



Impact Report

Reporting Period May 2024
to April 2025



Contents

Our Business

Our Business

Zellis Group at a glance	04
CEO's Letter	08
Our approach to sustainability	10
Our awards and certifications	12

Wellbeing for All

Wellbeing for All

Our ambitions	14
Wellbeing for Zellis Group customers	15
Wellbeing for Zellis Group colleagues	17

Diversity of Thought and Experience

Diversity of Thought and Experience

Our ambitions	19
Helping our customers through MyDiversity Data	20
Improving supplier diversity	21
Championing pay equity	21
Employee benefits for all	22
DEI for our colleagues	22
Our colleague led networks	24

Strong Communities

Strong Communities

Our ambitions	28
How we create impact and add value	28
Supporting our local communities	29
Making charitable giving easy	29
Nurturing high quality employment	30

Protect our Environment

Protect our Environment

Our ambitions	33
Protecting our environment for future generations	34
How we'll achieve our emission reduction targets	36

Governance

Governance

Our approach to governance	39
Our commitment to Cybersecurity	40
Responsible use of AI	41



We are Zellis Group.

As a leading provider of HR, workforce management, pay, reward, analytics and people experiences, we enable organisations to unlock their people's full potential.



Impact Report

About Zellis Group

We are Zellis Group.

We are three distinct businesses – Zellis, Moorepay, and Benifex – aligned through our collective power.

Our purpose is to:

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



With over 3,200 colleagues, serving 6,000+ Zellis & Moorepay customers in the UK and ROI, and with 4.5m employee users of Benifex products globally, we pay or reward 1 in 7 of the UK & ROI working population each month.

Building trusting and beneficial relationships with our customers is our top priority. We leverage our size, scale and breadth of experience to help them differentiate their organisations through enhanced employee experience and improved efficiency. 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 people 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.

Key highlights

- **Net zero ambition:** 12-point increase in our EcoVadis score.
- **Empowered communities:** All colleagues receive two paid volunteering days annually, supporting charities and social causes that matter to them.
- **Inclusive culture:** Three new colleague-led networks launched, alongside achieving Disability Confident Committed Employer status.



Strategic Report

Our Strategic Framework (continued)

Our Group Framework

Zellis Group.

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



Provider of HR and Payroll software and services in the UK and Ireland for businesses with over **1,000 employees**.



Provider of payroll and HCM software and services for small and medium-sized enterprises with **50-1,000 employees**.



Helps over 2,000 organisations across 100+ countries transform the experience of more than **4 million employees**.

All underpinned by AI-powered cloud-based architecture.

Our Group Strategy

Each Business Unit has a modular, cloud-based offering and highly differentiated value proposition to lead in their respective markets and meet the evolving needs of our customers:

Focus

HR, WFM and Payroll for mid to large-sized enterprises

HR and Payroll for SMBs

Benefits management for SMBs to Multi-Nationals

Territory

UK and Ireland

UK and Ireland

Global

What

AI enabled HR, workforce management, and pay solutions covering the complete employee lifecycle. Available as SaaS or managed services.

Delivers personalised experiences that transform how public and private sector organisations operate.

Recently acquired elementsuite.

Offers a full HR suite, targeted towards SMB customers with the ability to outsource entire payroll.

HR and Payroll (originated from Natural HR acquisition in March 2023).

Configurable benefits platform delivering rewards, recognition, discounts, wellbeing, communications, and allowances.

Global technology with 24/7 multinational support.

Recently acquired Benify.

Target

1K to +50K employees

SMBs 50 - 999 employees

100 to 100k employees

Impact Report

About Zellis Group (continued)

922,582

Trees planted

– Supporting reforestation in Nepal and Madagascar.



SBTi

Science Based Targets

validated – Net-zero targets approved by SBTi in Feb 2025.



12-point

EcoVadis score

increase – Retaining Silver Medal and ranking in top 15%.



B score

From CDP –

Recognised for strong environmental action and disclosure.



32%

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 2025 target.



Volunteer

Community Days

launched – giving all colleagues two volunteer days annually.



Impact Report

About Zellis Group (continued)

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.



Key highlights

- > **Net zero targets:** Near-term and net-zero goals validated by the SBTi in February 2025.
- > **Renewable energy:** All offices we control have used 100% renewable electricity (no biomass) and 100% green gas since October 2023.
- > **Reforestation:** 922,582 trees planted in Nepal and Madagascar by the end of FY25 through our partnership with Furthr, on track to reach 1 million in 2025.
- > **Volunteering:** Group-wide Community Days launched in March 2025, giving every colleague two paid days each year to support charities and community causes.



Impact Report

Chief Executive Officer's Letter

A transformative year, with significant progress.

“We are proud of the progress we have made over the past three years, and remain committed to the continuous effort, innovation and investment required to realise our ambitions.”

John Petter, Chief Executive Officer, Zellis Group

FY25 proved to be a momentous year for Zellis Group, including a transformative leap forward under the new ownership of Apax Partners LLP, bringing new investment and transformative thinking.

Additionally, we have seen three strategic acquisitions into the Group, expanding our global footprint and enhancing product offerings to reinforce our market leading position. elementsuite joined the Zellis business unit in early February 2025, bringing a product offering that enables us to deliver a more comprehensive HR suite leveraging AI to drive innovative and intelligent solutions.

This was shortly followed by the acquisition of two businesses by Benefex. We welcomed Benify, a Swedish benefits platform in February 2025 and Vebnet, from Standard Life, in March 2025. These developments have led to the rebrand of the business as Benifex, with complimentary modules being cross sold across a greatly increased global customer base.

We have also completed the early FY26 acquisition of Hastee, a pioneering financial wellbeing platform, specialising in earned wage access and financial education.

This growth (including Q4 acquisitions) has driven an increase in revenue, which gives us the ability to invest in key areas to build a strong platform for future growth.

Against this background of growth and expansion, Sustainability & Impact has remained central to our purpose and business strategy.

We recognise that sustainable success requires a commitment to responsible business practices. For us at Zellis Group, that means using our expertise, technology, and wide geographic reach to creating a lasting impact that goes beyond immediate financial returns but instead results in long-term economic, social, and environmental value for our customers, communities and colleagues.

Since setting out our Sustainability & Impact framework and ambitions in 2022 we have made great progress, but recognise that it can be hard to manage business growth alongside net zero aspirations. When we set out our ambition to become operationally net zero by the end

of 2027, the size and geographic reach of the business was very different to the Group we are today. This is a challenge faced by many growing organisations and its one there is no easy answer to. However, we fully recognise our responsibility to protect our environment for future generations, minimise our environmental impact and maintain our resilience to environmental risks and impacts.

In early 2025 our short-term and long-term emissions targets were validated by the Science Based Targets initiative and we are currently working with industry experts and peer communities to develop a management plan to mitigate the effects of our scaling on our 2027 ambition, and long term target to become net zero across all scope by 2040. We will report on these plans in future Impact Reports.

This important challenge aside, this has also been a year with many Sustainability & Impact milestones to celebrate. Personally for me the highlights have been the launch of our three new group-wide networks, all kick started and led by colleagues: MenoPause, which has been instrumental in creating our new group-wide menopause policy and guide for managers and colleagues. The Neurodiversity Network, is to provide a safe and welcoming space where colleagues can connect and share experiences, and Heroes Together, supporting colleagues with experience of service in the armed forces or as a first responder, and those who are supporting a loved one.



Impact Report

Chief Executive Officer's Letter (continued)

In March 2025 we launched our group-wide Community Days programme, which gives all colleagues two days per year to volunteer for a charity, community group, or social cause that is meaningful to them.

We also saw a twelve-point improvement to the Group's EcoVadis score, earning 'Silver Medal' status for the second year in a row, and placing us in the top 15% of companies evaluated, and we proudly became a Disability Confident Committed Employer.

We are proud of the progress we have made over the past three years, and remain committed to the continuous effort, innovation and investment required to realise our ambitions.

Our second group-wide Impact Report provides a transparent view of our progress to date, challenges faced, and sets out our priorities and areas of focus for the coming years.

Thank you for taking the time to read our report.

John Petter

John Petter
CEO, Zellis Group
October 2025



Key highlights

- **SBTi targets validated** – Net zero goals officially validated in 2025.
- **Community Days launched** – Two paid volunteering days for all colleagues.
- **Disability Confident Committed Employer** - Launched three new colleague-led networks.

Impact Report





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.

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, to set out our group-wide Sustainability & Impact framework.

The **Zellis Group Sustainability & Impact framework**, launched in 2022 and refreshed in 2024, focuses on four 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.

We regularly review our framework to ensure our approach remains attuned to stakeholder priorities, evolving regulatory and reporting requirements, and ever-changing sustainability landscape.

Wellbeing for all	Diversity of thought and experiences	Strong communities	Protect our environment
<ul style="list-style-type: none"> • Make pay and benefits easier to understand. • Promote wellbeing through digital resources. • Build knowledge and confidence or better financial wellbeing. 	<ul style="list-style-type: none"> • Empower organisations to be representative and equitable through data. • Advance inclusion and celebrate differences. • Champion pay equality and benefits. 	<ul style="list-style-type: none"> • Nurture high quality employment and workplace experiences. • Make charitable giving easy. • Support our local communities through volunteering and partnering with community organisations. 	<ul style="list-style-type: none"> • Be Operationally Net Zero by the end of 2027. • 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:			
<ul style="list-style-type: none"> • Support 5 million people with financial and mental wellbeing. • 2 million people with access to discounts & cashback. 	<ul style="list-style-type: none"> • Have truly diverse leadership with 50% women and 20% diverse characteristics. • Help more than half our customers to be truly diverse/representative. 	<ul style="list-style-type: none"> • Support 100 apprenticeships by 2025. • By 2027 we will increase the people giving through payroll by 20%. 	<ul style="list-style-type: none"> • Achieve EcoVadis Silver Medal Status. • Plant 1 million trees by the end of 2025. • Ensure our emission reduction targets are validated by the SBTi.
			

Impact Report

Our approach to sustainability (continued)

Our Sustainability & Impact Ambitions

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.



How our Group products and services align to our Sustainability & Impact ambitions



Zellis

- Realtime Payroll.
- Real Living Wage Nudges.
- Payslip module with in-built financial literacy.
- Financial wellness and nudges.
- Free implementation of microhive.
- Earned Wage Access – strengthened by our early FY26 acquisition of Hastee.
- MyDiversity Data capture and DEI dashboard.
- Gender pay gap reporting.
- Disability and ethnicity pay gap reporting.



Moorepay

- Benefits and Digital Wellbeing resources easily integrated.
- Diversity and disability insights for managers.
- Earned Wage Access – soon to be launched following our early FY26 acquisition of Hastee.



Benifex

Benifex Home including:

- Wellbeing.
- Benefits.
- Discounts.
- SaveSmart.
- Trees with Benefits.



We recognise that sustainable success requires a commitment to responsible business practices."

John Petter, Chief Executive Officer, Zellis Group



Impact Report

Our awards and certifications

Third-party recognition

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.

<p>EcoVadis is the world's largest and most trusted provider of business sustainability ratings. In 2025 we retained our Silver Medal Status and achieved a 12-point increase.</p> 	<p>As a signatory of the Microsoft partner pledge, we are committed to "working together to make digital innovation a force for good".</p> 	<p>We are an accredited Real Living Wage employer.</p> 
<p>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.</p> 	<p>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.</p> 	<p>As an honoured partner of Microhive (formerly Pennies from Heaven) we have been awarded a Microhive Gold Award and quality mark.</p> 
<p>By signing The Pregnancy Loss Pledge we commit to giving all affected colleagues the support they need, whilst recognising that everyone's needs will be different.</p> 	<p>Top 10 big employer – Sunday Times Best Places to Work 2023 and 2024 (Benifex) means Benifex's employee engagement scores are among the highest in the country.</p> 	<p>By signing the membership charter of the Employers' Initiative on Domestic Abuse we are united in taking action and supporting our colleagues.</p> 
<p>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.</p> 	<p>The Carbon Disclosure Project (CDP) is a platform used by companies to disclose their environmental management and carbon emissions. In 2025 we achieved a B rating in CDP in recognition of our implementation of best practice.</p> 	<p>Recognised as Top 10 Employer for Women in Tech.</p> 

Wellbeing for All

Supporting the physical, financial and emotional wellbeing of colleagues and the millions of people who use our services is central to our purpose. Through our products, research and workplace initiatives, we're helping to make pay and benefits easier to understand, build financial confidence and promote better wellbeing for all.



Impact Report

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

Our 2027 ambitions

Support over five million people with their financial and emotional wellbeing

Progress to date

Achieved in FY25!

- There are currently 3 million people who access financial wellbeing products, and 4.5 million users with access to health and wellbeing benefits through Benifex.

This figure represents the number of employees who use financial wellbeing benefits such as payroll savings, insurance products, employee discount schemes, mortgage advice, and financial education, or make use of health and well benefits including private medical insurance, gym memberships, health screening, digital wellbeing apps, employee assistance programmes, critical illness insurance, cancer screening or menopause support.

- In addition to this 410 Zellis and 1600+ Moorepay customers make use of our interactive, simple, explained digital payslips, helping to support and improve their employees' financial literacy.

***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.**



Impact Report

Wellbeing for all (continued)

Supporting wellbeing through our products and services

Our 2023 research showed that a massive 86% of people 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.

Wellbeing by Benifex

In our 2025 'Propel' research, which draws on 3,000+ interviews with employers and employees around the world, 64% of employees told us their wellbeing expectations have risen even further. While these expectations have been growing, so have employer wellbeing budgets. In 2025, 81% of global employers told they are spending more on worker wellbeing than they did in 2024. Confirming the close relationship employee benefits have with employee wellbeing, 69% of employers now see levels of employee wellbeing as one of the top two measurable impacts of employee benefit schemes.

Formerly known as 'OneHub Wellbeing', our award-winning Wellbeing by Benifex app, offers hundreds of low-intensity wellbeing 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.

The platform also enables employers to gain an understanding of how their people are engaging with the app through aggregated data analytics, bringing to light workforce health and wellbeing issues, and supporting their creation of effective wellbeing strategies and policies to drive higher levels of worker wellbeing.

In FY25 we expanded the Wellbeing team and welcomed even more awards and customers to the product. Wellbeing is now used by hundreds of global employers including Deloitte, Centrica, and VFS Global, serving 225,000 users, to drive better workplace wellbeing outcomes.

Home

Benifex Home (formerly OneHub) connects all of your employee benefits, wellbeing, reward, and recognition in a central hub so your people have one home for everything at work. Here, employees have access to hundreds of articles designed to support greater awareness of employee benefits and individual wellbeing through knowledge building and education.

Used by 110 organisations globally reaching 600,000 people.

Health and wellbeing support through Benifex's employee benefits offering

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 Benefits platform gives Benifex 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.

Globally, millions of employees have access to health and wellbeing benefits from Benifex. These include private medical insurance, gym memberships, health screening, digital wellbeing apps, employee assistance programmes, critical illness insurance, eye care, dental insurance, cancer screening, menopause support, reproductive health, genetic insights, care support, mindfulness and more.

Our acquisition of Benify and Vebnet in FY25 strengthens our ability to support our customers' wellbeing strategies and provides an enhanced product set, deeper integration, and accelerated product innovation in a growing global presence.

Serving circa 3.5 million employees globally.

Financial wellbeing support through Benifex benefits

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. Across our global employee benefit schemes, financial support dominates the majority of them, including financial employee benefits through salary sacrifice, employee discount and cashback schemes, insurance products, and financial education support.

Servicing circa 3 million employees globally.

Impact Report

Wellbeing for all (continued)

At the vanguard of wellbeing research and reform.

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.

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 also chairs the Policy Liaison Group (PLG) for Workplace Wellbeing – a Westminster based forum convening experts, parliamentarians, government officials and public bodies to help steer the health and wellbeing policy agenda in the UK.

A renowned psychologist and bestselling author on workplace wellbeing, Gethin was named Employee Benefits Champion at the UK HR Awards 2025 and won double gold at the 2025 Stevie Awards for Great Employers for his services to the industry. For his work in HR and wellbeing, he was also recently awarded an Executive Fellowship at the historic King's College London, King's Business School – a school in the top 1% globally. He is a pro-bono wellbeing advisor to the Centre for Emotional Health and the non-profit, Investors In People.



The importance of supporting financial literacy and wellbeing

In today's fast-paced world, financial literacy is no longer a luxury—it's a necessity. Despite living in an era of unprecedented access to information, a staggering 67% of adults worldwide lack basic financial knowledge. In the UK, financial literacy rates indicate that around 24 million adults have poor financial literacy. This means a significant portion of the population struggles with understanding basic financial concepts, which can impact their financial wellbeing.

Earned wage access

Recent studies reveal that poor financial literacy can lead to higher levels of debt, lower savings, and increased financial stress and the impact is felt across all demographics, but particularly among younger adults and those with lower incomes.

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

Our strategic acquisition of Hastee, a pioneering financial wellbeing platform, early in FY26 enables customers across the group to access a comprehensive suite of financial wellbeing tools, including on-demand earned wage access, personalised financial education, intuitive money management tools, state benefits eligibility-checking and detailed analytics into employee financial wellness. There is compelling evidence to show how this will contribute to the financial wellbeing of employees, as well as contributing to business outcomes by helping our clients fill shift slots, recruit, motivate and retain people.

Impact Report

Wellbeing for all (continued)

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 FY25 we launched our Wellbeing for All Policy, Wellbeing for All toolkit, and Wellbeing Action Plan template, to outline our support for mental health and wellbeing, and support our colleagues to access the range of resources available to them.

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 31.](#)

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

Our 40+ Wellbeing for All 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.

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 FY25 we added a new Wellbeing for All Policy, which sets out how we support mental health and wellbeing alongside a dedicated toolkit.

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

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.



Impact Report

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 ambitions

Our 2027 ambitions

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

Progress to date

- 35% leadership roles held by women. *We define 'leadership roles' as our executive team and their direct reports.*

Help more than half our customers be truly diverse/representative through My Diversity Data

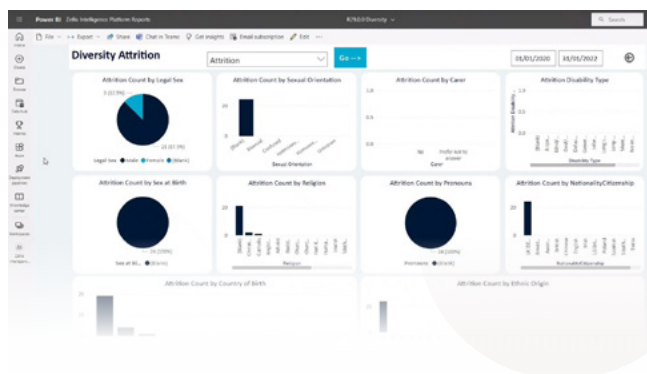
- 100% of HCM Cloud customers have access to MyDiversity Data and following our acquisition of elementsuite we are working to evolve the MyDiversity data and expand its reach, including making it accessible to Moorepay customers.

Impact Report

Diversity of thought and experience (continued)

Helping our customers through MyDiversity Data

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 socioeconomic 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

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

MyDiversity Data benefits for HR leaders

- 1 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.
- 2 Comprehensive** – employers get a global breakdown of diversity and inclusion metrics.
- 3 Actionable** – HR leaders can base DEI initiatives on data-driven insights, tracking their progress over time.
- 4 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.



Impact Report

Diversity of thought and experience (continued)

Improving supplier diversity

In FY25 we launched our new partnership with Kaleida, a fully inclusive B2B marketplace connecting corporate buyers with diverse suppliers.

The partnership allows both Zellis and Moorepay to access a wide pool of potential suppliers, including those owned by women, ethnic minorities, disabled people, LGBTQ+ people, neurodivergent people, and veterans.

Tender opportunities are posted on the Kaleida platform, and in addition to this, colleagues on Zellis and Moorepay's cross-functional teams are encouraged to proactively search Kaleida's network when sourcing new products and services.



By partnering with Kaleida, Zellis Group aims to expand and diversify its supplier base to promote social value, while ensuring the company continues to engage the highest-quality providers.

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 2024 was 15.3%.
- The mean gender pay gap was 15.4%.
- Moorepay's unweighted median gender pay gap in 2024 was 4%. The mean gender pay gap was 8.5%. Benifex's unweighted median gender pay gap in 2024 was 22.3%. The mean gender pay gap was 25.4%.

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 (19%) compared to men (4%) (Zellis & Moorepay).

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

Did you know?

35%

of Zellis Group leadership roles are held by women.



Living wage

Zellis Group is a Real Living Wage Employer.



Reporting

MyDiversity Data supports all pay gap reporting requirements.



Impact Report

Diversity of thought and experience (continued)



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 31](#)), 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, experiences and problem-solving approaches is what makes us innovative, agile and better able to understand and serve our far-reaching customer base.

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 required 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. In FY25 we hosted an external speaker for a session for October's Black History Month, and internal colleague-led sessions for Pride Month, neurodiversity and mental health.

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

Growing representation at Zellis Group

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 FY25 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 FY25, women made up 44.4% of participants in our two in-house management development programmes, as well as 52.3% of colleagues who took part in external apprenticeships to further develop their skills.

So that we can track our progress, we encourage colleagues to confidentially declare characteristics such as ethnicity and disability via our self-service MyDiversity Data module. By the end of FY25, over half of 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.

WOMEN+TECH



Impact Report

Diversity of thought and experience (continued)

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, 'anonymised recruitment' 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 FY26. 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.

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.

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.



Advancing inclusion and celebrating differences

Across the Group, we have nine colleague-led networks – including three new ones kick started by our colleagues in FY25 – 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.

Impact Report

Diversity of thought and experience (continued)

Our colleague led networks

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

These are:



Menopause

For those going through the menopause, and those wishing to learn more about it.

New for FY25, the network has been instrumental in creating our new group-wide menopause policy and guide for managers and colleagues. The network is open to all and proactively encourages people to join who are not experiencing the menopause but wish to understand more about symptoms to support colleagues and family members.

Looking ahead, the network is planning multiple business-wide training sessions, including leadership and manager awareness sessions, to ensure colleagues feel their symptoms can be managed with the support and understanding of their manager.

The network's first action was to sign the "Wellbeing of Women" Menopause Pledge, a group-wide long-term commitment to support change.



Neurodiversity

Group-wide network to bring together and support colleagues who identify as neurodivergent.

Introduced in FY25, the Neurodiversity Network's mission is to provide a safe and welcoming space where colleagues can connect and share experiences – whether they are neurodivergent, are going through the diagnosis journey, supporting a neurodivergent loved one or colleague, or simply want to learn more about neurodivergent traits, challenges, strengths, and support.

The network host sessions on lived experiences to encourage education and empowerment, celebrating strengths and raising awareness of the challenges faced by neurodivergent individuals.



Heroes Together

Supporting colleagues with experience of service in the armed forces or as a first responder, and those who are supporting a loved one.

Heroes Together main aim is to provide and signpost support and a place to discuss and recount memories with its members. They understand the challenges of a transition from military to civilian life and help with onboarding of any veteran or serving personnel to join the company.

Newly launched in January 2025, in their first few months the network has already kick started the process of Zellis Group becoming a signatory of the Armed Forces Covenant, an important commitment by the business to support the armed forces community.



Impact Report

Diversity of thought and experience (continued)

Our colleague led networks (continued)

Wellbeing for All.



Wellbeing for All

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. The champions also lead on group wide wellbeing awareness and education campaigns, and role model positive wellbeing behaviour.

Count Me In

Our colleague-led India women's business network

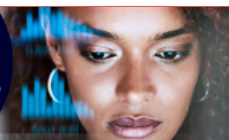
Count Me In

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, Count Me In meets regularly to hold a range of activities and awareness sessions. In FY25 it hosted self-defence training run by Kerala Police, round tables with lawyers to build awareness of domestic violence and women's rights in India including inheritance, Feminine cancer awareness with a gyno-onco expert, desk yoga sessions on International Yoga day, and many SHE BAZAARS to encourage women entrepreneurs across Zellis Group - of which a share of money raised is presented to the charity Joy of Giving. In addition, they influence group policies and improve representation at an organisation and country level.

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. The network also acts as a point of review for new policies including carers leave, flexible working and non-pregnant parent and co-adopters.



Impact Report

Diversity of thought and experience (continued)

Our colleague led networks (continued)



United @Benifex

Benifex'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 Benifex, 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.



EnTo.
Engage Together
and Grow Great

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.

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 DEI. 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.



Strong Communities

We are committed to building strong, resilient communities by nurturing high quality employment, supporting charitable giving, and encouraging colleagues to make a difference through volunteering and partnerships.



Impact Report

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 ambitions

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.
- Through our partnership with microhive 32% of our UK and ROI Zellis and Moorepay colleagues have opted into the scheme, a participation rate that earned us a Microhive Gold Quality Mark for the third year running.
- Additionally we offer free microhive implementation to all Zellis customers.

How we create impact and add value to our customers, local communities, and our colleague's lives.

In today's interconnected world, the resilience of an organisation and the communities it touches are inextricably linked. For us at Zellis Group, that means using our expertise, technology, and wide geographic reach to creating a lasting impact that goes beyond immediate financial returns but instead results in long-term economic, social, and environmental value for our customers, communities and colleagues.

We use our position as HR experts to cultivate high-quality employment experiences for 8.2 millions employees we pay or reward every month, as well as our own colleagues, and 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.



Impact Report

Strong communities (continued)

Supporting our local communities through volunteering and partnering with community organisations

In March 2025 we launched our group-wide Community Days programme, which gives all colleagues two days per year to volunteer for a charity, community group, or social cause that is meaningful to them.

Colleagues can choose to volunteer individually, or in teams to help strengthen relationships whilst making a positive impact in our local communities.

We've partnered with social value platform OnHand to give colleagues access to wide range of volunteering opportunities, which are available through all our geographies. Although colleagues may also choose to use their Community Days with charities or organisations they already volunteer with, some examples include colleagues who are Military Reservists, school governors, local magistrates, act as collection coordinators for food banks, or sit on boards of charities.

We look forward to reporting on hours volunteering and the outcomes created through this newly launched programme in our FY26 Impact Report.

Community Impact Kochi style

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

In FY25 the team donated IT equipment and provided training and software subscription support worth Rs.1,398,702 (£11,874) 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 25 volunteers from the Kochi office, part of our EnTo colleague led network, 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.

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.

Turning pennies into pounds through 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, 32% of our UK and ROI Zellis and Moorepay colleagues have now opted into the scheme, a participation rate that earned us a Microhive Gold Quality Mark for the third year running (previously known as Pennies from Heaven Gold Quality Mark). To maximise our impact, Zellis Group triples the amount raised through match funding, collectively raising over £5,990 for Cancer Research UK and €373 for Irish Cancer Society during the 2024 calendar year.

Each year we ask our colleagues to nominate and vote on our annual charity selection, and for 2025 the Alzheimer's Society and Irish Cancer Society were chosen for our UK and ROI teams respectively.

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.

We are currently working with our charity partners and customers to explore how we can make payroll giving easier to drive uptake, and reduce administrative overheads.

Impact Report

Strong communities (continued)

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 seek 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.

Learning and development

Through our multi-channel learning and development framework, colleagues across Zellis Group completed close to 72,000 hours of learning in FY25 on everything from accredited leadership programmes and apprenticeships to self-directed digital learning modules, masterclasses, and workshops.

MyLearning, our eLearning management platform, houses all our bespoke training content along with thousands of optional digital courses allowing colleagues to take charge of their careers and personal development. Its engaging interface includes badges and leadership boards to reward learners. In FY25, our colleagues completed 18,580 digital learning modules on the platform, with 71,745 total hours of learning (includes off-site apprenticeship study).

Highlights of our Always Learning approach include:

Career Pathway Hub

The Career Pathway Hub brings together the Kochi career framework and 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. In FY25 12 colleagues who were eligible for apprenticeship levy funding, completed these courses, with two thirds being women.

In FY25 we continued our Stepping into Management programme, 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 qualification to boost their knowledge and skills.

We are proud to have met our target of supporting 100 colleagues to complete apprenticeships by the end of 2025. We currently have 44 colleagues undertaking an apprenticeship, with the proportion of women on apprenticeships being 52.3%.

The variety of qualifications and certifications offered grows year after year and in FY25, our apprentices completed a total of 12,000 hours of off-the-job training in fields ranging from management & leadership development, project management, finance, payroll, HR, business improvement, sustainability and procurement.

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 FY25 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, and continuing to run in FY25 and beyond, this new centre brings together our India-based training specialists to deliver well-structured and tailor-made learning experiences on subjects such as telephone etiquette and customer success.

Impact Report

Strong communities (continued)

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 FY25, 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 for a job well done.

To us, performance conversations aren't an end-of-year tick box exercise, but instead something that happens regularly throughout the year. All colleagues, including temporary colleagues, are supported to set objectives related to their role and personal development, with progress monitored through quarterly reviews, and colleagues receiving feedback on their performance and progress at the end of the year. These conversations help drive organisational effectiveness and provide colleagues with an opportunity to learn and grow, as well as identifying opportunities for progression or improvement.

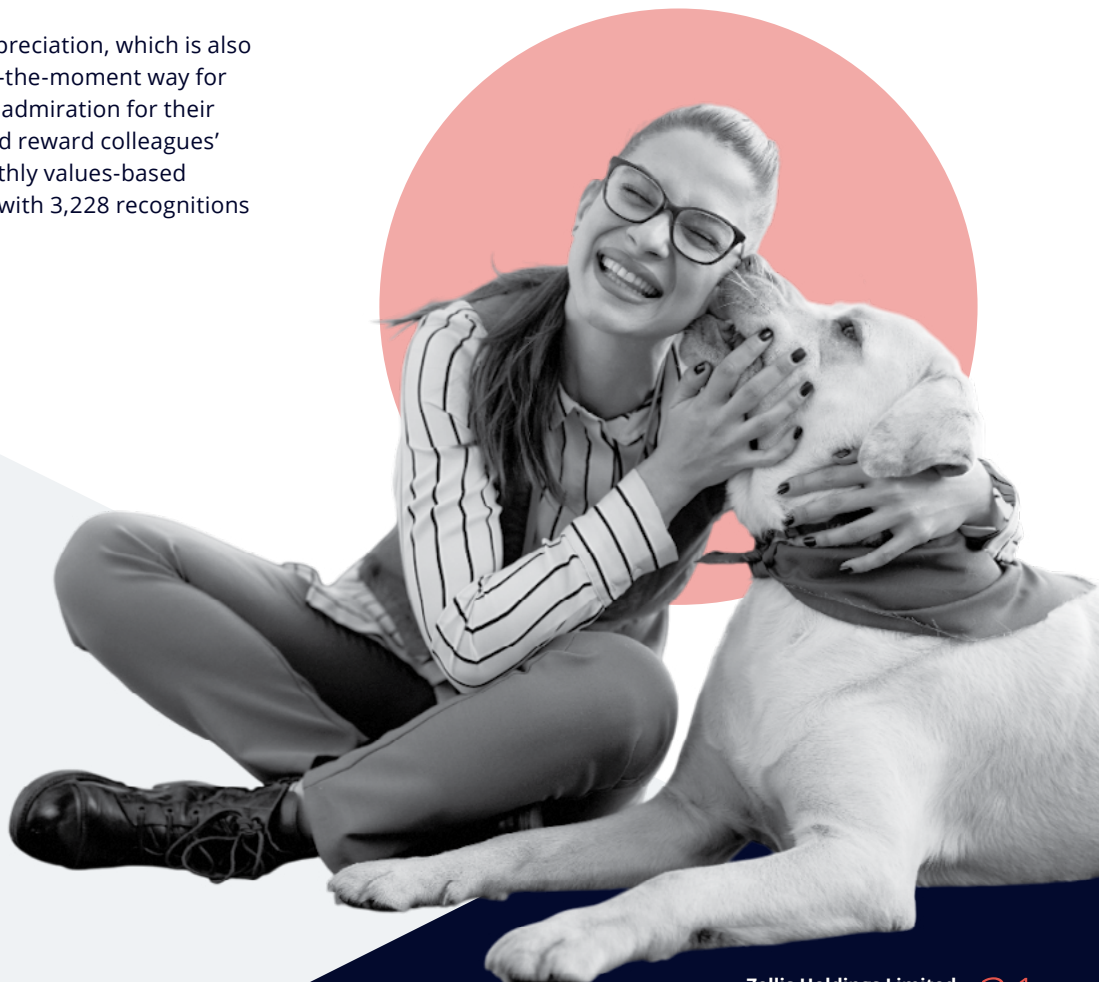
Our recognition platform MyAppreciation, which is also a Benifex product, creates an in-the-moment way for colleagues to express thanks or admiration for their peers. And we also celebrate and reward colleagues' achievements through our monthly values-based recognition award programme, with 3,228 recognitions received in FY25.

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 Benifex 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 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.



Impact Report

Protect our environment

We work to...

Be operationally Net Zero by the end of 2027



Be Fully Net Zero across all activities, by 2040



Proactively protect and restore biodiversity, not just minimise our impact



Our ambitions

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!** Silver medal achieved in 2023 and retained in 2024/5.

- 922,582 trees were planted in Nepal and Madagascar by the end of FY25 through our partnership with Furthr.

- **Achieved in FY25!** – Target validation received in February 2025.



Impact Report

Protect our environment (continued)

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.

In FY25 we took part in CDP's annual disclosure for the third year. We were proud to be awarded a score of B, which places us in the management band and recognises that we are taking action to address environmental issues.

We commit to reducing our operational (Scope 1 and 2) carbon emissions to net zero by the end of 2027.

Zellis Holdings Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY2040. Zellis Holdings Limited also commits to reduce absolute scope 3 GHG emissions 58.8% by FY2034 from a FY2024 base year. In February 2025, our Net-Zero target received validation from the Science Based Targets Initiative (SBTi).

Our Climate Transition Plan 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.

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 mandatory annual compliance training on environmental issues including climate action, energy conservation, and waste management.

Our emissions by scope

	FY24 (tCO ₂ e)	FY25 (tCO ₂ e)
Scope 1	166.37	66.09
Scope 2 location-based	685.98	506.46
Scope 2 market-based	422.32	419.39
Scope 3 Category 1 – Purchased Goods and Services	7,445.12	8,167.59
Scope 3 Category 3 – Fuel- and energy related activities	109.90	106.49
Scope 3 Category 5 – Waste generated in operations	56.58	18.26
Scope 3 Category 6 – Business travel	1,176.97	1,739.53
Scope 3 Category 7 – Employee Commuting	3,355.88	2,301.41
Scope 3 Category 9 – Downstream transportation and distribution	589.45	237.24
Scope 3 Category 12 – End-of-life treatment of sold products	4.48	3.21
Total	13,327.07	13,059.21

Impact Report

Protect our environment (continued)

Our 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 FY24 baseline has been recalculated to include elementsuite and Benify, in line with the Greenhouse Gas Protocol and SBTi guidelines. These emissions are therefore being restated.

In FY25, our emissions decreased in comparison to FY24. This was driven by a decrease in employee commuting, production and distribution of paper payslips due to increasing customer take-up of digital payslips, and waste. Increases in business travel emissions can be attributed to a growth in connection post-pandemic, and our increased international presence necessitating more travel across Europe and from the UK to Asia.

Additional emissions from hotel stays and homeworking were measured, but these are excluded from our targets and from the above emissions to comply with the GHG Protocol. They are used for enhanced internal monitoring of our emissions.

- ▶ **Our total Scope 1 emissions** in FY25 were 66.09 tonnes CO₂e
- ▶ **Our total Scope 2 emissions** were 419.39 tonnes CO₂e

How we'll achieve our emission reduction targets:

Engaging with our 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. In FY25 we continued to engage with our non-controlled sites to outline our 2027 and 2040 emission reduction targets, emphasising the benefits of working with us to transition.

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 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. In FY25 we introduced food waste streams to all of our offices in the UK.

Impact Report

Protect our environment (continued)

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 30 aging laptops were given a second life in FY25 and given to organisations including local primary schools, to support their IT and computing programme.



Emissions in our value chain

Activities in our value chain that we don't directly control are responsible for 96% of our total carbon emissions. As a result, our total Scope 3 emissions for the reporting period were 12,573.73 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 the 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

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 17.6% of our total carbon footprint. Business travel accounts for 13.3%.

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 FY25, electric vehicles made up approximately 32% of journeys, up from 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 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 tax incentives to select 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.

Impact Report

Protect our environment (continued)

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. Our Procurement Team is trained to better understand the sustainability issues and challenges in our supply chain, and have objectives related to sustainable procurement as part of the annual performance review process.

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.

By the end of FY25, 922,582 trees were planted, providing 13,841 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. This puts us well on track to achieve our goal to plant 1 million trees by the end of 2025.



Governance

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



Impact Report

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.

The Sustainability & Impact steering committee 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 SteerCo is responsible for the setting of long term, and annual, targets and required reporting metrics, monitoring progress, and ensuring resources are prioritised efficiently and effectively to meet said targets. The committee also allocates 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 Sustainability & Impact programme and agreed targets are in line with the Group's broader business strategy. The Supervisory Board also reviews progress against the strategy, targets, and reporting metrics, and provides additional steer and guidance as required.

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.

Key highlights

- **Governance:** Zellis Group follows Wates principles with Supervisory Board oversight and regular external reviews.
- **Sustainability:** CEO-led Steering Committee sets targets, allocates resources, and monitors progress.
- **Ethics & Human Rights:** Code of Conduct, DE&I policies, Supplier Code, and zero-tolerance modern slavery approach.
- **Whistleblowing:** Confidential and anonymous reporting with protection from retaliation.
- **Cybersecurity & AI:** ISO27001-certified, ongoing training, threat monitoring, and responsible AI principles.

Impact Report

Governance (continued)

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 Sustainability & Impact 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 FY25, 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.

Impact Report

Governance (continued)

Our commitment to Cybersecurity

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

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. We are committed to ensuring all use of AI within our products, services, and company operations is accountable, inclusive, safe, fair, transparent, secure and respects privacy.

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 our colleagues, customers and world's citizens.

At Zellis Group we believe our use of AI and AI development should be:

- **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.

We fully recognise that the increasing use of AI is resource intensive and can carry a significant environmental footprint and we are working to understand, measure and mitigate the impact this will have on net zero ambitions and wider commitment to protecting our environment.

Impact Report

Get in touch

For the latest information, take a look at:

▶ [Zellis.com](https://zellis.com) ▶ [Moorepay.co.uk](https://moorepay.co.uk) ▶ [Benifex.com](https://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

