



ESG Report 2024





Accelerating Impact in a Transforming Financial Landscape

As we progress through 2025, I'm proud of Aryza's evolution since our founding nearly 23 years ago. This past year has delivered both strong business growth and measurable ESG progress. Our mission to improve financial health globally remains our focus as we expand our technological capabilities and deepen our sustainability commitments.

We've strengthened our leadership with strategic appointments: Kevin O'Neill (Chief Revenue Officer), Alan Molloy (Chief Technology Officer), Niall O'Sullivan (Chief Finance Officer), and Chris Carter in the new Chief Strategy & Planning Officer role. Our governance structure has been enhanced with Tamara McMillen and Michael McAteer joining as Non-Executive Directors.

Our diversity metrics show tangible improvement: female representation increased by more than 10% across our workforce, 44% at senior executive level, and 100% at Board level.

We've significantly enhanced our people operations with the introduction of an employee engagement survey platform, performance management tools, and a centralised HR information system group wide. These investments provide better insights into employee satisfaction and development needs while streamlining our people processes.

Our cloud strategy has advanced on two fronts: migrating our internal infrastructure to environmentally responsible providers, and accelerating the transition of our software products to cloud-based delivery models. This approach not only reduces our environmental footprint but enables our clients to benefit from more efficient, scalable solutions with reduced on-premises hardware requirements.

We've reinforced our commitment to security and data protection with the achievement of SOC II certification in 2024 and recertification of our ISO27001 standard. These credentials demonstrate our adherence to industry-leading security practices and provide assurance to our clients in an increasingly complex threat landscape.

Environmental performance demonstrates significant progress with emissions reductions of 56% in Scope 1, 31% in Scope 2, and 22% in Scope 3. Our new travel booking system and employee carbon survey provide improved data visibility to drive further action.

Looking ahead, we remain focused on helping clients navigate evolving regulatory requirements for climate-related disclosures while contributing to broader decarbonisation efforts. This ESG report demonstrates our commitment to transparency as we create value that extends beyond financial returns to positive environmental and social impact.

Colin Brown
CEO

ESG Overview

Our ESG approach

Aryza has established an integrated Environmental, Social, and Governance framework validated by **ISO 14001** certification and recognised by leading assessment platforms. Our commitment to sustainability is demonstrated through improved **EcoVadis** scores, a strong **FSQS** rating placing us in the top 50% of assessed companies, and **transparent carbon reporting via CDP**.

We prioritise meaningful ESG initiatives by focusing on areas that matter most to our employees and stakeholders. Our progress is measured and validated through EcoVadis, a recognised sustainability rating platform, ensuring transparency and accountability in our ESG performance.

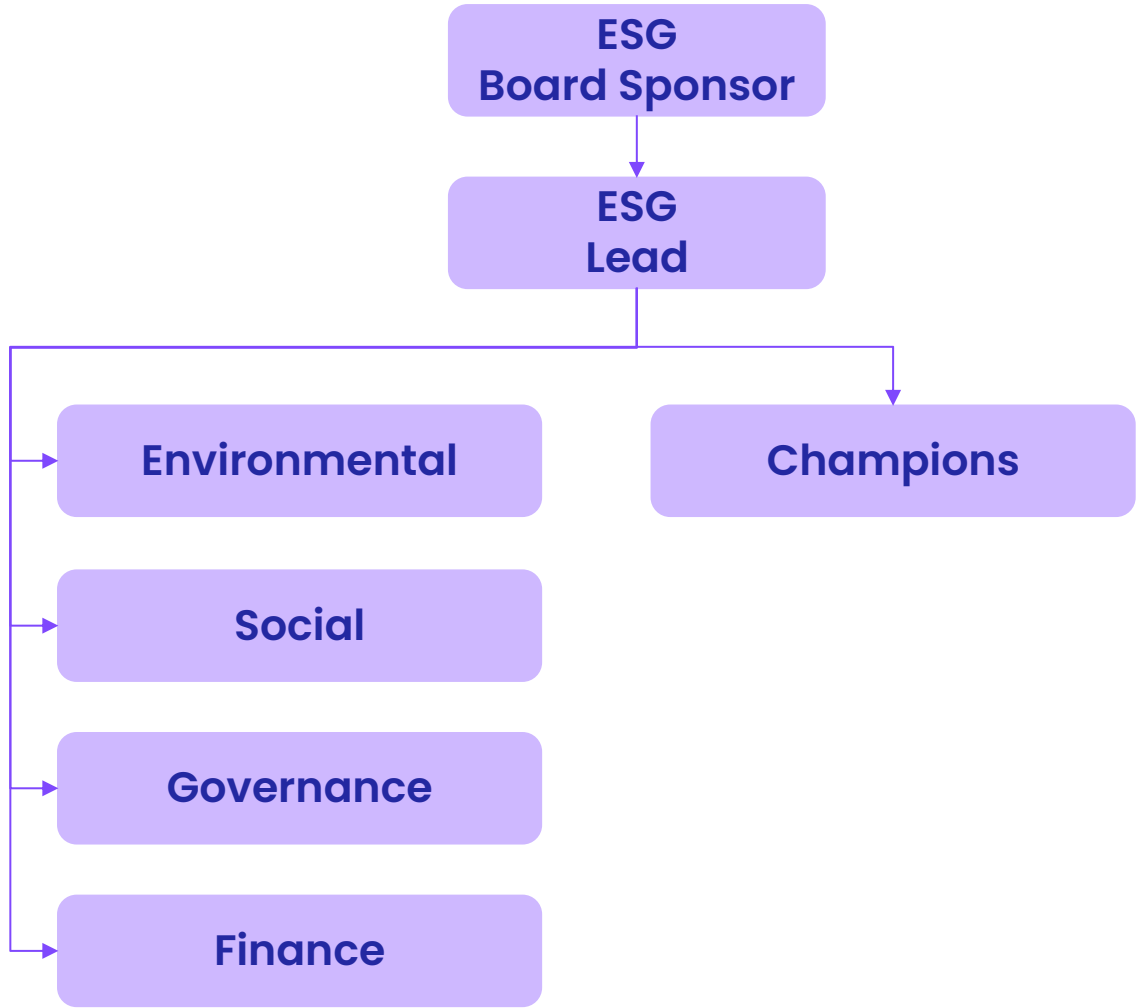
For stakeholders interested in detailed information, we provide access to our EcoVadis scorecard (under Aryza Holdings Ltd) and our comprehensive ESG policy upon request.

Our EcoVadis dashboard

Overall score:
64th
percentile
57/100



ESG Team



Our ESG governance structure includes a dedicated ESG team led by an ESG Exec Sponsor & ESG lead, with specific stakeholders responsible for Environmental, Social, and Governance pillars. Financial oversight is maintained through our CFO's direct involvement. This structure ensures regular monitoring and implementation of our ESG initiatives through monthly ESG meetings and quarterly business reviews.

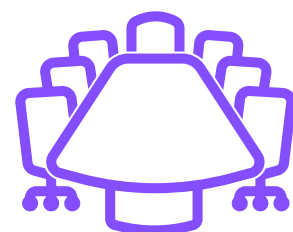
ESG Champions collaborate with the ESG team to drive sustainable initiatives across departments, serving as knowledge conduits and catalysts for employee engagement while participating in forums that elevate ESG priorities throughout aryza.

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

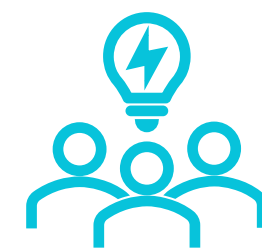
Our **corporate governance**

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.

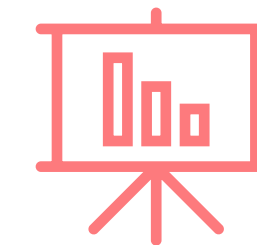
Board



Risk Committee



Audit Committee



Information Security Management Forum (ISMF)



Governance bodies and their key responsibilities

Board

- 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.
- 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.
- The Board, led by the CEO, is responsible for establishing ESG strategy, determining policies and reviewing performance against stated goals.
- 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.

Risk Committee

- 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.
- 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.

Audit Committee

- 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.

Information Security Management Forum (ISMF)

- 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.



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

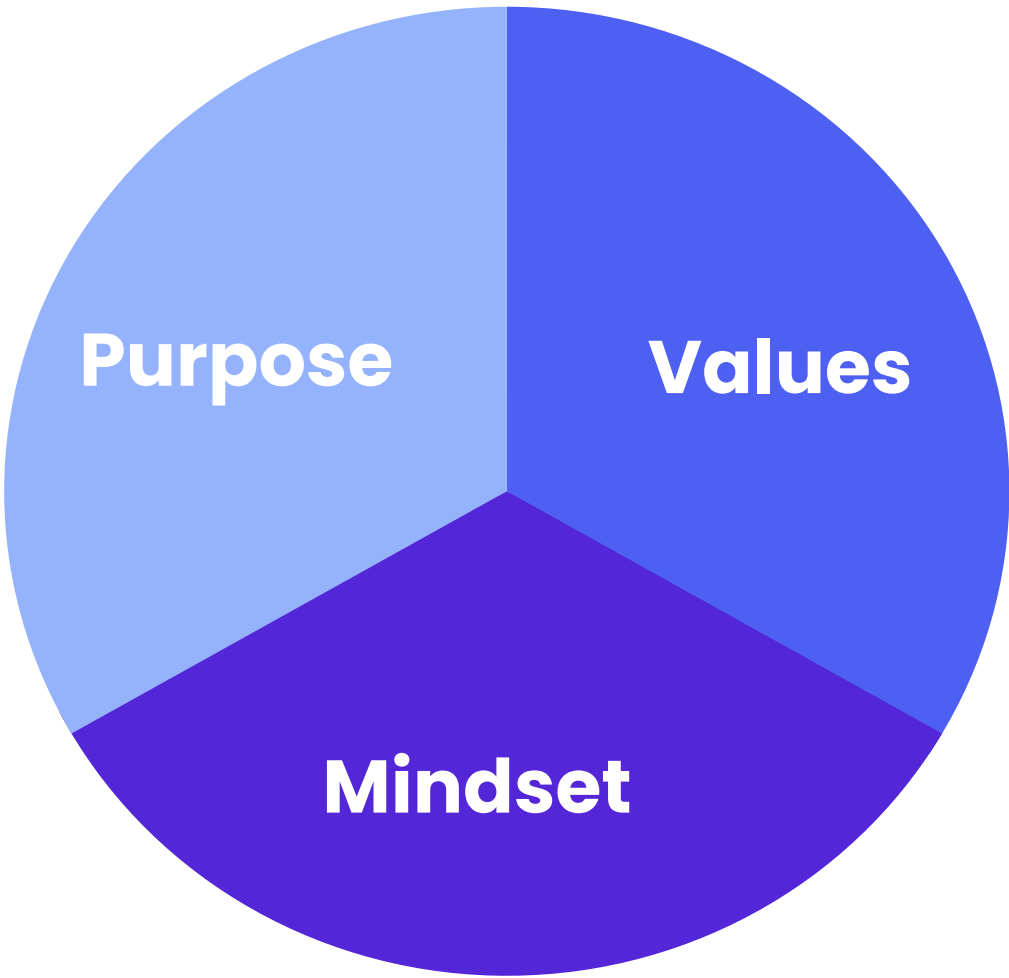


Our CEO, Colin Brown, recently paid a visit to the Aryza APAC office and spent an incredibly productive day on-site.

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.

We are
One
Aryza



Values

	Growth We work as one team to deliver excellence for our customers & drive the business forward by continuously improving, evolving & growing
	Integrity We will act with integrity, professionalism and respect as a trustworthy & reliable partner
	Ambition We continue to evolve & work efficiently to deliver solutions to our customers & stakeholders. We are developing solutions today that will shape the products of tomorrow
	Humanity We believe that creating a diverse, inclusive & supportive culture is not only the right thing to do for our colleagues, but also what is best for our business
	Empowerment We provide our teams with the autonomy & accountability required to take ownership of their work & make meaningful contributions
	Collaboration We collaborate pro-actively & effectively as one arya team within & across divisions & regions

one arya

Purpose Values Mindset

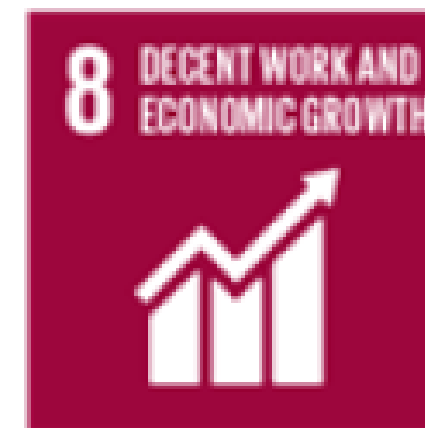
Purpose: We use our global expertise to find new ways to help our customers improve the financial health of more people & businesses all over the world

Driving a culture of growth & continuous improvement	
Ambassadors of the arya values & behaviours	
Delivering our aspirations as one arya team	
Creating a culture of belonging where all colleagues can thrive	
Entrusting our teams to deliver	
Working together as one global team to deliver our purpose	

Mindset

<div></div> <div><h3>Growth</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Work smart to drive continuous improvement• Help the business to grow & succeed• Constructively challenge & be challenged• Continuously learn & develop ourselves / others• Be adaptable & open to change• Celebrate the successes of our colleagues• Bring curiosity to our work & share ideas• Not be afraid to raise a question or idea, or to learn from failure• Provide & seek continuous feedback (customer & colleague)• Continuously review & discuss performance & development</div>	<div></div> <div><h3>Integrity</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Endeavour to communicate in an open, respectful & transparent manner• Share information & best practice where it is helpful to do so• Pay due regard to the needs of our customers & colleagues• Act with due skill, care & diligence• Respect confidentiality• Meet our legal / regulatory obligations• Role model the values & behaviours & be an aryza advocate• Celebrate those who demonstrate our values</div>	<div></div> <div><h3>Ambition</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Work as one aryza team to deliver our purpose & aspirational plans• Propose solutions / ideas that deliver impact for aryza & our customers• Evolve our approach as necessary to drive the business forward• Drive agility & efficiency in our delivery• Effectively prioritise our efforts• Highlight challenges & seek support to overcome them• Inspire each other to deliver & always work to the best of our abilities• LEADERS will articulate the priorities (incl SMART objectives) in line with the overall aryza goals</div>
<div></div> <div><h3>Humanity</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Educate ourselves on diversity & how we can be more inclusive• Foster a culture where colleagues feel they belong & can perform their best• Acknowledge & respect our differences• Seek out alternative perspectives & actively listen / consider them• Consider & respect each other's needs• Welcome & support new colleagues• Help to create a psychologically safe environment for all• Create a supportive team environment & lean in to help others• Support colleagues to manage their wellbeing & life balance</div>	<div></div> <div><h3>Empowerment</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Create an environment where colleagues are encouraged to think innovatively & take calculated risks• Enable an environment where empowered & accountable teams can deliver• Use insights from those closest to the topic & enable decision making at the right level• Lead & work in a non-hierarchical way• Take responsibility for our work & actions• Openly acknowledge our mistakes & share learnings from them• Operate as coaches / mentors to others• Operate within appropriate governance frameworks</div>	<div></div> <div><h3>Collaboration</h3><p><u>We Will:</u></p><ul style="list-style-type: none">• Work in a highly collaborative & collegiate way within & across teams• Drive effective, respectful & timely communications• Be responsive to colleagues where support or information is required• Support each other to deliver aryza goals, even if this deviates from our own priorities• Foster a global mindset, collaborating with colleagues in all regions• Be respectful of time zone & cultural differences</div>

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



Our **Environmental Impact**

We acknowledge our obligation to conduct business in a way that safeguards and enhances the environment for future generations. This commitment extends to supporting enterprises that advance clean and sustainable practices.

Creating Lasting Environmental Impact We develop solutions with positive environmental outcomes, including financing residential energy efficiency programmes and electric vehicle initiatives.



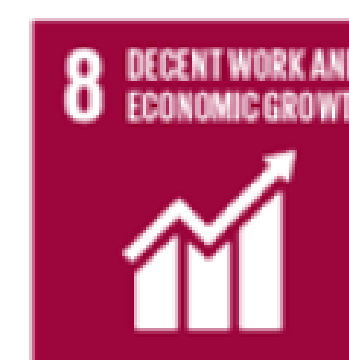
Our **Social Impact**

We strive to ensure our portfolio companies and credit partners deliver optimal outcomes for all stakeholders, particularly through enhancing financial wellbeing for consumers and SMEs.

Financial Inclusion Our software enables broader access to loans and financial products, fostering greater opportunity across diverse communities.

Promoting Diversity As a global enterprise, we firmly believe in the multifaceted benefits of a diverse business. We actively champion inclusion and are committed to broadening representation at Board and company levels as a fundamental aspect of our culture.

Regional Economic Growth We prioritise initiatives delivering tangible benefits that address specific regional challenges. Our products streamline complex financial procedures, sharing our expertise with smaller enterprises to facilitate their success and stimulate growth throughout our customer network.



Our **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 We work to diminish financial crime across the Financial Services industry through implementing effective Anti-Money Laundering measures, cybersecurity protocols and governance frameworks.

Supply Chain Management We recognise that supply chain management is vital to our business. We ensure our suppliers demonstrate the same values as ourselves through robust assessment and monitoring processes, extending our governance standards beyond our direct operations.



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





Global presence & credentials

1,500+ customers served across 20+ countries



Backed by



Supported by

450
employees across
7
countries

Trusted by











Our credentials







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

	 Environmental	 Social	 Governance
Ambition	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
Strategic pillars	<ol style="list-style-type: none">1. Support the climate transition2. Reduce our climate impact3. Embed climate into our corporate DNA	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">1. Effective Board and management structures across the Group2. Robust governance and risk management3. Transparent and accountable disclosures
Short term focus	<ol style="list-style-type: none">1. Align acquisitions with ESG framework, including renewable energy, transport, HR, and cloud policies.2. Adopt Science Based Targets initiative (SBTi) to validate climate goals and decarbonisation plans.	<ol style="list-style-type: none">1. Centralise employee data and move to a common system2. Improve company wide communication3. Create roadmap to improve diversity, equality and inclusion	<ol style="list-style-type: none">1. Organise ESG governance across the Group2. Enhance engagement with senior team and Board3. Harmonise KPIs and goals into a single Group plan4. Improved processes to mitigate the risk of financial crime, antibribery & corruption and conflicts of interest5. Develop a centralised approach to Supply Chain Management

Summary of 2024

Our carbon emissions

Kg CO2 – eq

Scope 1:
91,236 kg

Scope 2:
101,238 kg

Scope 3: 592,496 kg

Total Energy Consumption: 752,204 kWh | Renewable Energy: 166,229 kWh

----- 0.011 kWh/GBP revenue -----

2023 v 2024

Scope 1
-56%

Scope 2
-31%

Scope 3
-22%

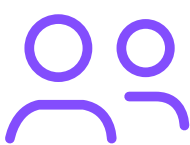
2024

Our carbon footprint decreased from 2023 to 2024 thanks to our car / EV transition policy, new travel booking system which improved emissions tracking accuracy and actively working to optimise our software's energy efficiency through a strategic cloud migration initiative

2025

Enhancing our supplier framework which includes the introduction of sustainable procurement. Align to the Science Based Target Initiative (SBTi).

Our credentials



Workforce

450.7

Total FTE

16%

Attrition

26%

Gender pay gap



Female representation

+10%

Total workforce

+44%

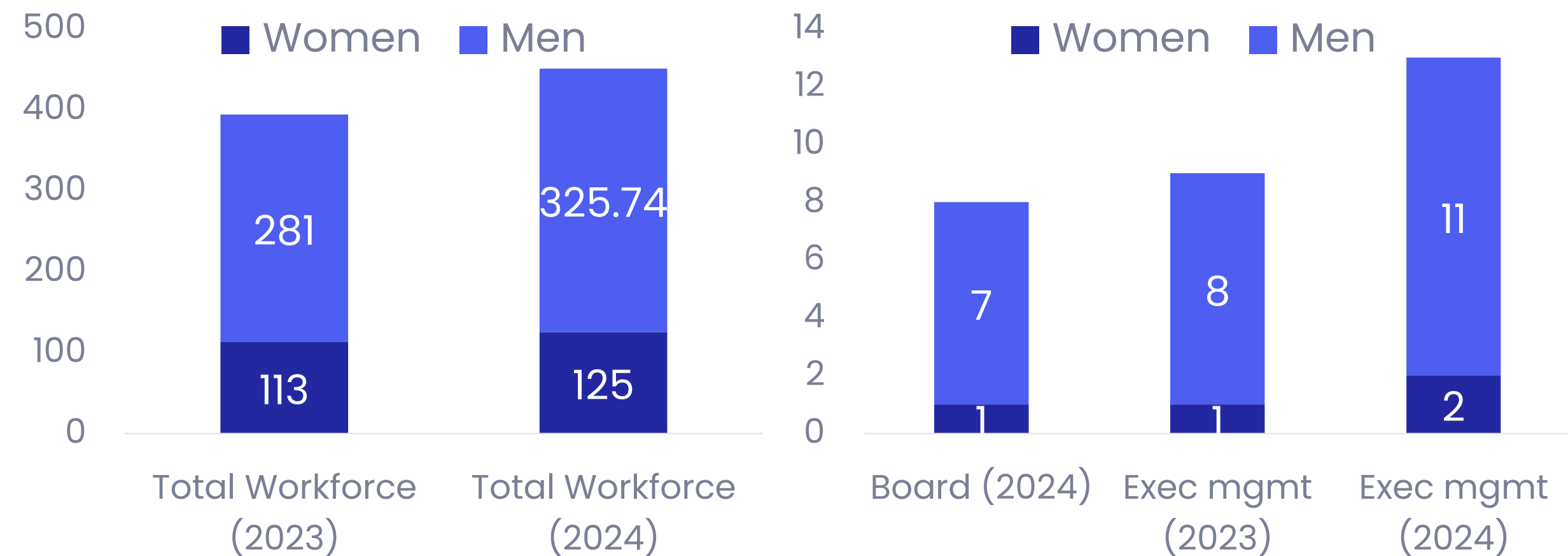
On exec mgmt.

+100%

On board

Summary of 2024

Our gender diversity



Our commitment to DEI is reflected in ongoing progress, with women now representing 4.3% of line management positions. While our gender pay gap of 26% highlights continuing challenges, we are implementing targeted initiatives to increase female representation in leadership roles and achieve greater pay equity across the organisation.



CEO pay ratio

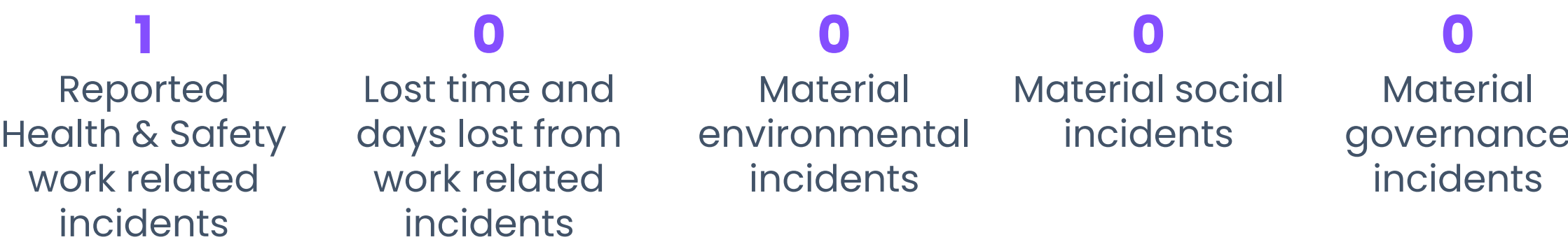
4.76

Reflecting our commitment to equitable compensation practices and responsible corporate governance, standing significantly below industry averages in both UK and Irish markets.

Our training

In 2024, we implemented **mandatory** environmental awareness training for all staff. This programme educates employees on climate impacts, carbon footprints and practical sustainability measures. By building a consistent understanding of environmental issues across our workforce, we empower colleagues to make more sustainable choices and reinforce our commitment to environmental responsibility at all levels.

Our health & safety



Waste

128

#,tons waste generated



Water

616

#,m3 water consumption

Our **Environmental Impact Reduction**

Aryza is proud to be **carbon neutral**, achieved through consistent year-on-year emissions reductions and offsetting our Scope 3 emissions via Ecologi.

Our emissions data is **independently validated** through KeyESG, ensuring accuracy and compliance with reporting standards. Since implementing our new Navan travel booking system in 2024, we now benefit from more granular and accurate emissions data, particularly for business travel (scope 3). Additionally, we have expanded our Scope 3 tracking to include employee commuting and working from home emissions through our **employee carbon data survey**, providing a more comprehensive view of our overall environmental impact.

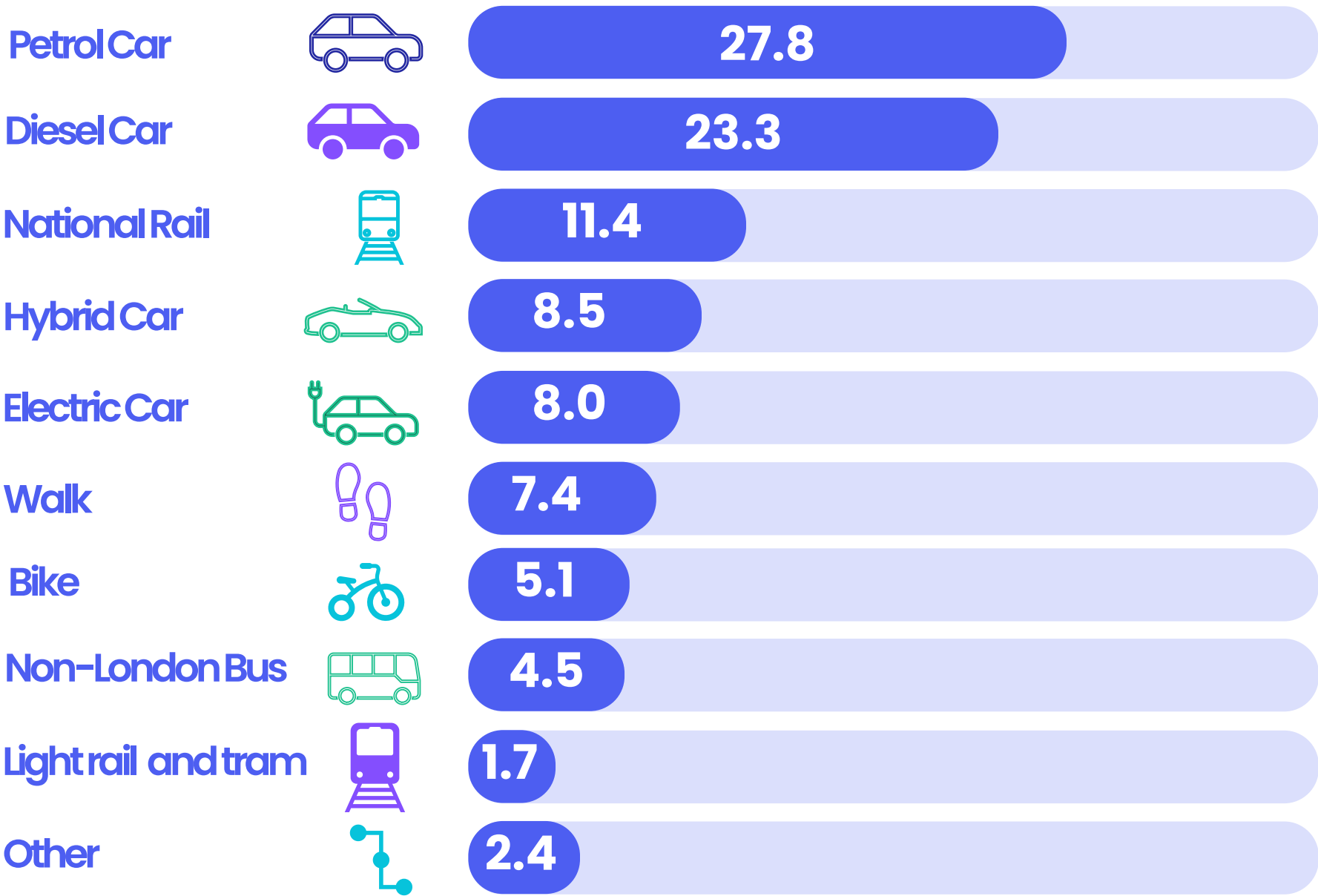
We've achieved significant emissions reductions through key policy changes, including a new company car policy that transitions to **electric vehicles** as leases expire, and a commitment to switch to **renewable energy** suppliers when energy contracts are renewed. These initiatives align with broader financial technology sector trends, where digital transformation is enabling significant carbon footprint reductions compared to traditional paper-based financial services.

Our ongoing migration of infrastructure to cloud-based solutions represents another important environmental initiative. In selecting cloud service providers such as Microsoft Azure, we prioritise suppliers with strong ESG credentials and energy-efficient **data centres powered by renewable energy**. This transition not only reduces our operational carbon footprint but also improves scalability and resilience.

As a software solutions provider, we recognize that our greatest environmental impact comes through our cloud-based products, which enable our customers to digitize processes that traditionally required extensive paper documentation and physical storage. The financial services industry faces growing pressure to address climate impacts, with regulatory bodies increasingly requiring climate-related financial disclosures. By helping our clients transition to efficient digital solutions, we contribute to sector-wide emissions reduction efforts while offsetting our own remaining emissions to achieve our carbon neutrality commitment.

2024 Employee Carbon Data Survey: Key Stats

Our commuting patterns

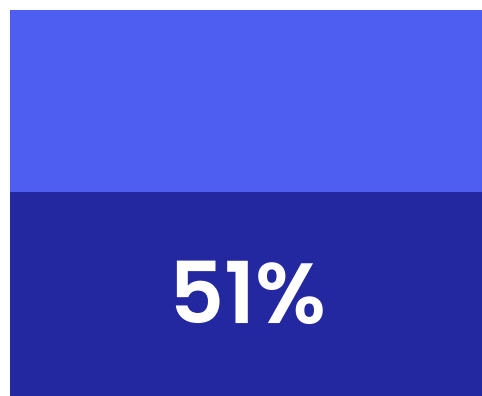


Key Insights:

- The majority of employees commute by car (petrol, diesel, hybrid, or electric), with petrol and diesel cars alone making up over half (51.1%) of all commutes.
- Sustainable and active travel modes (walk, bike, public transport) together account for a significant portion, but less than car use.
- Electric and hybrid vehicles represent 16.5% of commutes, indicating a notable shift toward lower-emission transport.



67km
average
commuting
distance



51%
of time working
from home



over 40%
of employees now
use 100%
renewable
electricity at
home





Our home energy and working patterns

- The average working day is 8.5 hours, reflecting a consistent full-time schedule across the organization.
- Heating is used for an average of 37% of the year, with notable variation depending on geography and individual circumstances.
- Of those with heating, the majority use it for a significant portion of the working day during colder months; however, some employees report little or no heating use due to warmer climates.
- 17.8% of employees have air conditioning at home, and among these, the average use is 25% of the year, typically for part of the working day.
- Where air conditioning is present, most systems are individual units rather than central systems, suggesting targeted rather than whole-home cooling.
- Many employees indicated that heating or cooling would not have been used if they were not working from home, highlighting the direct impact of home working on household energy use.

2024 Employee Engagement Survey: Key Stats

Employee **engagement** & **culture** survey

In 2024, we introduced our first comprehensive employee engagement survey to better understand our colleagues' experiences and perspectives. This initiative provides valuable insights into workplace satisfaction, cultural alignment, and areas for improvement across the organisation. The structured feedback mechanism enables data-driven decisions about our people practices and helps us measure progress on our commitment to creating an engaging and supportive work environment.

-  **Line management** received high ratings, with 71% of respondents satisfied, citing strengths in feedback, role modeling, performance management and fostering teamwork
-  **Alignment and Involvement** were rating positively, with most colleagues satisfied in their role and feeling they are involved in decision-making.
-  **Work and Life Blend** (64%) and **Wellbeing** (62%) rated positively, with lines managers supporting well in this area.
-  **Teamwork and Ownership** were rated positively, with 64% highlighting strong collaboration and a sense of responsibility within teams.

50%
Employee
engagement
score

67%
employees
took part in
our survey



Females participating in the survey responded more favorably than male colleagues across all categories.



Left: Anchorians Football Club who won Club of the Year at the National Grassroots Football Awards.



Right: Aryza team Benelux at Credit Expo 2024

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



Ride with Aryza

Raising money by **cycling the globe**

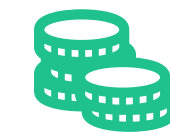
As part of our ongoing commitment to social responsibility, **Ride with Aryza** brought together employees, customers, and partners from across the globe with one shared goal: to cycle **42,000 kilometers**, symbolising global unity in the fight against cancer. This target was not only achieved but exceeded, with a total of **51,462.79 kilometers** covered between January and June 2024.

But **Ride with Aryza** was never just about kilometers covered. It was about giving back and standing with those affected by cancer – a cause close to many within the Aryza family. Every mile pedaled brought us closer to our goal of raising **€5,000** for cancer research and support, a target we proudly exceeded with a total of **€6,705** raised.

This initiative stands as a reminder of the power of unity, compassion, and the difference we can make when we come together for a shared purpose. We dedicate this campaign to the memory of those affected by cancer within the Aryza community, honouring their strength and the lasting mark they have left on us all.



42k **51.4k**
km's goal km's cycled



£5k **£6.7k**
goal funds raised

Charities supported

- **Irish Cancer Society** (Ireland), which provides vital services such as volunteer drivers for chemotherapy appointments and night nursing care for terminally ill patients at home.
- **KiKa** (Netherlands), dedicated to funding research into childhood cancer.
- **LebensdurstICH** (Germany), supporting young adults living with cancer.




Lebensdurst**ICH** e.V.




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

 hello@aryza.com

 +353 (0) 1 685 4128

 +31 30 608 4411

 +1 888 823 7763

 0800 072 0092

 +49 211 83869-0

 +61 1300 686 591