



# Sustainability Strategy

**Our commitments to our key stakeholders** ..... 3

**Our material issues and goals** ..... 4

**ZEDRA Sustainability framework** ..... 8

ZEDRA's Integrated Sustainability Strategy establishes the framework through which we will create lasting value for our stakeholders, combining business performance and commercial success with positive outcomes that enrich our society and our planet.

It empowers the business to evolve, adapt and endure, unifying our approach to long-term financial return generation with our influence and control over environmental, social and governance matters. A combination of managerial practices and systems will enable implementation of this strategy.

Drawing on our long-held values of 'Do More. Achieve More', through a culture of integrity, fairness and belonging, we are committed to allocating appropriate resources to mapping, enhancing and managing key sustainability factors, with senior accountability and support as part of our core business operations.

## **Our commitments to our key stakeholders**

### **Our people**

Our people are our greatest asset. We're committed to investing in and empowering every member of our team as we strive to ensure ZEDRA is a great place to work. We aim to provide opportunities for staff to both learn and contribute to our sustainability agenda, through formal training and structured employee engagement campaigns.

### **Our communities**

Our communities are home to our people and offices. We pledge to always behave in a fair and ethical way as we help our clients and partners deliver value to society.

### **Our clients**

Our clients are the reason we exist. We always strive for reliability, agility, creativity and transparency in serving them. We provide our clients with the peace of mind that good governance brings, so that they can focus on what excites them.

### **Our investors, lenders and insurers**

Our investors, lenders and insurers believe in us and challenge us to perform at our best. We establish governance procedures that drive transparent, responsive, and sustainable decision-making at all levels to meet their expectations.

### **Our regulators**

Our regulators are key partners for our business continuity. We are committed to complying with regulatory requirements and maintaining a robust and accountable governance framework which enables us to operate with integrity and transparency.

## Our material issues and goals

Building on our strong track record of growth and client success, we're further strengthening our commitment to sustainability by supporting the UN Sustainable Development Goals (SDGs) most closely aligned to our core activities.

Our focus is on the areas below, which we have identified as the most material to our business.

### Financial

Key topics

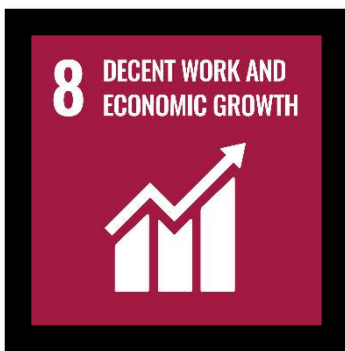
- | Growth
- | Operational excellence

Our core services support our clients' efficient economic investment and growth. We are expanding across key locations and service lines, through strategic acquisitions and by meeting an ever-increasing range of our clients' needs with excellence and efficiency.

We complement our internal financial targets for revenue and margin growth with core performance indicators on operational excellence, client satisfaction, digital transformation and efficiencies, as follows:

- F1:** Annualised client churn, not related to 'end of life' structures
- F2:** New business wins through organic growth
- F3:** Proportion of our processes that are digitalised

Contribution to SDG:



### Governance

Key topics

- | Integrity
- | Transparency
- | Regulatory compliance

Integrity, transparency and compliance are at the heart of our value proposition, enabling clients to be confident in their operations. Our actions are guided by ZEDRA's Compliance and Business Principles as well as ZEDRA's Corporate Governance Charter, which promote ethical practices and set out our zero tolerance to fraud and corruption.



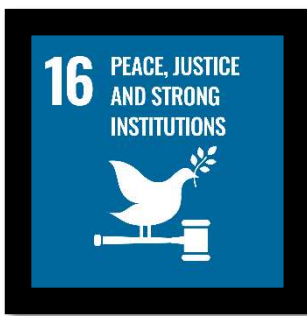
We have a strong governance framework in place, consisting of rules, policies, and practices that govern decision-making across all levels of seniority. This framework establishes clear lines of responsibility and accountability, ensuring effective risk management and compliance throughout our activities.

Our efforts range from establishing a diverse and accountable Executive Management structure and linking executive compensation to financial and non-financial metrics. We also conduct thorough Know Your Client checks during the client onboarding process and provide services to help our clients meet the highest governance and compliance standards.

This commitment is vital for creating enduring value, minimizing risks, and ensuring the overall sustainability of ZEDRA. We complement these processes, with core indicators such as:

- G1:** Percentage of eligible<sup>1</sup> employees completing anti bribery, corruption and money laundering training
- G2:** Percentage of employees completing training on and confirming adherence to ZEDRA’s ethical code of conduct

Contribution to SDG:



## Social

### Key topics

- | Culture and brand
- | Staff development, health and wellbeing
- | Diversity, equality and belonging
- | Social mobility

As a business which relies on people to deliver client excellence, these issues are critical for our success. We want to have access to the widest possible pool of talent, from all backgrounds, and retain great staff. At the same time, we want to ensure that we value and empower all our people and stakeholders. We believe this is the best way to build value together.

We contribute to advancements in these areas directly, through our recruitment and people management practices, and also through our work with local communities, such as our support for the World Heartbeat Foundation.

From the start of our operations, we have cultivated a work environment that attracts and retains a diversified and talented group of people, where everyone can grow and all feel equally respected, valued and championed.

<sup>1</sup> Not on parental or long term sick leave.

By actively seeking and embracing diversity, we strive to cultivate a workplace that fosters mutual understanding, empathy, and open dialogue, where no one is discriminated against or excluded based on their identities.

We foster entrepreneurialism, encouraging our people to see beyond their specific roles and to participate in a wide range of opportunities as they see fit. This approach underpins everything we do and sets us apart from our peers.

Our core indicators in this area are:

- S1:** Staff unwanted turnover rate
- S2:** Proportion of staff who agree/strongly agree there are good opportunities for growth and learning at ZEDRA
- S3:** Proportion of staff who agree they have good work/life balance
- S4:** Market pay benchmarking to assess respect of all differences and promotion of a diversified and talented group of people
- S5:** Number of work experience/apprenticeship opportunities offered (key entry pathway for school leavers/non-university students)

#### Contribution to SDGs



### Environment

Key topic

| Climate Change

In addition to minimising our direct impact by reducing our energy usage and waste production, we also aim to support broader efforts to mitigate and adapt to climate change. We also involve our employees in environmentally friendly daily practices within our offices and contribute to local environmental initiatives.

We are in the process of assessing the most appropriate carbon foot printing tool for our business, to help us identify areas for improvement and inform energy use reduction targets for our operations.

Our core indicators in this area are:

- E1:** Energy consumption across ZEDRA's offices
- E2:** Contribution to local environmental initiatives and projects, including through staff engagement opportunities

## Contribution to SDGs

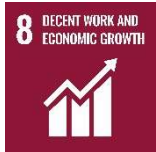






## Materiality assessment process

These issues have been identified through our first materiality assessment, which included a review of our business operations, including activities of key clients, interviews and workshops with senior management regarding stakeholder expectations and associated ESG risks and opportunities, and a desk-based competitor analysis.

We are committed to updating this analysis in due course, as part of our management systems that underpin the execution of this strategy, expanding our consultation process as needed to ensure we are capturing our key stakeholder views and expectations.

## ZEDRA Sustainability framework

Key topics		Core Indicators	Contribution to UN SDG
<b>Financial</b>	<ul style="list-style-type: none"> <li>  <i>Financial growth</i></li> <li>  <i>Operational excellence</i></li> </ul>	<p><b>F1:</b> Annualised client churn, not related to 'end of life' structures</p> <p><b>F2:</b> New business wins through organic growth</p> <p><b>F3:</b> Proportion of our processes that are digitalised</p>	
<b>Governance</b>	<ul style="list-style-type: none"> <li>  <i>Integrity</i></li> <li>  <i>Transparency</i></li> <li>  <i>Regulatory compliance</i></li> </ul>	<p><b>G1:</b> Percentage of employees completing anti bribery, corruption and money laundering training</p> <p><b>G2:</b> Percentage of employees completing training on and confirming adherence to ZEDRA's ethical code of conduct</p>	
<b>Social</b>	<ul style="list-style-type: none"> <li>  <i>Culture and brand</i></li> <li>  <i>Staff development, health and wellbeing</i></li> <li>  <i>Diversity, equality and belonging</i></li> <li>  <i>Social mobility</i></li> </ul>	<p><b>S1:</b> Staff unwanted turnover rate</p> <p><b>S2:</b> Proportion of staff who agree/strongly agree there are good opportunities for growth and learning at ZEDRA</p> <p><b>S3:</b> Proportion of staff who agree they have good work/life balance</p> <p><b>S4:</b> Market pay benchmarking to assess respect of all differences and promotion of a diversified and talented group of people</p> <p><b>S5:</b> Number of work experience/apprenticeship opportunities offered (key entry pathway for school leavers/non-university students)</p>	  
<b>Environment</b>	<ul style="list-style-type: none"> <li>  <i>Climate change</i></li> </ul>	<p><b>E1:</b> Energy consumption across ZEDRA's offices.</p> <p><b>E2:</b> Contribution to local environmental initiatives and projects, providing staff engagement opportunities</p>	