

ZELLIS GROUP

Impact Report

Reporting Period May 2025 to April 2026



zellis

moorepay

Benifex

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About Zellis Group

Zellis Group is the leading provider of AI-enabled HR, workforce management, pay and benefits software and services in the UK and Ireland, and a global leader in employee benefits technology.

Our Group brings together three award-winning businesses – **Zellis, Moorepay and Benifex** – united by a shared purpose: **To power exceptional employee experiences so people and organisations can do better.**

Together, our 3,200+ colleagues, support more than 5,000+ Zellis & Moorepay customers in the UK and ROI, and with 5m employee users of Benifex products across 126 companies, **we pay or reward 1 in 7 of the UK & ROI working population each month.**

		
AI-enabled HR, payroll and workforce management solutions for medium to enterprise large organisations.	HR and Payroll for small or growing businesses in the UK or ROI.	A global leader in employee benefits, reward and wellbeing technology.

Our values

Our Group culture is underpinned by our core values, created with input from our global workforce.



Unstoppable Together

We are inclusive, celebrate differences, and work together to achieve exceptional results.



Make it Count

We are accountable for what we do and the impact we have.



Always Learning

We build expertise in ourselves and others, always looking for better ways.



Think Scale

We build for the future, creating repeatable, simple, and scalable solutions.

Our Impact

We believe employee experiences can be a catalyst for meaningful change. By embedding sustainability into everything we do, we amplify that impact and create lasting value for people, communities, and the planet.



1,375,028

Trees planted

– Supporting reforestation in Nepal and Madagascar.



SBTi

Science – based near-term and net-zero targets validated by the SBTi in February 2025.



4 - POINT

EcoVadis score increase

– Retaining Silver Medal and ranking in top 15%.



B SCORE

From CDP – Recognised for strong environmental action and disclosure and an A rating in Supplier Engagement Assessment.



44%

EV commutes in India

– Significant shift to electric vehicles for colleague transport.



100%

Renewable energy

– All offices where we control energy supply now run on renewable electricity and green gas.



9

Colleague-led networks – Empowering communities and advancing inclusion.



100+

Apprenticeships supported

– Milestone reached ahead of target.



1800+

hours volunteered in our first years of **Community Days**, delivering Social Value.

Chief Executive Officer's Letter

FY26 was a year of growth, integration and continued progress for Zellis Group.

Over the past year the Group has grown significantly through new acquisitions, broader capabilities and the continued development of our AI-enabled products and platforms. As we move into FY27, our focus is on delivery: bringing those investments together to create better products, stronger customer outcomes and a more connected Group.

Our Group purpose is to power exceptional employee experiences so people and organisations can do better. Across Zellis, Moorepay and Benifex, that purpose now reaches millions of people every month, helping organisations deliver pay, benefits, workforce management, financial wellbeing and employee experience solutions that matter in people's working lives.

This same ambition shapes our approach to sustainability and impact. As our business grows, so does our responsibility to use our scale, expertise and technology in ways that create long-term value for our colleagues, customers, communities and the environment.

This year, we made meaningful progress against our Sustainability & Impact ambitions. We strengthened our wellbeing offering through the acquisition of Hastee, expanded our ability to help customers understand and act on workforce diversity data, and continued investing in our colleagues through learning, leadership development and apprenticeships.

Creating an inclusive culture remains a priority. Our nine colleague-led networks continue to help foster connection, belonging and support across the Group, while our first full year of Community Days saw colleagues contribute more than 1,780 volunteering hours to causes that matter in the communities where we live and work.

We also continued to advance our environmental commitments. During FY26, we reassessed our emissions pathway and revised our target to become Operationally Net Zero by 2030, while maintaining Science Based Targets initiative-validated near-term and net-zero targets. Total emissions decreased compared with FY25, and we retained our EcoVadis Silver Medal, achieved a B score through CDP, and received an A rating in CDP's Supplier Engagement Assessment.

We are proud of the progress we have made on our environmental commitments, while recognising growth of the Group brings challenges, including increased business travel and a larger operational footprint, we remain committed to addressing them transparently and responsibly as we continue our journey towards net zero.

As we look ahead, our focus is clear: delivering better outcomes for customers, creating an even more inclusive and connected workplace, supporting stronger communities and continuing to reduce our environmental impact.

Thank you for taking the time to read our Impact Report. I hope it gives you a clear view of the progress we are making, the challenges we are working through, and the role we believe responsible business can play in creating lasting value.

John Petter
Chief Executive Officer, Zellis Group
August 2026

Our approach to sustainability

We believe we have a responsibility to create a positive impact for our colleagues, customers, and the communities we operate in. Our technology touches millions of lives, helping to deliver pay and benefits, support wellbeing, and foster recognition, engagement, and motivation at work.

In 2021, we partnered with a leading sustainability consultancy to undertake a comprehensive materiality assessment. This helped us understand the issues that matter most to our customers, colleagues, shareholders, lenders, and partners, and shaped the development of our Group-wide Sustainability & Impact Framework.

Launched in 2022 and refreshed in 2024, the Zellis Group Sustainability & Impact Framework focuses on four priority pillars where we believe we can create the greatest positive impact. Each pillar is supported by a long-term ambition and interim targets that help guide our progress and measure success.

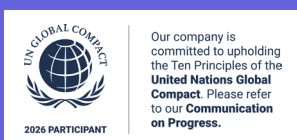
We regularly review and evolve our framework to ensure it remains aligned with stakeholder priorities, emerging sustainability risks and opportunities, evolving regulatory requirements, and leading reporting standards. This enables us to focus our efforts where we can deliver the greatest value for our people, customers, communities, and the environment.



Wellbeing for all	Diversity of thought and experiences	Strong communities	Protect our environment
• Make pay and benefits easier to understand. • Promote wellbeing through digital resources. • Build knowledge and confidence or better financial wellbeing.	• Empower organisations to be representative and equitable through data. • Advance inclusion and celebrate differences. • Enable pay equity and benefits.	• Nurture high quality employment and workplace experiences. • Make charitable giving easy. • Support our local communities through volunteering and partnering with community organisations.	• Be Operationally Net Zero by the end of 2030. • Fully Net Zero, across all activities, by 2040. • Proactively protect and restore biodiversity, not just minimise our impact.
And by the end of 2027 our Sustainability & Impact ambitions are to:			
• Support 5 million people with financial and mental wellbeing. • 2 million people with access to discounts & cashback. 	• Have truly diverse leadership with 50% women and 20% diverse characteristics. • Help more than half our customers to be truly diverse/representative. 	• Support 100 apprenticeships by 2025. • By 2027 we will increase the people giving through payroll by 20%. 	• Achieve EcoVadis Silver Medal Status. • Plant 1 million trees by the end of 2025. • Ensure our emission reduction targets are validated by the SBTi. 

Learning from best practice

We are a proud signatory of the UN Global Compact demonstrating our commitment to advancing the 17 UN Sustainable Development Goals, building high quality employment experiences, and preserving our environment. We engage in learning and dialogue to advance the UN Global Compact's 10 Guiding Principles.



Our awards and certifications

Our awards and certifications provide third-party recognition that we are making real progress to achieve our ambitions and targets, and that we are committed to doing things the right way.

EcoVadis is the world's largest and most trusted provider of business sustainability ratings. In 2025 we retained our Silver Medal Status for a third year in a row and achieved a 4-point increase.



CDP is a platform used by companies to disclose their environmental management and carbon emissions. In 2025 we achieved a B rating for Climate Change in CDP in recognition of our implementation of best practice. We also received an A rating in their **Supplier Engagement Assessment**.



As a signatory of the **Microsoft Partner Pledge**, we are committed to "working together to make digital innovation a force for good".



As a Wellbeing of **Women Menopause Positive Workplace**, we recognise that menopause is a natural part of life and are committed to taking action to make sure everyone going through the menopause is supported.



We're proud to be a **Disability Confident Committed Employer**, working to ensure that disabled colleagues are treated with dignity and respect and aren't disadvantaged in the workplace.



As an honoured partner of **Microhive** (formerly Pennies from Heaven) we have been awarded a Microhive Gold Award and quality mark for the fourth year running.



As a signatory of **The Pregnancy Loss Pledge** we commit to giving all affected colleagues the support they need, whilst recognising that everyone's needs will be different.



By signing the membership charter of the **Employers' Initiative on Domestic Abuse** we are united in taking action and supporting our colleagues.



In February 2025 both our near term and net zero targets were **validated by the SBTi**. Our science based targets prove our commitment to building a sustainable economy, by doing not what is easy but what is necessary.



We are an accredited **Real Living Wage** employer in the UK.



Recognised as **Top 10 Employer for Women in Tech by Women in Tech UK**.



Two of our locations are certified to **ISO 14001**, and other sites are aligned to the standard.

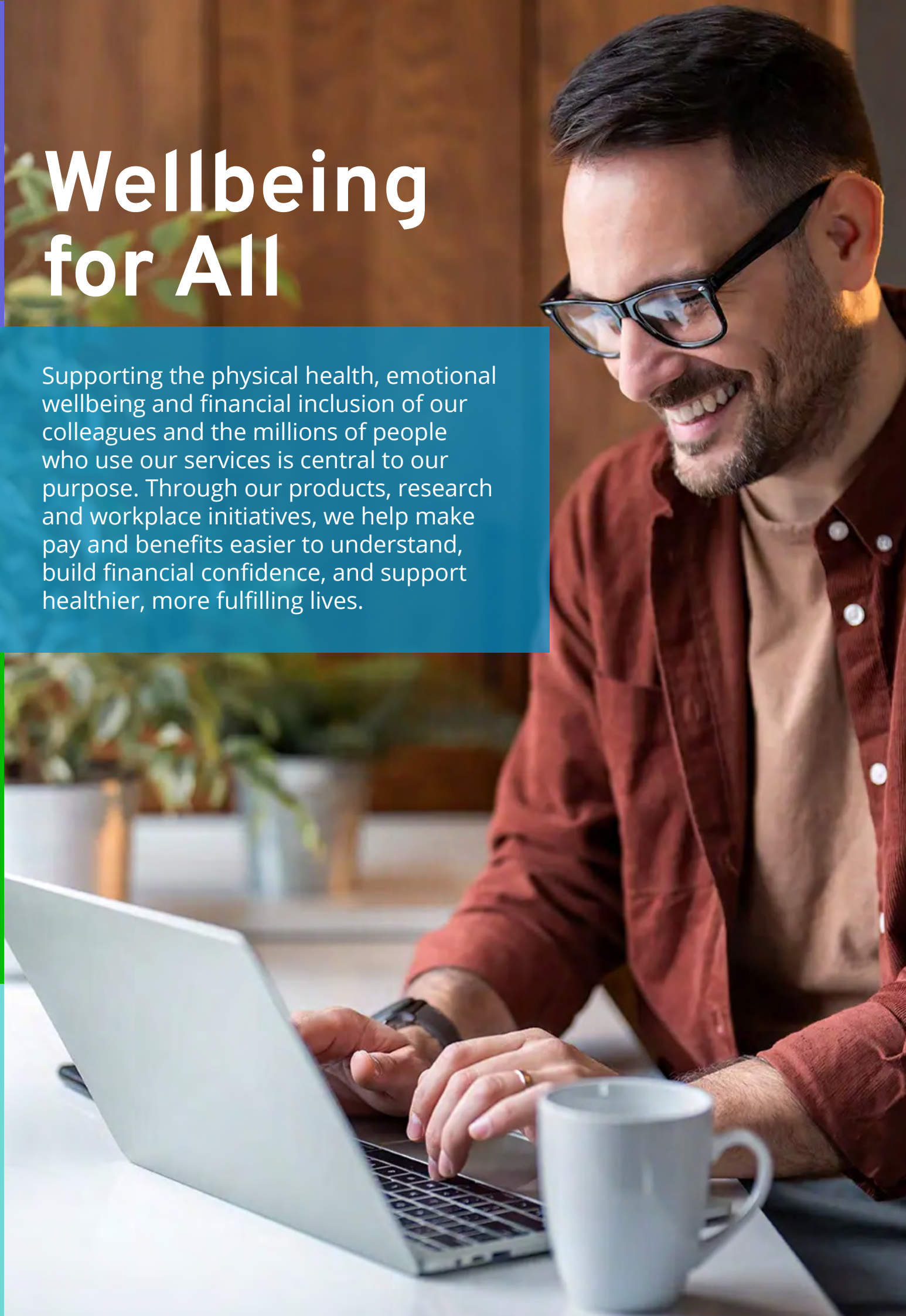


As a partner of Lloyds Banking Group, we were proud to retain the **LBG Emerald Standard in 2026**.



Wellbeing for All

Supporting the physical health, emotional wellbeing and financial inclusion of our colleagues and the millions of people who use our services is central to our purpose. Through our products, research and workplace initiatives, we help make pay and benefits easier to understand, build financial confidence, and support healthier, more fulfilling lives.



Wellbeing for all

We work to...

- Make pay and benefits easier to understand
- Promote wellbeing through digital resources
- Build knowledge and confidence for better financial wellbeing

Our ambitions

Support over five million people with their financial and emotional wellbeing

Progress to date

Achieved in FY25!

- There are over 5m employee users who access financial health and wellbeing benefits through Benifex.
- In addition to this 2300+ Zellis and Moorepay customers make use of our interactive, simple, explained digital payslips, helping to support and improve their employees' financial literacy and 300+ employers use Hastee's financial wellbeing solutions.

**In previous years' reporting we included metrics for discounts and cashback only, however due to our continuously expanding product and service offering and evolving industry expectations, we now report on a broader financial wellbeing metric that includes discounts and cashback, plus benefits, financial education, and earned wage access.*



Zellis Group is a global thought leader in workplace wellbeing. Each year, our wellbeing experts share their knowledge at over 100 events, podcasts and conferences. We also regularly conduct wellbeing research, both alone and in collaboration with leading universities around the world and support hundreds of our customers with their workplace wellbeing strategies.

Supporting wellbeing through our products and services

Financial wellbeing has a direct impact on employee health, engagement and productivity. Zellis research (2025) found that 92% of employees experienced financial stress or worry in the previous year, while 89% said it affected their working lives. Encouragingly, 78% felt they contributed more at work when confident about their finances. For employers, financial stress can lead to increased absenteeism, presenteeism, lower productivity and higher employee turnover.

Poor financial literacy is closely linked to increased debt, lower savings and greater financial stress. Many employees struggle to understand their payslips, identify the government support available to them or manage short-term cash-flow challenges. Improving financial literacy and giving employees greater control over their finances can help reduce stress, improve wellbeing and support stronger business performance.

Our strategic acquisition of Hastee, a leading financial wellbeing platform, in FY26 expands our ability to support employees through a comprehensive suite of tools, including earned wage access, personalised financial education, money management tools, state benefits eligibility checking and employer analytics to better understand workforce financial wellbeing.

By combining immediate financial support with long-term financial education, Hastee helps employees build financial resilience, reduce stress and improve their overall wellbeing. At the same time, it supports employers to attract, motivate and retain talent, improve workforce engagement and fill critical shift vacancies.

Hastee's measurable impact

- **Improved financial wellbeing:** 92% of users feel more in control of their finances and 79% feel happier using Hastee.
- **Stronger attraction and retention:** 88% of users are more likely to stay with an employer that offers Hastee as a benefit.
- **Increased engagement and productivity:** Businesses using Hastee report a 72% increase in shift uptake alongside improvements in employee engagement.

Hastee: the all-in-one employee financial wellbeing platform

Hastee helps employers improve employee financial wellbeing through earned wage access, payroll savings, financial education and money management tools. By combining flexible access to earned pay with practical financial wellbeing support, Hastee empowers employees to take control of their finances while helping organisations reduce financial stress, strengthen engagement and support overall wellbeing.

The platform is built around three pillars:

Earn

- Earned wage access, enabling employees to access a portion of earned wages before payday.
- Earnings Tracker, providing visibility of shifts, earnings and withdrawals.
- Weekly Salary, allowing employees paid monthly to structure withdrawals as weekly income.

Learn

- Personalised financial education, including articles, tips and learning modules.
- Financial Health Check, helping employees assess and understand their financial wellbeing.
- AI Financial Assistant, providing on-demand guidance and support.

Launching in FY27 - Grow

- Boost Your Pay discounts through gift cards from leading brands.
- Payroll Savings, helping employees build financial resilience.
- Benefits Calculator, enabling employees to check eligibility for state benefits.

Hastee is trusted by more than 300 organisations and is a founding member of the world's first Earned Wage Access (EWA) Code of Practice. Developed by the Chartered Institute of Payroll Professionals (CIPP) in collaboration with providers and the UK Government's Money and Pensions Service, the Code promotes responsible access to earned wages. Hastee was also among the first providers to pass an independent assessment of compliance with the Code.

Wellbeing for Zellis Group colleagues

At Zellis Group, we treat all colleagues with respect and without judgement, whatever they are going through in their professional and personal lives. Everything we learn about wellbeing through our research is used to support our own people and enhance the company's long-term success.

In FY26 we introduced manager and colleague wellbeing guides to help our colleagues navigate their wellbeing resources. Highlights of 'Wellbeing for All' include:

Real Living Wage

Financial wellbeing starts with fair pay. As an accredited Real Living Wage employer in the UK, we are committed to paying all colleagues, across all geographies, a fair living wage.

Employee Assistance Programme

Where available globally, colleagues and members of their household have free 24/7 access to personalised, confidential advice and support from mental health, financial, and legal experts through our externally provided Employee Assistance Programme. In eligible locations, colleagues can also access GP consultations online or by phone, 24 hours a day.

Private Medical Insurance

All colleagues are eligible for either private medical insurance or a wellbeing allowance, funded by Zellis Group, as part of flexible benefits offering. See more on page 31.

Investing in our working environments

In January 2026, we opened our new office in Kochi at Lulu Twin Towers, marking an important milestone for Zellis Group and setting the benchmark for workplaces across the Group.

Designed to support collaboration, wellbeing and innovation, the office provides a modern workspace for up to 800 colleagues from across Zellis, Moorepay and the wider Group. Located within Kochi's SmartCity technology hub, the building offers high-quality amenities, including green spaces, a gym, food court and crèche facilities.

The move forms part of a wider investment in our workplaces, creating environments where colleagues can connect, collaborate and do their best work. Over the next two years, we will continue this programme with new and upgraded offices in Watford, Peterborough, Longbridge and Bristol.

Wellbeing for All Champions

All colleagues can access support via our circa 40 Wellbeing for All Champions. All our Champions are trained and accredited **Mental Health First Aiders**, trained to spot signs of people experiencing poor mental health, be confident to start a conversation, and signpost appropriate support. We are committed to expanding this network to ensure as many of our colleagues as possible have access to a Wellbeing for All Champion.



Supportive and family-friendly policies and pledges

We have a dedicated range of policies and pledges to support families, including our Pregnancy Loss Policy, Fertility Treatment Policy, Maternity & Pregnant Parent Leave Policy, Parental Leave Policy, and Wellbeing for All Policy. In FY26 we introduced manager and colleague wellbeing guides to help our colleagues navigate their wellbeing resources.

We recognise that for some people experiencing domestic abuse, work may be their only safe space, which is why we are signatories to the Employers Initiatives on Domestic Abuse (EIDA) and have a dedicated Domestic Abuse Policy and Manager Support Guide. As a signatory to the Miscarriage Association's Pregnancy Loss Pledge, we also provide guidance to managers on supporting affected colleagues.

One-hour meeting block-out

To encourage colleagues to take a proper break during the working day, we strongly discourage the scheduling of internal meetings between noon and 1pm, and colleagues are not expected to respond to calls or messages during this time.

Health and safety

The health and safety (H&S) of our workforce is of paramount importance, and we adopt a robust approach across all locations.

Initiatives and performance are discussed at least monthly at our Health and Safety Forum, our mechanism for social dialogue on health and safety, which is attended by all site leads - representing 100% of our onsite colleagues. This gives site leads the opportunity to raise concerns about the Health and Safety of their site and contribute to Health and Safety strategy. Oversight of Health and Safety sits with the Property Board, where the Property Team reports on KPIs that include health and safety. We annually review the Group Health and Safety Policy, Lone Working Policy, and accompanying arrangements.

All colleagues receive health and safety training, including on display screen equipment (DSE), annually as part of our mandatory annual compliance training. All colleagues with health and safety responsibilities receive additional training, with IOSH qualifications held by colleagues with site level responsibilities, and NEBOSH certifications held by a manager with group-level oversight. We are pleased to report that we've had no RIDDOR-reportable incidents within the last four years, showing that all near miss and pre-emptive action taken is benefiting colleague safety.



Diversity of Thought and Experience

A man with grey hair and a beard is smiling while looking at a smartphone. He is wearing a light-colored sweater under a grey blazer. The background is blurred, suggesting an outdoor setting. The image is framed with a blue vertical bar on the left and a green horizontal bar across the middle.

Zellis, Moorepay and Benifex are united in the belief that diversity of thought and experience is essential to powering exceptional employee experiences. Across the Group, we're committed to advancing inclusion, championing equity, and helping our customers build more representative organisations.

Diversity of thought and experience

We work to...

- Empower organisations to be representative and equitable through data
- Advance inclusion and celebrate differences
- Champion pay equality and benefits

Our 2027 ambitions

Have truly diverse leadership with 50% women and 20% diverse characteristics

Help more than half our customers be truly diverse/representative through enhanced Diversity Data capture modules

Progress to date

- 28% leadership roles held by women. We define 'leadership roles' as our executive team and their direct reports.
- 100% Zellis HCM customers have access to our diversity data capture module, helping them collect, monitor and analyse workforce diversity data. This enables organisations to measure progress against their diversity, equity and inclusion (DEI) goals and supports their ability to meet current and emerging pay gap reporting requirements.



Helping our customers achieve their own DEI ambitions

Our customers range from international banks and global manufacturers to local authorities and small businesses. Through our products and services, we play a unique role in helping organisations better understand their workforces and make progress towards their diversity, equity and inclusion (DEI) goals.

We are equally ambitious about our own organisation. By the end of 2027, we aim to have a diverse leadership team that reflects the colleagues and communities we serve across our business

Empowering organisations to build more representative and equitable workplaces

High-quality workforce data is fundamental to creating more inclusive organisations. However, our research with Economist Impact found that many employers still face challenges in collecting and maintaining diversity data.

While most employees are comfortable sharing information such as their age, ethnicity, nationality, marital status and gender identity, many remain reluctant to disclose other characteristics. Concerns are particularly pronounced around socioeconomic background and pregnancy-related information, with employees often citing privacy, job security and career progression as key considerations.

As regulatory expectations continue to evolve, the need for accurate, trusted and responsibly managed workforce data is becoming increasingly important. New requirements, including the upcoming Equality Action Plans as part of the 2025 UK Employment Rights Act, and the EU Pay Transparency Directive, and growing expectations around pay gap reporting and action planning, are increasing the focus on workforce representation, progression and equity. Emerging areas such as menopause action plans and anticipated disability and ethnicity pay gap reporting are further reinforcing the need for inclusive and well-governed data collection.

Our diversity data module within Zellis HCM Cloud enables employees to securely and confidentially self-declare diversity information. Available to 100% of our HCM customers, the solution helps organisations collect, manage and analyse workforce diversity data while maintaining employee trust and data privacy.

Integrated Power BI dashboards allow employers to identify trends, understand workforce demographics, monitor progress and develop targeted action plans to support their DEI objectives.

By helping organisations collect and use diversity data responsibly, we enable more informed decision-making, stronger inclusion strategies and more meaningful progress towards equitable workplaces, while supporting customers in responding to evolving workforce expectations and regulatory requirements.

Championing pay equity

Fair pay is a cornerstone of workforce equity. That's why Zellis Group is an accredited UK Real Living Wage employer and welcomes diversity pay gap reporting as an important step in becoming a more equitable organisation.

Our equal pay audit service incorporates the Equalities and Human Rights Commission's Five-Step Process for Conducting an Equal Pay Review, and our expert consultants add a comprehensive report and feedback workshop to help organisations identify pay discrepancies and develop plans to address them.

We also offer an optional service producing gender pay gap figures for those organisations struggling to meet submission deadlines for gender pay gap reporting. Our Equal Pay Reviewer software takes a snapshot of the data and creates equal work groups to enable detailed analysis and pay comparisons by gender, ethnicity, religion, and other protected characteristics.

Through our diversity data product and other solutions, we actively support organisations to prepare for current and possible future pay-gap reporting requirements, including ethnicity, disability, and CEO pay gap.

Latest gender pay gap reporting (2025-2026)

- Zellis' unweighted median gender pay gap in 2025 was 11.8 %. Zellis' mean gender pay gap for 2025 was 14.6 %. 94.2% of women received a bonus, compared with 89.2% of men.
- Moorepay's unweighted median gender pay gap in 2025 was 4.2 %. The mean gender pay gap was 12.5 %. 90.4% of women received a bonus, compared with 88.2% of men.
- Benifex's unweighted median gender pay gap in 2025 was 20.8 %. The mean gender pay gap was 23.9 %. 37.5% of women received a bonus, compared with 42.9% of men.
- Our mean pay gap in Sweden in 2025 was 7.8%.

There are several reasons for this:

- More men than women in senior positions in the organisation.
- More women occupy payroll administration roles in our managed services teams.
- Women are underrepresented in our technology and digital roles at the middle and upper levels of the organisation.
- There is a greater proportion of women in part time roles (18%) compared to men (6%) (Zellis & Moorepay).

**Please note all gender pay gap reporting is for UK colleagues unless stated otherwise (Sweden)*

Employee benefits for all

Just as diverse workforces bring a wealth of benefits to organisations, employers can retain talent by offering benefits that reflect the wealth of diversity in their people. Benifex specialises in flexible benefits that give employees the opportunity to choose the perks and support that fit their unique needs, whoever they are and whatever life stage they are at (see page 29), for example:

- LGBTQIA+ employees may need different healthcare services than cisgender, heterosexual employees.
- Men may benefit from gender-specific mental health support, while women may seek out assistance for perimenopausal symptoms.
- And employees from minority faith groups may appreciate spaces and time to accommodate their cultural or religious practices.

Diversity, equity, and inclusion for our colleagues

We want everyone at Zellis Group to feel they belong, can be themselves, and have the opportunity to thrive. We believe that diverse perspectives, experiences and ways of thinking make us stronger, driving innovation, improving decision-making and helping us better serve our customers and communities.

Our DEI strategy has been shaped through collaboration with colleagues, customers, industry experts and partners, helping us create an environment where everyone can thrive. Through mandatory annual training, awareness campaigns, colleague networks and leadership development, we continue to build understanding, challenge bias and promote inclusion across the organisation.

In FY26, we delivered a range of colleague-led and expert-led learning opportunities covering topics including Black History Month, Pride Month, neurodiversity, menopause awareness and mental health. We also enhanced support for managers, equipping them with the knowledge and skills to identify and remove barriers to opportunity, progression and belonging.



Building a more diverse leadership team

We believe that diverse leadership drives better decision-making, fosters innovation and helps us better reflect and serve our colleagues, customers and communities.

In 2022, we set an ambitious target to build a truly diverse leadership team, comprising our Executive Team and their direct reports. By the end of 2027, we aim for women to represent 50% of our leadership population and for 20% of leaders to come from underrepresented groups.

Progress has not been linear. Changes to our organisational structure and continued investment in Product and Technology functions, where women remain underrepresented across the wider industry, have influenced the composition of our leadership team in recent years. While this has impacted progress against our targets, our long-term commitment remains unchanged.

To accelerate progress, from FY27 onwards we aim for 50% of senior leadership vacancies to be filled by women. This targeted approach will help us build a more balanced leadership team and achieve our long-term diversity ambitions.

We also continue to focus on building a strong and diverse talent pipeline through succession planning, leadership development and career progression opportunities. During FY26, women represented 43.24% of participants in our in-house management development programmes and 42% of colleagues undertaking external apprenticeships to develop their skills and future career opportunities.

We were also proud to be recognised as one of the UK's Top 10 Employers for Women in Technology by Women in Tech UK, reflecting our commitment to creating opportunities for women across the technology sector.

Understanding our workforce through data

To measure progress and identify opportunities for improvement, we encourage colleagues to confidentially share information about characteristics such as ethnicity and disability through our self-service diversity data module.

By the end of FY25, more than half of colleagues had chosen to provide this information, helping us build a more complete understanding of the diversity of our workforce. As participation increases, this data will enable us to better assess representation across the organisation, inform targeted action plans and support future reporting on areas such as ethnicity and disability pay gaps.

By strengthening both our leadership pipeline and our workforce data, we are building the foundations for a more representative, inclusive and equitable organisation.

Inclusive recruitment and development

We are committed to attracting, developing and retaining talented people from all backgrounds, recognising that potential can sometimes be limited by barriers that are not immediately visible.

Compensation at Zellis Group is based on skills, experience, role value and performance. We continually review our recruitment, onboarding and development practices to help create a fair and inclusive experience for all candidates and colleagues, while reducing the impact of unconscious bias.

Our recruitment process is supported by technology and tools designed to promote inclusive hiring. Through our applicant tracking system, we can anonymise candidate information during shortlisting, review job advertisements for inclusive language, monitor diversity trends throughout the recruitment process and provide tailored adjustments for candidates who require additional support. For example, neurodiverse candidates can request additional time to complete assessments where appropriate.

Insights from our recruitment data help us identify opportunities to improve representation and strengthen our approach. During FY26, we embedded a range of targeted actions into our recruitment processes, helping to drive greater consistency, improve visibility of diversity data and support more informed hiring decisions.

Creating opportunities for people to grow and progress is equally important. We offer a comprehensive learning and development framework that includes digital learning resources, career development tools, professional qualifications, leadership programmes and experiential learning opportunities, helping colleagues build the skills they need to succeed.

We also continued our partnership with Women in Tech throughout FY26, supporting efforts to encourage more women to pursue careers in the technology sector. Through our Career Stories initiative, we showcase the experiences of women across Zellis Group, providing visible role models and inspiring future talent through the Women in Tech network and our social channels.

Supporting colleagues with disabilities

We recognise that colleagues with disabilities bring valuable skills, experiences and perspectives that strengthen our business. We are committed to creating an environment where everyone can thrive and feel supported to achieve their full potential.

Through our Disability Inclusion Policy, we encourage colleagues to share how we can best support them, whether through adjustments to working arrangements, workplace facilities or the design of their role. We aim to go beyond minimum legal requirements wherever possible, helping to remove barriers and create a more accessible and inclusive workplace for all.

We are proud to be a Disability Confident Committed employer, demonstrating our commitment to attracting, retaining and developing disabled talent.

Our commitment extends across the Group. In FY26, our India team welcomed four deaf and non-verbal colleagues into payroll processing roles. To support their integration, professional development and confidence, we engaged a specialist interpreter for six months, helping ensure they could fully participate and succeed in the workplace.

Advancing inclusion and celebrating differences

Creating an inclusive culture is about more than policies and processes. It is about ensuring every colleague feels valued, heard and able to be themselves at work.

Across Zellis Group, our colleague-led networks play an important role in fostering connection, raising awareness and celebrating the diverse identities, backgrounds and experiences that make our organisation stronger. During FY26, we supported nine active colleague networks, including three that were established in response to colleague feedback and interest.

Open to colleagues across all geographies and business areas, these voluntary communities provide opportunities for networking, peer support and shared learning, helping to strengthen our culture of belonging and inclusion.

Together, our colleague networks help create a culture of belonging where people feel connected, supported and empowered to thrive. By amplifying diverse voices, raising awareness and shaping policies and practices, they play an important role in helping us build a more inclusive workplace for everyone.





Our partnership with NeuroBridge®

Towards the end of FY26, we partnered with NeuroBridge to help create more inclusive, high-performing workplaces through better day-to-day management practices.

NeuroBridge's platform, The Bridge NIS™ (Neuroinclusion Support System) provides managers with practical, in-the-moment guidance to recognise different ways of working, identify barriers before they become problems, and make practical adjustments that improve both colleague experience and performance.

While the platform has a particular focus on neuroinclusion, its approach is designed to benefit all colleagues, supporting fair, consistent and effective management without requiring individuals to disclose personal information or have a formal diagnosis.

The platform offers tailored guidance on areas such as communication, workload management, focus and workplace adjustments, helping managers build confidence and capability in supporting diverse teams. As The Bridge NIS™ becomes embedded within everyday management practices, it is helping to encourage more open conversations, clearer expectations and a greater understanding of individual working styles.

By equipping managers with practical tools and shared understanding, we are creating an environment where a broader range of strengths, perspectives and talents can thrive.

We are also proud that The Bridge NIS™ is available to Benifex customers, extending the benefits of neuroinclusive management practices to organisations seeking to build more inclusive, engaged and high-performing workforces.

Through our partnership with NeuroBridge, we are helping to remove barriers to success, foster a greater sense of belonging and create workplaces where people can perform at their best, regardless of how they think, learn or work.



Our colleague led networks and their highlights over the past year:



Menopause

Supporting colleagues experiencing menopause, perimenopause and related hormonal changes, while helping to build understanding across the wider business.

Building on foundations established in FY25, our Menopause Network played an important role in shaping our Group-wide Menopause Policy and supporting guidance for both managers and colleagues. As signatories of the Wellbeing of Women Menopause Workplace Pledge, we remain committed to fostering an open, supportive and inclusive culture around menopause.

The network continues to provide education, peer support and access to expert insights through dedicated menopause and hormone health sessions, alongside a Women's Health community on Viva Engage. Open to all colleagues, the network encourages greater understanding and helps colleagues feel supported both at work and beyond.

Looking ahead, the network plans to expand its programme of awareness and training initiatives, including dedicated workshops for managers and leaders, helping to ensure colleagues can continue to thrive throughout every stage of their health journey.



Neurodiversity

Creating a workplace where neurodivergent colleagues feel understood, supported and empowered to succeed.

Our Neurodiversity Network brings together colleagues who are neurodivergent, exploring a diagnosis, supporting neurodivergent family members or colleagues, or simply looking to learn more about neurodiversity.

Since its launch in FY25, the network has grown into a valued community that promotes connection, understanding and shared learning. Through awareness campaigns, educational resources and lived-experience discussions, it helps foster a culture where different ways of thinking and working are recognised as strengths.

In FY26, the network played a key role in supporting the introduction of NeuroBridge, providing valuable input into communications and helping ensure resources reflected the needs and experiences of our colleagues. Through its ongoing advocacy and peer support, the network continues to champion neuroinclusion across Zellis Group.



Heroes Together

Supporting colleagues with experience of military service, emergency response roles, and those who support them.

Heroes Together provides a welcoming community for veterans, reservists, first responders and colleagues who support family members or loved ones with similar experiences. The network offers opportunities to share experiences, access support and build connections with others who understand the unique challenges and strengths these backgrounds can bring.

Following its launch in January 2025, the network continued to expand throughout FY26. One of its key achievements was supporting Zellis Group's commitment to the Armed Forces Covenant, reinforcing our dedication to recognising and supporting members of the armed forces community.

By raising awareness of the experiences of veterans, reservists and first responders, Heroes Together is helping to create a workplace where colleagues feel valued, supported and able to bring their whole selves to work.

Our colleague led networks and their highlights over the past year:

Wellbeing for All Champions.



Wellbeing for All

Promoting positive wellbeing and ensuring colleagues can access support when they need it.

Wellbeing for All brings together colleagues from across Zellis Group who are passionate about supporting the wellbeing of others. The community includes trained and accredited Mental Health First Aiders (MHFAs), who provide an initial point of contact for colleagues experiencing emotional distress or mental health challenges.

Alongside providing peer support, the network leads wellbeing awareness campaigns, shares practical resources and promotes positive wellbeing behaviours across the organisation. Each year, the team extends Mental Health Awareness Week into a month-long programme of activities designed to encourage open conversations and improve wellbeing awareness.

A key achievement in FY26 was the launch of our Wellbeing Guides, providing colleagues with a clear and accessible starting point for accessing wellbeing support, resources and guidance. By helping to normalise conversations about wellbeing and mental health, the network plays an important role in fostering a supportive and inclusive workplace culture.



COUNT ME IN

Count Me In

Empowering women in India through connection, development and community impact.

Count Me In is a colleague-led network dedicated to inspiring, supporting and developing women across our India operations, helping to build a community of confident and successful colleagues aligned to our value of Make it Count.

During FY26, the network hosted a successful International Women's Day celebration, bringing together colleagues from across the business through inspiring speakers, wellbeing discussions, cultural activities and opportunities to connect and learn from one another.

Throughout the year, Count Me In continued to support personal growth and wellbeing through initiatives including self-defence and personal safety sessions, International Yoga Day events, Mother's Day celebrations and charitable fundraising activities.

The network's impact also extended beyond the workplace. An eye care initiative delivered during the year provided free eye health screenings to 246 people, demonstrating the positive contribution colleagues can make within their wider communities.

Through education, support and community engagement, Count Me In continues to create opportunities for women to connect, develop and thrive.



The Sustainable Collective

Helping colleagues make more sustainable choices through shared learning and collective action.

Launched in FY26, the Sustainability Collective is our newest colleague network, bringing together people who are passionate about sustainability and empowering others to take practical action both at work and at home.

Open to all colleagues, the network provides a platform for sharing ideas, learning from one another and exploring simple ways to reduce environmental impact. Throughout the year, members participated in activities ranging from Christmas jumper swaps and sustainable craft workshops to regular sustainability tips and awareness campaigns shared through Viva Engage.

By focusing on practical, accessible actions, the Sustainability Collective helps colleagues build more sustainable habits and better understand the role they can play in contributing to our wider sustainability ambitions.

As the network continues to grow, it is helping to embed sustainability into everyday decision-making and demonstrating the positive impact that can be achieved through collective action.

Our colleague led networks and their highlights over the past year:

 United @Benifex Bringing colleagues together to celebrate diversity, share experiences and foster a culture of belonging. United @ Benifex is Benifex's diversity and inclusion network, creating opportunities for colleagues to connect, learn from one another and help shape a workplace where everyone feels valued and included. During FY26, the network strengthened its support for colleagues through the launch of Belong at Benifex, a dedicated hub of inclusion resources, and the introduction of an enhanced maternity support offering developed by its women's subgroup. Throughout the year, members also delivered a range of awareness and engagement initiatives, including the Voices of the World campaign, Neurodiversity Awareness Week activities and Black History Month celebrations that highlighted and supported Black-owned businesses. The network combined awareness with community action, collecting clothing donations for Smart Works as part of International Women's Day activities. Through education, advocacy and connection, United @ Benifex continues to foster an inclusive workplace where colleagues from all backgrounds can thrive.	 Engage Together Strengthening culture, connection and colleague engagement across our Kochi office. Engage Together is a colleague-led network that brings together representatives from across the business to promote our values, strengthen workplace culture and create opportunities for colleagues to connect. In FY26, the network continued to play a central role in colleague life in Kochi, delivering a broad programme of activities that celebrated culture, wellbeing and teamwork. Highlights included Onam and Diwali celebrations, helping colleagues share and celebrate important cultural traditions while strengthening connections across the business. The network also encouraged wellbeing and collaboration through activities such as table tennis and badminton tournaments, creating opportunities for colleagues to build relationships beyond their immediate teams. Working closely with local leadership, Engage Together continues to create meaningful experiences that contribute to a positive, connected and inclusive workplace culture.	moore visibility Moore Visibility Supporting LGBTQIA+ colleagues and allies through awareness, advocacy and community. Moore Visibility was established to promote LGBTQIA+ inclusion and representation across Zellis Group, helping to create a workplace where everyone feels respected, supported and able to be themselves. Throughout FY26, the network continued to grow its membership and impact through a programme of education, awareness and community engagement. Activities included LGBTQ+ History Month content exploring the legacy of Section 28, a Trans Awareness ZED Talk, Pride Month wellbeing resources and a collaborative Pride event delivered alongside our Heroes Together network. The network also created opportunities for colleagues to connect and give back through social events, allyship discussions, creative workshops and volunteering with the LGBT Foundation. By raising awareness, encouraging allyship and providing a supportive community, Moore Visibility continues to help build a workplace where LGBTQIA+ colleagues feel seen, valued and empowered to thrive.
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Strong Communities

We believe thriving businesses help create thriving communities. Through quality employment, charitable giving, volunteering and community partnerships, we support the people and places where we live and work, creating lasting social value for colleagues, customers, partners and wider society.



Strong Communities

We work to...

- Nurture high quality employment and workplace experiences
- Make charitable giving easy
- Support our local communities through volunteering and partnering with community organisations

Our 2027 ambitions

Support 100 apprenticeships by 2025

Increase the number of people giving through payroll by 20%

Progress to date

- Achieved in October 2024! We continue to support colleagues' development through a wide range of apprenticeship opportunities.
- At Zellis Group, we have proudly received the Microhive Gold Quality Mark for the fourth year running due to the number of our UK and ROI Zellis and Moorepay colleagues opted into the scheme.
- Additionally we offer free microhive implementation to all Zellis customers.



Creating positive impact for our customers, communities and colleagues

In today's interconnected world, business success and societal progress go hand in hand. At Zellis Group, we use our expertise, technology and scale to create long-term value that benefits our customers, communities and colleagues. Through better workplace experiences, support for charitable giving and opportunities for community action, we help drive positive economic and social impact for millions of people every month.

As custodians of the payroll and reward experiences of 8.2 million employees, we are uniquely positioned to help organisations create fairer, more inclusive and more engaging workplaces. At the same time, we empower our colleagues and customers to contribute to the causes they care about, amplifying their impact through fundraising, volunteering and community partnerships.

By harnessing the power of technology, people and purpose, we are helping to build stronger organisations, more resilient communities and better outcomes for society.



Supporting our communities through volunteering and community partnerships

FY26 marked the first full year of our Group-wide Community Days programme, which gives every colleague two paid days each year to volunteer for a charity, community organisation or social cause that matters to them.

The programme enables colleagues to contribute individually or as part of a team, combining personal purpose with opportunities to strengthen relationships and create positive impact in local communities.

Through our partnership with social impact platform OnHand, colleagues can access volunteering opportunities across all our geographies, while retaining the flexibility to support causes they already care about. During FY26, colleagues contributed **1,781 volunteering hours**, equivalent to **238 days of community support**.

Colleagues supported a diverse range of organisations and causes, including food banks, community wellbeing centres, environmental projects, literacy programmes, animal welfare charities and LGBTQ+ organisations. These included The

Bread and Butter Thing, Birmingham Settlement Nature & Wellbeing Centre, St Werburgh's City Farm, Little Village, The Children's Book Project, LGBT Foundation, Caritas Salford, Birmingham Food Bank, Manchester & Cheshire Dogs Home and local environmental clean-up initiatives.

Beyond the direct benefit to community organisations, volunteering provides colleagues with opportunities to develop new skills, build connections and deepen their understanding of the communities in which we operate.

By giving colleagues the time and support to volunteer, we are helping to address local needs, strengthen community organisations and create lasting social value across the regions we serve.

Community Impact in Kochi

Creating positive change through volunteering, community partnerships and skills-based support.

Throughout FY26, our colleagues in Kochi continued to make a meaningful contribution to their local communities through volunteering, fundraising and community partnerships. Activities included fundraising through the EnTo Kerala Food Fest, supporting local charities, volunteering with residents at Karunalayam Home for the Aged and Infirm Women, participating in blood donation initiatives, and supporting community wellbeing projects.

Through our Community Days programme, colleagues also took part in a range of local volunteering opportunities, including environmental initiatives, animal welfare projects and community support activities, helping to create positive impact in the communities where they live and work.

One of the most significant initiatives during the year was our partnership with the Inclusys Org Foundation and the Rotary Club of Downtown Kochi. Together, we are helping to create employment pathways for neurodiverse and differently abled individuals by supporting skills development and livelihood opportunities.

In FY26, our India team contributed **INR 1,781,000 (£16,920)** to support a programme benefiting **250 students**, helping to provide skills training and access to income-generating opportunities through the gig economy. The initiative aims to increase employability and independence for individuals who can often face barriers to accessing meaningful employment.

People with autism, ADHD and other forms of neurodivergence bring valuable talents, perspectives and capabilities that can make a significant contribution to the technology sector and beyond. Through our support of the Inclusys mission, we are helping to break down barriers, widen access to opportunity and create more inclusive pathways into work.

We believe that sustainable communities are built through collaboration, inclusion and opportunity. By investing our time, skills and resources in initiatives that support education, employability and wellbeing, our Kochi team is helping to create lasting social value while supporting individuals and organisations to thrive.

Making charitable giving easier

As charities and community organisations continue to respond to growing social and economic challenges, making it easy for people to give remains as important as ever. Through our payroll and benefits solutions, we help both our colleagues and our customers' employees support the causes that matter most to them, directing funding to organisations making a positive difference in communities around the world.

Turning pennies into pounds with microhive

Our partnership with microhive (formerly Pennies from Heaven) enables employees across the UK and Ireland to donate the pennies from their payslip to charity automatically. While each individual contribution may be small, together they create meaningful impact.

In recognition of colleague participation, Zellis Group was awarded the microhive Gold Quality Mark for the fourth consecutive year. To maximise the funds raised, we triple all colleague donations through match funding. **During the 2025 calendar year, this helped raise £5,819 for Alzheimer's Society in the UK and €479 for Irish Cancer Society in Ireland.**



Each year, colleagues are invited to nominate and vote for the charities supported through our corporate giving programme. For 2026, colleagues selected Animals in Distress Irlam and Irish Cancer Society as their chosen charities in the UK and Ireland respectively.

Through microhive, colleagues can support a wide range of charitable organisations and causes, ensuring funding reaches the communities and issues that matter most to them.

Flexible payroll giving

Regular donations provide charities with a reliable source of income and help them plan for the future. Through our payroll giving solutions, colleagues and customers' employees can make tax-efficient donations directly from their salary to a charity of their choice.

The platform also enables users to support emergency

appeals, make one-off contributions and raise funds for sponsored events and personal fundraising activities, offering flexibility in how and when they choose to give.

As part of our commitment to increasing charitable participation, we continue to work closely with charity partners and customers to explore ways to make payroll giving simpler, more accessible and easier to administer, helping to maximise the impact of every donation.

Nurturing high quality employment

As a business that powers exceptional employee experiences for millions of people, we believe we should lead by example.

We are committed to creating a workplace where colleagues feel supported, valued and empowered to succeed. Guided by our value of Always Learning, we continually invest in learning, wellbeing, inclusion, recognition and career development, helping our people grow both personally and professionally.

By listening to colleagues and continually evolving the support we provide, we create an environment where people can thrive, perform at their best and build rewarding careers. These experiences not only benefit our colleagues but also help us better understand the needs of our customers, informing the solutions we develop to improve workplace experiences for millions of employees around the world.

Learning and development

Supporting our colleagues to learn, grow and develop is central to our culture and our value of **Always Learning**.

Through our multi-channel learning and development framework, colleagues across Zellis Group completed **72,197 hours of learning in FY26**, spanning leadership programmes, apprenticeships, professional qualifications, digital learning, workshops and masterclasses.

Our learning platform, **MyLearning**, provides access to bespoke learning content and thousands of optional courses, enabling colleagues to take ownership of their personal and professional development. Through a combination of formal training and self-directed learning, colleagues are continuously building the skills needed to succeed in a rapidly evolving world of work.

Of the total learning hours recorded during FY26, **18,720 hours** were dedicated to structured off-the-job training, including apprenticeship study and professional development programmes. Alongside formal learning, colleagues are increasingly developing skills through experimentation with emerging technologies, including artificial intelligence, helping to build confidence, innovation and future-ready capabilities across the business.

Supporting career growth

We are committed to creating clear pathways for career progression and helping colleagues achieve their ambitions.

Our **Career Pathway Hub** provides visibility of progression opportunities and development routes across the business, supporting both colleagues aspiring to leadership positions and those seeking to deepen their professional expertise. Through dedicated management and specialist pathways, colleagues can choose the development route that best aligns with their goals and strengths.

Developing future leaders

Investing in leadership capability is a key part of our people strategy. During FY26, **24 colleagues** completed our accredited internal leadership programmes, **Making Management Count** and **Future Leaders**, which are designed to develop the skills, confidence and experience needed to lead effectively.

We also continued to strengthen leadership capability through our **Stepping into Management** programme and manager induction framework, equipping both new and existing managers with the knowledge and tools to support high-performing, engaged teams.

Apprenticeships and professional qualifications

All colleagues, regardless of location, have access to externally recognised apprenticeship and apprenticeship-equivalent programmes designed to enhance their skills, knowledge and career prospects.

We are proud to have achieved our target of supporting **100 colleagues to complete an apprenticeship by the end of 2025** and currently have **26 colleagues actively undertaking apprenticeship programmes**. These qualifications span a wide range of disciplines, including leadership, project management, payroll, finance, human resources, sustainability, procurement and business improvement.

In FY26, we also supported **16 colleagues** to achieve professional qualifications through our Educational Sponsorship Policy, which provides funding for qualifications and accreditations that support both individual career aspirations and business capability.

Building future-ready skills

Throughout FY26, colleagues benefited from a broad programme of workshops and masterclasses covering leadership, inclusion, wellbeing and career development.

A particular area of focus was Artificial Intelligence, with learning opportunities designed to help colleagues understand AI fundamentals, explore practical applications and build confidence in using new technologies responsibly. Alongside AI learning, career development initiatives encouraged colleagues to identify growth opportunities, strengthen future-focused skills and take an active role in shaping their careers.

By investing in continuous learning and development, we are helping colleagues realise their potential, build rewarding careers and develop the skills needed to support the future success of our business and customers.

Reward and recognition

Recognising great work and celebrating achievement are important parts of creating a positive and engaging employee experience. We want every colleague at Zellis Group to feel valued for their contribution and understand how their work supports the success of the business.

Performance and development are continuous conversations rather than annual events. All colleagues, including temporary colleagues, set objectives linked to both their role and personal development, with progress reviewed throughout the year. Regular feedback and coaching help colleagues understand their strengths, identify development opportunities and achieve their full potential, while supporting organisational performance and career progression.

Recognition also plays an important role in fostering a culture of appreciation. Our MyAppreciation platform, powered by Benifex technology, enables colleagues to recognise and thank one another in real time, helping to celebrate behaviours that reflect our values and strengthen connections across the business. In FY26, colleagues shared 2,649 recognitions through our values-based recognition programme, highlighting the positive impact of appreciation and peer-to-peer recognition in everyday working life.

By encouraging regular feedback, celebrating success and recognising individual contributions, we help create an environment where colleagues feel motivated, supported and empowered to thrive.

Flexible benefits

We recognise that every colleague has different priorities, circumstances and aspirations. That's why our benefits offering is designed to provide flexibility, choice and support throughout every stage of life.

Through our MyBenefits platform, colleagues can access a broad range of benefits and resources that support their health, financial wellbeing and work-life balance. From critical illness cover and life assurance that provide peace of mind, to gym memberships, holiday trading and retail discounts that help colleagues make the most of life outside work, the platform enables individuals to build a benefits package that meets their personal needs. Please note, specific benefits differ by location.

Private medical cover is fully funded by Zellis Group for all colleagues, with the option to extend cover to family members at preferential rates. We also help colleagues maximise the value of their benefits through clear guidance on options that provide tax and National Insurance savings.

Together, our performance, recognition and benefits programmes help create an employee experience where colleagues feel supported, appreciated and empowered to succeed. By investing in wellbeing, development and recognition, **we are building a workplace where people can do their best work and build rewarding careers.**

See page 17 for information on our Employee Assistance Programme.





Protect our Environment

Guided by science-based targets and robust environmental management, we're taking meaningful action to reduce emissions, transition to renewable energy and restore biodiversity.

Protect our Environment

We work to...

- Be operationally Net Zero by the end of 2030
- Be Fully Net Zero across all activities by 2040
- Proactively protect and restore biodiversity, not just minimise our impact

Our 2027 ambitions

Achieve EcoVadis Silver Medal Status

Plant 1 million trees by the end of 2025

Ensure our emission reduction targets are validated by the Science Based Targets initiative (SBTi)

Progress to date

- Achieved in FY24 and retained in FY25 and FY26! Silver medal achieved in 2023 and retained in 2024/5 and 2025/6.
- Achieved in FY26! 1,337,528 trees were planted in Nepal and Madagascar by the end of FY26 through our partnership with Furthr.
- Achieved in FY25! – Target validation received in February 2025.



Protecting our environment for future generations

Urgent and meaningful action is essential to address climate change and help safeguard a thriving planet for future generations.

We fully recognise our responsibility as a business to minimise our environmental impact and maintain our resilience to environmental risks and impacts. The Zellis Group environmental programme is driven by our risk management framework and is aligned with ISO 14001, the internationally recognised environmental management standard. 100% of our sites are covered by our environmental management system and its associated risk assessment. Two of our sites are certified to ISO 14001.

Having identified energy consumption and carbon emissions as our most significant environmental impacts, we have set ambitious targets aligned to the Paris Agreement goal of limiting global warming to 1.5°C above pre-industrial levels.

In FY26, we participated in CDP's annual disclosure for the fourth consecutive year and were awarded a **B score for Climate Change**, placing us in the management band and recognising the actions we are taking to address environmental challenges. We also achieved an **A rating in CDP's Supplier Engagement Assessment**, reflecting our commitment to managing environmental risks across our supply chain

We are committed to reducing operational (Scope 1 and 2) emissions to net zero by the end of 2030 across all current Zellis Group businesses and to achieving operational net zero within five years, or sooner, following any future acquisition.

Zellis Holdings Limited has also committed to achieving **net-zero greenhouse gas emissions across the value chain by FY2040** and to reducing absolute Scope 3 emissions by **58.8% by FY2034** against a FY2024 baseline. In February 2025, these targets were validated by the **Science Based Targets initiative (SBTi)**.

Our **Climate Transition Plan** sets out our pathway to net zero, alongside the physical climate risks identified through scenario analysis and the actions in place to manage them. This is supported by our Environmental Policy, which outlines our commitments and the role every colleague plays in achieving them.

To accelerate progress, we embed environmental stewardship into our performance management approach, linking environmental performance to reward and recognition. Colleagues across the Group complete annual mandatory training on climate action, energy conservation and waste management, helping to build awareness, accountability and positive environmental action throughout our business.



Our emissions by scope:

	FY24 (tCO ₂ e)	FY25 (tCO ₂ e)	FY26 (tCO ₂ e)
Scope 1	166.37	66.09	182.86
Scope 2 location-based	685.98	506.46	626.60
Scope 2 market-based	422.32	419.39	642.58
Scope 3 Category 1 – Purchased Goods and Services	7,810.68	8,562.72	6,289.76
Scope 3 Category 3 – Fuel- and energy related activities	109.90	106.49	238.87
Scope 3 Category 4 – Upstream transportation and distribution	0	0.22	36.28
Scope 3 Category 5 – Waste generated in operations	56.58	18.26	3.36
Scope 3 Category 6 – Business travel	1,206.26	1,807.19	2,632.11
Scope 3 Category 7 – Employee Commuting	3,355.88	2,301.41	1,951.30
Scope 3 Category 8 – Upstream leased assets	0	0	1.33
Scope 3 Category 9 – Downstream transportation and distribution	589.45	237.24	0
Scope 3 Category 12 – End-of-life treatment of sold products	4.48	3.21	0.05
Total (market based)	13,721.92	13,522.22	11,978.50

Emissions intensity per Full Time Employee (FTE) FY26

Scope	Total (tCO ₂ e)	tCO ₂ e / FTE
Scope 1	182.86	0.06
Scope 2	642.58	0.19
Scope 3	11,153.06	3.38
All Scopes	11,978.50	3.63

Our carbon footprint

We measure our carbon footprint annually in line with ISO 14064 to track progress against our emissions reduction targets. Our emissions data is calculated and independently verified by an approved external assessor.

In FY26, we recalculated our FY24 baseline to include all businesses acquired since that time, in line with the Greenhouse Gas Protocol and Science Based Targets initiative (SBTi) guidance. As a result, previously reported emissions have been restated.

Our total emissions decreased in FY26 compared with FY25. This was driven primarily by lower emissions associated with purchased goods and services, reflecting reduced spend and improved supplier emissions data. We also recorded reductions in employee commuting, waste generation, and the production and distribution of paper payslips as more customers switched to digital alternatives.

Business travel emissions increased during the year, reflecting greater in-person collaboration and our growing international presence across Europe and Asia. Scope 1 and 2 emissions also increased following the opening of larger offices in Cebu and Kochi.

To improve reporting accuracy, emissions associated with the delivery of paper payslips are now reported within Scope 3 Category 4 (Upstream Transportation and Distribution), rather than Category 9 (Downstream Transportation and Distribution).

We also measure emissions from homeworking and hotel stays to strengthen our internal understanding of our environmental impact. In line with the Greenhouse Gas Protocol, these emissions sit outside our formal emissions reduction targets and are therefore excluded from the figures reported below.

Scope 1 emissions: 182.86 tCO₂e

Scope 2 emissions: 642.58 tCO₂e

How we'll achieve our emission reduction targets:

Engaging with landlords

Many of our offices are within tenanted managed buildings, meaning landlords control utilities and waste management and play a critical role in helping us meet our environmental commitments. We continue to engage with our non-controlled sites on energy consumption, renewable energy, and to outline our 2030 and 2040 emission reduction targets.

Renewable energy

As of October 2023, all offices where we control the procurement of energy, transitioned to using 100% renewable electricity without biomass, and 100% 'green gas' – a biogas produced from renewable sources such as food waste and agricultural materials rather than fossil fuels. Our Manchester and Sheffield offices also have solar panels, and we are actively exploring the feasibility of extending this across more of our office footprint.

Energy efficiency

We are working hard to reduce energy consumption at our offices. Having previously consolidated space and upgraded our HVAC system to top of the range condensers, in FY25 we removed the last of our servers to an enterprise data centre, to support better equipment efficiency. Our upgrade of our lighting systems to LEDs is ongoing.

Waste reduction and landfill diversion

We have annual targets to reduce waste and increase the proportion diverted from landfill through reuse and recycling. In locations where we manage waste disposal directly, we work closely with suppliers to maximise recycling and ensure residual waste is handled responsibly. In the majority of our offices, where waste management is controlled by landlords, we continue to engage with them to improve transparency and increase opportunities for recycling, reuse and repurposing.

To help reduce plastic waste, we have eliminated single-use plastics from our office kitchens. We also introduced dedicated food waste recycling streams across all UK offices in FY25, helping to further reduce waste sent to landfill and support a more circular approach to resource management.

Emissions in our value chain

Activities in our value chain that we don't directly control are responsible for 93% of our total carbon emissions. As a result, our total Scope 3 emissions for the reporting period were 11,153.06 tCO₂e.

We are working closely with our suppliers, colleagues, and customers on a range of initiatives to lessen our impact and commit to removing any residual emissions through gold standard offsets.

Efficient cloud hosting and data centre usage

Data centre usage and cloud software hosting are two of the biggest drivers of our Scope 3 emissions.

That's why we recently switched to a company that procures 100% renewable energy in Europe, has reduced emissions across all scopes by 30% on 2019 levels, and holds the highest possible EcoVadis rating: Platinum.

Zellis and Moorepay use Microsoft as cloud provider, which has pledged to be carbon negative, water positive, and zero waste by 2030. Benifex uses Google as cloud provider, which aims to run all its data centres on carbon-free energy by 2030.

Paperless communications

Zellis Group and the majority of our customers have already transitioned to cloud-based services and digital payslips. However, some customers remain contractually required to provide paper pay documents. We continue to work closely with these customers, their stakeholders and employees to support the transition to digital alternatives, helping to reduce paper consumption while maintaining accessibility and compliance.

Business travel, commuting and home energy use

Commuting and homeworking make up 16.3% of our total carbon footprint. Business travel accounts for 22.0%.

Through our annual compliance training, Environmental Policy, and Business Travel Policy, we urge colleagues to think before they travel, consider alternatives to flying, and use public transport, car sharing, and/or electric vehicles wherever possible.

In India, we provide transport to and from the Kochi office for our colleagues due to them working UK and ROI business hours to effectively support of customers. In FY24 we began transitioning to an electric vehicle fleet to provide this daily commute. In FY26, electric vehicles made up approximately 44% of journeys, up from 32% in FY25, and 10% in FY24.

As part of our ongoing landlord engagement, four EV chargers have been installed at our Bristol office to incentivise sustainable travel.

Through our Benifex Benefits platform, we help both our colleagues and our customers' employees make more sustainable choices. While we do not provide company cars, our salary sacrifice scheme offers tax-efficient access to electric vehicles, encouraging the transition to lower-emission transport. Through our partnership with renewable energy specialist Switchd, employees can also access support to switch to renewable energy tariffs, helping them reduce their environmental impact at home.

Working with our suppliers

Our Sustainable Procurement Policy sets out our commitment to sourcing goods and services from suppliers that actively reduce their environmental impact. Through our tendering and supplier assurance processes, we gather information on supplier emissions and decarbonisation initiatives, while our standard terms and conditions require suppliers to have climate targets that are either science-aligned or validated by the Science Based Targets initiative (SBTi).

We are also strengthening sustainability expertise within our procurement function. Our Procurement Team receives training on environmental risks and opportunities across the supply chain and has annual objectives linked to sustainable procurement, helping to embed sustainability into sourcing decisions and supplier relationships.

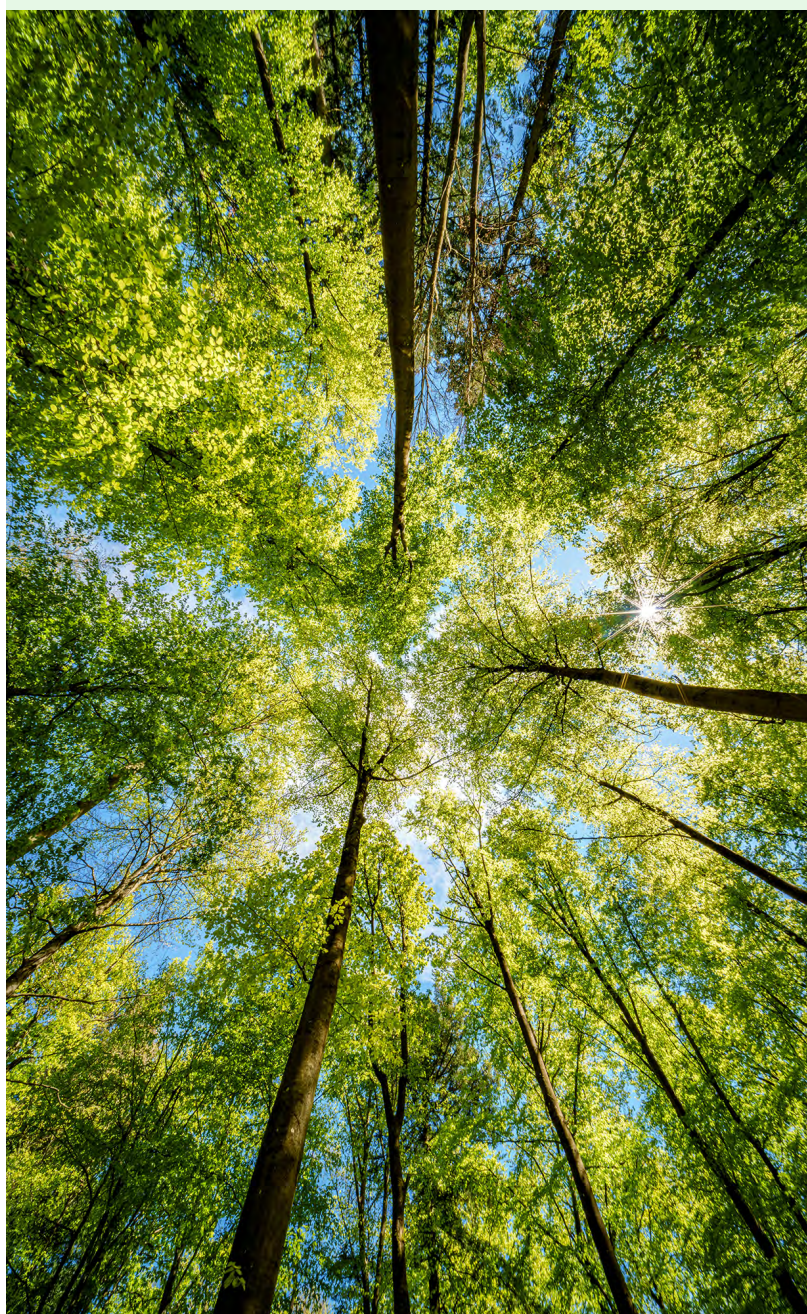
Trees with Benefits

Since August 2022, Benifex has partnered with tree-planting champions Furthr to plant a tree every time a customer chooses a benefit on OneHub.

In July 2025, we reached our target of planting one million trees within three years, across two dedicated sites in Nepal and Madagascar. We are continuing to plant trees at our dedicated site in Madagascar and our new target is to plant two million trees. As of April 2026, our Trees with Benefits initiative has planted 1,337,528 trees, funded 20,076 working days, and engaged 1.5 million employees.

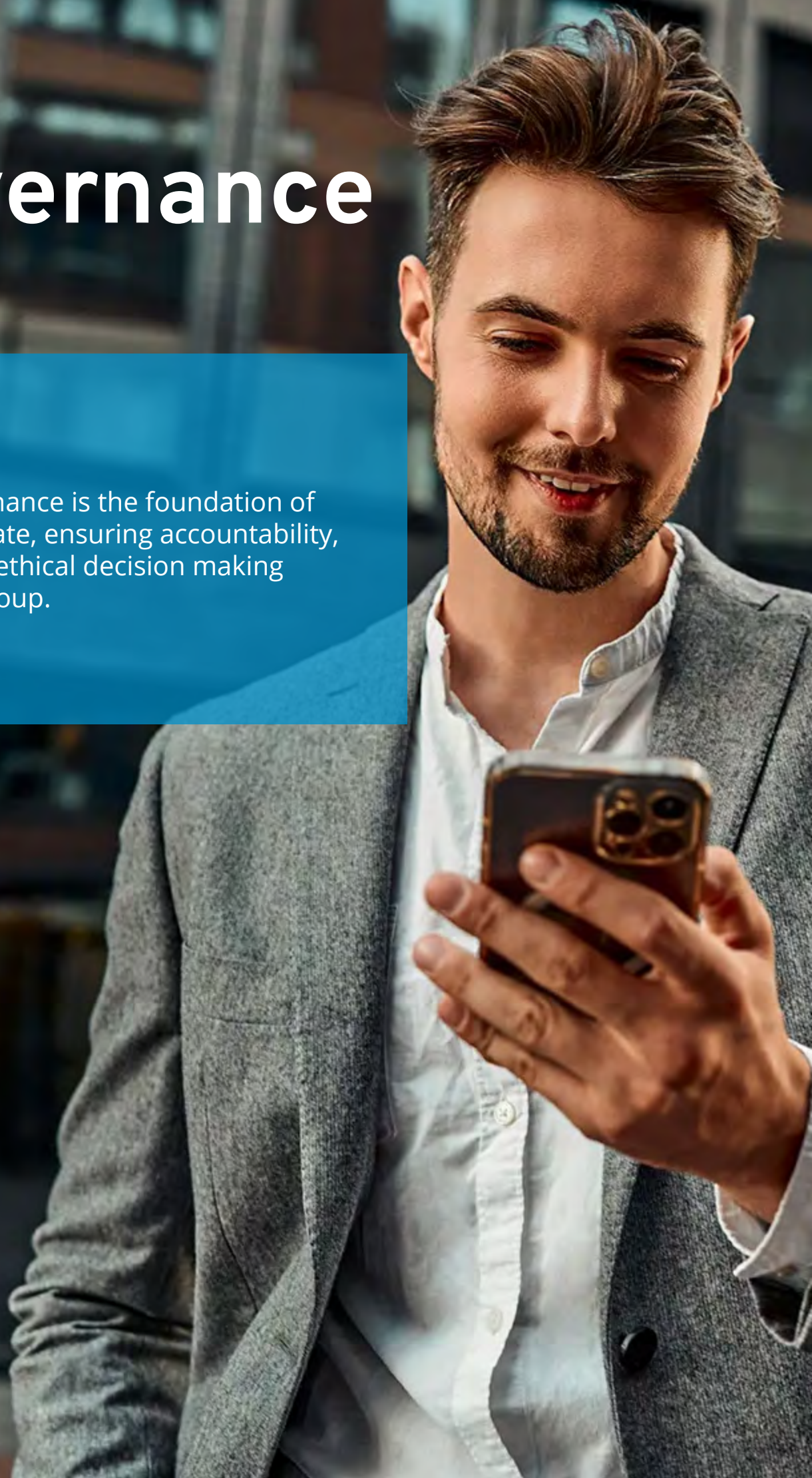
Read more about this initiative here:

<https://www.furthr.earth/business/trees-with-benefits>.



Governance

Strong governance is the foundation of how we operate, ensuring accountability, integrity and ethical decision making across the Group.



Governance

Accountability and integrity underpin everything we do at Zellis Group.

We use the Wates Corporate Governance Principles for Large Private Companies to support ethical, transparent and compliant decision-making, helping to secure our long-term success and maintain stakeholder trust. We regularly review our approach, drawing on external expertise where appropriate, to ensure we continue to meet evolving regulatory requirements and best practice standards.

Oversight of our Sustainability & Impact programme is provided by the Sustainability & Impact Steering Committee, chaired by the Group Director of Sustainability & Impact. The Committee is responsible for setting long-term ambitions, annual targets and reporting metrics, monitoring progress, allocating resources and approving investment to support delivery.

Progress against our Sustainability & Impact Framework is reported twice a year to the Zellis TopCo Supervisory Board, including shareholder representatives. This ensures our sustainability strategy remains aligned to the Group's wider business objectives, while providing independent oversight, challenge and guidance on performance against our targets and commitments.

Business ethics

Everyone at Zellis Group is responsible for upholding our values and acting with integrity. Our Group Code of Conduct and Ethics provides clear guidance on expected behaviours and the standards that support our long-term success. It sets out minimum requirements across key areas including information security, conflicts of interest, anti-bribery and corruption, fraud prevention, and maintaining a workplace free from discrimination, harassment and retaliation.

All colleagues are required to comply with the Code and complete mandatory compliance training on joining the business and annually thereafter.

Whistleblowing policy and procedures

We encourage colleagues to speak up if they become aware of any actual or suspected breaches of our Code of Conduct and Ethics, company policies or the law. Concerns can be raised through line management channels or, where colleagues prefer, via our confidential whistleblowing mailbox - groupwhistleblowing@zellis.com - or our independent third-party reporting provider, FaceUp, which offers an anonymous reporting option.

Zellis Group will not tolerate any form of retaliation against colleagues reporting wrongdoings in good faith.

Human Rights

Respecting and protecting human rights is fundamental to Zellis Group's purpose and values. As a signatory to the United Nations Global Compact (UNGC), we are committed to upholding internationally recognised human rights, including those set out in the UN Universal Declaration of Human Rights. Our approach is guided by the UN Guiding Principles on Business and Human Rights and is embedded within our Code of Conduct and Ethics, Supplier Code of Conduct and key policies.

Diversity, Equity & Inclusion Policy

Our Diversity, Equity & Inclusion Policy promotes a workplace where everyone is treated with dignity and respect, enjoys fair and favourable working conditions, and has access to equitable opportunities in a physically and psychologically safe environment.

Sustainable Procurement Policy

We expect suppliers to respect human rights, comply with employment laws, provide equal opportunities, and take appropriate action to address any adverse human rights impacts. These expectations are integrated into our procurement and supplier assurance processes.

Governance and oversight

The Sustainability & Impact Steering Committee regularly reviews and monitors our approach to human rights, ensuring our commitments remain effective and aligned with evolving expectations and best practice.

Modern Slavery Statement

As set out in our annual Modern Slavery Statement, Zellis Group has a zero-tolerance approach to modern slavery and human trafficking in all its forms.

Supplier Code of Conduct

We expect suppliers to uphold the same high standards we set for ourselves. Our Supplier Code of Conduct outlines minimum expectations across areas including health and safety, freedom of association, non-discrimination, and the prohibition of child, forced and compulsory labour. The Code is informed by the International Labour Organization's Core Conventions and Fundamental Principles and Rights at Work, as well as the Ethical Trading Initiative Base Code.

Governance structure

Zorro Topco Limited is the Group's highest governing body and meets monthly. Board membership comprises Executive and Non-Executive Directors, with other executive leaders and investor representatives attending meetings when their expertise is required to support effective oversight, informed decision-making and constructive challenge.

We maintain a robust corporate governance framework aligned with recognised best practice, helping to ensure effective leadership, accountability, risk management and responsible decision-making across the Group. Our governance arrangements are reviewed regularly to ensure they remain effective, proportionate and responsive to evolving business and stakeholder expectations.

The Board is committed to promoting the long-term success of the Group by balancing the interests of shareholders with those of our colleagues, customers, suppliers, partners and wider stakeholders. This stakeholder-focused approach helps guide our strategic decision-making and supports the creation of sustainable long-term value.

Investing in our people remains central to our strategy. We are committed to fostering an inclusive, safe and supportive working environment where colleagues can develop, perform and thrive. Responsible business practices, strong ethical standards and effective governance are fundamental to how we operate and deliver value.

Sustainability considerations are embedded within our decision-making processes and long-term strategy. Through our Sustainability & Impact programme we continue to focus on reducing our environmental impact, supporting the communities in which we operate and maintaining the highest standards of business conduct, helping to build a resilient and sustainable business for the future.

Our commitment to Cybersecurity

Robust cybersecurity and data privacy are fundamental to our position as the UK and Ireland's leading provider of payroll and HR solutions. Our Privacy Policy, available on our website, explains how we collect, use and protect personal data, and our commitment to safeguarding privacy in compliance with applicable legislation, including GDPR.

Our information security management system is certified to internationally recognised standards including **ISO 27001** and **Cyber Essentials Plus**. These certifications are supported by a programme of internal and external audits, regular third-party penetration testing, and ongoing vulnerability assessments conducted by both specialist providers and internal teams.

Building a strong security culture is equally important. All colleagues complete mandatory security training during onboarding and annually thereafter, with regular phishing simulations helping to strengthen awareness and resilience against emerging threats.

We continuously monitor the cyber threat landscape to ensure our security controls remain effective and responsive. Our incident response and business continuity plans support the rapid management and recovery of any security incidents, helping to protect our customers, colleagues and business operations.

Oversight of cybersecurity and data privacy sits with our Chief Information Security Officer (CISO), who provides regular updates to the Executive Team and the Zellis TopCo Audit & Risk Committee, which has ultimate accountability for cybersecurity and privacy governance across the Group.

Responsible, human centred AI

Artificial Intelligence (AI) holds the immense potential to transform how we all work, live, and even think about the future. Our commitment to responsible AI is underpinned by our belief in making a positive difference to our colleagues, customers, and communities we operate in.

As a **signatory to the Microsoft Partner Pledge**, we work to make digital innovation a force for good by growing tech talent, enhancing diversity and inclusion, and helping to deliver a sustainable world.

The way we use AI at Zellis Group is always human- centred meaning it's being developed and deployed in line with ethical principles, grounded in user-centred design so it's intuitive to use, transparent and explainable in how it behaves, demonstrably beneficial to the people it serves, and built to ensure humans remain meaningfully in control.

The Group recognises that AI technologies can have a significant environmental impact through energy and computing resource consumption. When using AI, colleagues should:

- Use the smallest suitable model or tool capable of achieving the required outcome.
- Avoid unnecessary or repetitive processing.
- Consider whether a traditional technology solution can achieve the same result.
- Use AI proportionately and responsibly.

We are actively working to understand, measure, and mitigate AI's impact on our net zero ambitions and broader commitment to protecting the environment.

In April 2026 we partnered with Furthr to simplify, standardise and automate carbon reporting across the group, which gives us the foundation to measure this impact accurately, and provide customers with specific Product Carbon Footprints (PCFs).

Readiness for emerging AI assurance

As regulation and reporting standards for AI continue to evolve (EU AI Act, ISO/IEC 42001 emerging assurance frameworks), we are working to meet emerging requirements for the measurement, reporting, and assurance of AI — ensuring we stay ahead of customer, lender, and regulatory expectations.



Benifex supplement to Zellis Group's Impact report FY26: Sustainability Information according to the Swedish Annual Accounts Act (Årsredovisningslagen, ÅRL)

This attachment is prepared for Benifex Sweden AB in accordance with Chapter 6 of the Swedish Annual Accounts Act (Årsredovisningslagen, ÅRL), as amended to incorporate the EU Corporate Sustainability Reporting Directive (CSRD). It complements the Zellis Group Impact Report FY26 and is based on information from Benifex Sweden AB.

Reporting Entity and Scope

Legal entity

Benifex Sweden AB (part of the Benifex group within Zellis Group). The reporting covers Benifex Sweden AB's operations in Sweden, Denmark, the Netherlands, and Germany.

Reporting scope

Benifex Sweden AB is not individually subject to statutory CSRD reporting; CSRD-aligned reporting will be conducted at Zellis Group level when applicable. This disclosure is therefore entity-specific information required under the Swedish Annual Accounts Act (Årsredovisningslagen, ÅRL).

Business Model and Value Creation

Benifex Sweden AB operates as a digital SaaS provider offering a compensation and benefits platform. Value is created through cloud-based services that support employee wellbeing, efficient benefit administration, strong data protection, and responsible supplier management. The business model implies limited direct environmental impact, with material impacts primarily arising from energy use, cloud infrastructure, business travel, employees, data security, and suppliers.

Material Risks and Risk Management

Material sustainability-related risks for Benifex Sweden AB include regulatory and transition risks related to climate and sustainability legislation (CSRD, ÅRL), people and talent risks related to working conditions and inclusion, operational and reputational risks linked to data protection and cybersecurity, and ESG risks in the benefit supplier network. These risks are managed through an integrated management system, ISO-certified processes (ISO 14001, 27001, 22301, 9001), annual double materiality assessments, and active board oversight.

Environmental Matters

Environmental impact mainly relates to electricity consumption in offices and datacentres, cloud services, and business travel (Scope 2 and selected Scope 3 categories). Operations use on average 95 % renewable electricity where operationally controlled. Eight out of the nine offices use 100 % renewable energy. Environmental management is governed by an ISO 14001-certified Environmental Management System. Emissions data is collected and reported in alignment with the GHG Protocol and contributes to Zellis Group's science-based net-zero targets (2030 own operations, 2040 value chain). Please find the emissions numbers on page xx.

Social Matters and Employees

Benifex Sweden AB focuses on fair working conditions, employee wellbeing, equal treatment, and competence development. Key measures include employee engagement surveys, structured learning and leadership programmes, inclusive recruitment practices, and annual pay-equity mapping in accordance with the Swedish Discrimination Act. Associated targets include minimum 70% completion of regular colleague engagement surveys. Employees in Sweden are covered by applicable collective agreements, and dialogue with unions forms part of the social governance framework.

Governance and Business Conduct

Governance is based on clear policies and controls, including the Code of Conduct, Anti-Corruption Policy, Supplier Code of Conduct, whistleblowing procedures, and information security policies. All employees receive mandatory training. Associated target includes 100% of eligible employees to complete mandatory compliance training. No confirmed incidents of corruption, bribery, or material data breaches were reported during the reporting period. Sustainability governance is overseen by the board, with implementation coordinated by management and the Sustainability Manager.

CSRD Status and Reference to Group Reporting

Benifex Sweden AB is covered by the Zellis Group's sustainability & impact reporting and contributes data to group-level disclosures. The Zellis Group will prepare CSRD-compliant sustainability reporting when the Directive becomes applicable at group level, for non-EU companies. This attachment fulfils the entity-level disclosure requirements under the Swedish Annual Accounts Act for Benifex Sweden AB.

Impact Report

Get in touch

For the latest information, take a look at:

zellis.com



moorepay.co.uk



benifex.com



If you have any questions or would like to find out more information please contact:

sustainability@zellis.com



740 Waterside Drive
Aztec West
Almondsbury
Bristol
BS32 4UF



moorepay

