

Zellis Group

Our Impact.

Reporting period May 2023
to April 2024.





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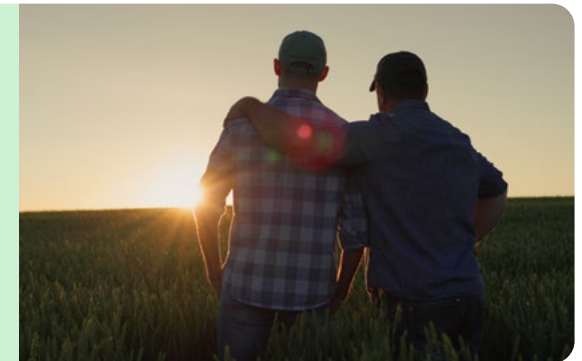


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We are Zellis Group.

The UK and Ireland's leading provider of pay, reward, analytics, and people experiences.

We are three distinct businesses – Zellis, Moorepay, and Benefex – and there is power as a group.

With over 2,400 colleagues, serving 5,000+ customers in the UK and ROI, we pay or reward 1 in 6 of the UK working population each month.

With deep industry experience, we pride ourselves on staying ahead of regulatory changes and workforce trends so that our customers do too.

Our best-of-breed cloud software streamlines human capital management processes and increases employee engagement through an intuitive self-service platform. Its powerful data analytics and reporting tools also help organisations understand their workforces and automate functions such as National Minimum Wage compliance and gender pay gap monitoring.

Operating from 11 locations in the UK, Ireland, India, and the Phillippines gives us access to diverse talent and proximity to our customers.

The three businesses that make up Zellis Group are unique, but together we are able to make sure every moment at work counts through modern, digital employee experiences.

Zellis Group.

Our purpose is to power exceptional employee experiences so you and your people do better.



zellis

The largest provider of payroll and core HR software and services in the UK and Ireland for businesses with more than **1,000 employees**



moorepay
A Zellis Company

Leading provider of payroll and HCM software and services for small and medium-sized enterprises with **50 to 1,000 employees**



Benefex
A Zellis Company

Helps over 900 organisations across 90+ countries transform the experience of more than **2 million employees**

All underpinned by cloud-based architecture.



Zellis Group at a glance.

2,400+

colleagues across Zellis Group in UK, Ireland, India, and the Philippines

5,000+

Zellis and Moorepay customers in UK and Ireland, including:

Five million+

employees paid or rewarded every month, including:

Benefex

serves 90+ countries worldwide

50%

of the top ten UK retailers

One in six

of the UK working age population



Zellis and Moorepay - focuses on UK, Ireland, Gibraltar, Channel Islands, and Isle of Man

10

of the top 30 UK universities

Our purpose

Power exceptional employee experiences so *you and your people do better.*

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.



Always learning.

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



Make it count.

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



Think scale.

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



Strong progress with big ambitions ahead.

Since setting out our ESG framework and ambitions in the summer of 2022, some of my proudest and most fulfilling achievements in business have been overseeing the progress made against our plans, and the impact they have had on our colleagues, customers and local communities.

As a purpose led business, whose mission is to Power exceptional employee experiences so you and your people do better, we find ourselves uniquely placed to not only make a meaningful difference for our own colleagues inside and outside of work, but also as a partner to our 5000+ customers, and their five million plus employees.

Which is why we centred our ESG framework around three pillars we could make the greatest impact:



Our inaugural, group-wide Impact report provides a transparent view of the choices made when developing our approach to ESG and Sustainability, an insight into the measurable progress we've made to date, and sets out our priorities and areas of focus for the coming years.

At Zellis Group, we recognise that sustainable success requires a commitment to responsible business practices that not only support business growth and generate financial returns, but also create a positive impact for our customers, colleagues, and the communities in which we operate.

Over the past two years we have made significant headway against our five year ambitions, and whilst we are proud of the progress made we recognise that the challenges we face - from climate change to gender equity - are not unique to our business, and are not something that can easily be 'ticked off' a to-do list, but require continuous effort and innovation.

But just because something is difficult, doesn't mean it's something we should shy away from.

We remain committed to accelerating our ESG initiatives and embedding sustainability at the core of our business strategy, and continue to work with our shareholders, colleagues, and customers, to listen and learn from their own experiences, and work together to deliver solutions that create meaningful, long-term impact.

Thank you for taking the time to read our report.

John Petter
Chief Executive Officer



"As a purpose led business, whose mission is to Power exceptional employee experiences so you and your people do better, we find ourselves uniquely placed to not only make a meaningful difference for our own colleagues inside and outside of work, but also as a partner to our 5000+ customers, and their five million plus employees."

John Petter
Chief Executive Officer



Our approach to sustainability.

We believe it is our responsibility to make a positive difference for our colleagues, customers, and the communities we operate in. Our technology impacts millions of lives, delivering pay and benefits, promoting wellbeing, and helping people feel appreciated and motivated at work.

The Zellis Group ESG framework, launched in 2022, focuses on three key pillars where we believe we can make the largest positive difference. Each pillar is tied to a five-year ambition to achieve by the end of 2027, with interim targets to keep us on track.

↳ [For information on our ESG governance structure, see our Governance section on page 36](#)



“Together, we’ve achieved great progress in a short space of time thanks to our colleagues and their passion and commitment to driving positive change. As a purpose driven organisation, we focus on making a positive impact for our people, our customers and the communities we operate in, and collectively we share high ambitions for the future.”

Caroline Drake
Chief People Officer, Zellis Group



Our ESG framework.



Wellbeing for All.

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



Diversity of thought and experiences.

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



Strong communities.

- Protect our environment for future generations
- Nurture high quality employment and workplace experiences
- Make charitable giving easy

Our 2027 ambitions

Support over **five million** people with their financial and emotional wellbeing through our products and services

Have truly diverse leadership with **50% women** and **20% diverse characteristics** while helping more than half our customers be truly representative

Achieve operational **net zero carbon**, minimising emissions to fight climate change



Our ESG priorities.

Our ESG framework is grounded in a deep understanding of the needs and concerns of our various stakeholders (such as suppliers, customers, lenders, colleagues, shareholders, pension trustees, and communities), the changing regulatory environment, and the wider sustainability landscape.

In 2021, we worked with a leading sustainability consultancy to carry out a comprehensive materiality assessment identifying the priorities of our customers, colleagues, shareholders, lenders, and partners. The team also reviewed external sustainability standards to understand best practice and identify areas for improvement.

We regularly review our framework to ensure our approach remains attuned to stakeholder priorities.



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.

Group products and services aligned to ESG ambitions

Help over 5 million people with their financial and emotional wellbeing

2 million people with access to discounts and cashback

Help over 50% of our customers to be truly diverse / representative



- MyView PayNow
- Realtime Payroll
- Real Living Wage Nudges
- New payslip module with in-built financial literacy
- Financial wellness and nudges

- Free implementation of microhive, PAYE support
- MyDiversity Data capture and DEI dashboard
- Gender pay gap reporting
- Disability and ethnicity pay gap reporting



- Benefits and Digital Wellbeing resources easily integrated

- Diversity and disability insights for managers



- OneHub Wellbeing
- SaveSmart
- The Wellbeing Progress Index

- OneHub benefits
- OneHub discounts
- Trees with benefits



Our ESG awards and certifications.

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



EcoVadis Silver sustainability rating

EcoVadis is the world's largest and most trusted provider of business sustainability ratings. In 2023 we achieved Silver Medal Status.



CDP A- score

The Carbon Disclosure Project (CDP) is a platform used by companies to disclose their environmental management and carbon emissions. In 2022 we achieved an A-, in recognition of our implementation of best practice.



Living Wage employer

We are an accredited Real Living Wage employer.



Women in Tech UK

Recognised as a Top 10 employer for Women in Tech.



Pregnancy Loss Pledge signatory

By signing The Pregnancy Loss Pledge we commit to giving all affected colleagues the support they need, while recognising that everyone's needs will be different.



Microsoft Partner Pledge

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



Employers' Initiative on Domestic Abuse

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



Microhive (formerly Pennies from Heaven) Gold Quality Mark

As an honoured partner of Microhive (formerly Pennies from Heaven) we have been awarded a Pennies from Heaven Gold Award and quality mark.



Top 10 big employer – Sunday Times Best Places to Work 2023 and 2024 (Benefex)

means Benefex's employee engagement scores are among the highest in the country.



**Wellbeing
for All.**



Supporting the wellbeing of millions.

Wellbeing for All.

We will...

Make pay and benefits easier to understand

Promote wellbeing through digital resources

Build knowledge and confidence for better financial wellbeing

2027 ambition

Support five million people with financial and mental wellbeing.



In 2023, we carried out research with more than 2,000 employees around the world. The results showed that 86% would leave a company that didn't support their wellbeing. It is clear that employees are prioritising their mental, physical, financial, and social wellbeing more than ever before.

As a leading provider of pay, reward, and HR experiences, we help organisations better attract and retain talent by fostering supportive working environments. Wellbeing for All is our commitment to support the physical, financial and emotional wellbeing of our colleagues and the millions of people who use our services and solutions.

Through our holistic approach, extensive research, and continued collaboration with leading stakeholders and science-based offerings, we aim to support five million people with financial and mental wellbeing by the end of 2027.



Supporting wellbeing through our products and services

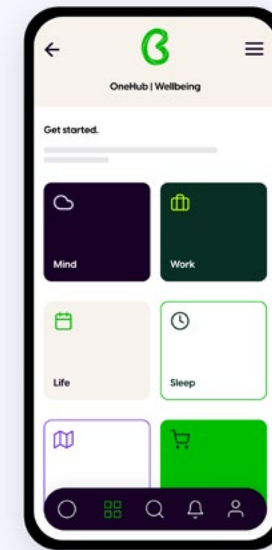
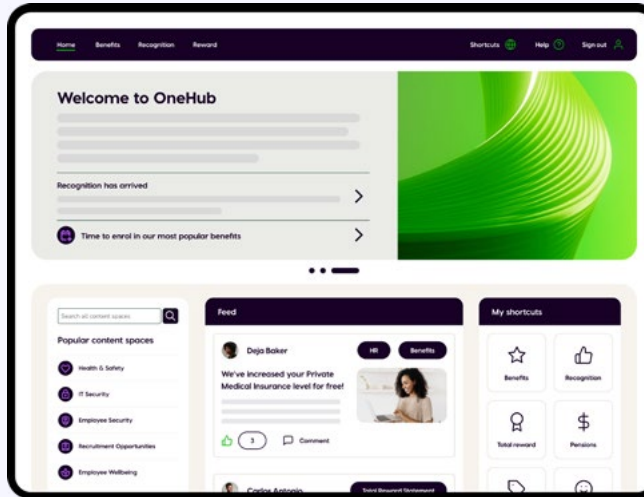
In FY24, we released three new products and services to help our customers promote wellbeing in the workplace.

OneHub Wellbeing

With just 27% of global employees rating their online employee wellbeing experiences as excellent, and with many finding online support hard to access and difficult to use. In October 2023 we launched OneHub Wellbeing, a new platform and app to help employees take a moment to build physical and emotional resilience.

OneHub Wellbeing offers hundreds of low-intensity interventions including exercise videos, breathing exercises, meditations, journaling, and soundscapes. It provides personalised health information through 350+ psychologist-designed pathways. Based on extensive research – a four-week randomised controlled trial of the app by Maastricht and Dublin City Universities – the app helps employees build healthy habits and track progress using a personal wellbeing score.

Employers can also gain an understanding of how their people are engaging with the app through aggregated data analytics, supporting their creation of effective wellbeing strategies and policies.



← | **OneHub**

OneHub connects all of your employee benefits, wellbeing, reward, and recognition so your people have one home for everything at work.



100+

organisations serving an estimated 60,000 users



MyView PayNow

Stagnant savings habits and rising consumer debt were damaging employee wellbeing long before the Covid pandemic and cost-of-living crisis. Many employees also struggle to understand their payslips, are unsure of what government benefits they are entitled to, or require short-term assistance to manage cash-flow problems.

In 2023, Zellis partnered with registered B Corp, Wagestream, to launch MyView PayNow.

MyView PayNow is an interactive payslip that allows employees to:

- Track their wages, with real-time visibility in one place of earned pay and spend, worked and upcoming shifts, as well as the countdown to the next expected payday to help with budgeting
- Enjoy flexible pay, with the ability to access up to 50% of their earned wages whenever they need them, to reduce financial stress and reliance on high-interest loans
- Build a rainy-day savings pot to cover unexpected expenses or save for a life goal, with entry to a monthly prize draw to incentivise good money management
- Improve their financial literacy, including through a benefits checker to help them find unclaimed benefits, pop-up boxes that explain payslip terminology, and a wealth of free tools and information to help them build good financial habits

Introducing MyView PayNow.

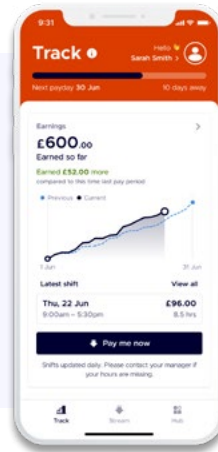
We believe better financial literacy and control can help lower employee stress, reduce absenteeism and boost productivity. Employers can also see which features are most popular, allowing them to assess the app's impact and make adjustments where necessary.

MyView PayNow reached

124,870*

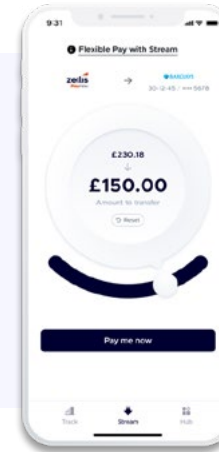
employees and counting

* By the end of FY24



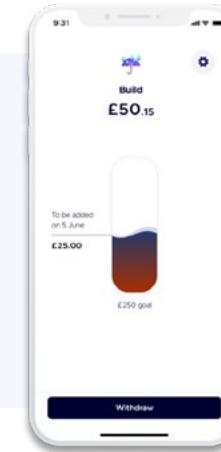
Track

Real-time visibility of pay and spend all in one place with reminders for recurring bills.



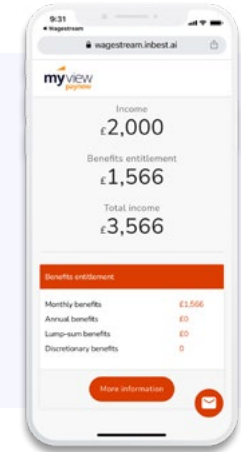
Flexible Pay

Access up to 50% of earned wages to reduce money worries and need for loans at a fixed fee of £1.25 for each stream.



Build

A rainy-day savings pot to cover unexpected expenses or save for a life goal with a monthly prize draw.



Tools & Information

Benefits checker to help find unclaimed benefits, and useful financial articles.

Wellbeing Progress Index

Research shows that a commitment to employee wellbeing is now the number one factor that employees consider when choosing an employer, with 64% of employees saying that it is very important. But it's difficult for employers to measure their impact and understand how well they are doing compared with their peers.

In 2023, we launched the Benefex Wellbeing Progress Index, a holistic tool for customers and prospects that benchmarks their approach to wellbeing on key indicators proven to impact employee-reported levels of wellbeing and engagement.

Employers are given 200 questions on themes such as company policy, pay, benefits and financial support, leadership, communication, recognition, flexibility, and diversity and inclusion. Their scores are automatically weighted according to evidence from hundreds of peer-reviewed studies, and employers are given a breakdown of where they are performing well and where they can improve. They also get a Wellbeing Progress Index score benchmarking them against their region, industry, and employers of a similar size.

Since its launch in January 2023, more than 100 organisations have used the Wellbeing Progress Index at least once. Zellis Group's score at the end of FY24 was 650/864, putting us in the 'leading' category while showing us that we can – and will – do more.



100+

organisations representing almost three-quarters of a million employees

At the vanguard of wellbeing research and reform.



Gethin Nadin
Chief Innovation Officer

Zellis Group is a global thought leader in workplace wellbeing.

Each year, our wellbeing experts share their knowledge at almost 100 events and we regularly conduct wellbeing research, both alone and in collaboration with leading universities around the world.

Our Chief Innovation Officer, Gethin Nadin, chairs the UK's industry-led Workplace Wellbeing Action Group (WWAG), whose members include HSBC, Unilever, Bupa, Burberry, and Lloyds Banking Group. He has also recently been invited to chair the first Parliamentary Liaison Group (PLG) for Workplace Wellbeing. A renowned psychologist and bestselling author on workplace wellbeing, Gethin was named UK Mental Health Campaigner of the Year at the 2023 InsideOut Awards and one of HR's Most Influential Thinkers by HR Magazine. He is also a wellbeing adviser to Investors In People and the former Chair of Wellbeing at the UK government-backed Engage for Success movement.

In 2023, Benefex and Zellis were invited to become a member of the All-Party-Parliamentary Group (APPG) on the future of employability in the UK. We used this position to advocate for more tax relief on employee benefits and other measures that could improve the employee experience.



Some of our other products that promote wellbeing are:

SaveSmart

Half of all adults with debts experience mental health challenges, according to the UK's Royal College of Psychiatrists¹. Yet our research with King's College London found that fewer than half of employers offer programmes to help employees make informed financial choices.

That's why we created SaveSmart, a bitesize financial education content series delivered through the OneHub platform. Over eight weeks, employees build their financial confidence and resilience through short bursts of learning on topics such as credit scores, budgeting, and switching providers for better deals.



90,000

employees have access

OneHub Benefits

With labour shortages a widespread problem, personalised and flexible benefits packages are becoming a real differentiator for companies that want to engage the best talent. Our OneHub Benefits platform gives Benefex customers the flexibility to offer core benefits coupled with a range of tailored options funded either by the employer or through pre-tax salary sacrifice. Employees get security and protection plus a choice of benefits such as menopause support, a tax-efficient electric car purchase, or the extension of medical insurance to family members.



1m

serving almost 1 million employees

OneHub Discounts

The cost-of-living crisis has driven employees to find new ways to make their pay go further. Our research shows that in 2024 half of consumers expect cost to be the main driver of any purchase. OneHub Discounts – available to all Benefex customers – gives employees 24/7 global access to daily discounts and cashback on some of life's biggest costs, from homes and holidays to phones and fuel.



1.94m

serving 1.94 million employees

1. <https://www.rcpsych.ac.uk/mental-health/mental-illnesses-and-mental-health-problems/debt-and-mental-health#:~:text=One%20in%20four%20adults%20will,caused%20by%20-%20mental%20health%20problems.>



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.

2023 also saw the launch of our internal Wellbeing for All hub, which brings together all our financial, physical, and emotional wellbeing support for our colleagues into one easy-to-access location.

Highlights of Wellbeing for All include:

Real Living Wage

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

Employee Assistance Programme

All 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. The provision includes 24/7 access to a GP online or by phone.

Private Medical Insurance

Colleagues can elect to receive private medical insurance, funded by Zellis Group, as part of our flexible benefits offering. See more on page 33.

Flexible and hybrid working

Most colleagues are entitled to work remotely up to 60% of the time and we strive to accommodate all requests for flexible working patterns and career breaks that promote work-life balance and increase motivation.





Wellbeing for All Champions

We currently have 34 Wellbeing for All Champions covering our key locations including homeworkers. These colleagues 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 to all geographies and offices and ensuring our champions are truly representative of all colleagues in FY25.

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 and Parental Leave Policy. In FY24, we added a Carers' Leave Policy, an Adoption and Surrogacy Policy, and a Paternity, Non-Pregnant Parent and Co-Adopter Policy. As a signatory to the Miscarriage Association's Pregnancy Loss Pledge, we also provide guidance to managers on supporting affected colleagues.

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.

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.



**Diversity of
thought and
experiences.**



Diversity of thought and experiences.

Diversity of thought and experiences.

We will...

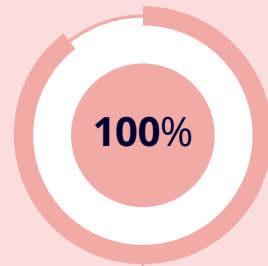
Empower organisations to be representative and equitable through data

Advance inclusion and celebrate differences

Champion pay equality and benefits

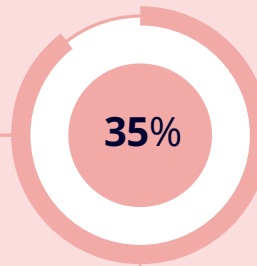
2027 ambitions

MyDiversity Data



We help more than half our customers be truly diverse and representative
MyDiversity data is available to 100% of HCM customers

Leadership



Leadership roles held by women to date¹
Have truly diverse leadership with 50% women and 20% diverse characteristics

1. We define 'leadership roles' as our Senior Leadership community which includes our executive team and their direct reports.



Our customers range from international banks to local councils, and from major manufacturers operating around the world to small companies operating on a single high street. Through our products and services, we are able to play a unique role in helping them better understand their workforces and achieve their diversity, equity, and inclusion (DEI) goals.

And we are equally ambitious about our own team. By the end of 2027, we intend to have a truly diverse leadership at Zellis Group, that is representative of all our colleagues across all the communities we operate in.

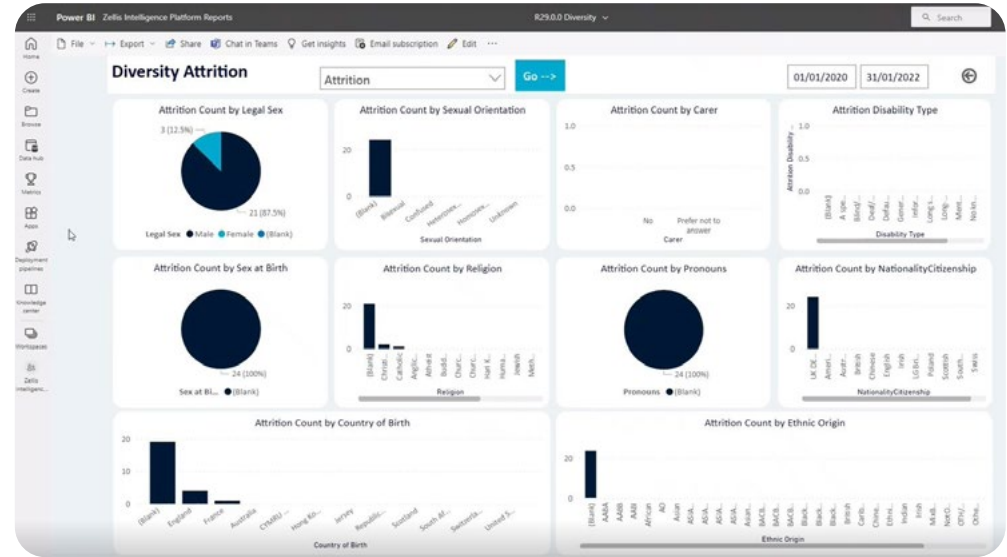
Empowering organisations to be more representative and equitable

High-quality data is key to any organisation's efforts to become more diverse, equitable, and inclusive. Our joint research with Economist Impact found that obtaining and maintaining it is a stumbling block for many businesses. While most people are comfortable sharing information about their nationality, gender identity, ethnicity, age, and marital status, one in five people are not.

People are particularly wary of disclosing their socio-economic background and pregnancy or potential pregnancy. And worryingly, the lower on the organisational ladder individuals sit, the more reluctant they are to disclose this data.

Naturally, many people are anxious about protecting their privacy, and a significant minority worry that sharing information could affect their job safety or career progression.

In 2023, we launched **MyDiversity Data** for our customers, a new module on our flagship human capital management platform, Zellis HCM Cloud. The self-service software makes it easy and secure for employees to declare their diverse characteristics. HCM Cloud customers can use the PowerBI dashboard to interpret the data, spot trends, identify problem areas, and monitor the changing demographics of their workforce.



MyDiversity Data benefits for employees

- **Confidential** – data is aggregated to protect individuals’ privacy
- **Inclusive** – employees can describe their identity in their own words
- **Accessible** – employees can update their data at any time as their circumstances and identities change along with their confidence in data-sharing
- **Voluntary** – employees can leave fields unfilled or select ‘prefer not to say’

MyDiversity Data benefits for HR leaders

- **Accurate** – MyDiversity Data can be updated at any time and more accurately reflects the way colleagues see themselves, giving employers richer, more up-to-date insights into their workforce
- **Comprehensive** – employers get a global breakdown of diversity and inclusion metrics
- **Actionable** – HR leaders can base DEI initiatives on data-driven insights, tracking their progress over time
- **Trust-building** – the platform showcases the organisation’s commitment to creating a diverse and inclusive environment while respecting employees’ privacy

MyDiversity Data is available as standard to all Zellis customers and is used internally with our own colleagues.



Championing pay equity

Fair pay is a cornerstone of workforce equity. That's why Zellis Group is an accredited 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 MyDiversity 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.

Zellis' unweighted median gender pay gap in 2023 was 18.7%.

The mean gender pay gap was 19.6%.

Moorepay's unweighted median gender pay gap in 2023 was 2.4%. The mean gender pay gap was 11.2%.

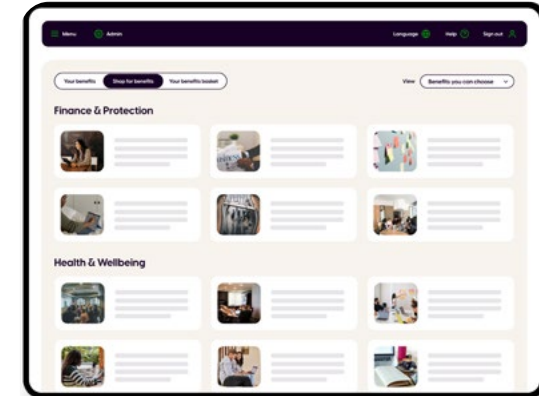
Benefex's unweighted median gender pay gap in 2023 was 17.8%. The mean gender pay gap was 26.9%.



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 (17.4%) compared to men (3.4%) (Zellis).

Please note all gender pay gap reporting is for UK colleagues only.



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.

At Benefex, we specialise 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 33), 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 and can thrive as part of our talented team. The diversity of perspectives and lived experiences among our colleagues is what makes us unstoppable together, and it's not something we take for granted.

We have spent time working with colleagues, industry experts, customers, and partners to define a comprehensive DEI approach that will help us become a more inclusive organisation that truly reflects the communities and customers we serve.

As outlined in our dedicated DEI Policy, everyone at Zellis Group is expected to complete an annual DEI eLearning module as part of their mandatory Annual Compliance Training, which includes guidance on addressing unconscious bias. We run awareness sessions throughout the year on topics such as neurodiversity, gender pronouns, British Sign Language, and cultural differences.

We also provide enhanced training for managers on removing barriers for people from disadvantaged or underrepresented groups.

Representation at Zellis Group

Global gender diversity FY24

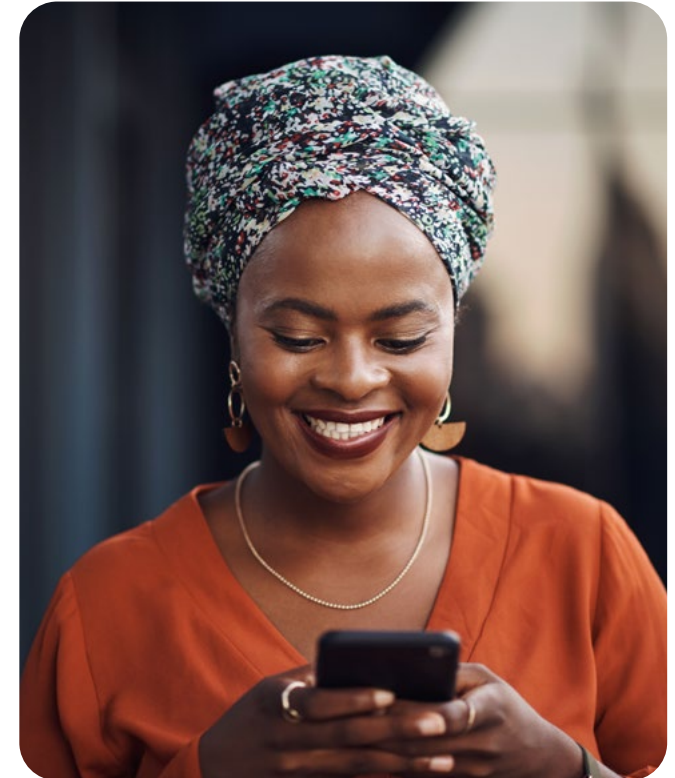
It is our ambition to have a truly diverse leadership team (made up of our executive team and their direct reports) at Zellis Group by the end of 2027, comprising 50% women and 20% employees with diverse characteristics.

We made good progress in FY24 by focusing on succession planning and ensuring we have a great up and coming talent pipeline to take their place in our leadership community, but we recognise that there is always more to do.



We were proud to be named one of the top ten employers for women in technology by Women in Tech UK, a collaborative community dedicated to empowering women in Science, Technology, Engineering, Mathematics (STEM). In FY24, women made up two-thirds of participants in our two in-house management development programmes, as well as 56% of colleagues who took part in external apprenticeships to further develop their skills.

So that we can track our progress on the broader diversity of our leadership, we encourage colleagues to confidentially declare characteristics such as ethnicity and disability via our self-service MyDiversity Data module. By the end of FY24, over half of Zellis and Moorepay colleagues had completed the module, and we hope to be able to report our findings in next year's report. Going forward, this data capture should also help us identify any ethnicity or disability pay gaps.





Inclusive recruitment

We cast the net wide for our talent, recognising that people with outstanding potential can be held back due to invisible barriers.

Compensation is based on skills, experience, job value, and performance. Our inclusive recruitment process checks advertising, interviewing, and onboarding to attract diverse candidates and reduce unconscious bias. We've enhanced managerial training for talent sourcing with tools to assist in hiring and promote opportunities for underrepresented groups.

We offer a multi-channel learning & development (L&D) framework, including digital resources, various events, a career hub, and accredited programmes. Our internal development initiatives show strong female representation, with two-thirds of management programme participants and over half of apprentices being women.

In FY24, we introduced a new applicant tracking system (ATS). It features enhanced DEI reporting, 'name blind' functionality to reduce bias in shortlisting, an Ad-Tuner tool for inclusive job ad language, and accommodations for candidates with disabilities – such as allowing additional time for neurodiverse candidates to complete a written technical assessment. Within FY25, the ATS data will help identify areas needing focused diversity initiatives.

We've also continued our partnership with Women in Tech over the past 12 months, and will continue to do so into FY25. The 'Career Stories' we have created for a number of inspiring women who work at Zellis are shared on our company page on the Women in Tech website, and via social channels.

Advancing inclusion and celebrating differences

We believe the greatest culture builders at Zellis Group are our colleagues.

We have six colleague-led networks across the Group that bring people together to foster connection and celebrate shared identities or interests. Spanning all geographies and business areas, these voluntary affinity groups offer safe spaces for colleagues to provide mutual support and networking opportunities. Members also act as internal advisers to Zellis Group, reviewing relevant policies and giving us feedback on how we can continue to elevate the employee experience.

Championing disability inclusion.

Colleagues with disabilities bring valuable skills, insights, and perspectives. Through our Disability Inclusion Policy, we encourage colleagues to share how we can better support them, above and beyond legal requirements, whether that is by making reasonable adjustments to facilities, working practices, or roles.

Which is why we are proud to be a registered Disability Confident Committed employer.



In FY24, Benefex was highly commended by the Sunday Times as one of the Best Places to Work for Disabled Employees, thanks to its 89.9% engagement score among disabled respondents and inclusive employee-led network United@Benefex.

Meanwhile, the Zellis India office has hired four deaf and nonverbal colleagues in payroll processing roles, and engaged a specialist interpreter for six months to help them progress and grow in confidence.



Our colleague-led networks

Wellbeing for All Champions.



Wellbeing for All Champions Our community of colleagues passionate about wellbeing

This community brings together colleagues from across the group, who are trained and accredited Mental Health First Aiders (MHFAs), who are able to offer initial support to any colleague experiencing emotional distress or a mental health issue. See page 12.

Count Me In

Our colleague-led India women's business network

Count Me In Network for our women colleagues in India

Count Me In was created to develop, inspire, and build a community of confident, successful women within the business, aligned to our value 'Make it Count'.

Since its launch in 2022, which was inaugurated by the head of the Travancore Royal family in India, HRH Pooyam Thirunal Gouri Parvathy Bayi, Count Me In meets regularly to hold a range of activities and awareness sessions, including lawyer-run sessions detailing key legal rights for women, desk yoga days, and 'gynonco' talks on helping women self-detect rare cancers.

moore visibility

Moore Visibility for LGBTQIA+ colleagues and allies

Moore Visibility was founded by colleagues across the Zellis Group to improve LGBTQ+ inclusion and representation in our business, raise awareness of LGBTQ+ issues, and create positive change. It's also a support network for LGBTQ+ colleagues and allies with a passion for DE&I.

The network helps run business wide events including masterclasses on Celebrating Pride, education on pronouns, and inclusive language. Members are invited to review our People Policies to ensure they are fully inclusive and supportive of LGBTQIA+ colleagues, and take part in external events such as Microsoft Partner Trans Day of Remembrance.

United @ Benefex



United @Benefex Benefex's group for diversity and inclusion

The network meets monthly to provide a forum for colleagues from diverse backgrounds to share their lived experiences. Members produce educational campaigns and articles on topics ranging from transgender experiences to men's mental health. They share feedback on onboarding and manager training at Benefex, have accelerated the adoption of mental health first aiders (Wellbeing for All Champions), and push for greater consideration of diverse dietary needs at catered events.



Engage Together Kochi's colleague-led network

Created to encourage our colleagues to live our values, build and nurture positive culture, and strive to do better, Engage Together (EnTo) has representatives in Kochi from across all business areas within the Zellis Group. The network organises, promotes, and runs business focused and colleague-driven, activities, events, and celebrations, working in close association with the site lead.

SheTech

Empowering women within Zellis Group



She Tech for women and allies in technology roles or those seeking careers in technology

She Tech aims to create a diverse community that enables women of all backgrounds to achieve personal and professional development. The community utilises the experience of our existing Zellis Group women and embraces input from our new joiners. We believe access to roles in technology should be available to all, and women must be equal participants in creating and nurturing our culture, products, and services.

They meet regularly to discuss issues facing women in the technology sector. In FY24, the network also reviewed our new policies on carers leave, flexible working and non-pregnant parent and co-adopters.



**Strong
communities.**



Strong communities.

Strong communities.

We will...

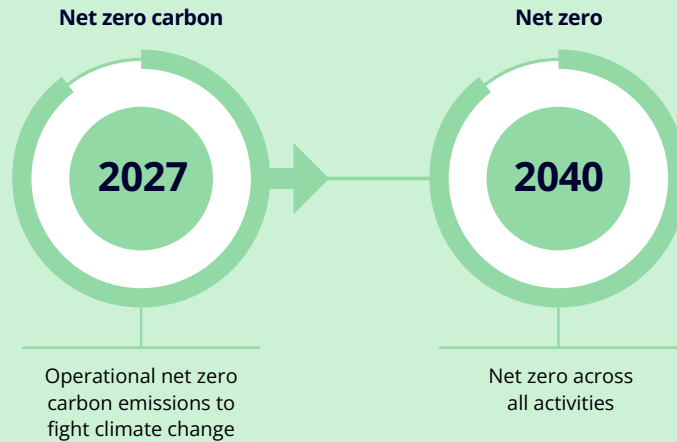
Protect our environment for future generations

Nurture high quality employment and workplace experiences

Make charitable giving easy

2027 ambition

Achieve operational net zero carbon emissions to fight climate change



In today's interconnected world, the resilience of an organisation and the communities it touches are inextricably linked. We are putting our passion and powers into action to uplift communities both within and beyond the boundaries of our operations.

First comes our responsibility to the global community as shown by our commitment to be operationally net zero carbon by the end of 2027 and fully net zero by 2040 while promoting environmentally sustainable behaviours through our products and services.

Secondly, we use our position as HR experts to cultivate high-quality employment experiences for the employee communities of our 5,000+ customers as well as our own colleagues.

And thirdly, we harness our payroll solutions to help people support the community causes close to their own hearts while matching our colleagues' contributions to amplify their impact.

Protecting our environment for future generations

Swift and meaningful action is essential to avoid the worst effects of climate change and leave a habitable world to 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 ISO14001, the internationally recognised environmental management standard. 100% of our sites are covered by our environmental management system and its associated risk assessment.

Having identified energy consumption and carbon emissions as our key environmental impacts, we have set ourselves ambitious targets to reduce these in keeping with the 2015 Paris Agreement goal of limiting global warming to 1.5°C above pre-industrial levels.

We will reduce our operational (Scope 1 and 2) carbon emissions to net zero by the end of 2027 and will be net zero across all scopes by 2040. In early FY25, we will submit our net zero target and our roadmap for achieving it to the Science Based Targets initiative (SBTi), the global organisation that officially assesses and validates corporate climate targets.

Our Climate Transition Plan was developed in 2023. It details the company's net zero carbon strategy as well as the physical risks and impacts we have identified through climate change scenario analysis and the existence of contingency plans where appropriate. We also have a dedicated Environmental Policy explaining our commitments and plans to colleagues, and the role and responsibility colleagues have in achieving this.



In FY24 we took part in CDP's annual disclosure for the second year. We were proud to be awarded a score of A-, which places us in the leadership levels and the top 13% of companies in the IT and software sector. This was a big step up from the C rating we achieved the previous year and testament to our best-practice approach to environmental management and reporting.

To help accelerate our progress year on year, we incentivise environmental stewardship through our performance management system, linking positive environmental performance to pay increases and bonuses.

All colleagues are required to complete annual compliance training on environmental issues including climate action, energy conservation, and waste management.

Net zero

across all scopes
by 2040

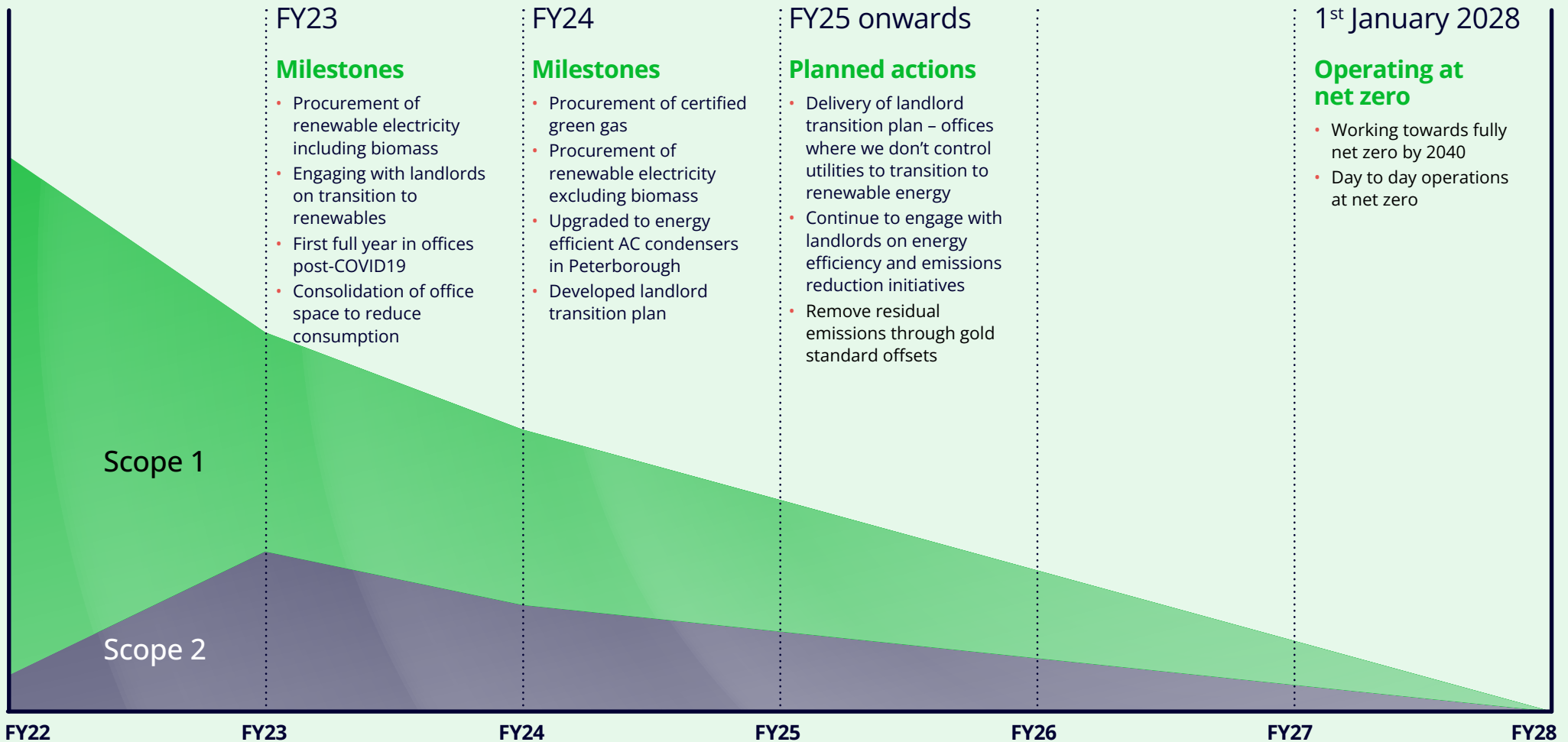
A-

CDP score



Becoming operationally net zero by 2027.

A complete carbon inventory is carried out annually in line with ISO14064 to assess our progress against our emission reduction targets. An external approved lead assessor calculates and verifies our figures





Our operational carbon footprint

A complete carbon inventory is carried out annually in line with ISO14064 to assess our progress against our emission reduction targets. An external approved lead assessor calculates and verifies our figures.

Our total Scope 1 emissions in FY24 were

159.11

tonnes CO₂e

Our total Scope 2 emissions in FY24 were

388.24

tonnes CO₂e

Engaging with our landlords

Ten 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. In FY24, we engaged with all our non-controlled sites to outline our 2027 and 2040 emission reduction targets, emphasising the benefits of working with us to transition on the initiatives detailed below. These engagement sessions will continue in FY25.

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 Swinton 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 consolidated space at our Peterborough office in FY23 to reduce heating and air conditioning needs, in FY24 we upgraded to top-of-the-range HVAC condensers to further improve energy efficiency. Our upgrade of our lighting systems to LEDs is ongoing.

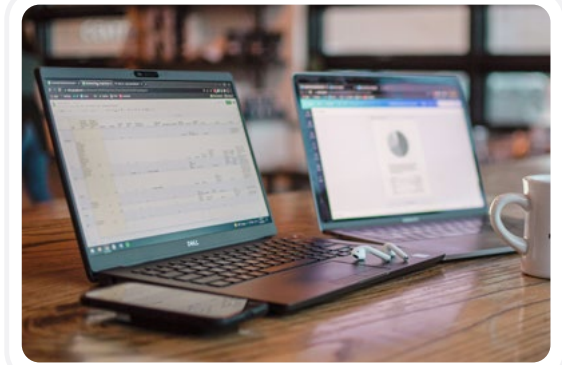
Waste reduction and landfill diversion

We have annual targets in place to both reduce waste and increase the proportion we divert from landfill through reuse and recycling. In offices where we control waste disposal, we are working with our suppliers to recycle more of our waste, and ensure that non-recyclable waste is disposed of responsibly.

Where we do not control waste disposal – which concerns most of our offices – we continue to work with our landlords to identify where our waste goes at the end of its life and to increase the proportion that is recycled, reused, or repurposed.

We no longer provide single-use plastics in our office kitchens to prevent plastic waste.

Giving old laptops a new lease of life.



Colleagues at Zellis Group are encouraged to return faulty or outdated laptops to volunteers in our IT team, who wipe, refurbish, and test them before donating them to charity.

Thanks to their expertise and efforts, a total of 136 aging laptops were given a second life in FY24 and shipped out to organisations around the world that support people in need. Recipient charities included In Place of War, which helps young people impacted by conflict and climate crisis use their artistic creativity as a catalyst for change.



Emissions in our value chain

Activities in our value chain that we don't directly control are responsible for 97.45% of our total carbon emissions. As a result, our total Scope 3 emissions for the reporting period were 10,168.34 tCO₂e.

To fulfil our ambition to be fully net zero, across all activities, by 2040, we need to halve our Scope 3 emissions by 2033 (against our baseline year of FY23) and further reduce them by 90% by 2040.

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.

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

Paperless communications

While Zellis Group itself and the majority of our customers have transitioned to the cloud and digital payslips, some customers are contractually obliged to provide paper pay documents. We are working with these customers, their stakeholders, and employees to help them make the switch to digital solutions.

Business travel, commuting and home energy use

Commuting and homeworking make up more than 20% of our total carbon footprint.

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 as they work UK and Ireland hours to ensure effective delivery for our UK and Ireland-based customers. In FY24, we began transitioning to an electric vehicle fleet to provide this daily commute.

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

Through our OneHub Benefits product we nudge both our colleagues and employees of our customers to make sustainable choices. For instance, we don't provide company cars, but we do provide a salary sacrifice scheme that helps employees purchase a vehicle, with a strong incentive to choose an EV.

Through our partnership with electric utility company Switchd, we also offer benefits solutions to employees that help them switch to a renewable energy tariff.

Working with our suppliers

Our Sustainable Procurement Policy sets out our intention to source goods and services from suppliers who proactively seek to reduce their impact on the environment.

Through the tender and supplier assurance processes, we ask our suppliers to provide data on their emissions and emission reduction initiatives.

Our standard terms and conditions also oblige suppliers to have climate targets that are either science-aligned or officially validated by the SBTi.

Trees with benefits.



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

By the end of FY24, 535,352 trees were planted providing 8,031 days of paid employment, across two dedicated sites in Nepal and Madagascar. When completed, 203 hectares of tropical forest will have been replanted at our site in Lamahi, Nepal, and 1,060 hectares of mangrove ecosystems will have been restored at our site in Mariarano, Madagascar. We hope to have planted one million trees by the end of 2025 as part of our commitment to combat climate change.

In FY24, our procurement team underwent sustainable procurement training to better understand the ESG issues in our supply chain. The procurement team also have objectives related to sustainable procurement as part of the annual performance review process.



Nurture high quality employment and workplace experiences

As a company that exists to power exceptional employee experiences, we hold ourselves to high standards as an employer.

True to our core value *Always Learning*, we constantly garner feedback from our colleagues and look for new ways to help them grow and flourish with us. Whether it's enhancing our learning and development offering, expanding our flexible range of benefits, or improving the way we recognise achievement, we are always striving to create outstanding work experiences that inspire our colleagues and raise the bar for our customers.





How we engage with our colleagues

To attract and retain our talented people, it's important that everyone at Zellis Group feels connected to our purpose and empowered to give us honest feedback. We communicate with our colleagues through multiple channels and work hard to stay attuned to their evolving needs and attitudes.

We carry out comprehensive employee engagement surveys twice a year, through a specialist third-party provider, and in FY24 we introduced quarterly pulse surveys to keep us more responsive to insights.

As well as analysing responses at group level, we ask individual line managers to access the aggregated results and confidential comments applying to their teams, and we provide them with training and resources to act on feedback.

In our latest full employee engagement survey, which closed in March 2024, we achieved a group Employee Net Promoter Score (eNPS) of 29. eNPS is a scoring system designed to help employers measure employee satisfaction and loyalty within their organisations.

Since our first survey in 2019, we have seen improvements across every driver of engagement, from autonomy and environment to recognition and workload.

Employee Net Promoter Score (eNPS)

September 2019

-11

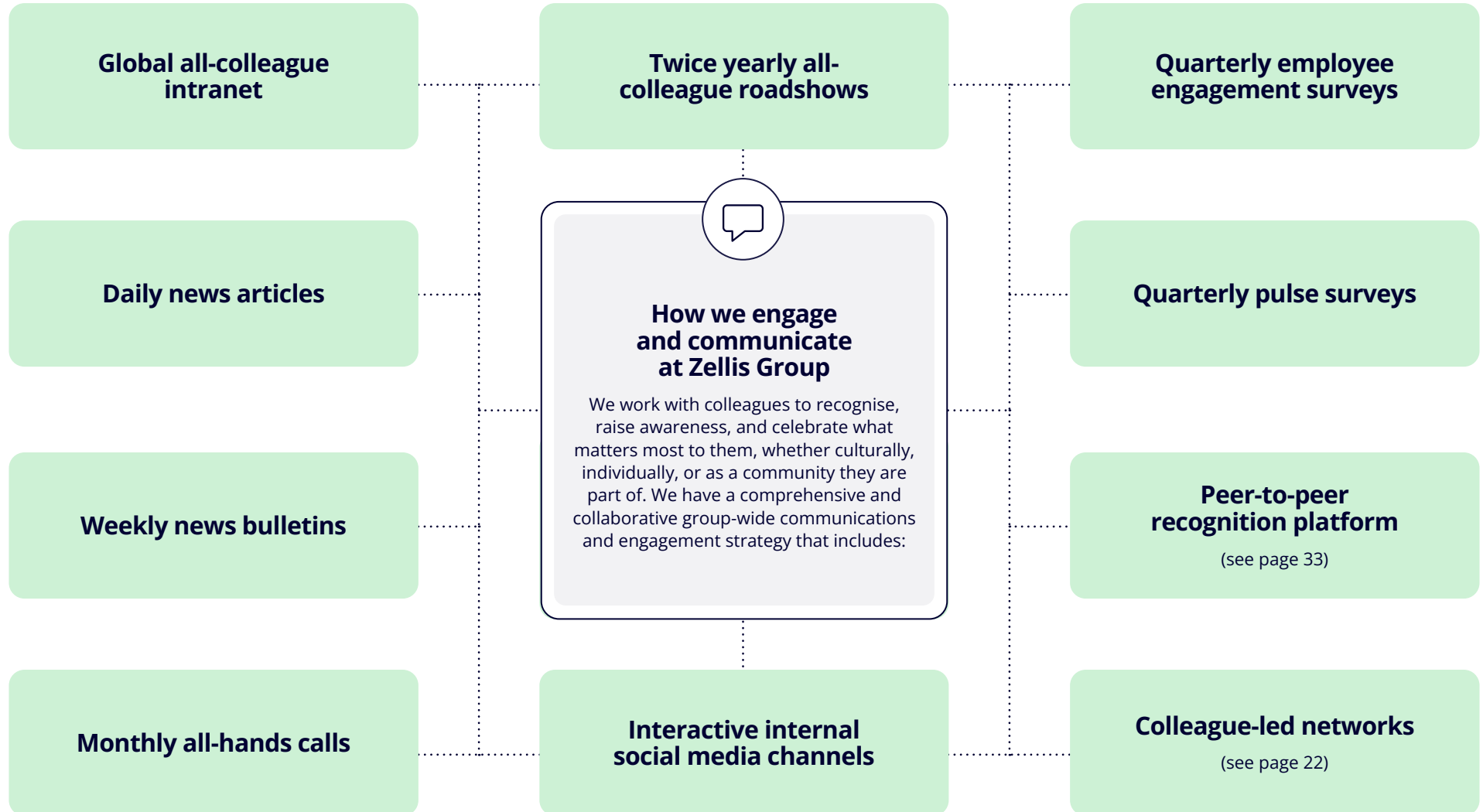
March 2024

29

Engagement driver	Engagement driver description	Sep-19	Growth	April-24
Accomplishment	The degree with which employees feel like they are accomplishing things on a day-to-day basis	-5	↑	23
Autonomy	An employee's ability to get their work done unhindered by micro-management and in a way they see fit	11	↑	45
Environment	The work environment is made up of physical conditions like temperature, light, and furniture	-8	↑	32
Freedom of Opinion	The extent to which employees feel they are able to express their opinions without fear of retribution	5	↑	30
Goal Setting	The level of understanding employees have about what's expected of them	34	↑	59
Growth	The opportunities that employees perceive they have, in terms of personal and career development	-20	↑	39
Management Support	The level of support employees feel they are given by their direct manager	21	↑	50
Meaningful Work	Whether employees consider their work to be valuable – to themselves, the company and potentially society at large	17	↑	49
Organisational Fit	The degree with which employees feel like the culture and values of the organisation match their own	13	↑	57
Peer Relationships	The health of employees' relationships with others in the organisation	33	↑	66
Recognition	Whether an employee feels their work is valued by the organisation	-19	↑	43
Reward	How satisfied employees are with their total compensation	-43	↑	21
Strategy	The degree employees understand and agree with the overall strategy for the organisation	-5	↑	37
Workload	Whether employees feel the amount of work they're responsible for is reasonable or a cause of stress	-8	↑	23



Collaborating with our colleagues





Learning and development

Through our multi-channel learning and development framework, colleagues completed close to 36,000 hours of learning in FY24 on everything from accredited leadership programmes and apprenticeships to self-directed digital learning modules, masterclasses, and workshops.

Our eLearning management platform, MyLearning, houses all our bespoke training content along with thousands of optional digital courses that colleagues can use to take charge of their careers and personal development. MyLearning underwent a makeover in FY24 and was relaunched with more than 10,000 courses, new functionality, and a more engaging interface with badges and leadership boards to reward learners. In FY24, our colleagues completed 14,700 digital learning modules on the platform.

Total hours of learning in FY24

35,756 hrs

(includes off-site apprenticeship study)

Highlights of our approach include:

Career Pathway Hub

The Career Pathway Hub brings together the Kochi career framework and includes two pathways to success, providing greater opportunities for colleagues to progress.

- Management Pathway for colleagues who want to manage people and move to general management and leadership
- Individual Pathway for colleagues who want to make an impact through deep expertise and being a subject matter expert

Leadership development

We run two accredited internal talent development programmes designed to nurture our next generation of leaders: Making Management Count and Future Leaders. 12 colleagues, who were eligible for apprenticeship levy funding, completed these courses in FY24, of whom two-thirds were women.

In FY24, we introduced Stepping into Management, a two-day face-to-face workshop for newly promoted first-time managers, followed by remote check-ins and eLearning modules. We also launched our Manager Induction session, providing an overview of people policies and processes for colleagues who join Zellis Group as a line manager.

Apprenticeships

All colleagues in all geographies are able to undertake training on an externally provided apprenticeship or apprenticeship-equivalent diploma to boost their knowledge and skills.

Typically, participants dedicate 20% of their working hours to study, whether that's off-site at a specialist training centre or on-site taking part in learning and experiences that count towards their qualification.

The variety of qualifications and certifications offered grows year after year and in FY24, our apprentices completed a total of 14,352 hours of off-the-job training in fields ranging from management & leadership development, project management, finance, payroll, HR, business improvement, sustainability and procurement.

Since we began tracking participation in February 2022, 45 colleagues have completed apprenticeships, of whom more than half are women. With another 24 apprenticeships currently in progress, we are well on our way to achieving our target of enrolling 100 colleagues in apprenticeships by the end of 2025.

Masterclasses and workshops

We run dozens of masterclasses and workshops for colleagues throughout the year, on topics ranging from inclusion campaigns and soft skills to artificial intelligence and career development.

Series in FY24 included Developing Mindset, a series of masterclasses and workshops developing a growth mindset and building a culture of ownership in relation to customer success. Another series, MyCareer, focused on enabling colleagues to understand their career development needs and wants, and take steps to progress these.

Kochi L&D Centre of Excellence

Established in early FY24, this new centre brings together all our India-based training specialists to deliver well-structured and tailor-made learning experiences on subjects such as telephone etiquette and customer success.

Educational Sponsorship

Our Educational Sponsorship Policy sets out how we sponsor eligible colleagues at Zellis Group to pursue qualifications or accreditations that directly benefit our business. This could include technical training through authorised training providers or academic qualifications such as MBAs and MScs. In FY24, 21 colleagues received funding to further their professional development and received a professional qualification.



Reward and recognition

We want everyone at Zellis Group to feel seen and valued, and for us that starts with fair and equitable pay, as detailed on page 19.

All colleagues, including temporary colleagues, have an annual performance review at which they are supported to set objectives related to their role and personal development. Progress is monitored through quarterly reviews and colleagues receive feedback on their performance and progress at the end of the year.

Our recognition platform MyAppreciation, which is also a Benefex product, creates an in-the-moment way for colleagues to express thanks or admiration for their peers. And we also celebrate and reward colleagues' achievements through our monthly values-based recognition award programme, with 3,537 recognitions received in FY24.

Flexible benefits

Zellis Group's benefits scheme is designed to give colleagues the freedom to choose the benefits that fit their unique needs and lifestyle. Through our easy-to-use online platform, MyBenefits, a Benefex product, they can access dozens of resources to support their health, wealth, and free time. Some, such as critical illness insurance and life assurance, are designed to provide peace of mind for colleagues and their loved ones. Others, such as gym membership, holiday trading and discounts off much-loved brands are designed to help them get the most out of life outside work.

Private medical insurance, funded by Zellis Group, is available to all colleagues, with the option of adding family members to the policy at preferential rates. To help colleagues navigate the vast array of choices, we put special icons next to benefits that come with savings on tax, National Insurance or both.

↳ [See page 14 for information on our Employee Assistance Programme.](#)





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.

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 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 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 use an in-house tool for incident tracking and reporting and are pleased to report that we've had no RIDDOR-reportable incidents within the last three years, showing that all near miss and pre-emptive action taken is benefiting colleague safety.

In FY24, we implemented a Lone Working Policy and rolled out an H&S colleague calendar for scheduling appropriate H&S cover at each site, to keep people safe and ensure compliance.





Make charitable giving easy

The past few years have brought a whirlwind of challenges for society, from pandemic lockdowns and cost-of-living crises to seismic shocks caused by conflict and climate change. There's never been a more important time to reach out and support the most vulnerable and disadvantaged.

Through our payroll solutions, we make it easy for both our colleagues and employees of our customers to support good causes in communities on their doorstep and around the world.

Microhive

Our partnership with Microhive (formally known as Pennies from Heaven) enables employees based in UK and Ireland to automatically donate the pennies from their payslips to charity. For each individual, these 'micro-contributions' are barely noticeable, but together the pennies add up. At Zellis Group, just over 38% of our UK and ROI Zellis and Moorepay colleagues have now opted into the scheme, a participation rate that earned us a Pennies from Heaven Gold Quality Mark for the second year running. Zellis Group triples the amount raised through match funding, which means that we collectively raised over £5,800 during the year. This will be split between our chosen charities for 2023 (Trussel Trust in the UK and Saint Vincent de Paul in Ireland) and for 2024 (Cancer Research UK and the Irish Cancer Society).

Flexible payroll giving

Charities rely on a steady stream of donations, and many people want to regularly support causes close to their hearts. Through our flexible benefits scheme, our colleagues and customers' employees can set up regular monthly contributions straight from their salary to the charity of their choice, saving tax in the process. It also means they can respond quickly to charity campaigns or emergency appeals, make one-off donations at any time, or use the Sponsor Me option to support family and friend fundraisers.

Community impact Kochi style.



In FY24, the Zellis India team officially partnered with the Inclusys Org Foundation and the Rotary Club on a project to create transformative working opportunities for neurodiverse and differently abled individuals.

In FY24, the Zellis India team officially partnered with the Rotary Club of Downtown Kochin, on a project with Inclusys Org Foundation to create transformative working opportunities for neurodiverse and differently abled individuals.

The team donated IT equipment and provided training and software subscription support worth Rs.1,650,000 (£15,500) to support 60 students in learning critical IT skills for today's world of work. Individuals with autism, ADHD, and other types of neurodivergence have valuable abilities to offer the tech industry but often find it difficult to work in a corporate environment due to discrimination and over-stimulating workplaces. Zellis India's support is part of a unique skilling mission by the Inclusys Org Foundation to break down such barriers and train 500 neurodiverse individuals across Kerala by 2025 before expanding the project across India.

A group of some 25 volunteers from the Kochi office also organised a fundraising 'bake fest' and art exhibition in FY24. Proceeds from the event were used to support a local residential home for homeless and vulnerable older women, where volunteers spent International Women's Day.



Governance.

Accountability and integrity underpin everything we do at Zellis Group.

We use the Wates corporate governance principles for large private companies to promote ethical and compliant decision-making that secures our long-term success and the trust of our stakeholders. Using external advisors where appropriate, we continually review our approach to ensure we continue to meet our obligations in line with best industry practice and the highest ethical standards.

Making it Count

Make it Count is one of our core values at Zellis Group, and we have a robust governance structure in place to deliver our ESG strategy and hold ourselves accountable for its impact.

The ESG steering committee (ESG SteerCo) includes all members of the Zellis Group Executive Team, plus our Head of Sustainability & Impact. It is chaired by our Group CEO and meets quarterly or more frequently as required. The ESG SteerCo is responsible for the setting of long term, and annual, ESG targets and required reporting metrics, monitoring progress, and ensuring resources are prioritised efficiently and effectively to meet said targets. The committee also allocates ESG annual budgets, and agrees spend or additional resource allocation.

The Head of Sustainability & Impact and Chief People Officer report progress on our framework twice yearly to the Zellis TopCo Supervisory Board, which includes shareholder representatives. This ensures that the ESG programme and agreed targets are in line with the Group's broader business strategy. The Supervisory Board also reviews progress against the ESG strategy, targets, and reporting metrics, and provides additional steer and guidance as required.



To implement our strategy, we have three ESG working groups composed of senior leaders from across all functions and geographies of the Group. Convened by our dedicated ESG Coordinator, they report on progress to the Head of Sustainability & Impact and cover the following areas:

Environment & Certifications – meets at least monthly to ensure we are progressing on our net zero plans and meeting the requirements of our many ESG-related certifications.

Product – meets at least quarterly to ensure our product roadmap is developing in line with our ESG ambitions on wellbeing, diversity, and strong communities.

Internal progress – meets at least quarterly to ensure our internal policies and practices nurture high-quality employee experiences that advance inclusion, celebrate differences, and promote wellbeing.





Business ethics

Everyone at Zellis Group is responsible for upholding our values and standards. Our Group Code of Conduct and Ethics guides colleagues in doing the right thing and understanding how poor behaviour can damage our business. It explicitly sets out our minimum requirements and includes chapters on safeguarding information, avoiding conflicts of interest, preventing bribery, corruption and fraud, and maintaining a work environment free from all forms of discrimination, harassment, and retaliation.

All colleagues are required to comply with the code and complete compliance training during onboarding and every year thereafter.

Whistleblowing policy and procedures

We actively encourage colleagues to speak up about any actual or potential breaches of our Code of Conduct and Ethics or indeed the law. Where colleagues are not comfortable approaching their line manager or a more senior leader, they can raise concerns via our confidential whistleblowing mailbox at groupwhistleblowing@zellis.com. We also use a third party supplier (Face-Up) for anonymous reporting. Zellis Group will not tolerate any form of retaliation against colleagues reporting wrongdoings in good faith.

Human Rights

Upholding and supporting the human rights of our colleagues, customers and communities is fundamental to Zellis Group's purpose. As a signatory to the United Nations Global Compact (UNGC), we are committed to protecting human rights in accordance with the UN Universal Declaration of Human Rights. Our approach is informed by the UN Guiding Principles on Business and Human Rights, by our Code of Conduct and Supplier Code of Conduct, and by our policies including:

Diversity, Equity & Inclusion Policy

This document outlines the rights of our colleagues to enjoy just and favourable terms of employment in a physically and psychologically safe working environment where all people are respected, valued, and given equitable opportunities.

Sustainable Procurement Policy

We expect that all our suppliers fully comply with all employment laws, share their commitment to respect all human rights, provide equal opportunity in the workplace, and take effective measures to remedy any adverse human rights impacts.

The ESG SteerCo regularly updates and monitors our commitment to acknowledge and uphold human rights.

Modern Slavery Statement

As set out in our annual Modern Slavery Statement, Zellis Group has a zero-tolerance approach to any form of modern slavery.

Supplier Code of Conduct

We expect our suppliers, in delivering goods and services, to live up to the reputation of Zellis Group. Our Supplier Code of Conduct outlines our minimum expectations of suppliers in areas such as health and safety, freedom of association, discrimination and child and forced labour. It is based on the Core Conventions and the Fundamental Principles and Rights at Work of the International Labour Organization, in addition to the Ethical Trading Initiative's Base Code.



Governance structure

Zellis TopCo Ltd, the Supervisory Board, has ultimate stewardship and oversight of Zellis Group to ensure we deliver the right outcomes for all stakeholders.

In FY24, its six members comprised one independent Non-Executive Director, two Executive Directors of Zellis Group and three representatives from the Group's majority shareholder, Bain Capital. The Board has one sub-committee, the Audit and Risk Committee, which meets at least quarterly to provide oversight of financial, Group Risk & Compliance (GRC), and security matters. Zellis Group recognises the value of board diversity and has created a pathway to develop a more dynamic board composition with the aim of bringing a greater breadth of insights and perspectives to the table.

The Group operates a centralised risk management system in accordance with ISO31000 to support the integration of laws and regulations requiring risk assessments, management practices, and group risk and opportunities reporting. Our risk-based approaches are firmly embedded from strategic, commercial, and sales, to operational levels. See our Annual Report for more information.

Cybersecurity and data privacy

Robust cybersecurity and data privacy measures are pivotal to our status as the UK and Ireland's leading provider of payroll and HR solutions. Our Privacy Policy, available on our website, explains how we collect and process personal data and outlines our commitment to protect and respect individuals' right to privacy in accordance with all applicable legislation, including GDPR.

Our information security management system is certified to the globally recognised ISO27001 and Cyber Essentials Plus, with internal and external audits conducted to test compliance.

Penetration testing is conducted by qualified third parties at least annually and vulnerability scanning is conducted both by external specialists and internal resources. All colleagues must complete mandatory onboarding and annual security training, with phishing simulations carried out regularly to enhance vigilance.

We proactively monitor the cyber threat landscape, ensuring that our defences remain resilient against emerging risks. And our incident response plans, supported by business continuity processes, ensure rapid recovery from any security breaches.

The Chief Information Security Officer (CISO) has direct responsibility and accountability for the security of data across the Zellis Group, updating the Executive Team and the Zellis Topco Audit and Risk Committee, which has ultimate oversight of cybersecurity and privacy at Zellis Group.

Responsible use of AI

We strongly believe that Artificial Intelligence (AI) must be used in a way that assists humanity and respect rights such as privacy.



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

This includes ensuring we develop and use AI in a responsible and ethical way that is explainable and understandable, that protects dignity and guards against bias, and that holds us accountable to the world's citizens.

At Zellis Group we are committed to our use of AI and AI development being:

- **Fair:** AI systems should treat all people fairly
- **Reliable and safe:** AI systems should perform reliably and safely
- **Private and secure:** AI systems should be secure, and respect privacy
- **Inclusive:** AI systems should empower everyone and engage people
- **Transparent:** AI systems should be understandable
- **Accountable:** People should be accountable for AI systems

Zellis Group



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If you have any questions or would like to find out more information please contact Sustainability@Zellis.com

www.zellis.com

www.moorepay.co.uk

www.hellobenefex.com