

Software built  
to improve global  
financial health



## CEO introduction



### Committed to the health and wellbeing of our customers and teams

2022 marked the twentieth anniversary of Aryza. It is a business of strength, purpose and creativity and I am especially proud of our achievements during 2022. Not only was it a year of core growth, but an intense and rewarding period of integrating new businesses and welcoming new colleagues.

Aryza continues to be a dynamic business with a growing international footprint and with a more diverse customer base that values our expanding suite of products. At Aryza we use our global expertise to find new ways to help our customers improve the financial health of more people and businesses all over the world. This purpose remains our core focus and will continue to shape our business in the years to come.

During 2022 the Aryza team grew from 221 employees to 422 across the group. A sizeable change, but a clear opportunity to unite all colleagues to strive to reach their potential and support our goal of putting the customer first. To support our integration, we launched a wide program of work in 2022 to provide common reporting structures across the business, which I am pleased to say is progressing well. As part of this program Aryza is also investing significantly into a range of initiatives that promote our values to internal and external stakeholders. We will also launch technology platforms for our people and finance functions that will bring all Aryza teams together into a common environment.

Our commitment to ESG also reflects the undertakings made to our investors, who themselves invest with impact and encourage strong behaviours from their portfolio companies. Aryza incorporates our investor metrics into its own KPIs to ensure that we share common goals and understanding throughout the value chain.

The Aryza ESG reporting profile has changed in the short term due to the scale of the acquisitions undertaken during the period. Our sustainability action plan is already updated to mitigate those changes and our eyes remain fixed on the our longer term ESG commitments.

We exit 2022 with a strong sense of who we are, what we contribute and why that is important to all that engage with our business. This ESG report provides insights into our plans to deliver real sustainable value across our international businesses.

A handwritten signature in black ink, appearing to read 'Colin Brown'. The signature is written in a cursive, flowing style.

**Colin Brown**  
CEO

# Governance established to support Aryza’s commitment to deliver effective and sustainable positive impact on people’s financial health

## Corporate governance

Aryza has implemented a structured governance and risk framework to meet the needs of an evolving business. Open and honest working is at the heart of the company’s values and is key to maintaining high standards of conduct and ethics.

The framework sets out clear and ethical standards to assist everybody at Aryza make the right decisions. This is supported by policies and procedures covering areas such as anti-bribery and corruption, gifts and hospitality, complaint handling, financial crime prevention, whistleblowing, treatment of vulnerable customers and more.

### Governance bodies    Key responsibilities

Governance bodies	Key responsibilities
<b>Board</b>	<ul style="list-style-type: none"> <li>The Board’s role and composition are regularly reviewed to ensure that they continue to be well-defined, appropriate and support the long-term development of the business.</li> <li>The overall responsibility for the day-to-day management of the Group is delegated to the Chief Executive Officer. The Chief Executive Officer is supported in this role by senior management who are responsible for management oversight of the Group.</li> <li>The Board, led by the CEO, is responsible for establishing ESG strategy, determining policies and reviewing performance against stated goals.</li> <li>The Board has delegated certain matters to committees within the Group, with these matters regularly reviewed by the Board during monthly board meetings, with Risk and ESG both standing board agenda items.</li> </ul>
<b>Risk Committee</b>	<ul style="list-style-type: none"> <li>The Risk Committee focuses on the effectiveness of the design and operation and the appropriateness of the risk management framework and internal control systems of Aryza. This includes risk assessment, setting risk tolerance, product development and pricing, risk treatment internal control effectiveness, risk monitoring and risk reporting.</li> <li>The Risk Committee reviews the risk management framework as part of the business strategy and Aryza’s business model. The Risk Committee also reviews the Aryza’s risk exposure and compliance with Group risk policies covering all known material risks of Aryza and related treatment and control requirements. This is a continual process that ensures Aryza’s evolving and new risks are considered throughout the Group.</li> </ul>
<b>Audit Committee</b>	<ul style="list-style-type: none"> <li>The Audit Committee oversees the effectiveness, independence, and knowledge of the Group’s senior team to enable them to discharge their duties and responsibilities effectively. The committee is responsible for appointing the Group’s external auditors, overseeing the annual external audit process and approving the annual internal audit plan.</li> </ul>
<b>Information Security Management Forum (ISMF)</b>	<ul style="list-style-type: none"> <li>The ISMF is responsible for the management framework to initiate and control the implementation and operation of information security management systems within the Aryza Group. In particular the implementation and attainment of best in class ISO 27001 information security management systems is a key goal for the ISMF.</li> </ul>



Pioneering software  
for the debt journey,  
designed to positively  
impact financial  
wellbeing

# We help our customers shape healthier financial experiences for individuals around the world

## We are One Aryza

**Our Purpose:** We use our global expertise to find new ways to help our customers improve the financial health of more people and businesses all over the world.

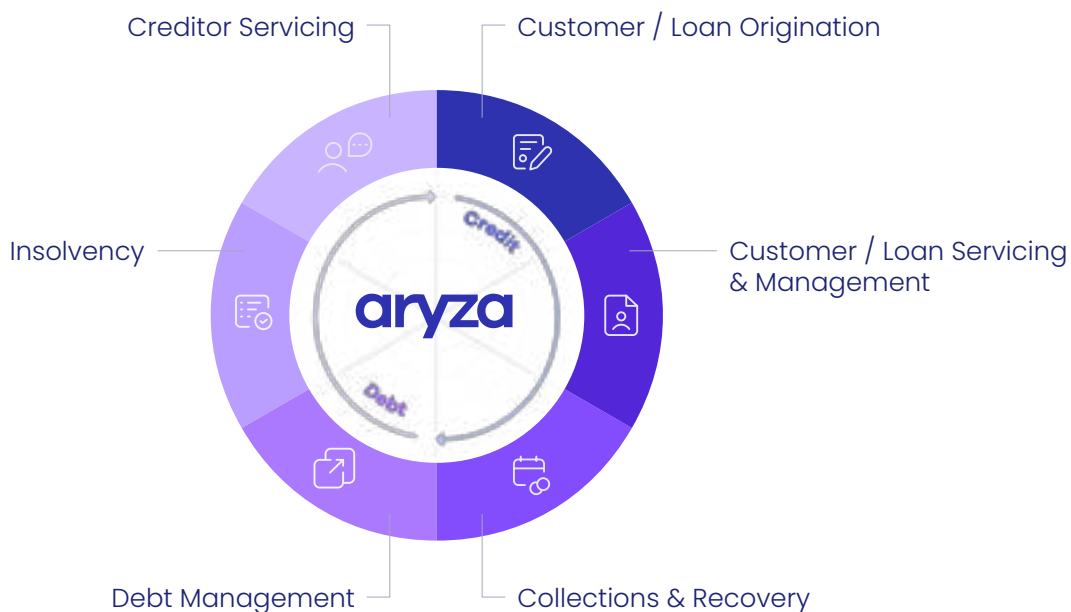
Our Values	Our mindset
<b>Continuous Improvement</b> We work as a team to deliver excellence for our customers and drive the business forward by continuously improving and evolving. We have a heritage of being the best at what we do, and we will continue to develop our knowledge and share expertise with our colleagues.	Stewardship – taking pride in leaving things better than we found them
<b>Integrity</b> Integrity is essential to Aryza’s operations, as it ensures the company’s reputation as a trustworthy and reliable partner and employer. We will act with honesty, transparency, and professionalism in everything we do.	Ambassadors of the Aryza values and behaviours
<b>Ambition</b> We continue to evolve and work quickly and efficiently to deliver solutions to our customers and stakeholders. We are developing solutions today that will shape the products of tomorrow.	Ambitious and pacey execution
<b>Humanity</b> We believe that creating an inclusive and supportive culture is not only the right thing to do for our colleagues, but also what is best for our business. It makes us better at understanding the needs of our customers and creates a sense of belonging in which our colleagues can perform at their best.	Creating a culture of belonging where all colleagues can thrive
<b>Empowerment &amp; Accountability</b> We provide our teams with the autonomy and accountability required to take ownership of their work and make meaningful contributions. We create an environment where employees are encouraged to think innovatively, take calculated risks, and explore their full potential.	Entrusting our teams to deliver
<b>Collaboration</b> We work as a team to deliver excellence for our customers and drive the business forward by continuously improving and evolving. We have a heritage of being the best at what we do, and we will continue to develop our knowledge and share expertise with our colleagues.	Working together to deliver our purpose

# Our ESG strategy is designed to deliver impact for the benefit of all of our stakeholders

	E	S	G					
<b>Ambition</b>	We recognise our responsibility to conduct business in a manner that protects and improves the environment for our future generations, as well as supporting businesses that take us closer to a clean and sustainable environment.	We aim to ensure that the products and services of our portfolio companies and credit partners provide the best outcomes for stakeholders, including improving financial health for consumers and SMEs.	We ensure we are appropriately accountable for our decisions, implementing strong governance throughout operational processes with the ability to identify and manage material risk factors, including sustainability risks					
<b>Strategic Pillars</b>	<ol style="list-style-type: none"> <li>1. Support the climate transition</li> <li>2. Reduce our climate impact</li> <li>3. Embed climate into our corporate DNA</li> </ol>	We work tirelessly with our partners to provide holistic, intelligent and dynamic solutions that help manage debt, insolvency and loans, and enable our customers to build strong and lasting relationships with businesses and consumers.	<ol style="list-style-type: none"> <li>1. Effective Board and management structures across the Group</li> <li>2. Robust governance and risk management</li> <li>3. Transparent and accountable disclosures</li> </ol>					
<b>2022 Highlights</b>	<p>Continued our journey to Cloud based solutions</p> <p>Group-wide sustainability reporting</p> <p>Under utilized office disposal</p>	<p>Successful onboarding of 201 new staff</p> <p>Increased charity contributions</p> <p>Supporting impactful consumer Initiatives, such as research into the prevalence and effects of Illegal money lending</p>	<p>The launch of new operating frameworks</p> <p>Formation of a new group level ESG framework</p> <p>Alignment for core</p> <p>New group policies and procedures</p>					
<b>Our short-term focus</b>	<p>Switch all energy suppliers under Aryza control to renewable.</p> <p>Improve our sustainability data capture.</p>	<ol style="list-style-type: none"> <li>1. Centralise employee data and move to a common system</li> <li>2. Improve company wide communication</li> <li>3. Create roadmap to improve diversity, equality and inclusion</li> </ol>	<ol style="list-style-type: none"> <li>1. Organise ESG governance across the Group</li> <li>2. Enhance engagement with senior team and Board</li> <li>3. Harmonise KPIs and goals into a single Group plan</li> </ol>					
<b>External frameworks and standards</b>	Our holistic ESG Impact Framework is guided by the UN's Sustainable Development Goals							
								

We offer pioneering software for the credit and debt cycle, designed to positively impact financial wellbeing

### A diverse range of products across the entire debt cycle



### Using the latest technology to transform the debt industry, for the better

By leveraging our accumulated knowledge, customer insights, and a holistic and empathetic approach, we believe we can create an exciting and positive future for the industry.

With our unwavering dedication to our vision, we will work with our customers to improve the financial health and the lives of the millions of people that engage with our products everyday.



Accumulated knowledge and deep expertise



Genuine empathy and customer understanding



A holistic approach to financial recovery



A pioneering approach grounded in great technology



ESG is integrated into our day to day business – our products help our customers to tangibly improve outcomes for consumers and SMEs

**Our products deliver a range of benefits:**



**Make debt advice more tailored and accessible**

Our software assures accurate debt advice for individuals all over the world. We work with clients and partners such as StepChange Debt Charity to ensure high quality advice is accessible for everyone



**Improve availability of debt solutions best-suited for consumers**

We automate and data enrich debt servicing processes, to improve efficiency and as a result increase availability of debt solutions most favourable to customers (e.g. IVAs, DMPs, Trust Deeds, DROs)



**Identify and protect the vulnerable**

Using open banking and partnering with 3rd party providers such as Vulnerability Registration Service, we help our clients identify vulnerable customers upfront



**Help consumers improve financial health**

Our products offer a range of features such as our benefits checker, utilities switching, and automated repayment plans, which are all designed to have a positive impact



**Improve client and user experience**

Using open banking, online chatbots and automated payment plans, we make it easier for consumers to deal with financial difficulties – in a way that makes them feel most comfortable



**Improve access to funding**

We help customers who are declined by a lender to find an alternative lender or a better suited debt solution

**We partner with leading organisations focused on improving financial outcomes**



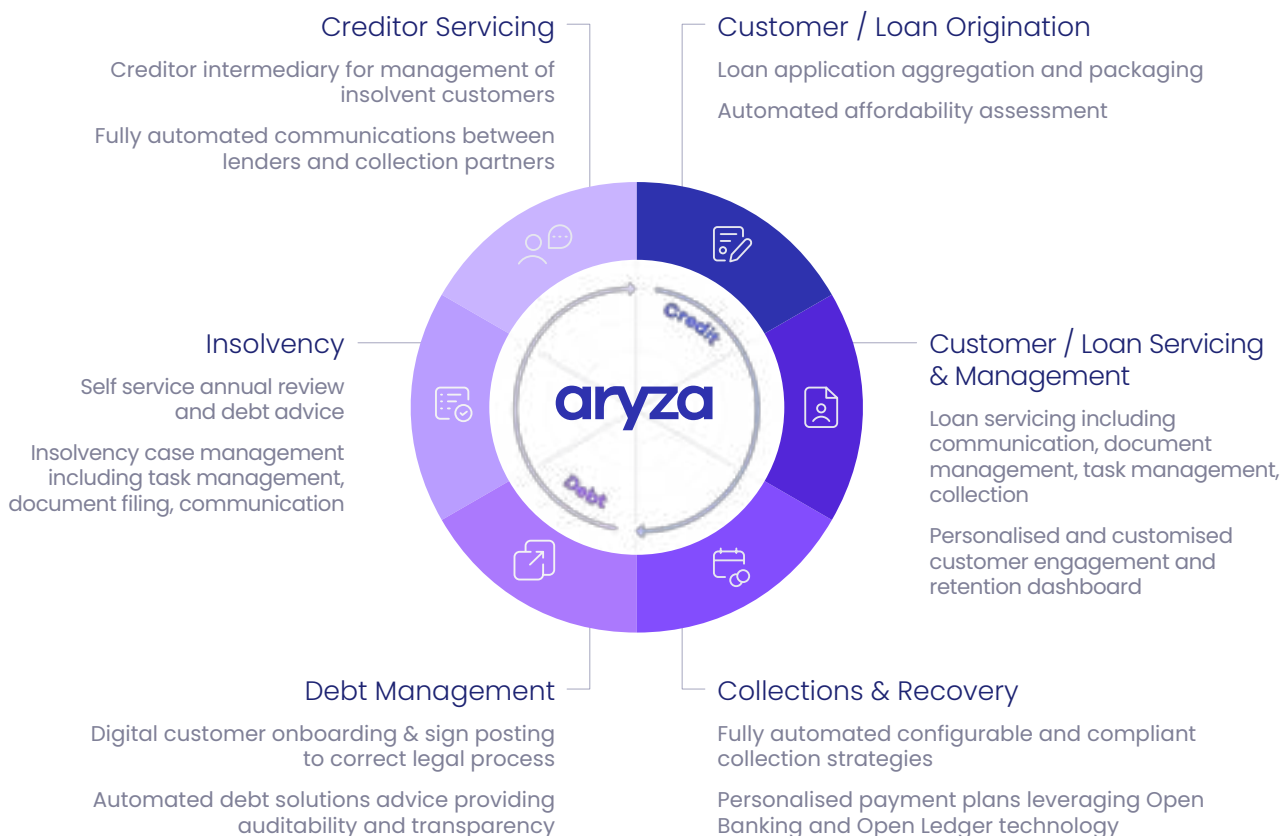




We work with our partners to provide holistic, intelligent and dynamic solutions that help manage debt, insolvency and loans

We provide mission critical software to business customers in regulated end-markets

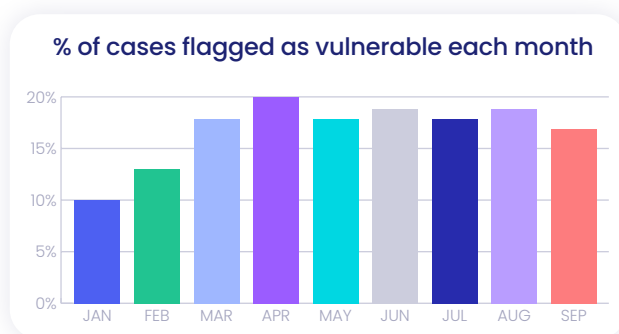
**Aryza has realised its ambition to create software solutions that help individuals and businesses in each part of the credit and debt lifecycle.**



**For a business to effectively support a customer, they must be provided with the best tools, data sources and process intelligence.**

The reporting of consumer vulnerability is a key element across our product suite. Aryza believes that vulnerability should be shared both upstream and downstream between stakeholders.

Our software users commonly report a vulnerability rate of 14% with the H1 breakdown as follows.



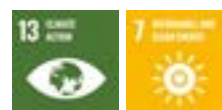
# Our holistic ESG Impact Framework is guided by the UN's Sustainable Development Goals

## ENVIRONMENTAL IMPACT

We recognise our responsibility to do business in a manner that protects and improves the environment for our future generations, as well as supporting businesses that take us closer to a clean and sustainable environment.

### CREATING A LASTING ENVIRONMENTAL IMPACT

Create solutions that have a positive environmental impact – e.g. funding for residential energy efficiency initiatives and electric vehicles



## SOCIAL IMPACT

We aim to ensure that the products and services of our portfolio companies and credit partners provide the best outcomes for stakeholders, including improving financial health for consumers and SMEs.

### FINANCIAL INCLUSION

Access to loans and other financial products is made available to a broad audience, promoting greater access to opportunity through our software.



We believe that a diverse business has multiple benefits. We champion diversity and seek to ensure that equal opportunities are promoted to all.

### PROMOTE DIVERSITY

As a global business, we passionately believe in diversity and, in particular seeking to broaden representation at Board and company levels is an essential part of our culture.



We focus on efforts that provide real benefits and which address relevant regional issues.

### REGIONAL ECONOMIC GROWTH

Many of our products have been designed to automate complex financial procedures, providing our expertise to smaller businesses allowing them to flourish and promote growth within our customer base.



## GOVERNANCE & LEADERSHIP

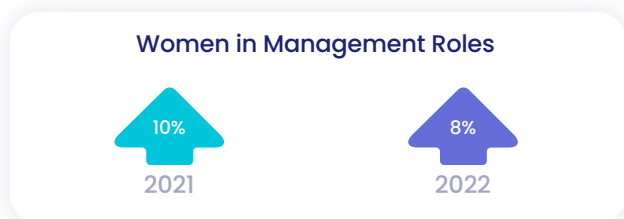
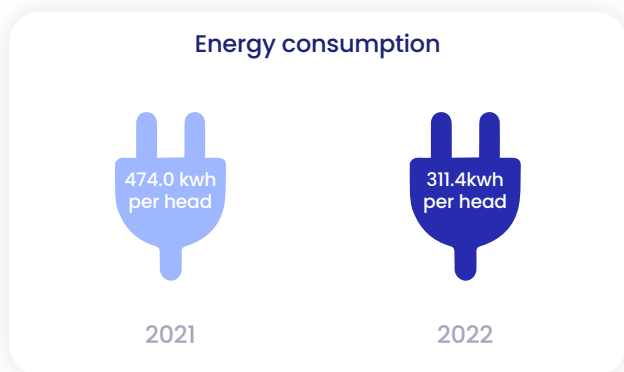
We ensure we are appropriately accountable for our decisions, implementing strong governance throughout operational processes with the ability to identify and manage material risk factors, including sustainability risks. As we focus our investments within the largely regulated financial services sector, our portfolio operates high governance standards as a baseline.

### REDUCING THE IMPACT OF FINANCIAL CRIME

Reduce overall levels of financial crime in Financial Services with effective AML & Cyber procedures and governance



During 2022 Aryza grew significantly through key target acquisition. Our ESG measures and action plans reflect the new group profile.



## Governance and leadership

- Aryza UK includes businesses that are FCA authorised and has a structured governance and risk framework
- The board supports the long-term development of the business, meeting every month and assuring compliance procedures are followed
- We have recently developed a group wide ESG policy, which assures our principles are aligned across and closely followed by the group

We always want to be better which is why we set ourselves several goals for the future



**1**

Continue to support regional economic growth and financial inclusion

**2**

Improve focus of our charitable contributions and donations

**3**

Increase diversity across the group, with particular emphasis on diversity at senior management and board level

**4**

Constant efforts to reduce carbon footprint and improve resource efficiency

**5**

Continue to focus on maintaining good governance and leadership practices

**6**

Enhance ESG reporting by increasing the range of metrics tracked and improve data quality





As part of the Pollen Street family, we have contributed to a broader ESG impact that has gained industry recognition. ESG is embedded into the Pollen Street culture, values and throughout the investment process

Find out more at [pollencap.com](https://pollencap.com)



# Our commitment to reduce our carbon footprint

## Reducing the environmental impact of our operations

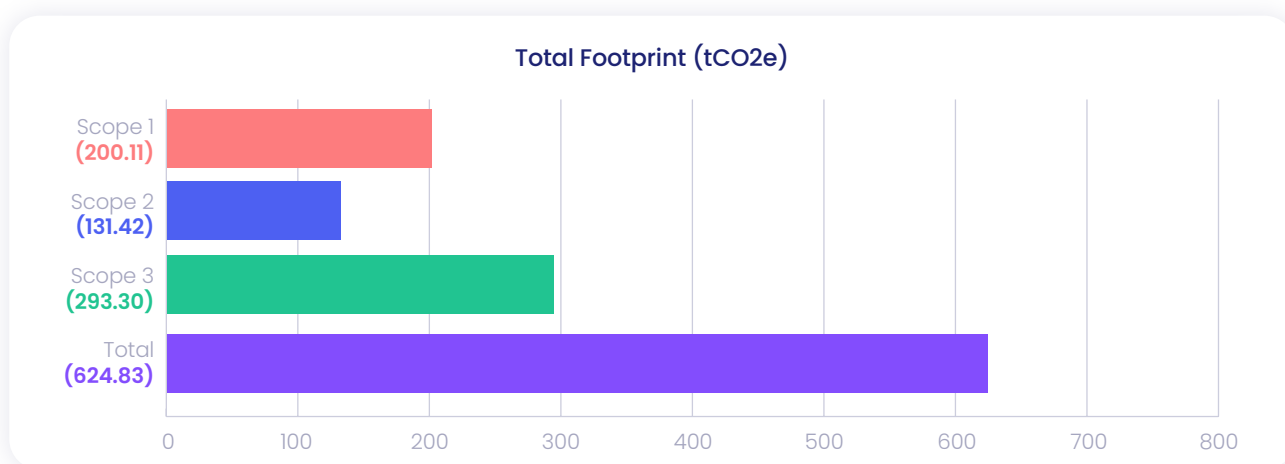
Our investors, Pollen Street Capital, aim to be carbon neutral by the end of 2022, and Aryza aim to be carbon neutral by the end of 2023. To achieve this, we're getting the right team together to plan our roadmap and we're committed to having our plan in place by the end of 2022. The first step to reducing our carbon footprint is to gain a better understanding of what our current operational footprint is, so we have been working with BeZero Carbon to achieve this. BeZero Carbon is a global ratings agency for the Voluntary Carbon Market.

To calculate a business's operational footprint, BeZero follows the guidance and methodology outlined by the The GHG protocol. This is the recognised, global standard framework for measuring and managing greenhouse gas emissions.

Calculating our operational footprint includes Scope 1, Scope 2 and partial Scope 3 emissions. Scope 1 covers direct emissions from owned or controlled energy sources (eg. gas heating). Scope 2 covers indirect emissions from the generation of purchased energy (eg. electricity). Scope 3 covers other indirect emissions across value chain of the company, including upstream & downstream emissions (eg. flights, commutes, materials, water, waste). These emissions are generally considered the double counting of another. Scope 3 categories covered include:

- Purchased Goods and Services
- Fuel and Energy-Related Activities (Not Inc. in Scope 1 or 2)
- Waste Generated in Operations
- Business Travel
- Employee Commuting
- Downstream Transportation and distribution

## Aryza 2022 Carbon Footprint – Results





If you'd like to find out more, get in touch.

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