fairer society

We believe pragmatic reforms to the financial sector could both help ease the pressures on families dealing with debt and lay the groundwork for a better financial future. This is the premise behind the three asks of our manifesto, launched in 2024.

Our customers often tell us that unforeseen personal misfortune sparked their financial difficulties. Because life doesn't always go to plan. They lose their job. Split up from a partner. Suffer an injury. Succumb to chronic illness. These are everyday events that can happen to any of us, at any time. For many people, this can be enough to tip them into problem debt overnight.

We know that the key to tackling problem debt is dismantling the barriers that stop customers from engaging with their debt problem. We need to remove the stigma of debt and the fear of debt companies so we can empower customers to take ownership and help them earlier.

We're ready to help the UK Government fully understand the challenges facing millions of people in debt, and to reshape the credit system so it works in everyone's interests. For businesses like ours, it's difficult to work in the way customers want when we're hampered by outdated legislation dictating how we must communicate with them. A lack of standardisation across debt collection means consistent customer outcomes are hard to achieve.

We don't just need the UK Government to listen and understand.  
We need action.

And that's where our three asks come in:

### Ask 1

Fairer Local Authority debt collection

### Ask 2

Statutory bailiff regulation

### Ask 3

Modernisation of the Consumer Credit Act

### Our asks of the new UK Government:

1

We want to see the highest standards from the private sector applied to Local Authority debt collection. We believe that this will help reduce the stigma around debt, drive up engagement across the industry and improve outcomes for people in the UK who are struggling with problem debt.

2

We want to ensure that where enforcement agents (previously known as bailiffs) are involved, they consistently meet the highest standards by putting the new Enforcement Conduct Board on a statutory footing. This means all enforcement agents across the country treating people with the care and respect they deserve. We believe better regulation will do away with a world of intimidation and threat.

3

Passed into law in 1974, the Consumer Credit Act is 50 years old and understandably out of kilter with the modern digital world. We want to move away from long, jargon-filled customer letters that can confuse and intimidate: we want to see the CCA reimagined to fit the modern-day demands of consumers. We want to communicate with customers through the channel they want using simpler language that is easier to understand.

The manifesto is the evolution of the three policy recommendations we published in our 2023 Sustainability Report to improve financial wellbeing.



# Advancing standards and understanding

**Advancing sector standards and understanding: a material sustainability issue to Lowell**

As a purpose-driven organisation, we believe we have a responsibility to use our size, scale and insights to raise sector standards and shape regulation and public policy. This lies behind our identification of ‘Advancing sector standards and understanding’ as a material issue for us.

**Continued leadership presence on trade bodies and associations across all regions**

As well as seeking collaborative and progressive relationships with each of our Regulators, Lowell continues to have a strong leadership presence in all major trade bodies and associations in DACH, Nordics and the UK. In April 2024, our DACH COO, Anke Blietz-Weidmann, was elected president of the Federal Association of German Debt Collection Companies (BDIU). In the UK we joined the Institute of Customer Services (ICS) to collaborate with likeminded professionals, advocate for change and

progression, share best practice, and benchmark our services. In July, the ICS joined our Customer Journey and Experience forum to present their Customer Service Index and collaborate on initiatives during National Customer Service Week with the theme ‘Human Touch, Digital Edge: Our journey to exceed customer expectations.

**Germany, Sweden and Denmark receive new authorisations**

The Credit Secondary Market Act, regulating the secondary market for non-performing loans, came into effect on 30 December 2023. Lowell’s commitment to supporting vulnerable customers, data protection, and risk management led to licences being granted by BaFIN for Lowell Germany (Proceed Credit & Collections Services GmbH), where we are proud to be one of only 23 debt collection companies to secure a licence. In Denmark and Sweden new regulations implementing the EU NPL Directive came into effect on 30 December 2023 and 1 January 2024. Licences were granted to Lowell by the Swedish and Danish FSA’s in July and August 2024.

**The CSJ ‘Still Collecting Dust’ report**

John Pears, our UK CEO, sits on the advisory panel of the Centre for Social Justice (CSJ). Throughout our three-year relationship - based on an alignment of organisational priorities and policies - we have helped to fund their Debt Unit. We work together on various initiatives, including helping people with problem debt and improving the state of the UK economy.

This year’s ‘Still Collecting Dust’ report focused on public sector collection standards and found:

- Fewer households are falling behind on council tax now, but the households that do are poorer and the amount they owe in arrears is larger.
- Households in council tax arrears struggle to pay their bills. Those behind on their council tax have an average of just £148 a month to live on after housing, food, and energy costs.
- Local authorities with high levels of income deprivation have higher levels of enforcement (bailiff) activity, yet lower levels of council tax collection.

Page 27 for The Yorkshire Big Listen, in partnership with CSJ.

Page 17 for our UK Manifesto.

2024 objective

Continue strengthening relationships and developing effective partnerships to deliver better outcomes for everyone affected by problem debt.

## Our Institute of Customer Service survey scores are in...



Memberships	Partnerships
Federation of European National Collection Associations (FENCA)	
Federal Association of German Debt Collection Companies, DACH	
BKS Bundesvereinigung Kreditankauf und Servicing e.V., DACH	
Associations for Debt Collection, Denmark, Finland, Norway and Sweden	Centre of Social Justice
Credit Services Association, UK	Turning Lives Around
Enforcement Conduct Board, UK	MyBnk
Institute of Customer Services, UK	

Figure: Lowell's key trade body memberships and partnerships during 2024

## Our progress 2024

- We strengthened our commitment to trade bodies and associations, expanding our reach to include the Institute of Customer Service in the UK
- We successfully applied for secondary credit market act and supervisory authorisation in DACH and the Nordics respectively
- We contributed £4.1m in funding for the free debt advice sector in the UK through Fair Share contribution (2023: £3.6m)



# Advancing standards and understanding

## Political engagement in the UK

In May, alongside the CSJ, we co-hosted a parliamentary reception attended by over 100 key political leaders, Clients, and third sector representatives, where we shared insights from our Financial Vulnerability Index about the resilience of UK consumers.

## Macro-economic insight sharing

In the Nordics, our Payments Indicator research<sup>9</sup> combined consumer research and Lowell data to create valuable insights into how macro-economic factors were affecting consumers' financial health and wellbeing. We found that:

- The proportion of consumers who respond to a debt collection request with payment within 30 days fell from 49% to 40%.
- 41% of Swedes say they have between SEK 2,000 and 10,000 (around €170-880)<sup>10</sup> left to live on each month when the current expenses are paid to cover increased living expenses, unforeseen expenses, and savings.
- In January 2024, for the first time since February 2022, more people believed their own economy will improve than those who believe it will deteriorate.
- In general, men and younger people are more positive about the development of their economy than women and older people.

We shared our insights with Clients, regulators and politicians. In DACH, Clients and industry peers attended two webinars on macroeconomics hosted by our Director of Operational Analytics, Holger Rampe.

Lowell UK has been running its innovative Financial Vulnerability Index since 2017. Read more at: [Tracking Financial Vulnerability in the UK](#)

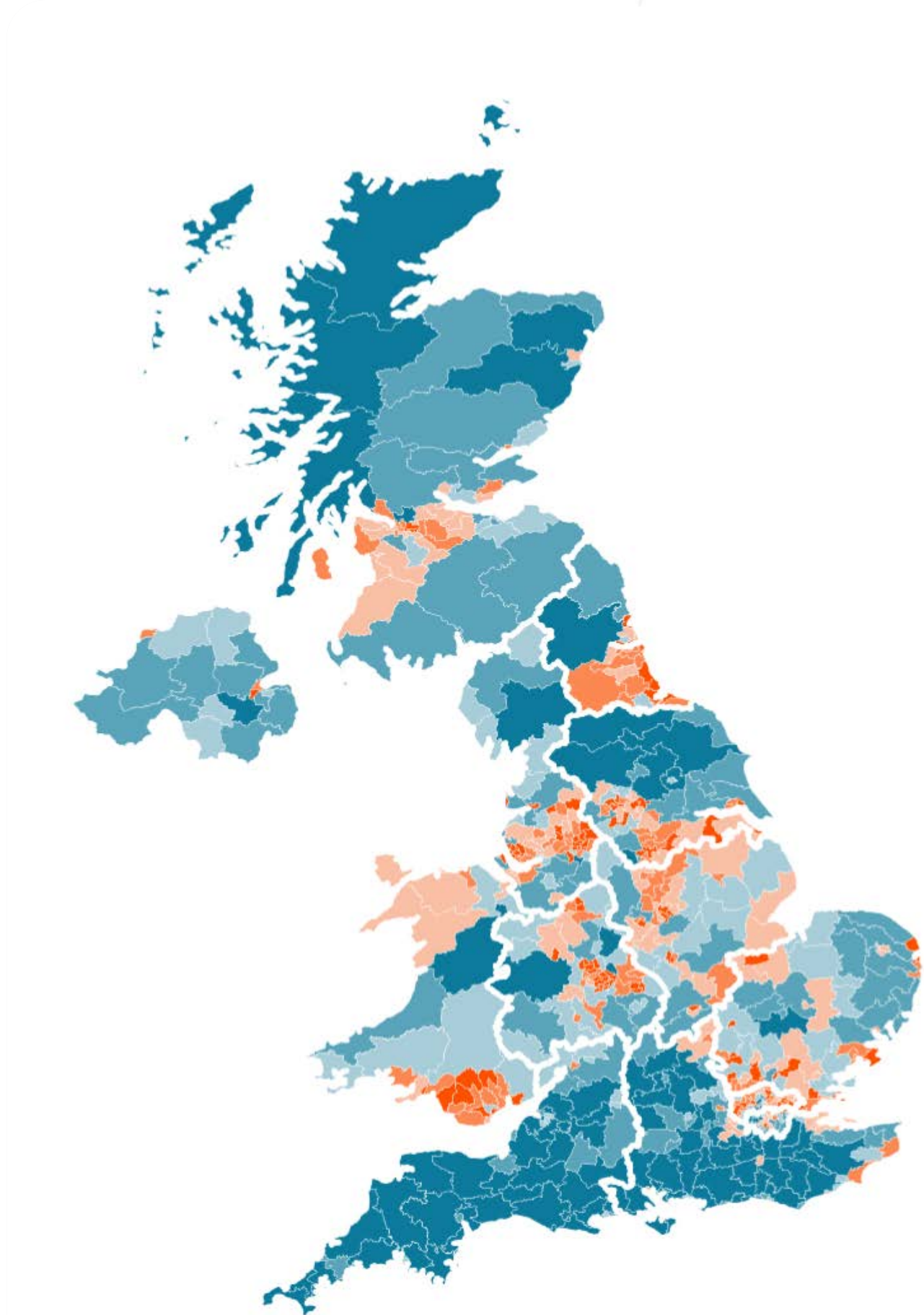


Figure: MyBnk delivering a financial education session to Lowell Apprentices in the UK

## Nordics manifesto

In the Nordic countries, we continue to advocate for a series of key actions to raise awareness, deepen understanding and improve education on debt and financial distress.

## MyBnk partnership continues in the UK

Following our joint research that showed 66% of respondents believe the UK needs better financial education in schools to help shift beliefs and reduce the stigma around debt, MyBnk provided financial education sessions for our apprenticeships, a success they highlighted in Parliament. The sessions provided inspiration for Lowell's Money Matters financial education programme that we'll be offering to all UK Colleagues in 2025.

We were also proud to support the launch of MyBnk's new Debt Hub in Manchester.

## Making it real

Our research revealed that over one-third of adults fear their debt and 51.5% took more than three months to contact a creditor, with 'fear of the unknown' (36%) being the most common reason.<sup>1</sup>

To help counter this fear, we created two dummy customer calls, based on real conversations, and shared them with MyBnk, other charities, and MPs in the UK to pass on to their Clients, customers and constituents to demonstrate the empathetic and practical support we give when helping people take their first steps to tackle debt.

## Consumer Duty reporting UK

Lowell UK completed its first UK Consumer Duty Report in 2024. The 56-page report included an overview of our business, and sections on our products and services, customer understanding, delivering good outcomes, price and value, and customer support. The bespoke report was produced in-house in line with FCA guidance. Our aim was to give an open and balanced view of our business – showcasing our strengths while also sharing areas of continuous improvement, directed by the Consumer Duty Principles.

We continued to engage with Clients on Consumer Duty during the year taking an open approach to calibration. Specifically, we developed our quality assurance framework in close collaboration with Clients, giving them open access to our in-house subject matter experts to help share best practice.

The transparent reporting was accompanied by a productive visit from the FCA to help them develop their understanding of our industry. During the visit they spent time interviewing our customer-facing Colleagues to get a real feel for our organisation's approach, values and processes. We were pleased to receive positive feedback about the meeting itself and Lowell's approach, something that has continued to build pride throughout the team.



# 04 Better for Society

## Our ambition

To create a stronger society through fostering better financial wellbeing, promoting inclusive work opportunities and providing support for our communities. By putting people first, we'll build a stronger business and a fairer society.

### How we'll get there

By engaging with consumers and broader society, as well as with our customers and Clients. For Colleagues, we provide a great place to work and opportunities to grow on a personal and professional level, in a workplace free of discrimination, where everyone is welcome and valued.

### The outcome we're looking for

Colleagues who feel supported and fulfilled, personally and professionally; local communities prospering with our support; and a society that develops a greater understating of debt.

## Our progress 2024

- Shared insights from consumer research in DACH, the UK and the Nordics are keeping the conversation going about debt
- We have a better view of our Colleague profile in the UK, based on 44% completion of our personal characteristics census
- We achieved our target of 40% female representation in our senior team

## Key challenge

To understand the characteristics profile of our Colleagues in DACH and the Nordics in line with regional regulations and cultures.





# Improving debt understanding

## What we did

**We got people talking about debt**  
We commissioned research to help us understand how problem debt affects consumers and to raise awareness of some of the common challenges people face. We estimate this research reached over 5 million consumers during the year. In the UK, during a year where requests for debt repayment breaks rose by 25%<sup>11</sup>, and research confirmed that debt negatively affected the mental health of 8-in-10 people<sup>1</sup>, we used our research to encourage people to proactively engage with their debt. To help do this, we've given people hints and tips on how to take the all-important first step. In January 2024, we surveyed people about their Christmas spending and money management habits. We found that credit card and 'Buy now, pay later' spending fell by 13%, while overdraft usage saw a significant 50% drop. And we saw a 14% increase in people choosing to keep their spending within their disposable income, rather than taking on any additional credit<sup>12</sup>. But despite this growing focus on better money management, nearly half (47%) of people in the

UK were still worried about money in 2024: 30% to the extent that they avoided checking their bank balance altogether<sup>12</sup>. Unfortunately, the stigma of debt remains. 17% of people surveyed said they felt uncomfortable talking about money. 25% confessed it makes them feel anxious, stressed, or ashamed<sup>13</sup>. In the UK, we encouraged people to take a proactive approach to talking about debt. Only 20% of people in our survey felt empowered or in control when talking about their financial situation: men (31%) are more likely to feel comfortable talking about their financial situation than women (19%)<sup>13</sup>.

**25%** of people feel anxious, stressed, or ashamed talking about money<sup>13</sup>

## 2024 objective

To build a broader awareness and understanding of debt within society, helping to build financial knowledge and improve skills.

**Our UK 'Proactive About Debt' campaign posed five questions we can all ask ourselves about money:**



1. What are my long-term financial goals?



2. What is stopping me achieving my long-term financial goals?



3. How can I set up a budget that works for me?



4. How can I further educate myself on financial wellness?



5. Am I prioritising my spending?

In the Nordics, our Communications & Marketing Director, Fredrik Skärheden, and Legal Counsel, Christoffer Thorell, continued their podcast on Over-Indebtedness. Available on Spotify, the series shares a range of practical tips and advice in response to consumer insights.

See page 16 for details of our Nordics Payment Indicator research.

### Our progress 2024

- We reached 5m consumers across UK and DACH, engaging them on a range of topical debt issues, challengest and solutions.



# Colleague development and wellbeing

Target	2024
Colleagues to score Lowell at 75 for 'happy' by December 2025.	73

Colleagues to score Lowell at 70 for 'opportunities to learn and grow' by December 2025.	68
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Figure: Colleague metrics are taken from our annual engagement survey.

**Training skills and development: a material sustainability issue for Lowell**

It's vital our people have the skills, knowledge and support to deliver for our stakeholders, and to drive personal and professional success. Training and development also encourage engagement, which in turn strengthens performance and tenure. As such, it is one of Lowell's seven material sustainability issues.

## What we did

We believe that offering a great place to work, where Colleagues feel valued and can thrive, isn't just a good thing in itself: it's the best way to attract people with the right skills and cultural fit.

During the year, we continued to invest in the development of our team, something we know improves job satisfaction, happiness and overall engagement.

We complement on-the-job coaching and support with a structured approach to development that nurtures talent, strengthens succession planning, and helps Colleagues achieve their ambitions.

We have also worked with departments that rate these aspects lower

## Our 2024 development programmes

in our annual survey to develop bespoke programmes and initiatives.

**Our new Learning and Development Hub**

This is our one-stop-shop for information about our complete offering and how Colleagues can sign up. It also houses our suite of self-serve learning including an external provision from LinkedIn Learning (now regularly used by over 30% of our



Figure: Lowell's approach to learning is 70/20/10

Colleagues) and in-house programmes including Grow (see right).

**Apprenticeships**

Apprenticeships are an increasingly important part of our talent-attraction work, enabling us to develop skills to meet our needs. Across the Group we have 50 active apprentices.

In 2024, 14 new DACH apprentices joined our training programmes on office management, marketing and IT.

In the Nordics, instead of formal apprenticeships, we offer a selection of short-term placements to trainees in specialist areas over the year. During the summer holidays, trainees provide cover in our customer service centre. It's a great way for people to get work experience and prepare for future positions, as well as helping us fill short-term business needs.

In the UK, eight Colleagues completed our first entry-level collections apprenticeship programme, co-developed and delivered by the Credit Services Association. The programme covers technical skills as well as how to understand a customer's financial education. We were delighted everyone who completed the programme performed as well as their more experienced Colleagues. This gave us the confidence to expand our recruitment pool beyond experienced collectors.

We also continued to share our UK Apprenticeship levy with our supply chain to

2024 objective

To support Colleagues on a personal and professional level.

support under-represented talent wanting to access roles in the industry. We shared over £50,000 in 2024.

**Let's Go**

Designed for our people leaders, this programme combines practical people management skills and tips to managing high-performing teams with self-awareness and reflection. 70 leaders completed the programme in the UK; 45 Nordics leaders are mid-way through.

Each cohort acts as a support network to ensure the benefits of the programme continue long after its formal completion. Within the UK, we've developed and delivered a suite of Colleague relations and employment law training to give leaders more confidence when dealing with employee relations issues such as family-friendly leave and absence management.

In DACH, we run monthly People Manager Roundtables, using materials from Let's Go.

**Grow**

Our self-serve career development programme empowers Colleagues to take control of their own development. This year, we expanded it to include monthly workshops and drop-in sessions offering practical advice, the CareerCast live podcast, LinkedIn profile 'glow-ups', and webinars hosted by the Executive and Senior Leader teams in which they shared career planning advice and took questions from Colleagues.



# 04 A closer look: wellbeing, talent, celebrating diversity



## Wellbeing to help people truly thrive

Over half of our UK-based people managers (150) completed our Managing Mental Health masterclass in 2024.

Our insights show that poor mental health is a significant factor affecting Colleague wellbeing, leading to more sickness and absence than any other reason.

We developed the programme to equip people managers with the knowledge, skills, and tools to support both their own mental wellbeing and that of their teams.

Developed in partnership with a qualified mental health professional, the programme spanned everything from relevant laws and our duty of care, to self-care tips and how to hold empathetic conversations. We are now looking to replicate the programme for managers based in DACH and the Nordics.

Alongside the programme, we also re-published our Little Book of Wellbeing and launched the Wellbeing Hub: a one-stop-shop for benefits and tips to support physical, mental and financial wellbeing. 14 qualified mental health first aiders are available to provide additional support at our Head office in Leeds.

Across the Group, we ran a range of activities to mark World Mental Health Day, including expert-led Mind Work Out sessions, Colleagues sharing the personal challenges they have faced and the launch of a UK-based choir.

We also provide free flu vaccinations in DACH and the Nordics.

## Commenting on Managing Mental Health masterclass

*"It was so valuable to learn not just how to notice triggers, but also to get practical tips on how best to support Colleagues. I feel more confident that I will be able to support my team".*

Sam Wright, Senior Portfolio Manager at Lowell

*"By collaborating and developing the programme with people leaders we were able to ensure we got the right balance of context and science, with practical toolkits for managers to put into instant use. Attendees confirm they feel more equipped and confident when supporting Colleagues with mental health and knowing how to practice self-care themselves".*

Danny Matthews, Talent Development, UK

## Commenting on DACH travel libraries

*"The range of guides in the library really showcases the diversity of Lowell Colleagues, something I have always appreciated about working here. I used the library to plan a trip to Italy and have also found some great suggestions for things to do in Germany as well".*

Dr. Sven Arnolds, Senior Leader at Lowell

## Group functions talent programme

New for 2024, a programme specifically designed to identify and develop top talent and support them in achieving their full potential. The programme encourages versatile career paths across functional disciplines and enables collaboration across the organisation – and all our countries – which enhances cultural awareness across the organisation. The programme incorporates psychometric assessments, mentoring, an Action Learning exercise and masterclasses provided by qualified external Partners in areas including Building Confidence, Personal Brand, Communicating with Influence, and Building Resilience. Colleagues from Finance, Risk, People, Technology and Transformation across all our regions make up our first cohort, running over six months.

## DACH travel libraries celebrate Colleague diversity

The launch of travel guide libraries across DACH offices was hugely popular in 2024.

Designed to celebrate the national diversity of our Colleagues, the libraries are stocked with travel guides for countries including France, Greece, Croatia, India, Vietnam and China.

## Commenting on Group function talent programme

*"We wanted to create a programme for our high-potential Colleagues who are passionate about advancing their careers. The programme fosters self-awareness through psychometric assessments and self-reflection, and builds confidence, influence, and resilience with practical masterclasses. It also provides tailored support to help Colleagues excel in their current roles and offers guidance and resources to navigate their ongoing careers. The programme culminates in an Action Learning project, ensuring participants make a tangible impact within the organisation with some core topics that resonate."*

Jen Allison, Group People Director

## Mental health for managers

### Your conversation model

- A** Acknowledge the Colleague and their concerns: are they in crisis?
- S** Summarise what they've said to establish clarity
- S** Seek the root cause – ask open questions
- E** Express empathy, not sympathy
- S** Support and encourage self-care
- S** Signpost, make a follow-up plan and close

Figure: Lowell's ASSESS model for managing mental health



# Diversity, Equity and Inclusion

Target	2024
40% female leadership team by end 2025	42%
A minimum of one female successor for all (100%) of leadership roles by end 2023	70%

## What we did

In 2024, 81% of Colleagues believed that regardless of background, everyone at Lowell has an equal opportunity to succeed.

**Diversity, Equity and Inclusion: a material sustainability issue for Lowell**

We invest both time and money into our mature DEI agenda, based on the belief that diversity of thought is essential to our success and to driving engagement. Its status as a material issue recognises both this and the role we play in promoting social mobility by giving people from all backgrounds the opportunity to build a career with us.

**Our strategy focuses on three elements:**

- Inclusive organisation
- Equity
- Diverse workforce.

Our DEI Council and a network of Colleague ‘Involve’ groups in each region manage and implement the strategy. Oversight comes from our Group Sustainability Committee, with our Group Remuneration Committee focused on equity in reward.

We continue to benchmark our DEI maturity by partnering with external advisors, Paradigm. In 2024 we scored 11 percentage points above the benchmark of companies they have assessed, retaining our place in the ‘Leading’ maturity category.

**Inclusive organisation**

- Ensuring Colleagues can easily be heard is key to building an inclusive organisation. Alongside our wide range of two-way communication channels (see page 31), we continued to develop our Colleague ‘Involve’ networks for people in under-represented groups. Their remit is to support those who identify with the network, help us to identify bias or discrimination that might prevent progression or inclusion, champion change, and support the roll out of initiatives.

- Across the Group we continue to mark celebration days across the spectrum of characteristics. In 2024, this included attending and sponsoring local PRIDE events, participating in World Day for Cultural Diversity, World Mental Health Day, Black History Month, International Women’s Day, International Men’s Day, and religious festival celebrations.
- We’ve developed Unconscious Bias training available as virtual or face-to-face, which we’ve now started to roll-out. Early participants including the UK leadership and Group People teams.
- As part of our ongoing review of People policies to remove barriers to inclusion, we revised our company pension provision to ensure there was a Sharia-law-compliant option.
- In DACH, we kicked off a new partnership with Workeer, a job platform for refugees and newcomers to the region that promotes opportunities at Lowell. We also re-established a reverse mentoring programme that pairs apprentices in their second year with senior leaders.
- In the Nordics, our DEI network developed a series of DEI training, including a board game. In the UK we now have four Colleague ‘Involve’ sub-groups focused on Gender, Disability and Neurodiversity, Culture, and LGBTQ+. Regular networking sessions involve external speakers, with Colleagues also taking part in panel discussions live-cast on LinkedIn.

## 2024 objective

To consolidate DEI fundamentals into our strategy, broadening our focus beyond gender, enhancing leadership opportunities for women, and ensuring Colleague networks are effective across our regions.

**Equity**

During 2024 we ran Colleague campaigns to outline the true meaning of equity: to create a level-playing field rather than just treating everyone in the same way.

Our Pay Equity project will align to the EU Pay Transparency Directive requirements relating to reward, recruitment, and job architecture. Implementation into national legislation is due by 7 June 2026. In 2024 we completed a detailed review of the requirements and created an action plan to make sure we stay compliant.

**Groupwide Recruitment Steering Group**

We established a Groupwide Recruitment Steering Group to monitor recruitment and promotion processes, to make sure they are effective, inclusive and free from bias. This helps us recruit and promote diverse candidates at people manager level and above. The initial focus was on reviewing each step of the recruitment process to establish a set of DEI recruitment principles. Our DEI manager chairs the group, which comprises representatives from each region and key function.



# UK DEI networks shape and evolve our agenda

### SPARK, the UK's Disability and Neurodiversity Involve Group

Launched with an event featuring award-winning disability blogger Chloe Tear and her guide dog Dezzie, our SPARK network focuses on Disability and Neurodiversity. As well as sparking lots of ideas for the network, the session signposted changes made in response to Colleague feedback, including adjusting the fire alarms in toilets, removing fierce strobe lighting, and display screen equipment (DSE) adjustments. We also captured suggestions for further improvements, which we're already working on. SPARK currently has almost 100 members and continues to expand.



### UK Culture Network explores unconscious bias

In October, the Culture Network held an event to celebrate their progress this year. Our Group CEO, Colin Storrar, opened the session by sharing his belief that diversity is a business strength lending companies a commercial advantage. Drawing on his own experiences of cultural barriers growing up, Colin explained that organisations thrive when they include people from all walks of life - provided the environment is inclusive. His vision? Lowell should be a place where everyone has a voice, where we value different perspectives to work better as a team. Our guest speaker was Shaheen Myers, founder of Balanced:ed, a company that supports the wellbeing of professionals across the education sector to try and stem the recruitment and retention crisis currently facing the profession.

Shaheen shared lessons from her career. Her tips covered topics like managing perceptions, reframing challenges, and asking questions to improve understanding. She encouraged us to connect by sharing one personal thing others might not know, creating a sense of safety and trust. Next, a panel of network members took audience questions and shared insights from their own careers. A key theme was unconscious bias - those subtle, automatic judgments that shape how people see us. The event also highlighted ongoing work from the Culture Network. For example, discussions during Black History Month led to new training on unconscious bias (see page 24). By learning from each other, we're all helping to shape Lowell's inclusive culture.



### RISE, rises in the UK

Developed in 2023, the RISE gender network is focused on resilience, inspiration, support and empowerment. A busy calendar of activity in 2024 included a debate streamed on LinkedIn asking whether women really can have it all. Of those who attended the vast majority (79%) felt Lowell was either excellent or good at supporting people in the workplace; however over half (54%) felt women 'can't have it all'. Learnings from this network continue to shape Lowell's female development programmes (see page 26).





# Diverse workforce



Consent pending

## Female successor target achieved as focus on gender continues

Back in 2021, we focused on gender diversity based on the availability of robust gender data and an obvious visible difference in gender split across the organisational hierarchy.

Following a determined effort to improve the diversity of our talent pipeline, we now have at least one female successor option in place for 70% of roles within our senior team. Starting from a baseline of 33% female representation in our senior team in 2021, we have now exceeded our goal of 40%, a figure we wish to maintain and build on.

Lowell's Group Executive Committee has 30% female representation; the UK Region Board has consistently had over 66% female representation since 2022.

We continue to identify, support and develop female talent in our business. Our gender network groups in the UK and Nordics focused on personal development, networking, and empowerment by creating safe spaces for open, action-orientated conversations. Hundreds of Colleagues, both male and female, joined in the events in the UK.

In the Nordics, our second cohort of 12 women continue to help guide and inspire career development through 1:1 conversations, round-table sessions, workshops, and a mentor/coach programme. We've promoted 50% of Colleagues from our 2022 Nordic female network in the past two years.

In the UK, our Level 3 Women in Leadership apprenticeship is well underway. The 12-month programme - due to finish March

2025 - provides leadership fundamentals alongside building awareness and giving women the confidence to break down barriers they may experience on their leadership pathway. So far, learning has focused on internal reflection and self-awareness: a critical starting point when considering the tools needed to remove barriers. Students have described the programme as a 'really powerful learning journey'.

## Gender pay

Lowell UK's latest statutory gender pay gap reporting shared improvements in both the mean UK pay gap of 18.19% (2023: 21.92%%) and the median UK figure of 7.3% (2023: 8.93%). We constantly review data across our Colleague lifecycle to identify any gender bias – from the impact on performance ratings and pay through to engagement scores.

## Diversity beyond gender

We remain committed to extending our public targets beyond gender diversity.

Following its UK launch in Q4 2023, 44% of our workforce completed our data exercise (census) to collect additional personal characteristics. Not only will this data help us better understand our current Colleague profile; it will also help us analyse Colleague metrics and people-process outcomes through different diversity lenses.

We will be better able to understand the impact of our practices on different subsets of our Colleague base and then use these insights to prioritise our DEI agenda, set targets and monitor any gaps in our policy suite. Recognising the growing focus on race and ethnicity reporting, we will look to add a target to ethnicity in our senior team when we complete a review of our goals in 2026.





# Community engagement

## 2024 objective

To expand our community investment and increase Colleagues' take-up of volunteering opportunities.

## What we did

Lowell's annual volunteering day is open to all Colleagues across all regions. We encourage people to take a day to support a cause that they care about. Our people are a valuable pool of skilled individuals who can make a difference in the community. Volunteering and community initiatives tend to focus on financial education and supporting the vulnerable. In 2024, around 300 Colleagues used their volunteering day, giving almost 1,300 hours.

### In the DACH region

Colleagues helped improve the appearance and environment of playgrounds at several schools and provided job counselling for refugees in association with a charitable institution. Other charitable activities in DACH included our ongoing annual support for a Wish Tree campaign in Essen and a Wishing Star campaign in Wuppertal that supports disadvantaged children in the area.

### In the Nordics region

Colleagues spent their time facilitating sessions in schools using our education pack and helping local charities and organisations collect much-needed items and Christmas gifts for children, along with company donations.



Figure: Construction underway at Lowell House, a purpose-built accommodation for Turning Lives Around Clients



Figure: Christmas gift collection in Germany

### In the UK

Most Colleague volunteering in the UK involved improving indoor and outdoor spaces at Turning Lives Around centres.

We continue to support and raise funds for our charity partners MyBnk and Turning Lives Around.

MyBnk works with young people aged 5-25, helping them develop financial skills and take charge of their financial futures. Donations to MyBnk helped fund 26 Key Stage 2 education programmes in some of the most vulnerable schools across the North West.

Turning Lives Around works to prevent homelessness and empower people to believe that they can change their lives and live independently within sustainable communities. As well as housing solutions, they offer employment training and work.

Lowell also made a one-off donation during 2024 that helped fund the creation of Lowell House, transforming old offices into purpose-built accommodation for five young people with complex needs aged 16-25.

Fundraising activities included a Summer of Sports, which saw Turning Lives Around CEO, Steve Hoey, join Lowell in a sponsored 24-hour relay, and a series of Halloween-themed activities including a ghoulish tales competition, bake sale and fancy dress competition.

Turning Lives Around also created a 'Giving Tree' for Lowell, giving Colleagues the opportunity to select a recipient from the tree to buy a gift for.

In October, we hosted the Centre for Social Justice's Yorkshire 'Big Listen' event at our Leeds office. This was the launch event for their project to deliver a road map to the new Government for how they can accelerate a generational shift in philanthropic giving to enhance the small charity sector, revitalise towns and cities, and help the most disadvantaged to thrive. One of a series of 'Big Listen' events, it brought together politicians, philanthropists, local trusts, foundations and charities to inform their research and make sure that their recommendations to Government are as experience-led as they are evidence-based.





# Responsible Business

## Our ambition

To be a resilient and ethical business, which takes responsibility for the environment and practises robust, transparent disclosure and continuous improvement.

### How we'll get there

By upholding the highest standards of risk management and ethical conduct, based on good governance and a resilient business model. And through a future-fit corporate sustainability programme that minimises carbon emissions and waste.

### The outcome we're looking for

Enhanced corporate value, through robust risk management and business relationships, and the continued trust of stakeholders.

## Our progress 2024

- Double Materiality Assessment identified seven sustainability issues as being material to our business
- We developed a new Group Human Rights umbrella policy to reflect our approach and align to regulatory, best practice, and international human rights standards.
- We enhanced the environment and human rights elements of our supplier oversight



## Key challenge

Embedding processes across the Group that support the consistent collection of additional data, together with the narrative disclosures required for upcoming regulation - with an immediate focus on improving the collection of our Scope 3 data points.



# Strong governance

Target	2024
All (100%) executive management and senior management to have sustainability performance metrics in their formal objectives	100%
All (100%) of eligible Colleagues to complete training relating to Lowell's anti-bribery and anti-corruption policies and procedures	100%
All (100%) of eligible Colleagues to complete training relating to data security, protection and privacy	100%

## What we did

Regarding statutory risk, we continued to deploy our governance functions so that the Investor Board can take responsibility for the long-term success of the Group and deliver value to stakeholders.

Andy Green, our non-executive and independent Chairman, leads our Investor Board. We have a further two independent directors, Trond Brandsrud and Sally-Ann Hibberd. The nine-strong Board has three female and six male members, six of whom have previous financial services experience.

The Board completes an annual self-assessment to review their delivery against terms of reference.

### Our oversight Board Committees have defined roles and objectives

- **Group Audit Committee** provides oversight of the processes for internal and external audit, safeguarding both the integrity of external financial reporting and internal control systems across the Group.
- **Group Risk Committee** provides oversight and advice on risk exposures, strategy, appetite and tolerance.
- **Group Remuneration Committee** approves remuneration policies and makes sure that they consider equity and promote the long-term success of the Group.
- **Group Sustainability Committee** provides oversight on behalf of - and gives advice to - the Board about our Sustainability strategy and related activities.
- **Regional Risk Committees** ensure we manage all regional risks in accordance with Lowell's Risk Framework and in compliance with local regulation.

### Group Sustainability Committee

We launched the Group Sustainability Committee (GSC) in 2023 to provide strategic advice, leadership and challenge to our Sustainability agenda.

The committee has challenged our external reporting, future strategy and 2024/2025 plans for the Corporate Sustainability Reporting Directive.

Committee members were actively involved in our robust Double Materiality Assessment. This work combined surveys, interviews and desk research to identify seven material sustainability issues (see page 6).

A Non-Executive Director (NED) chairs the GSC. It's attended by other NEDs, investor representatives, our Chief People & Sustainability Officer, and our Head of Sustainability, who bring a combination of external oversight and internal expertise.

The Sustainability Development Group (SDG) supports the GSC by recommending enhancements to our Sustainability strategy, which creates shared ownership and accountability, ensures delivery, and drives communications that differentiate Lowell from its competitors.

Representatives from all regions and functions attend the SDG, plus a Non-Executive Director from the UK Board. The SDG is chaired by our Group Head of Sustainability.

## 2024 objective

To continue to embed our risk appetite and associated ownership and controls, as refined during 2023.



Figure: Lowell's Board oversight Group Committees



# Regulation, risk and internal controls

We continuously monitor regulations to stay compliant. In 2024, we completed energy audits at our UK offices, meeting the EU Energy Efficiency Directive and Energy Savings Opportunities Scheme requirements. We also completed some initial preparations for the Corporate Sustainability Reporting Directive (CSRD), which may apply to Lowell in the future. We conducted a detailed Double Materiality Assessment to identify key sustainability impacts, risks and opportunities. We will also review the EU Taxonomy Regulation and complete a climate risk assessment in 2025.

**Reporting alignment**

We continue to align our reporting to the SASB framework, which we chose based on investor feedback and its sector focus. We also align our efforts with five UN SDGs (1, 5, 8, 13 and 17). As signatories of the United Nations Global Compact since 2022, we submitted our first Communication of Progress in 2024.

**Risk management approach**

Our Group Risk Framework and Risk Appetite guide our approach to risk management, supported by various policies. Our Risk Library helps us identify, understand and manage risks. The relevant risk owner reviews each of Lowell's risks annually to ensure controls are effective.

**Three Lines of Defence model**

To make sure we align to our Group Risk Framework and our appetite for risk, we organise our risk management and intel control framework using the Three Lines of Defence model. Each line has clearly defined roles, responsibilities and accountabilities.

Sustainable Development Goals



Figure: Lowell's strategy aligns with five of the UN SDGs

First line: Own and manage risk	Second line: Oversee, challenge, and report risk	Third line: Provide independent assurance
Maintain risk awareness culture	Overseen by Group Risk Committee	Overseen by Group Audit Committee
Manage function in line with risk appetite, escalate as needed	Group CRO and three regional CROs are members of Group/Regional ExCos	Group Head of Internal Audit and Regional Heads of Audit
Policy control and compliance	60 FTE risk Colleagues Groupwide	10 FTE Colleagues with co-source support
Manage risk register, test and assess risks and controls	Specialists in place for all key risks, including cyber and data	Report and manage incidents promptly



# Business conduct and ethics

Given the importance and sensitivity of debt, along with our size and scale, it's only natural that business conduct and ethics is one of Lowell's seven material issues. It's essential to our governance and vital to building stakeholder trust. We are always looking for opportunities to strengthen our approach and reflect the latest standards: this year, we refreshed our Group Code of Conduct policy.

### Human Rights policy implementation

Treating people ethically and fairly is central to our Values. Our new Group-wide Human Rights policy sets out how we promote and respect human rights within Lowell and across our business activities. It brings together topics that were previously within existing policies, including labour management, our approach to social dialogue on issues such as employee safety and freedom of association, and our compliance record with regional laws, legislation, standards and collective agreements.

We created the policy in partnership with an external human rights specialist. It reflects regulatory requirements, best practice and international human rights standards, including:

- International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work
- International Bill of Rights
- UN Global Compact Principles.

It is the foundation for our ongoing Human Rights due diligence. In 2024, 53% of our workforce was covered by formally elected employee representatives or collective agreements.

### Refreshing our Speak Up policy

We actively promote a culture where Colleagues can speak up safely and without fear. It's of vital importance to us and supports continuous improvement.

Colleagues can raise their concerns and tell us what they're thinking through both formal and informal channels. They can be fully confident that we will hear their voice (you can see a list of channels that we offer on the right of this page).

Our Whistleblowing policy is available on the intranet - we run regular campaigns to raise awareness and promote its use. Just one issue about Colleague wellbeing was raised through our whistleblowing channels during 2024 in our Nordic business (as it happens, we'd already investigated and fixed the problem following a feedback comment left in our annual Colleague engagement survey).

### Mandatory training

Our comprehensive mandatory training programme covers subjects either required by regulation or vital to business conduct. People must complete their mandatory training to qualify for Lowell's bonus scheme.

Our Client audits don't only give us valuable insights and feedback about our training programmes, they validate our high standards. Our 2024 training packages included Code of Conduct (page 15), data security, privacy and protection (page 32), and financial crime. In 2024, 100% of eligible Colleagues completed training on financial crime.

Recognising the tenure of Lowell Colleagues and the cyclical nature of annual training, we introduced a 'test-first' option for those with over one year's service. Feedback is positive and we estimate that just over half our Colleagues selected the 'test-first' option. Our pass rate was 100%, demonstrating their knowledge and competence. This approach has saved Colleagues' time, which in the UK we've used to offer them financial education training.

### Third-party management

Responsibility for supplier management oversight sits within our regions, with subject-matter experts handling individual relationships. In 2024, we sharpened our focus on sustainable procurement and supply chain risk through a new Group Procurement Policy, Supplier Code of Conduct, and enhanced risk assessment, covering environmental, human rights and labour issues.

### Key actions included:

- Training Colleagues involved in supplier selection and management on the new policies, sustainability monitoring, and financial and compliance checks covering performance, politically exposed persons, sanction screening and negative media exposure screening. Training in the UK and Nordics is 75% complete; DACH training launches in 2025.
- Completing new risk assessments for all Tier 1 and 2 suppliers. This confirmed that over 95% have Human Rights and Environment policies, and 80% have a Diversity, Equity and Inclusion policy.

## Speak Up Channels for Colleagues

### Formal

- Electronic whistleblowing systems (externally managed)
- Dedicated Compliance contact
- Designated regional 'speak up' Colleagues
- Let's Talk performance management process
- Line manager notification
- Leadership team notification
- Lowell Voice – twice a year engagement survey
- Group Functions Engagement Ambassadors

### Informal

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• CEO fireside chats</li><li>• Exec chat sessions</li><li>• Management chat sessions</li><li>• Skip-level meetings</li><li>• Virtual open Q&amp;A sessions</li></ul> | <ul style="list-style-type: none"><li>• Colleague networks</li><li>• Involve groups</li><li>• Ideas schemes</li><li>• Bright recognition platform</li><li>• Intranet</li><li>• Yammer</li></ul> |
|--|---|

Figure: Two-way communication channels available to Lowell Colleagues

See page 15 for our Code of Conduct review. See Lowell.com for our Code of Conduct and Human Rights Policy.



# Data protection and cyber security

## Data protection and information security

We store, manage and safely process the data of over 15m customers, 3,800 Colleagues and 2,000 Clients. Data protection and information security are critical to our business.

It's one of our seven material issues (see page 6). We earn the trust of stakeholders through our everyday actions and our transparency. People can get a sense of this through the privacy assurances that we publish on our websites.

Each region has its own Data Protection Officers and a dedicated Information Risk team responsible for making sure we meet our data protection obligations. They report to the regional Chief Risk Officer as part of the second line of defence in our governance model.

We have comprehensive policies covering:

- Data governance
- Data protection
- Information security
- Information classification
- Data handling
- Information retention
- Cyber security

During 2024, 100% of eligible Colleagues completed our annual mandatory training on data security, protection and privacy.

## Cyber security

Cyber-attacks are a constant threat, making cyber security one of our seven key Sustainability issues. Regional cyber-threat experts manage this, overseen by the Regional Chief Risk Officers with a member of the Executive Management team leading the strategy.

We handle cyber and tech risks through our Information Security Management System (ISMS), with policies regularly reviewed by Senior Management. Clear ownership ensures the Group Executive and Group Risk Committee have proper oversight and accountability. We track risks and controls in our risk management system, with any issues monitored through the remediation process.

Annual (or more frequent) risk assessments ensure controls are effective. Second Line Risk and Internal Audit review their scope, design, and operation for robustness. Regular reports on cyber risk management are shared with Risk Committees and Group Exec for review and approval.

In the UK, our Information Security Management is accredited to ISO27001.

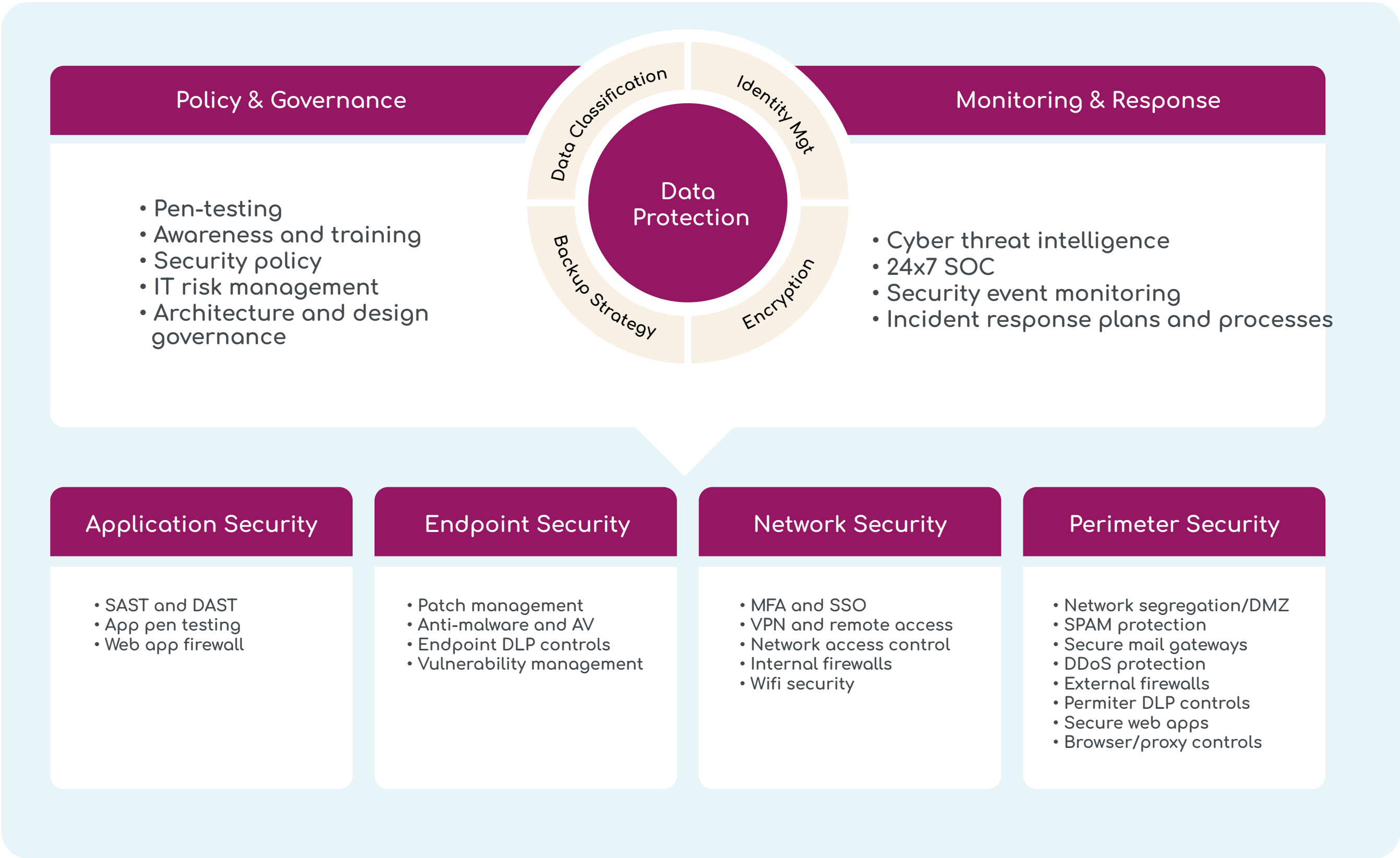


Figure: Overview of Lowell's approach to cyber security



# Environment

Target	2024
Net zero greenhouse gas emissions by 2040	Targets to be validated by SBTi
Reduce absolute operational emissions by 65% by 2025 (2019 baseline)	78%
100% renewable electricity by 2025	59% (by the end of 2024 99% of office space was on a renewable electricity tariff)
Zero waste to landfill (UK)	0

**Climate change mitigation: a material sustainability issue to Lowell**

Based on the importance of our contributions to the global effort to mitigate the impact of climate change and the costs associated with reaching net zero, we identified climate change as a material issue for us.

**Our net zero ambition**

We're working to achieve net zero greenhouse emissions by 2040, 10 years ahead of the global deadline set out in the Paris Agreement.

Our annual reporting of greenhouse gas emissions shares progress towards this goal as well as providing Clients, capital markets and regulators with the information they need to fulfil their own net zero commitments.

Lowell is a lean and efficient operation. Our business model aims for resilience; this includes managing risks around energy price volatility and energy security in Europe.

**Key features of our approach:**

- Our ambitions are credible, backed up with specific, measurable goals
- Our reporting is aligned with the Greenhouse gas (GHG) protocol
- In 2023, we were the first business in the Credit Services Management industry to begin aligning with SBTi requirements

## What we did

After collating data and modelling during 2024, we submitted our greenhouse gas emissions reduction goals to the Science Based Target initiative (SBTi) for their validation in 2025. We look forward to their feedback.

Alongside this, we continued to deliver our thriving corporate sustainability programme, which helps the business adapt to being future-ready by minimising greenhouse gas emissions and waste.

### Our progress 2024

- Operational emissions reduced across office energy consumption and business travel
- Business Travel Policy implementation

## 2024 objective

To complete the switch to renewable electricity for all offices and to submit our greenhouse gas emissions goals to the SBTi for validation.

Progress in 2024	Total waste in the UK (tonnes)	% of waste recycled	Waste sent for incineration with energy recovery UK (tonnes)
<b>Zero</b> Waste to landfill in the UK	<b>2021:</b> 54 <b>2022:</b> 110 <b>2023:</b> 133 <b>2024:</b> 99	<b>2021:</b> 87% <b>2022:</b> 92% <b>2023:</b> 84% <b>2024:</b> 81%	<b>2021:</b> 7 <b>2022:</b> 9 <b>2023:</b> 21 <b>2024:</b> 19

Figure: Waste generated in the UK. Any waste that is not recycled is incinerated with energy recovery. Due to a change in provider, 2024 data is based on average usage from July-December.

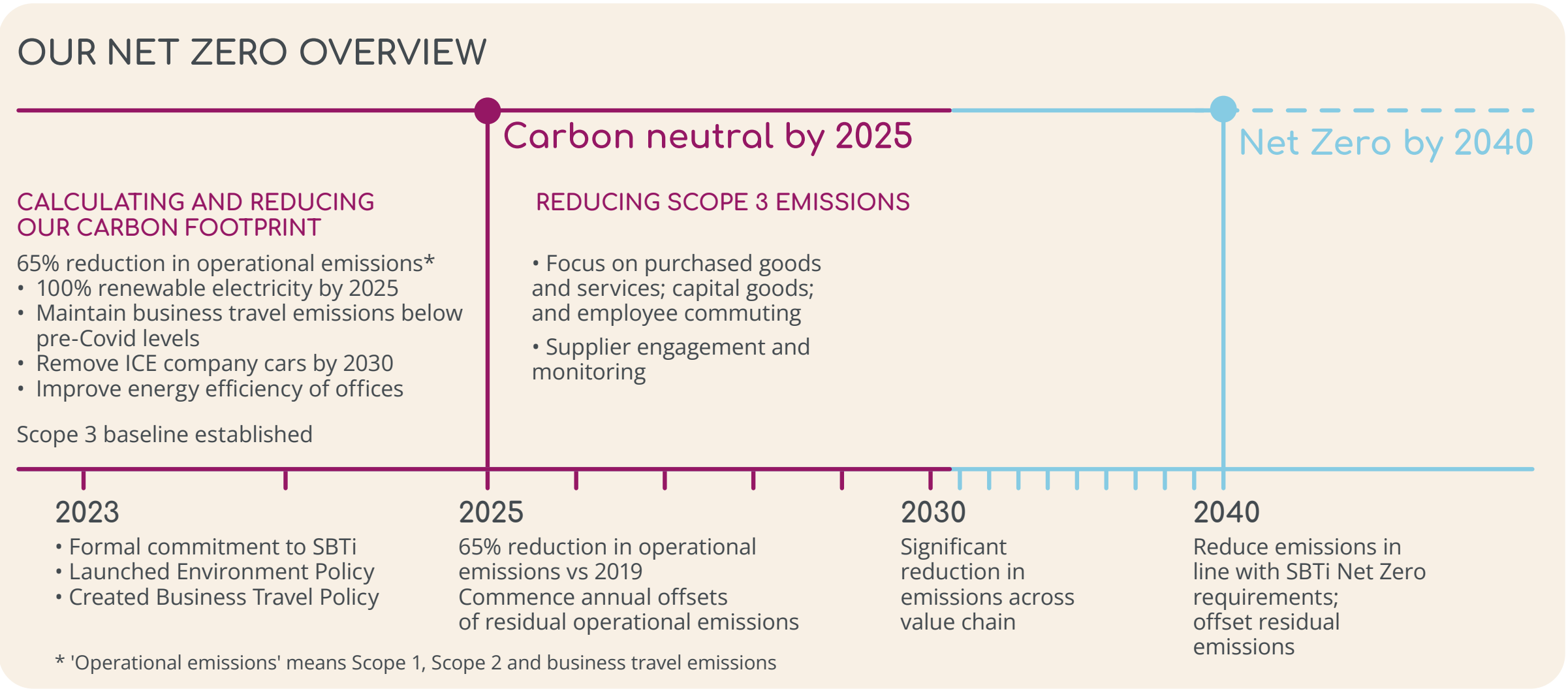


Figure: Lowell's net zero roadmap



# Emissions

We aimed to reduce Lowell’s operational emissions by 65% by December 2025 (based on 2019 levels) to ensure absolute carbon reductions before offsetting emissions for carbon neutrality in 2025.

We’re pleased to have achieved this operational emissions reduction early, cutting greenhouse gas emissions from office energy and business travel by 78% since 2019. Key measures included switching to renewable electricity and implementing a business travel policy that prioritises lower-emission transport.

With significant progress on our five-point plan (see next page), we will continue exploring further opportunities to reduce operational emissions as part of our net zero ambition.

This was the second year in which we analysed our full Scope 3 emissions. The largest source of Scope 3 emissions is due to the goods and services we purchase to run the business (88%) and employee commuting (8%). Our remaining Scope 3 emissions cover various areas of activity, such as business travel and waste.

We have worked on improving the accuracy of our footprint by using regional rather than global average emissions factors wherever possible. This improved accuracy is one of the reasons why our Scope 3 emissions are 33% higher in 2024 compared to 2023.

Other contributing factors include:

- Increased spending on paper, print, postage and transport services.
- Increased emissions from employee commuting with most Colleagues now in the office at least 40% of the time.

While regulatory compliance and customer preferences on communication are always our primary consideration, we will continue to explore how we can reduce the volume of paper we use and send to customers, which helps to reduce the emissions associated with this significant business activity (see page 36 for further detail).

When it comes to tackling emissions from Colleague commuting, the planned train station development near our Leeds head office will be a key enabler. We will also complete a review of public transport options to our other major sites.

78%

reduction in greenhouse gas emissions from our energy use and business travel since 2019

Emissions (tCO <sub>2</sub> e)	2019 (baseline)	2022	2023	2024
Scope 1	735	509	426	217
Scope 2 (market-based)*	2,243	696	515	328
Business travel	570	225	352	232
Total (Operational)	3,548	1,430	1,293	777
Total Scope 3^	Not measured		29,811	39,574

Figure: Scope 2 location-based emissions (tCO2e): 2019 – 1,939; 2022 – 1,887; 2023 – 1,765; 2024 – 1,464. ^Includes categories: 1 – purchased goods & services; 2 – capital goods; 3 – fuel and energy-related activities; 5 – waste; 6 – business travel; 7 employee commuting; 8 – upstream leased assets

Energy consumption	Unit	2019	2022	2023	2024
Total energy consumption (incl. purchased electricity, heating, cooling)	MWh	11,457	9,713	9,741	8,004
Total electricity consumption	MWh	5,402	3,629	3,621	3,122
Total electricity consumption generated from renewable sources	MWh	939	2,327	1,817	1,841
Proportion of electricity consumption generated from renewable sources	%	17	64	50	59%

Figure: Energy consumption data

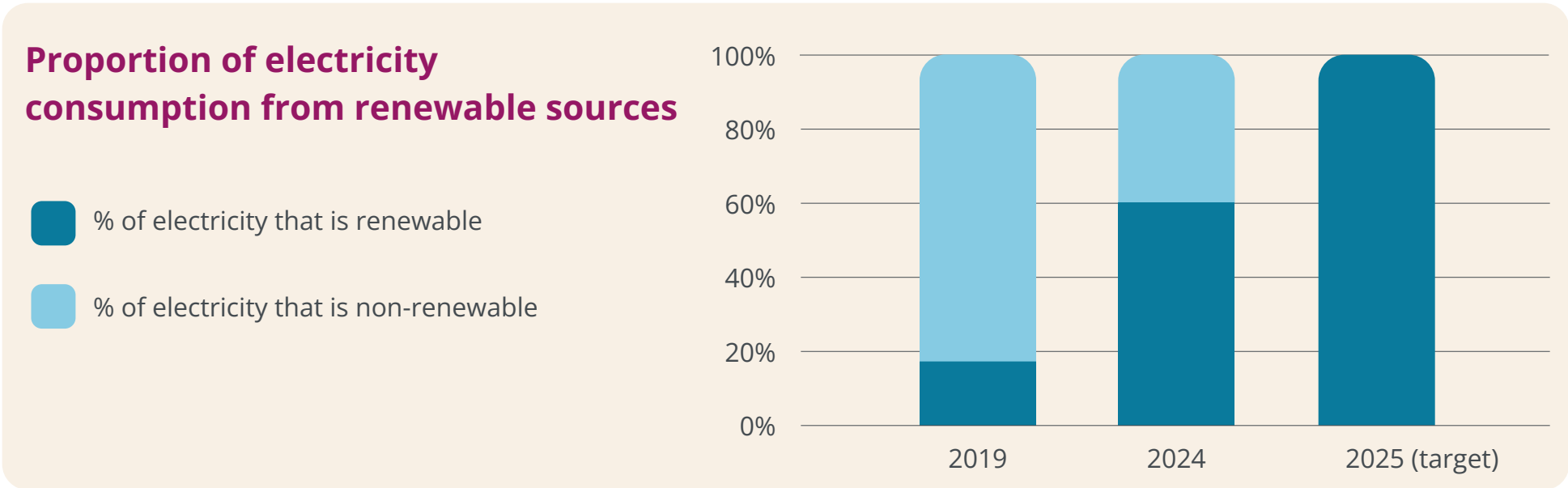



Figure: Proportion of electricity consumption from renewable sources



# Update on our five-point emissions reduction plan

In 2022, we published a five-point plan for reducing our Scope 1 and 2 emissions. This continues to guide our approach and propel our progress.




### Switching to 100% renewable electricity across all our sites by 2025

Switching to renewable sources of electricity is an important step in reducing our emissions. We've made good progress during the year, increasing the proportion of electricity from renewable sources by nine percentage points to 59% on an annualised basis.

By the end of 2024, we had placed 17 of our 19 office spaces – representing 99% of our floorspace – on renewable electricity tariffs. One of the remaining two offices will be closing in 2025.


This sets us up to achieve our target of 100% in 2025.



### Spotting energy efficiency opportunities

We also play our part in reducing demand as much as possible. In line with the EU Energy Efficiency Directive, in 2024 we completed energy audits in the UK and Germany. These audits inform recommendations on energy efficiency in buildings: we will prioritise high-emission sites with long-term leases.


The Energy Savings Opportunity Scheme action plan we submitted in the UK focused on reviewing the timing and temperature of our lighting, cooling and heating to ensure optimum efficiency.



### Optimising office space to align with our hybrid working model

Our need for office space changes every year, shaped by our business strategy, the acquisition of new Clients, and refinements to our hybrid working model. Our approach to hybrid working balances our environmental focus with Colleague wellbeing and the benefits of working together with team members in an office environment. Across the Group, our hybrid model is typically 40% in the office and 60% at home.


During 2024 we reduced our office space by 10,000 square metres, closing offices in Ratingen, Hamburg and Lahti (Finland). We also confirmed plans to reduce our office footprint by a further 23,000 square metres in 2025. This includes closing offices in Germany and Stockholm and migrating all UK Colleagues into our purpose-built head office in Leeds.



### Incorporating green credentials into new site requirements

We didn't open any new offices during 2024. Instead, we streamlined our office portfolio and continued to make the most of our leased and owned locations. In DACH, we lease a large proportion of an office in Essen which will be fitted with solar panels during 2025. The office is easily accessible by public transport, with good tramway links and a train station less than a five-minute walk away.

In the UK, after a year in our purpose-built office, we're finessing the building standards to ensure optimum efficiency. We're also using this site to pilot incentivising the use of re-usable cups in the canteen, which has seen us send over 15,000 fewer cups for recycling since September 2024.



### Removing all internal combustion engine vehicles from our fleet by 2030

We launched our new Company Car policy in summer 2024. The policy aims to remove all internal combustion engine (ICE) vehicles from our fleet by 2030. We're doing it in two phases:

- From 1 September 2024 all new leases must be for hybrid or fully electric cars with a maximum emission of 100 g/km of CO<sub>2</sub>e.
- From 1 July 2027 all new leases must be for fully electric cars.

We will support Colleagues choosing electric company cars with a one-off payment to set up a charger at their home. Our UK head office has over 70 electric charging sites. We are in the process of fitting charging sites in Essen and we rent out charging sites in Sweden.





### Colleagues score Lowell's environmental action at 65

We added a new question to our 2024 Colleague Engagement survey to find out the extent to which Colleagues feel Lowell is taking action to reduce the impact we have on the environment. We wanted to create a baseline from which to improve awareness and understanding of our environmental agenda.

At a Group level, Colleagues scored us 65 for environmental action. The results were significantly higher in the UK (74) where we piloted several environmental initiatives during 2024 and where our environmental group representation is strongest. Amongst senior Colleagues, who are directly involved in setting and approving our environmental agenda, the score was 94.

During 2024, we actively engaged with 59% of Colleagues on the topic of environmental impact via our Environment Involve Group, our Sustainability Development Group and our online Sustainability and Thorpe Park Community.

We've revamped our Colleague engagement plans for 2025 to help us improve metrics by engaging more and building a fuller understanding of our climate goals and progress.

### Cutting down on customer letters across the Group

We're making changes to reduce the number of letters we send, focusing on what our customers need and how they prefer to hear from us. At the same time, we're committed to using less paper and ensuring the paper we do use comes from sustainable sources.

- **In the UK** many customers have more than one account. Now, we're combining letters due around the same time into one envelope. This simple change saved 2.7 million envelopes in 2024. In 2025, we'll keep grouping letters where possible to reduce our use of materials.
- **In DACH**, as part of our digitalisation work, we tested sending some core letters by email instead of post. This 'email-first' approach saved 500,000 letters in 2024.
- **In the Nordics**, we've moved to online hosting for customer letters. Instead of printing and posting copies, customers can access them online.

### 'Re-use and recycle' UK pilot will save over 45,000 cups each year

In 2024, we piloted new waste reduction initiatives at our Leeds office, where we fully manage the site including catering. Working with our Environment Involve Group, we focused on re-use and recycling.

- **Reduced single-use cups** by incentivising the use of re-usable cups in the canteen. Since September, Colleagues who use their own cup benefited from a reduced price. Reusable cups are sold with proceeds going to charity partners Turning Lives Around and MyBnk. People can still pay for a paper cup. This has already saved 15,000 cups from recycling and will continue to save an estimated 45,000 cups each year. It's part of a wider focus on reducing single-use items.
- **We provide plastic-free sanitary products.** Lowell has paid to provide free sanitary products for Colleagues for several years now. Following a Colleague suggestion, we now source plastic-free sanitary products made from 100% organic cotton to support both sustainability and Colleague wellbeing.
- **Pop-up swap shops** launched this year with themes ranging from school uniforms and fancy dress to Christmas jumpers. It's a simple, fun way for Colleagues to share and reuse items they no longer need. The simple format makes them a real hit with people looking to refresh their wardrobe for free.

### Environment Involve Group going strong.

Eight of Lowell's ten Environment Involve Group members have been involved from its launch in 2022. Acting as a critical friend, they co-created Lowell's company car policy and designed and implemented our recycle and re-use pilot initiatives in 2024.





06

Performance  
scorecard

02. Better for Customers

Subtopic	Key performance indicators					
	Metric	Future target	2024 performance	2023	2022	2021
Trusted and engaging	Customer Net Promoter Score (NPS)	Achieve above market rates	DACH: 23 Nordics: 56 UK: 58	DACH: N/A Nordics: 55 UK: 54	DACH: N/A Nordics: 52 UK: 59	DACH: N/A Nordics: 51  UK: 67
	Group Client Customer Treatment	>85%	96%	93%	99%	97%
Personalised approach	Number of debt-free customers	N/A	2 million	2 million	2 million	2 million

03. Better Ethics and Understanding

Subtopic	Key performance indicators					
	Metric	Future target	2024 performance	2023	2022	2021
Lowell Values and ways of working	Group Colleague Engagement score	75 by December 2025	71	71	73	69
	Group Colleague Engagement survey response rate	>80%	87%	79%	79%	81%
	% of employees that completed Group Code of Conduct training within the last two years	100%	100%	98%	97%	N/A
Our promise to Clients and customers	Group Client Satisfaction score	8.5 (ongoing target since 2021)	8.2	8.1	8.2	8.6



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Performance scorecard

04. Better for society

Subtopic	Key performance indicators					
	Metric	Future target	2024 performance	2023	2022	2021
Colleague development and wellbeing	Group Colleague Engagement score for “Happy”	75 (ongoing target since 2022)	73	73	75	71
	Group Colleague Engagement score for “Opportunities to learn and grow”	70 by December 2025	68	69	69	64
	Colleagues offered a volunteering day	100%	100%	100%	54%	N/A
	Colleague volunteers	N/A	280	490	157	N/A
	Colleague volunteering hours	N/A	1,268	2,852	653	N/A
Diverse & inclusive culture customers	Company-wide gender breakdown	N/A	Female: 61% Male: 39%	Female: 61% Male: 39%	Female: 61% Male: 39%	Female: 61% Male: 39%
	Senior team gender breakdown	40% female by December 2025	Female: 42% Male: 58%	Female: 36% Male: 64%	Female: 32% Male: 68%	Female: 33% Male: 67%
	% of senior roles with a female successor in place	100% (ongoing since December 2023)	70%	62%	42%	N/A
	Employee turnover	N/A	23% (of which 15% is voluntary)	21% (of which 15.5% is voluntary)	23% (of which 19% is voluntary)	22% (of which 17% is voluntary)



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Performance scorecard

05. Responsible Business

Subtopic	Key performance indicators					
	Metric	Future target	2024 performance	2023	2022	2021
Governance	Percentage of executive management and senior management with sustainability performance metrics in their objectives	100%	100%	100%	59%	N/A
	Number of substantiated complaints received concerning breaches of customer privacy, and losses of customer data across our Group	N/A	11 customer complaints about data privacy or data protection were upheld in the complainant's favour by the UK Information Commissioner's Office, the UK Financial Ombudsman Service, or the Austrian Data Protection Authority. These cases account for 0.00007% of our customer base.	7 customer-related complaints being upheld in the complainant's favour (by 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.
	Percentage of Colleagues who received training on Lowell's anti-bribery and corruption policies and procedures	100%	100%	99%	95%	94%
	Percentage of Colleagues who received training on data security, protection and privacy	100%	100%	99%	96%	94%
	Scope 1 emissions (tCO <sup>2</sup> e)	Covered within our reductions in operational emissions target (below)	217	426	509	551
	Scope 2 emissions (market-based) (tCO <sup>2</sup> e)	Covered within our reductions in operational emissions target (below)	328	515	696	724
	Scope 3 emissions (tCO <sup>2</sup> e)	Covered within our net zero greenhouse gas emissions by 2040 target (see pg 33)	39,574	29,811	N/A	N/A
	Reduction in operational emissions (Scope 1, Scope 2 and business travel emissions) against 2019 baseline	65% reduction by December 2025	78%	64%	60%	63%
	Waste to landfill (UK-only) (tonnes)	0	0	0	0	0
	Percentage of Colleagues engaged on environmental impact	N/A	59%	45%	46%	N/A



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Scorecard  
Footnotes

Better for Customers		Better Ethics & Understanding		Better for Society		Responsible Business	
1	Net Promoter Score (NPS) measures customer willingness to recommend our services, based on their response to a survey question. It's calculated by aggregating survey results across periods, channels, and countries, with each response given equal weighting. The DACH and UK NPS includes voice and digital channels, while the Nordic NPS covers voice only. In the UK, it applies to customers managed by Lowell only (excluding those under third parties). No data was collected in Sweden in June 2024 due to a phone system upgrade. 'Above market rates' is defined as scores above the financial services sector average for NPS in all the countries in which we operate, based on publicly available information.	1	Group Colleague Engagement score reflects how positively Colleagues experience our values and ways of working, based on average scores for happiness working at Lowell and their likelihood to recommend us. It is calculated by a third-party provider. For SASB alignment, it is stated as 68% of Colleagues responding favourably on engagement.	1	An indicator of Colleague happiness at Lowell that reflects our efforts to create a positive workplace, as assessed by an external third party (using average scores).	1	Executive and Senior management is defined as Colleagues who participate in the Executive and Senior Leaders Bonus Plan and were employed by Lowell on 31 December 2024. Contingent workers are excluded.
		2	The Group Code of Conduct training is done every two years and was completed by Colleagues in the DACH, Nordics and UK region during 2024. The next training is scheduled for 2026.	2	An indicator of how Colleagues feel they have opportunities to learn and grow at Lowell. This shows how we are building a positive workplace within society, as measured by an external third party (using average scores).	2	Customer complaints about data privacy or data protection that were upheld by any regulator in any of our operating countries as a percentage of our customer base. We're open and transparent with our regulators and always co-operate when they contact us about customer complaints on data privacy or protection. In 2024, the regulators (including the UK Information Commissioner's Office, the UK Financial Ombudsman Service, and Austria's Data Protection Authority) upheld 11 customer complaints, most of which were about issues with Data Subject Access requests. The percentage of upheld complaints is based on the total number of customers who had an active account with Lowell at any time in 2024. Please note that in 2022 and 2021, our reported figures included complaints both upheld by regulators or through our internal complaints process.
				3	All Lowell Colleagues can take a paid day to volunteer for a cause of their choice. The number shown here is how many Colleagues used this opportunity in 2024.	3	Percentage of eligible Colleagues who completed anti-bribery and corruption training during the year, based on those employed by Lowell on 31 December 2024.
2	The Group Client Customer Treatment score reflects how well Clients believe we treat our customers. The percentage shown aggregates regional scores and includes all Clients who rated us 7+ on a 1-10 scale. 1 is 'not at all'; 10 is 'completely'. The question wording varies by region: 'treat customers in the right way' (UK, Nordics); 'deal fairly with' (DACH).  There is no direct external benchmark but based on top quartile data from our UK Customer Experience Partner, TLF Research, a score above 85% is typically considered excellent.			4	Gender breakdown of all Lowell Colleagues (excluding contingent workers) on 31 December 2024 shown as a percentage.	4	Percentage of eligible Colleagues who completed data security, protection and privacy training during the year, based on those employed by Lowell on 31 December 2024.
				5	Gender breakdown of senior leaders (excluding contingent workers) on 31 December 2024 shown as a percentage. Lowell's senior leadership population includes Executive team members and their Direct Reports, along with other roles responsible for a significant number of Colleagues, such as Operational Leaders.	5	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.
		3	Group Client Satisfaction score measures Client satisfaction with Lowell's performance. Each Client responds on a 1-10 scale. Responses are aggregated to Group level. Each Client has equal weighting. A score over 8.5 is considered excellent (based on data provided by our UK Customer Experience partner TLF Research, which covers the past 25 years).	6	Lowell's senior leadership population includes Executive team members and their Direct Reports, along with other roles responsible for a significant number of Colleagues, such as Operational Leaders. It excludes contingent workers.	6	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 calculated 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.
3	The number of customers who became free of their debts with Lowell, through any combination of paying off their accounts in full and/or having their accounts written off during the year.  In the UK, this figure excludes customers whose accounts were all closed due to reaching statute barred status during 2024.			7	Attrition data is calculated on a 12-month rolling period as of the effective date and excludes temporary workers.	7	Waste data is unavailable for our DACH and Nordics regions because Lowell is not in control of waste management in its offices there.
						8	Colleagues engaged on environmental impact includes members of our Environment Involve and Sustainability Development groups, active members of our Sustainability Community on Yammer, those who completed our annual commuting survey, and Colleagues involved in head office initiatives like reducing single-use cup usage, improving recycling, and 'swap shops'.



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SASB alignment


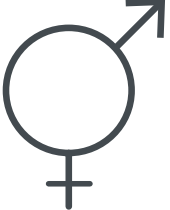


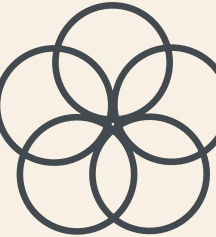


SASB TOPIC	SASB METRIC	OUR RESPONSE
Data Security	Description of approach to identifying and addressing data security risks.	See Group Risk framework and details of our approach to data protection and information security on pages 36–37 in this document. See % Colleagues who completed relevant training on page 34 in this document.
	Description of policies and practices relating to collection, usage and retention of customer information.	See description of our approach to collecting using and storing customer data on pages 36–37 in this document.
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected.	See regulator complaints about data privacy or data protection on page 46 with a further footnote on page 47. Additional information relating to SASB: <ul style="list-style-type: none"> <li>• 3 of the 11 complaints upheld by a regulator concerned the disclosure of personal data to unauthorised third parties: none were reportable to a regulator.</li> <li>• 27% of the complaints involved a customer's personally identifiable information (PII).</li> <li>• 11 customers were affected (each complaint related to one individual).</li> </ul>
Workforce diversity and engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees.	See gender diversity on page 28 in this document. Omissions: Collection of data on ethnicity in our workforce is in the early stages, starting with a census in the UK in 2023.
	(1) Voluntary and (2) involuntary turnover rate for employees.	See employee turnover on page 45 in this document.
	Employee engagement as a percentage.	See group Colleague engagement score (overall) on page 8 in this document. Source and methodology: We run an online Group Colleague engagement survey twice a year via a third-party provider. Our overall Group Colleague engagement score is based on the average score from the question 'How happy are you working at Lowell?' and 'I would recommend Lowell as a great place to work'. Our survey uses an average score metric. 67% of Colleagues respond favourably on the topic of engagement.
Professional Integrity	Description of approach to ensuring professional integrity.	See description of our Values and ways of working on page 17 in this document.
SASB activity metric	Number of employees by: (1) full-time and part-time, (2) temporary and (3) contract.	See employee information on page 8 in this document. Number of employees: 8 (Full-time – 3,431, part-time – 763). Temporary and contract Colleagues: (Temporary – 142, Contract (fixed term contract) – 181).



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Supporting the bigger picture

HOW WE SUPPORT THE SDGS	SDG TARGET	LOWELL FOCUS AREA	LOWELL KPI OR ACTIVITY
 <div><b>SDG 1: End poverty in all its forms everywhere</b> Lowell's initiatives that improve financial security and tackle debt for vulnerable customers can contribute to reduced levels of poverty and increased economic stability.</div>	<b>1.2:</b> By 2030, reduce at least by half the proportion of men, women, and children, of all ages living in poverty in all its dimensions, according to national definitions	<b>Better for Customers</b> Supportive and personalised debt resolution for all.	The number of customers who became debt-free with Lowell in 2024.
 <div><b>SDG 5: Achieve gender equality and empower all women and girls</b> As a company with a majority of female Colleagues, we are focussing on improving gender diversity among our senior management and executive levels to ensure that women have equal participation in decision making.</div>	<b>5.5:</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	<b>Better for Society</b> Put people first to build a stronger business and society.	Gender diversity across the organisation.
			Gender diversity in senior management.
 <div><b>SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</b> Lowell enables broader financial health for customers through the services and support we provide.</div>	<b>8.10:</b> Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	<b>Better for Customers</b> Supportive and personalised debt resolution for all.	Offer a range of debt support tools and services by region.
 <div><b>SDG 13: Take urgent action to combat climate change and its impacts</b> Lowell's ambition to become net zero by 2040, and use 100% renewable electricity by 2025, demonstrates our commitment to combat climate change.</div>	<b>13.2:</b> Integrate climate change measures into national policies, strategies and planning.	<b>Responsible Business</b> A resilient and efficient business, supporting a low carbon world.	Greenhouse gas emissions (Scope 1, 2 and 3).
			% renewable electricity.
 <div><b>SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development</b> By contributing to wider financial knowledge and improving sector standards, Lowell encourages partnerships and sustainable financial development.</div>	<b>17.17:</b> Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	<b>Better Ethics and Understanding</b> Set the highest standards and build a positive sector.	Improve sector insight and understanding.
		<b>Better for Society</b> Put people first to build a stronger business and society.	Contribute to wider societal knowledge on financial vulnerability and debt management.



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ESG index

Theme	Issue	Directory	Reference
Environmental	Climate Change	Responsible Business – Environment	Pages 33–36
	Energy	Responsible Business – Environment	Pages 33–36
	Procurement	Responsible Business – Improving resource efficiency	Pages 35–36
	Travel	Responsible Business – Environment	Page 34
	Waste	Responsible Business – Environment	Page 33
Social	Client Engagement	Better Ethics and Understanding	Page 16
	Customer Engagement	Better for Customers	Pages 8–13
	Diversity, Equity and Inclusion	Better for Society – A culture of diversity and inclusion (D&I)	Pages 24–26
	Education and Financial Inclusion	Better for Society – Supporting better financial education	Pages 17-19, 21-22, 27
	Employee Engagement	Better Ethics and Understanding – Together, we go further	Page 15
	Employee Health and Wellbeing	Better for Society – Colleague development and wellbeing	Page 15, 22-23
	Employee Training and Development	Better for Society – Colleague development and wellbeing	Page 22-23
	Employee Volunteering	Better for Society – Community engagement	Page 27
	Health and Safety	Better Ethics and Understanding	Page 15
	Human Rights and Labour Practices	Responsible Business – Governance	Page 31



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# Report statistics

Statistics referenced within the report			
Footnote no.	Report Pg. number	Statistic	Reference
1	09	36% of people delay engaging with debt due to fear	Debt Engagement Survey with Lowell UK's Customer Panel, February 2024
	12	19% take more than 12 months to make contact about a debt	
		1-in-5 customers take over 12 months to engage with debt, 31% of these stating ‘overwhelm’ as the reason	
	21	82% said that waiting to engage with their debt had a negative impact on their mental wellbeing Debt negatively affected the mental health of 8-in-10 people	
2	11	Over 90% of German consumers are regular users of WhatsApp	Federal Network Agency (FNA) for Electricity, Gas, Telecommunications, Posts and Railway (Link)
3	12	Mental health is estimated to impact half of the world’s population	Research by Queensland Brain Institute, July 2023 hms.harvard.edu
4	13	£23 billion unclaimed income-related benefits and social tariffs across Great Britian in 2024	Missing out 2024: £23 billion of support is unclaimed each year - Policy in Practice
5	16	Average tenure of our largest Clients in DACH and the Nordics is 13 years	Tenure is based on our top ten Clients in each region based on the monetary value of their business to Lowell (either spend or commission)
6	16	We track a world-class Client NPS score of 76 in the UK	NPS score above 70 is considered ‘world-class’: QuestionPro, Net Promoter Score: What It Is & How To Measure It   QuestionPro
7	16	55% of our debt purchase arrangements in the UK are on long-term arrangements	Long-term arrangements are referred to as (forward-flow) and refer to deals to continue to buy portfolios on a repeating basis for a set period. 55% represents the percentage of total spend of deals we transacted on during the year
8	16	1-in-7 (7.4m or 14%) people in the UK are heavily burdened keeping up with their domestic bills and credit commitments, down 7% from 2023, but higher than 2020 (11%).	FCA published 2024 financial lives research, <b>Financial Lives cost of living (Jan 2024) recontact survey</b>
9	19	In the Nordics, our Payments Indicator research	Nordic Payment Indicator Research that combines consumer research with Lowell data, May 2024
10	19	SEK 2,000 and 10,000 is around 170-880 Euro	Currency conversions completed on Google Currency Converter on 14 October 2024
11	21	Requests for debt repayment breaks rose by 25% in 2024 in the UK	Debt ‘breathing space’ requests rose 25% last year in England and Wales   Borrowing & debt   The Guardian
12	21	<b>UK 2024 statistics:</b> <ul style="list-style-type: none"><li>• 13% fall in ‘Buy now, pay later’ spending</li><li>• 50% in overdraft usage</li><li>• 14% increase in people keeping their spending within their disposable income</li><li>• 47% still worried about money: 30% to the extent that they avoided checking their bank balance altogether</li></ul>	Christmas spending survey conducted by TFL Panel on behalf of Lowell, November 2022 and 2023. 2,300 general respondents in the UK
13	21	<b>UK 2024 Survey responses:</b> <ul style="list-style-type: none"><li>• 17% said they felt uncomfortable talking about money.</li><li>• 25% felt anxious, stressed, or ashamed talking about money</li><li>• 20% felt empowered or in control when talking about their financial situation</li><li>• 31% of men feel comfortable talking about their financial situation</li><li>• 19% of women feel comfortable talking about their financial situation</li></ul>	‘How to talk to yourself about money’ survey conducted by TFL Panel on behalf of Lowell, January 2024 involved 1,000 general respondents in the UK



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Report key terms

Terms used within the report		
Term	Pages used on	Definition
Double Materiality Assessment (DMA)	05, 06, 28, 29, 30	Double Materiality Assessment is a way of understanding the sustainability topics that are most relevant or important for a business by considering impact from two perspectives: <ul style="list-style-type: none"><li>• Inside-out: how a company impacts the environment and society</li><li>• Outside-in: how sustainability risks and opportunities affect the company financially</li></ul>
Collections performance	07	Group collection performance on assets owned as at December 2023 for 12 months to 31 December 2024
LTM cash income	07	Gross collections from owned debt portfolios plus fees and commissions from third party servicing.
Cash EBITDA	07	Cash generated from collections (from owner Debt Purchase investments and third party commission received) less total operating cost
Portfolio acquisitions	07	The amount that was spent buying portfolios of debt comprising individual nonperforming loans and receivables from creditors and service providers during 2023
Excess cash generated to fund growth after Replacement Rate	07	Estimated free cash generated after interest, capex, taxes paid and Replacement Rate (being the estimated amount of purchases required to maintain 120m ERC
Colleagues across the Group	07	Colleagues are Lowell employees, excluding contract and temporary workers. See page 41 for a full breakdown.
Clients	02, 03, 04, 05, 06, 09, 14, 15, 16, 19, 29, 31, 35, 37	Clients are organisations that we buy debt from or manage accounts on their behalf
Customers	02, 03, 04, 05, 06 ,07, 08, 09, 10, 11 ,12, 13, 14, 15, 16, 17, 18, 19, 20, 22, 32, 34, 36, 37, 38, 39, 40, 41, 42, 43, 44	People who have a debt that either belongs to Lowell or a company which Lowell is working on behalf of
Long-term arrangements	03, 07, 16	Long-term arrangements are referred to as forward-flow and relate to deals to continue to buy portfolios on a repeating basis for a set amount of time.
EcoVadis	05	ESG ratings company
NPS	09, 16, 37, 40	Net Promoter Score (NPS) measures customer willingness to recommend our services, based on their response to a survey question. It’s calculated by aggregating survey results across periods, channels and countries, with each response given equal weighting
Credit Strategy Awards	09, 16	Industry awards run by Credit Strategy, which offers intelligence, insight and community for credit professionals in the UK
Credit Services Association	09, 18, 22	The CSA is the trade association for the UK debt collection and debt purchase industries
Institute of Customer Service (ICS)	09	<ul style="list-style-type: none"><li>• The ICS helps businesses perform better by improving customer experience. It works with companies, the public sector and the government to position the UK as a global leader in service, and to strengthen the economy.</li><li>• Their annual customer survey lets companies benchmark their service. In 2024, Lowell Financial in the UK scored an impressive 87.9 – well above the national average of 75.8</li></ul>
Distributed denial-of-service (DDoS)	32	DDoS attack. A cyber attack that floods a target with traffic to overwhelm its resources.
Demilitarized Zone (DMZ)	32	A DMZ attack in cyber security refers to a malicious attempt to exploit vulnerabilities on a server or service hosted within a ‘Demilitarized Zone’ network.
Multi-Factor Authentication (MFA)	32	MFA is a security method that requires users to provide multiple forms of identification to access a system, significantly enhancing security by adding extra layers of verification.
Single Sign-On (SSO)	32	SSO allows users to access multiple applications with just one set of login credentials.
Static Application Security Testing (SAST) Dynamic Application Security Testing (DAST)	32	SAST and DAST are ways of finding security issues in software. SAST analyses source code; DAST tests running applications.



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# Legal disclaimer

The report covers the whole of Lowell across our three regions: UK (England, Northern Ireland, Scotland and Wales), Nordics (Denmark, Finland, Norway and Sweden) and DACH (Austria, Germany and Switzerland).

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