



Action today for a confident tomorrow

Sustainability
report 2022



About this report

This report outlines our sustainability-related activities in the calendar year 2022, alongside our environmental, social and governance (ESG) ambitions and roadmap to achieve our goals in the coming years. All figures in this report relate to 2022. We collaborated with a leading sustainability consultancy, Anthesis Group, to produce this report with reference to the Global Reporting Initiatives (GRI) standards. The GRI standards are advancing the practice of sustainability reporting and enable organisations and their stakeholders to take action that creates economic, environmental, and social benefits for everyone.

We have focused on the topics and values most important to IQ-EQ, including our people, our clients, our impact on the environment, and how we govern our business.

This report covers IQ EQ Group's (IQ-EQ Group Holdings S.à r.l.) operations in the countries where we conducted business in 2022, including the United Kingdom, the USA, Luxembourg, France, Ireland, the Netherlands, Singapore, Jersey, Guernsey, the Isle of Man, Belgium, Mauritius, India, the Philippines, Hong Kong, Japan, South Africa, Switzerland and other leading international finance centres.

We would be happy to receive any feedback or questions. Please reach out to our Head of Sustainability, Mark Harland sustainability@iqeq.com.



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01 Group CEO statement





At IQ-EQ we put people at the centre of everything we do. As part of that purpose, we're committed to making a positive contribution to the communities in which we operate and to mitigating our impact on the environment. Our strength lies in our name – IQ-EQ, with the dexterity to identify and deduce - IQ, and the heart to inspire people to do the right thing – EQ.

We also strive to ensure that our own business operations and strategy are sustainable. The purpose of our first sustainability report is to provide information regarding our sustainability strategy and ambitions to our stakeholders in a transparent manner. Sustainability is not self-contained and cannot be limited to one team or committee. To do it well requires effort from all corners of our business and needs to be ingrained into the core of who we are. We recognise however that we're on a journey and that we should improve each year, working with our employees and stakeholders to ensure we stay true to our purpose and our values.

In a world of finite and depleting resources, we recognise the need to respond and adapt to the growing climate crisis.

In this context, we're committed to being accountable for our environmental footprint and aim to align with global climate goals. Moreover, we want the people we interact with, ranging from our employees, clients, and local communities, to be better off because our business exists.

Mark Pesco

Group Chief Executive Officer

02 Opening remarks



We're delighted to issue our first sustainability report.

As a forward-looking business, sustainability is integral to our strategy and operations.

Our sustainability depends on us building and maintaining meaningful, long-term relationships with all our stakeholders – including our employees, clients and local communities – while also reducing our impact on our natural environment.

This report shows we've made progress in our sustainability journey but there is always more we can, and should do, to improve – whether in relation to our people, our clients, our planet or our governance. Our ongoing success as a business depends on our sustainability and agility in a changing and challenging global landscape.

We're committed to fostering an inclusive, equitable and diverse culture for our people, led by our Diversity, Equity and Inclusion steering committee.

Our learning and development programmes and systems (including PowerU and MyCampus) enable us to invest in growing our employees' careers, while our hybrid working approach supports our employees in achieving balance and flexibility while remaining connected to their colleagues. We want to empower our 4,750+ employees - from 94 nationalities, speaking 41 languages across 25 countries - to each achieve their potential.

We're committed to growing long-term relationships with our clients and supporting them in achieving their objectives. Their

sustainability and success leads to our sustainability and success. We're emotionally invested in our clients right from the beginning. Through IQ-EQ Launchpad we support women managers launching their first fund, in an environment where only 15% of all private equity and venture capital firms are gender balanced. Through our ESG services, we also help our clients comply with sustainability and ESG regulation. By simplifying complex sustainability-related data, we equip our clients to make the right decisions from pre-investment due diligence until exit. We also turn the microscope on ourselves.

We believe in our corporate responsibility to protect the planet and we aim to be a net zero business by 2035.

We committed to the UN Global Compact and Principles of Responsible Investment in October 2021 and committed to the Science Based Targets initiative in June 2023. We've partnered with Greenstone+, experts in carbon management systems, to create a carbon data system aligned with Greenhouse Gas Protocols (GHG Protocol). We've committed to offset our 2022 Scope 1 and 2 emissions. Also, in 2022, we signed two new office leases, the first in Ireland where the property has a LEED gold status, while the second is in Guernsey and will be the first building on the island to achieve a BREEAM "very good" rating.

From a governance perspective, we're embedding our sustainability strategy into our business strategy and culture. Our Business Ethics and Sustainability committee provides

specific oversight of sustainability and ESG risks and initiatives and we've continued to build our in-house sustainability team to oversee the implementation of those initiatives. We held our first IQ-EQ Sustainability Week in the fourth quarter of 2022, where our senior leaders and external speakers championed sustainability and ESG. We've developed our ESG Policy, trained 95% of our employees on business ethics-related issues, and are working with a third-party, "RightsDD", independent human rights risk specialist. We're auditing 100 of our largest suppliers for modern slavery and human rights risks.

In 2022 we partnered with [Eden Reforestation Projects](#) to plant at least 100,000 trees a year as well as working with a variety of partners on community and charitable initiatives as described later in this report.

We hope you find our first Sustainability Report insightful, and we look forward to hearing your thoughts and comments as we continue our journey in further embedding sustainability in our day-to-day operations across IQ EQ Group.

Chris Marsden

Group General Counsel and Executive Sponsor for Sustainability and ESG

Mark Harland

Head of Sustainability

Sanaa Hira

Sustainability Manager



03 About us



We're a leading investor services group that brings together a rare combination of global expertise and a deep understanding of our client needs. We've the *know how* and the *know you* that allows us to provide a comprehensive range of compliance, administration, asset and advisory services to investment funds, global companies, family offices and private clients globally.

We help our clients to invest in a sustainable and compliant manner. By acting as a guardian for our clients' investments, we contribute towards the operation of safe and well-functioning financial markets, and it's our people that make that happen.

IQ EQ Group is a corporate group, with its holding company incorporated in Luxembourg, and is majority owned by a fund managed by [Astorg](#), our private equity partners. Sustainability is a key value-creation driver at Astorg, and it's wholly integrated into their way of doing business.

Astorg is committed to actions targeting ESG issues, and they've been fully supportive of the work that we've been doing on sustainability.

They've actively encouraged us to include climate, diversity, equity and inclusion (DE&I), and information security factors in the development of our sustainability strategy.

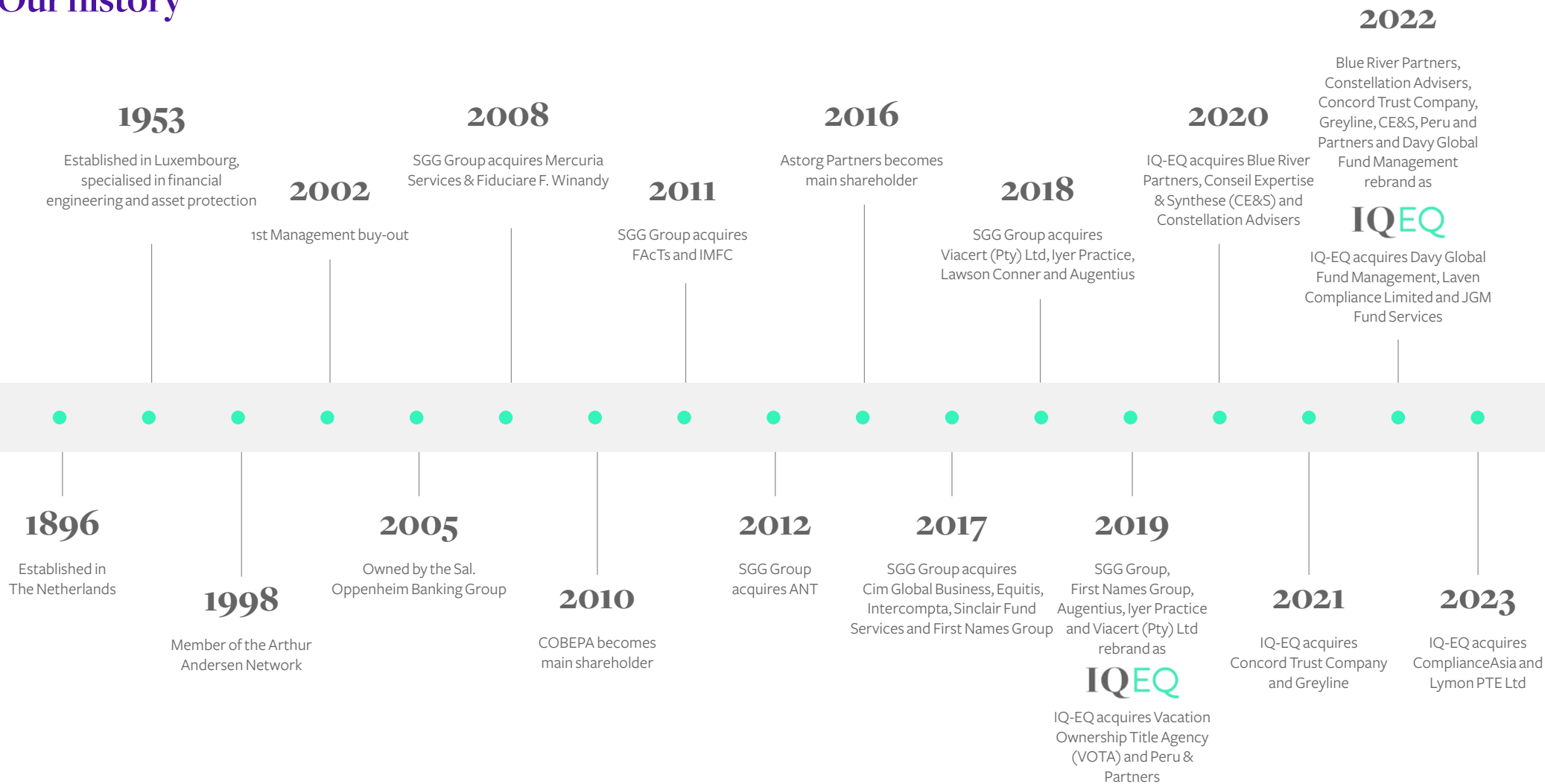
We support our clients, by delivering a trusted, global end to end solution across our core service areas.

- Accounting and Administration
- AIFM Services and Depository Services
- Fund Administration
- Asset Servicing
- Capital Markets
- Cash Services
- ESG
- Investor Solutions
- Outsourcing
- Regulatory and Compliance Services
- Tax and Audit Support Services
- Technology Services

IQ-EQ at a glance



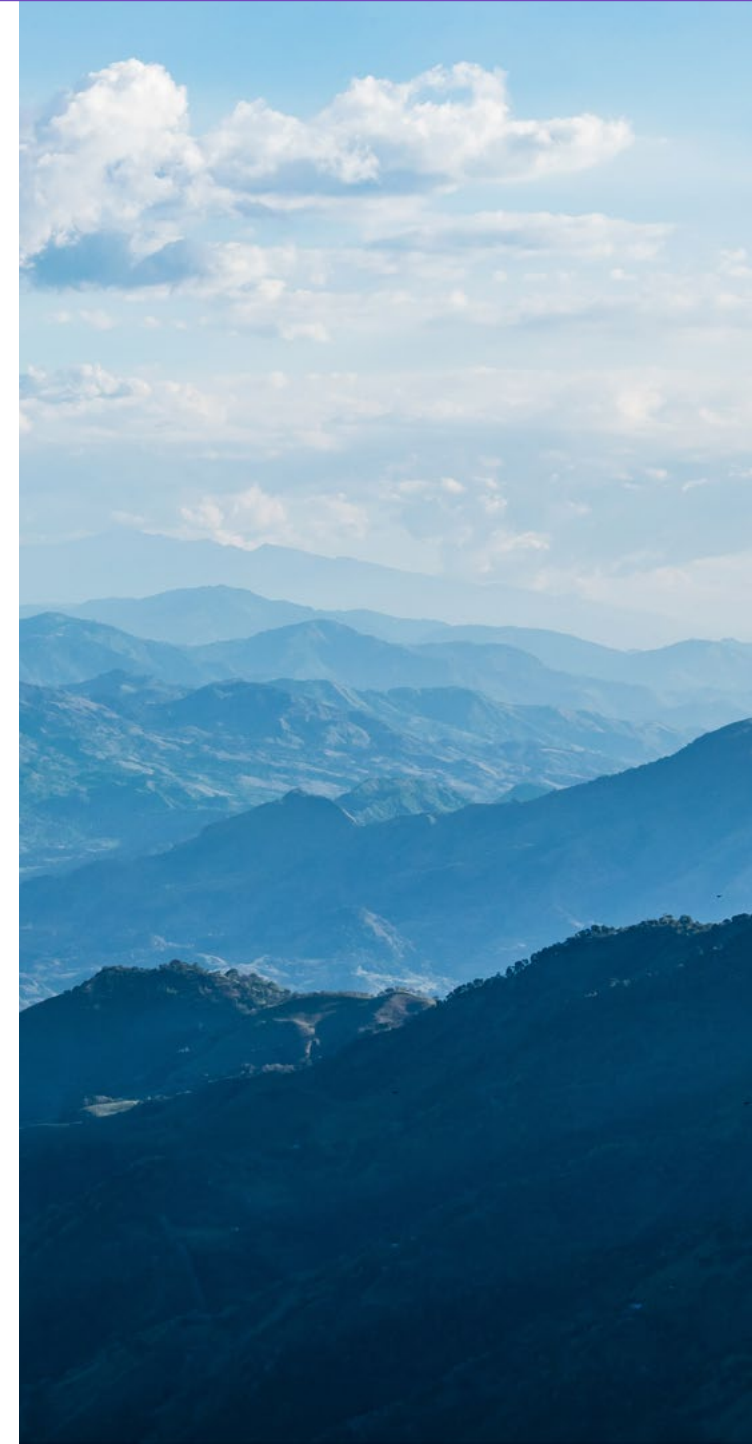
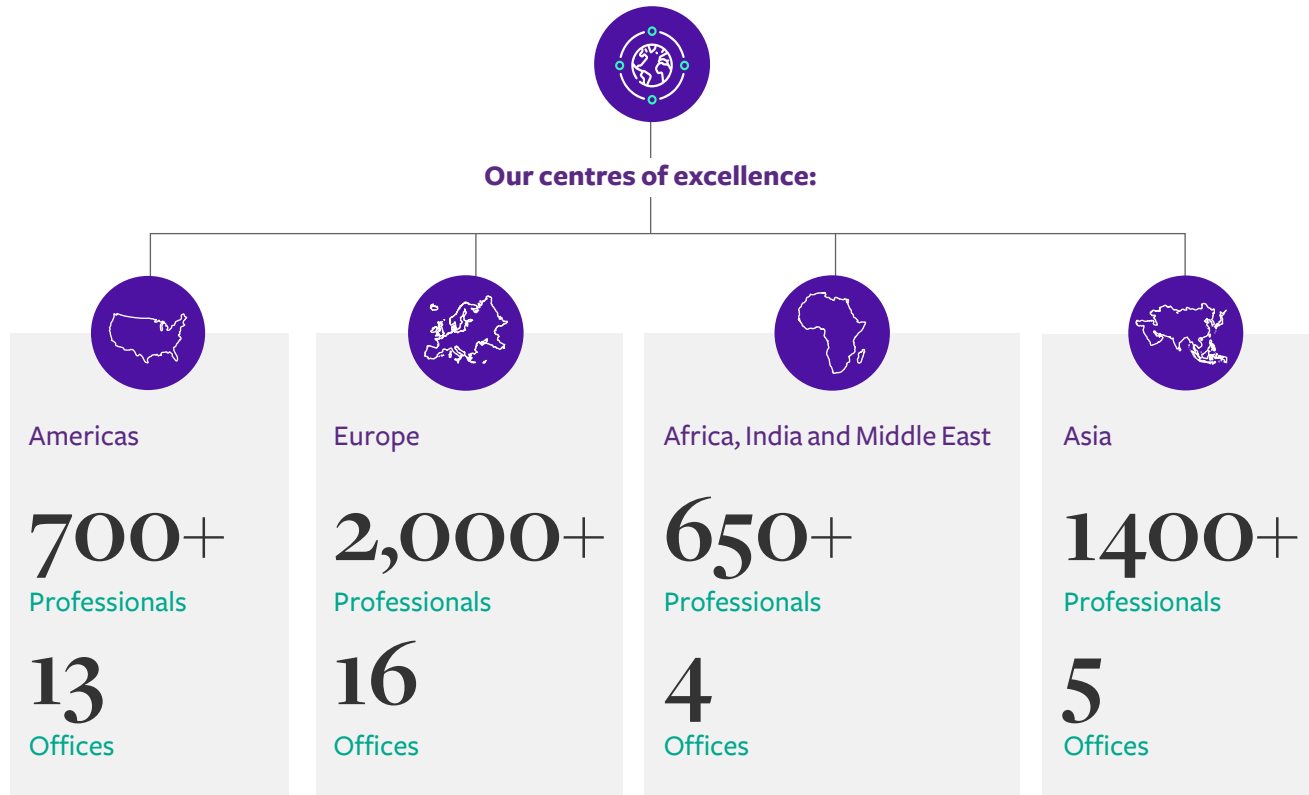
Our history



The 2023 events above are not reflected in the data in this report.

Global customer excellence

We know that investor services need to be truly international to meet your needs and those of your investors, your business or your families. That's why we've offices across four continents.



Our purpose

Powering people and possibilities is the embodiment of our purpose. We know that it is people who create possibility, which is why we put people first. In fact, we felt this so strongly that we defined our business around two fundamental human traits, intellect and emotion, the IQ and the EQ.

Our name fuses these two inherent human characteristics together, cementing what we have always believed; that to thrive as a business, we must combine our professionalism and our technical capabilities, our IQ, with the ability to engage meaningfully on a personal level, our EQ. People are at the centre of our business, whether they are our employees, clients, partners, suppliers, or our local communities. We recognise that empowering our people is essential for both our client's success and our own.

Our purpose is
to power people
and possibilities.

We know that it is people who create possibility.



That's why we put people first. It is people who make connections, open doors, and build trust. It is people who find solutions. It is people who have the ideas that advance the future, responsibly, and people who act as guardians of our clients' investments and help them invest in a sustainable and compliant manner.

We're emotionally invested in our people and the relationships we build. Our skills, knowledge, and technologies empower us to make possibility happen. And we believe in a culture that values authenticity, boldness, and collaboration.

This is the power of people. This is IQ-EQ.

By fostering a culture that promotes diversity, equity, and inclusion, we encourage our people to challenge themselves to become the best they can be.



One of the key audiences for our company purpose is our people. Our Employee Value Proposition (EVP) is the visible and tangible outcome of our purpose. The objective of our EVP is to be authentic and aspirational, and we're driving this message consistently across our geographies, to deliver one IQ-EQ.

Our EVP is defined through three key pillars:



1. Being you

A culture where we celebrate individuality, listen to different voices, are transparent and respectful towards each other.



2. Advancing you

Continuous learning and development experiences and opportunities.



3. Recognising you

Regular recognition and reward for both the individual and the team, aligning to the success of the company.



Our values

Underpinned by our commitment to inclusion, our values are fundamental to everything we do. They shape us as a business, and provide us with the foundation that enables us to connect deeply with our people and our clients.

The duality of IQ-EQ expresses exactly who we are and how we like to operate as an organisation. We're authentic, bold, and collaborative. We're empowered to make possibility happen.



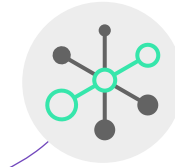
Authentic

We act with integrity.
We keep it true



Bold

We find solutions.
We make it happen



Collaborative

We do it together.
We work as one inclusive team

Much like our values, diversity, equity and inclusion run through everything we do. We recognise and respect who you are. We value everyone.



04 Our approach



Our approach to sustainability is born out of our understanding that humanity stands at the crossroads of several interconnected global challenges highlighted by the [United Nations Sustainable Development Goals](#) (SDGs). These global challenges, which range from the climate emergency, to inequality, to poverty, require urgent action from all sections of human society.

It's our fundamental belief that companies will be core to the creation of profitable solutions to the problems of people and planet.

Although we're early in our corporate sustainability and ESG journey, we believe we've a responsibility to embrace sustainability, and to contribute, in whichever way we can, whether through our operations or in how we support our clients, to these solutions. To drive our sustainability and ESG ambitions and to help promote responsible and ethical behaviour across our value chain, we launched our sustainability team in 2021.

Our strategy and targets

Our sustainability strategy is based upon four key pillars – people, clients, planet, and governance, which, we believe are fundamental to the longevity of our business. The strategy is heavily influenced by our commitment to powering people. We believe that to thrive in the future, fairness and transparency must be entrenched into our governance systems, and that we must enforce accountability, and hold each other accountable for our behaviours, our culture, and the ethical standards we aspire to. Our strategy is also influenced by our understanding that we need to take proactive action towards reducing our carbon footprint, the usage of natural resources and renewable energy, and the need to eliminate waste sent to landfill.

Our sustainability strategy has naturally developed over 2022, and we expect it will continue to evolve as we seek to fully integrate our approach to sustainability across our business.

- **Our people** – we want our people to be able to be themselves, to build strong bonds and relationships with their colleagues and clients, and to thrive and succeed
- **Our clients** – we commit to service excellence, working in conjunction with our clients to support them on their ESG journey. A key part of that is to help enable them as they formulate and evolve their ESG strategy with our service offering and ESG experts
- **Our planet** – we aim to reduce our impact on our environment
- **Strong governance** – we strive to uphold ethical standards, manage our risks, and protect our stakeholders' data

For each pillar, we'll measure our progress against clear targets and KPIs which we'll revise continually and report on annually.



The table below sets out some examples of our goals for each pillar.

Our people	Our clients	Our planet	Strong governance
Continuous improvement in the gender pay gap across IQ-EQ in 2023, in line with SDG 8.	To achieve a Net Promoter Score of 70 by the end of 2023.	Net zero by 2035.	Improved sustainability reporting including publishing an annual sustainability report.
Improve overall engagement scores in our employee engagement survey in 2023.	Enable our clients to deliver their key ESG goals, supported through our ESG services.	Begin our carbon offset programme with the offsetting of 2022 scope 1 and 2 emissions.	Make it easier for IQ-EQ employees to report suspected business ethics-related issues.
Target at least 95% of all new starters, including employees from acquisitions, to be trained in unconscious bias by the end of 2023.	Providing clients with a reporting platform, to assist them with the growing demand for transparent reporting around ESG, sustainability, and impact.	Have our science-based carbon emissions reduction targets verified by June 2025.	Successfully complete the 2023 surveillance audit for ISO 27001 certification and expand certificate coverage to new jurisdictions.

In 2021 we signed-up to both the [United Nations Global Compact](#) (UNGC) and the [Principles of Responsible Investment](#) (PRI). By committing to the UNGC and the PRI we have strengthened our resolve for becoming a responsible and sustainable business and are showing our clients and our people that we are serious about embracing sustainability and ESG.

UN global compact



The UNGC embodies our philosophy on business conduct and our commitment to protecting labour and human rights, the environment and preventing corruption. Our participation will keep us accountable on our sustainability journey and ensure that we operate within best practice.

PRI



We signed up to PRI as a service provider to demonstrate our commitment to responsible investment. We believe that being a part of the PRI global network will enable us to support our clients on their respective ESG and responsible investment journeys, whilst also helping to shape and influence the responsible investment landscape and the way that investors think about and manage ESG risks and opportunities.

ESG management

We recognise the importance of having strong ESG governance structures in place to help embed and create ownership for our ESG policies, processes, and initiatives. We've sought to strengthen the governance around sustainability over the last few years, with the creation of a sustainability team which has the responsibility, in collaboration with other departments, for the development and implementation of our ESG-related policies, standards, and guidelines.

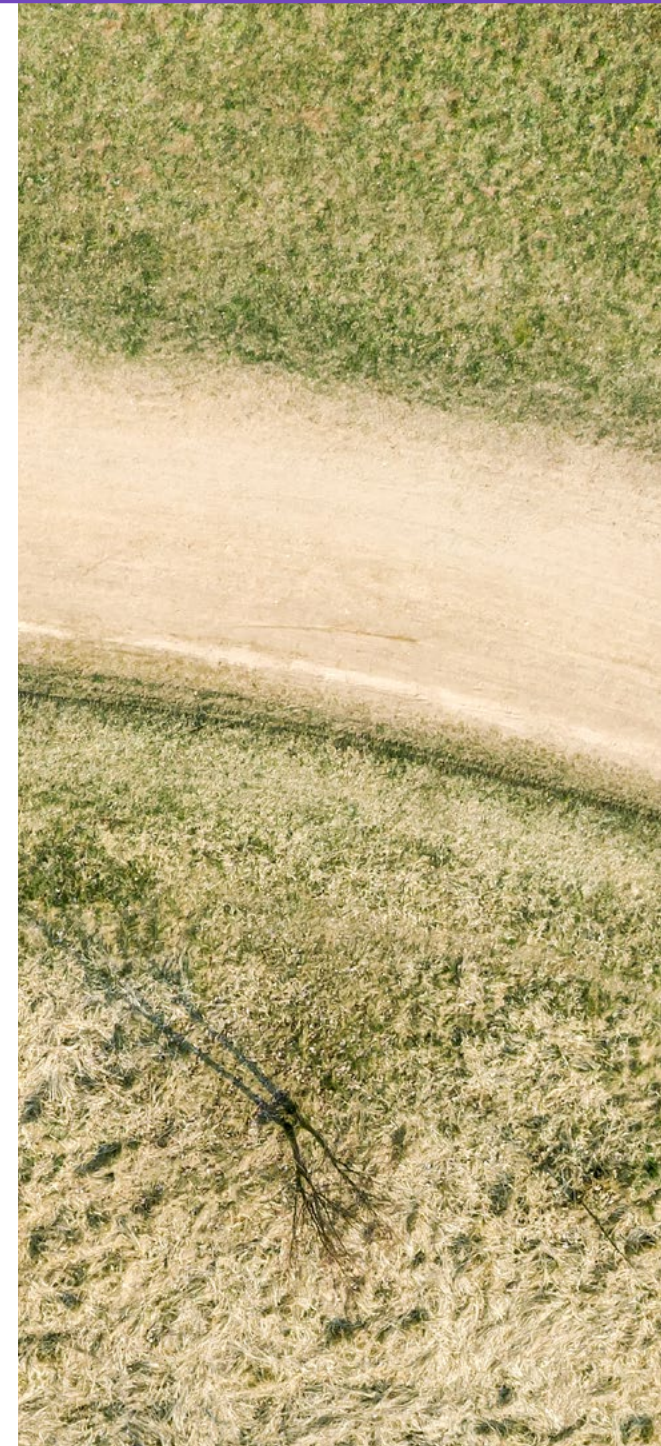
The sustainability team is part of our Group Legal, Governance and Sustainability team, which is led by our Group General Counsel, who is a member of the Group Management Team and attends all Group Supervisory Board meetings. Our Group General Counsel and our global Head of Sustainability have overall responsibility for our sustainability strategy, and report regularly on our sustainability-related initiatives and activities to the Group Management Team and Group Supervisory Board.

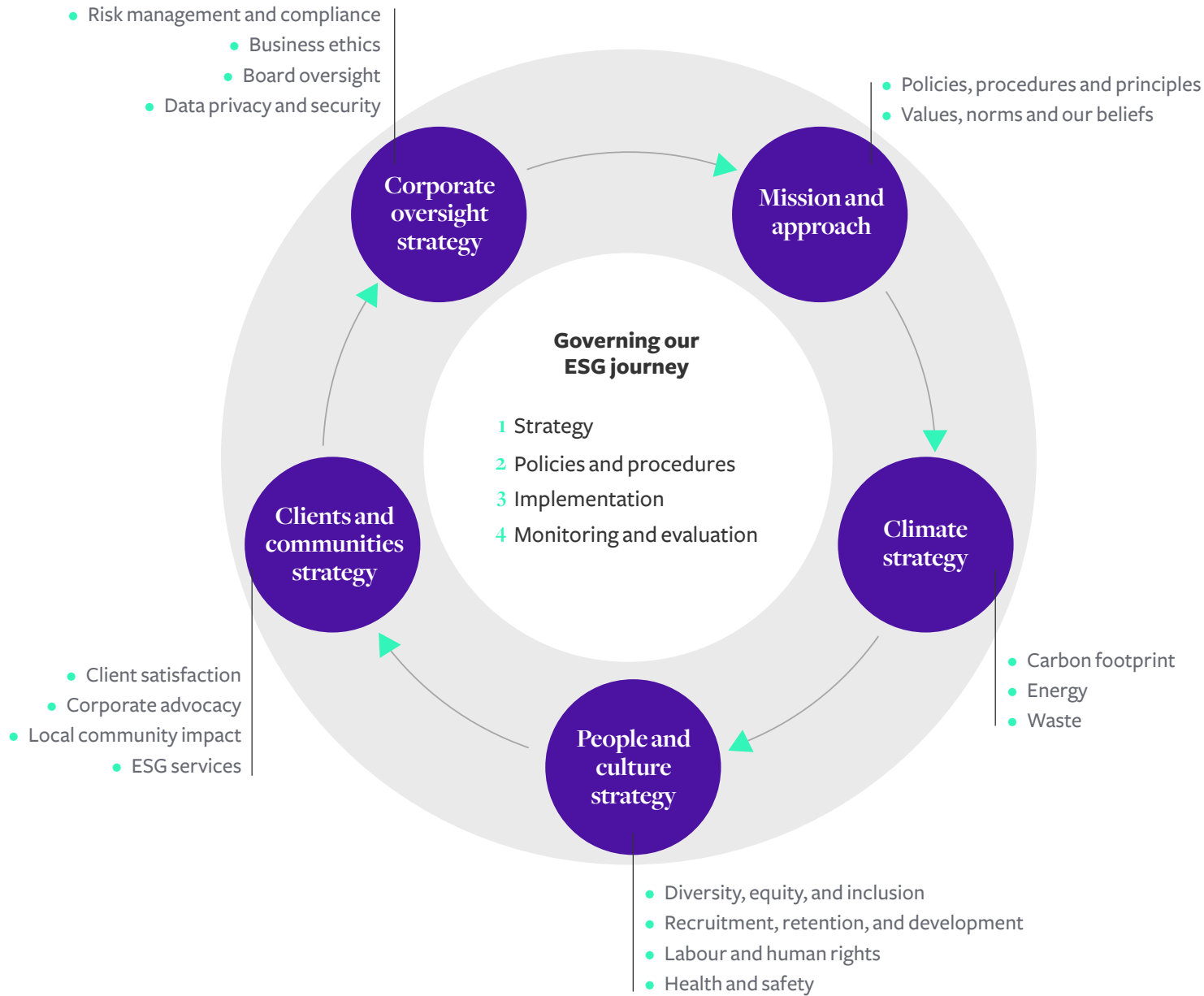
In addition, the Business Ethics and Sustainability committee is responsible for the identification and monitoring of business ethics and sustainability-related risks across IQ EQ Group, and this includes the oversight of climate-related risks and opportunities. The Business Ethics and Sustainability committee is a sub-committee of the Group Risk and Compliance

committee, which is chaired by an independent non-executive director.

Sustainability and ESG are not self-contained and cannot be limited to one team or committee, therefore our sustainability and ESG strategy applies across the totality of our business, from our corporate purpose to our people strategy, from our commercial strategy to our risk and compliance frameworks, from our internal operations to our supplier management, and from data security to facilities and health and safety management.

We see this interrelationship as an on-going cycle (see diagram on page 19). In our view, a sustainability and ESG strategy must be looked at holistically across the entire business.





Materiality

In 2022 we conducted a materiality assessment consisting of interviews with all members of our Group Management Team, our non-executive chairman, and other key stakeholders. The aim of these interviews was to identify the most relevant and material ESG-related topics for our business. The primary material topics identified relate to our people pillar, including diversity, equity and inclusion, and employee engagement and development, alongside governance topics such as business ethics, and data privacy and security.

We also considered the sustainability criteria by which we're assessed in our annual EcoVadis assessment. Our EcoVadis assessment enables us to benchmark our ESG performance every year. We received a bronze rating in 2022, putting us ahead of our peer group. Our EcoVadis score has progressed from our first rating in 2021. Our aim is to build on this momentum to improve our rating year-on-year by further enhancing our sustainability policies, procedures, and targets.

Ecovadis criteria are split into four themes, covering 21 different sustainability topic areas: **environment, labour and human rights, business ethics, and sustainable procurement.**

SUSTAINABILITY CRITERIA

Environment	Labor and human rights	Ethics	Sustainable procurement
<p>Operations</p> <ul style="list-style-type: none"> · Energy consumption and GHGs · Water · Biodiversity · Local and accidental pollution · Materials, chemicals and waste <p>Products</p> <ul style="list-style-type: none"> · Product use · Product end-of-life · Customer health and safety · Environmental services and advocacy 	<p>Human resources</p> <ul style="list-style-type: none"> · Employee health and safety · Working conditions · Social dialogue · Career management and training <p>Human rights</p> <ul style="list-style-type: none"> · Child labour, forced labour and human trafficking · Diversity, discrimination and harassment · External stakeholder human rights 	<ul style="list-style-type: none"> · Corruption · Anticompetitive practice · Responsible information management 	<ul style="list-style-type: none"> · Supplier environmental practices · Supplier social practices

Stakeholder engagement

We're committed to engaging with our stakeholders in a transparent and collaborative manner. We believe that effective stakeholder engagement is essential to our success as a business and our ability to create long-term value for all our stakeholders. We recognise that our stakeholders play a crucial role in shaping our business practices and decisions. We value their input and feedback and actively seek to understand their perspectives and concerns.

Here we identify our different stakeholder groups and explain how we maintain an open and constructive dialogue with them.





Clients - building trusted client relationships

We engage at multiple levels across our client relationships, most notably via the Executive Sponsor, Client Relationship Directors, and Client Services Managers. We use several channels of communication depending on the circumstances: face-to-face discussions for material business and strategic initiatives, video calls and email for day to day communications with our clients, and conferences and social media to ensure our clients are kept up to date on regulatory and industry developments. We also have in place a 'client listening programme' through a third-party provider to enable us to seek independent feedback on our service quality and key strategic initiatives such as our approach to ESG as a firm and to continually improve our product offering.



Business Partners and Intermediaries - deepening valuable relationships

Our Business Partners and Intermediaries, who also work very closely with our clients, are key stakeholders. We engage them through the same channels that we do our clients, and we regularly invite them to actively contribute and participate in our IQ-EQ events and conferences. For example, our [annual Crossroads event](#), which in 2023 focused on the topic of 'Conscious Capitalism', and our annual commercial conference.

We value the authentic and often long-lasting relationships we have with our Business Partners and Intermediaries. Their feedback, insights, and support are invaluable to us, and we strive to continuously improve our services based on their input.



Employees - developing and engaging with our talent

We conduct an annual group wide employee engagement survey in association with Gallup, which is entirely anonymous and confidential. The aim of the survey is to listen to our employees and identify areas of improvement as teams, regions and as a company.

Our employees can also share ideas or ways to improve processes in our business from small suggestions to big ideas through our Ideas Channel. We also have surveys, focus groups, email communications, intranet and closed social media channels.



Suppliers - creating mutual value and more resilient supply chains

We participate in joint innovation and continuous improvement initiatives, to support SDG 8 – Decent Work and Economic Growth, holding joint events and conferences.



Investors - advancing transparency, trust, and long-term value creation

Sharing timely and accurate information about our performance, strategic direction, and risk management practices, regularly seeking feedback through Board and committee meetings. Astorg has supported our development and championed our sustainability and ESG evolution.



Regulators - building trust and confidence

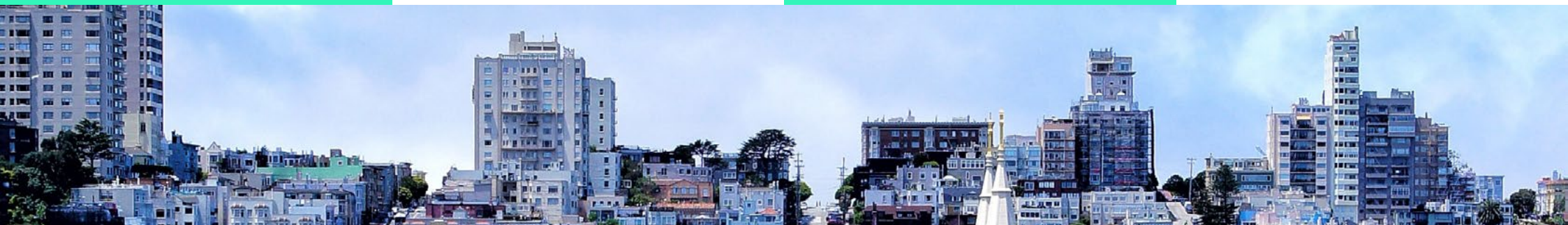
We proactively address any regulatory concerns or issues, reviewing and enhancing controls of acquired businesses where necessary and complying with all applicable laws and regulations.



Communities

- encouraging collaboration, inclusion and sustainability

In 2006, we began developing partnerships and collaborating with our people and relevant third parties in the communities where we operate. In 2018, we formalised this commitment through an employee-led initiative called CHES. CHES enables us to focus on five key pillars: charity, health, environment, sports, and social. The initiative has been adopted by several offices across the Group and is now being rolled out globally in 2023 and 2024.



05 Our people



We aim to empower all our people to achieve their potential by creating possibilities and delivering opportunities for them to flourish. Through leading by example, we promote integrity and professionalism in every aspect of our business, and at every level of our organisation.

We recognise that it is people who make IQ-EQ successful. To celebrate our people, we launched the IQ-EQ Commercial Excellence Awards in 2022. Now in their second year, the Commercial Excellence Awards are designed to recognise commercial excellence across 14 different categories including Excellence in Client Service Delivery, Best Partnership Collaboration, Rising Star and the Commercial Gamechanger award. We all play a role in delivering and sustaining our levels of performance and the achievement of our goals, and to recognise this, the awards are open to teams and individuals across various levels and functions of the business.

Nominated by their peers, winners are selected following a two-stage judging process. These awards are hotly contested and viewed as an award worth winning.

Diversity, equity and inclusion

We value inclusion and want all our employees to feel appreciated, respected, and encouraged to be their true selves at work. Our commitment to Diversity, Equity and Inclusion (DE&I) is outlined in our DE&I standard, which stresses the importance of recognising, anticipating, and incorporating people's differences whether that be across race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, neurodiversity, personality type, thinking style, and religious and political beliefs.



The DE&I standard is reviewed annually and helps demonstrate our support of SDG 10 – Reduced Inequalities.

We're committed to creating a culture that values and respects everyone, regardless of background, experiences, beliefs, or identity.

To achieve this, we focus on four key objectives:

- To build a culture that champions DE&I and to embed this into our culture so that it is a natural part of what we do

- To report on where we are doing well, and areas where we could improve
- To promote inclusion as a core tenet of our DE&I culture, ensuring that we value people, treating each other with respect and dignity
- To ensure all employees recognise a shared responsibility for achieving a truly inclusive, equitable, and diverse organisation

We're supporting our drive towards a DE&I culture through training. Being aware of our biases is an important part of tackling issues stemming from cultural, racial or other differences. In 2022, 89% of employees completed unconscious bias training and we're striving to increase this percentage further in 2023.

We've also revised our recruitment process to ensure we hire and attract the best candidates in a fair, transparent, and equal way, ensuring we build a diverse talent pool.

Our Diversity, Equity and Inclusion steering committee monitors compliance with our DE&I approach, provides a forum for the voice of employees in relation to DE&I matters to be heard by the Group Management Team, and develops key actions and performance indicators for the business. The DE&I steering committee is a sub-committee of the Group Management Team and reports into the Group Management Team on a regular basis.

Employee development

We believe that our people are our most valuable asset. We're committed to lifelong learning that supports continued employability and assists our people in progressing through their careers.

Combining their know how with an ability to know our clients is what makes us different. We're committed to attracting the best talent, nurturing them, and ensuring they develop and excel.

All our people receive regular performance reviews.

We want to invest in our people, helping them to develop their skills and knowledge so that they can thrive in their roles and achieve their long-term career goals. We believe this means our people should be challenged whilst having fun along the way.

Our approach is driven by our Learning and Development strategy – PowerU, which aims to build and develop the capabilities and tools we need

today and for the future to achieve business results. PowerU is tailored specifically to meet the needs of our people. It brings together development programmes, toolkits, role descriptions and competency frameworks that support employees to excel. A key part of which is delivered by a learning management system – MyCampus.

MyCampus puts all our people in control of their own development and provides a one-stop shop for all career and skills-related training activities including:

- Access to e-learning modules
- Exploration of a range of training resources, and the ability to request attendance at upcoming workshops and self-directed e-learning modules
- Continuous Professional Development (CPD) virtual webinars on demand
- Allowing people managers, to assign learning and access team training dashboards

In 2022, the average number of hours invested by each employee in their training and development was 22.5 hours.

Internal training programmes



SPOTLIGHT ON ELEVATE

Elevate is IQ-EQ's development programme focused on women in leadership. Established in 2019, it's aimed at employees who would like to further develop their skills and knowledge.



In line with SDG 5, we're working to increase gender equality in our business, and to offer equal opportunities for women to develop, lead, and grow.

We've planned several workshops in 2023 designed to help women leaders attain their goals and bring their best selves to work.

In 2022, we recorded our highest level of engagement in the programme so far, with 278 employees participating. Highlights from the year included training sessions and a series of interactive external speaker events.



OTHER TRAINING PROGRAMMES

Ascent

A multi-level framework for career development aimed at developing our people on both a personal and professional level. The framework is made up of four programmes built around the needs of our people at different stages of their careers: Basecamp, Pathfinder, Explorer and Adventurer.



Basecamp – A series of eight one-hour information sessions on management, aimed at helping line managers enhance their skills and knowledge



Virtual Basecamp – An interactive and immersive three-month program for line managers that will help them learn more about themselves and develop the knowledge, skills, and behaviors needed to be effective line managers.



Pathfinder – A support programme for the further development of our leaders focused on strengthening teamwork and agile thinking



Adventurer – Short training sessions available to all employees, delivered virtually and developed on a needs basis



Adventurer Horizons – A series of ten one-hour development sessions, focused on skills and network development. Available to all non-managers

Explorer

An in-depth, offsite programme focused on high potential employees at different stages of their career with the aim of developing future leaders in the business.

Mentorships

A mentorship programme, connecting colleagues from different areas and levels of the business to share and learn, focusing on the development needs of the mentee.

External education

We understand the value of professional qualifications in ensuring we have employees who are prepared for today and tomorrow. Where external training supports our strategic ambition, we recognise relevant qualifications that can help deliver this promise and allow generous study-leave to enable employees to succeed.



SPOTLIGHT ON OUR JERSEY DEVELOPMENT PROGRAMME

In Jersey, we developed a training programme for 17-18-year-old students seeking work experience in the finance sector. Throughout the two-year programme, trainees explore different areas of the business including private wealth, funds, corporate and compliance. Since we launched this programme, 86% of participants chose to stay with us and moved into permanent roles after graduation.

A graduate from the Discovery Programme, Felicity Guerin, is now an Officer for the Private Wealth team.

“I left school at 18 and knew I wanted to work in finance, but I didn’t know what I wanted to do. I saw the Jersey Trainee Discovery Programme, which offered the chance to explore different areas in finance over two years. Three years later, here I am!”

“I’ve a team who encourages me to take advantage of all the available opportunities. Things can get busy at times, and although we’ve our own deadlines to meet, everyone comes together when needed.”

Employee engagement

The success of our people initiatives relies on an **inclusive and engaged** workforce, where all voices are heard. In 2022, we ran our **first global employee engagement survey** in collaboration with Gallup with 89% participation.

The survey allowed us to gather insights and feedback from employees across the business and has informed our approach to designing initiatives that better address the needs and concerns of our people. It spearheaded several new initiatives, including our Shadow Group Management Team, which has been designed to challenge and inspire the Group Management Team with fresh perspectives and diversity of thought.

The Shadow Group Management Team will operate just like the real Group Management Team. It will consider and debate the highest value strategic issues facing the business. It will generate ideas to advance the future responsibly and complement and inform the thinking of the real Group Management Team. It will consist of volunteers from across the Group who will be appointed to the Shadow Group Management Team in roles that mirror the real Group Management Team. Shadow Group Management Team members will gain hands-on experience that will accelerate career development and give members a strategic bird's-eye view of the opportunities and challenges that our Group is facing.

The Gallup Survey results continue to inform our approach to engaging our employees effectively and we look forward to building on the results of the 2023 survey.

At IQ-EQ, engagement sits at the team level, with primary accountability sitting with managers. However, we assess

engagement locally, regionally, and globally and are driving action at each of these levels.

We encourage our managers to celebrate people every day, provide new opportunities for learning and development, and help their teams to understand how critical they are to delivering our purpose.

We offer a global hybrid working approach as we know this is important for our people to support a balanced and positive lifestyle. We also need to ensure people feel connected and enjoy time with their colleagues through our social and charity events.

We understand that a competitive reward package is important for attracting and retaining talent. Globally, we benchmark to ensure that the salaries we offer are competitive to local markets and review this on an annual basis. We reward in a fair way based on achieving business targets and aligning to our corporate values. We also offer competitive benefits, and support employees who seek to transfer to another location or country, where opportunities arise or exist.

Employee wellbeing, health and safety

We want everyone to feel cared for and happy. We've identified four areas of employee wellbeing that we believe we can impact – psychological and emotional (mental health), social (connectedness/belonging), financial (minimising financial strain) and physical health (staying healthy).

As a company where EQ is central to our brand, our people's overall wellbeing is a critical part of our employee value proposition now and in the future.

Our internal resources hub is available to all employees through our intranet and covers various topics affecting employee wellbeing, including stress, the menopause, and repetitive strain injury. This is supported through additional training which is available on our online learning and development platform 'MyCampus', which offers a suite of health and wellbeing modules.

Across our offices, we hold various initiatives to improve employee health and wellbeing such as pilates classes,

lunchtime talks on topics such as mindfulness, and mental health and first aid training. We also have employee assistance programmes which support our people across jurisdictions.

As a business we recognise and accept that we've a duty to ensure a safe and healthy working environment for all employees and other visitors to our premises.

To support our efforts to uphold health and safety standards consistently across our global business (including newly acquired businesses), we've developed a set of global health and safety guidelines, which will be fully implemented in 2023.

To support the implementation of our global health and safety guidelines we'll require each office to conduct an annual internal health and safety risk assessment, as well as report on a set of health and safety KPIs on a quarterly basis.



Our communities

As a global business, we strive to fulfil our corporate responsibility to be a good neighbour by engaging our local communities positively. We think, act and impact at a local level, and we've rolled out a global volunteering policy which supports our people's community outreach initiatives.

CHES – Charity, Health, Environment, and Sports and Social



CHES is our employee-led initiative that allows our people to engage in charitable and social events. Our people are the driving force behind our corporate social responsibility initiatives and are actively involved in their local communities. They enthusiastically champion local causes close to their hearts, and we support them by providing access to funding and the freedom to carry out these activities. We plan to roll out our CHES initiative globally throughout 2023, our ambition is to have a local CHES committee active in every region by the end of 2024.



SPOTLIGHT ON THE UK AND IRELAND

In 2022, our UK team raised £12,000 for Macmillan Cancer Support and £5,500 for Great Ormond Street and Trussell Trust in 2022.

They did this by hosting several events including a Paddle and Pick where about thirty employees removed waste from the local river and raised £1,450 for Lower Regents Coalition; a Thames Bridge Trek attended by ten staff who raised £2,018 for the Great Ormond Street Hospital charity; a Macmillan Coffee Morning which raised £321 for Macmillan; and an Electric Shuffle Night where our people raised £600 for the Trussell Trust.

In Ireland, our teams did some fantastic charity work in 2022 for our charity partner - Children's Health. Children's Health run their Dare To Be Brave adventure series, which raises vital funds to support sick children and their families in Children's Health Ireland. Two of our employees took part in a sky dive and raised a massive €14,171.

In total, in 2022, our Irish teams based in Dublin and Shannon raised a combined figure of €18,701 between them.

Other CHES events, in the UK, in 2022, included a Ukraine Appeal, to support those affected by the war, an Elba Toy Appeal, and a poster competition for World Oceans Day.

Ongoing initiatives

Eden Reforestation Projects

Eden Reforestation Projects

We officially partnered with Eden in July 2022 and are committed to planting 100,000 trees per year. We do this through initiatives such as planting trees for every new colleague who joins us at IQ-EQ and notable employee long service achievements. We're also planting trees to replace spending on corporate items such as branded plastic pens, while also committing to planting trees for corporate milestones, such as opening a new office.

L'Arche

We've a longstanding relationship and worked closely with L'Arche, a community of people with learning difficulties, and continued to volunteer with them in 2022. In Belfast, several employees rolled up their sleeves and helped the community with planting and cleaning fences. Brian Burns, the Day Opportunities Leader, remarked:

‘On behalf of everyone at the L'Arche Belfast Village, can I thank the volunteers for their significant contribution to developing, maintaining, and producing product at our special space for adults with and without Learning Disabilities. You will be most welcome to return and please do stay in touch.’

We hope to continue our relationship with the charity in future years.



06 Our clients



We help global investors focus on investing and preserving capital in a sustainable and compliant manner by combining global expertise with an unwavering focus on client service delivery across our key client segments:

- Fund and Asset Managers
- Private and Institutional Asset Owners and
- Debt, Capital Markets and Corporates

Our clients benefit from the breadth and depth of the services we offer. We add significant value through our global scale and local expertise. We deliver trusted end-to-end solutions with our extensive sector knowledge. We partner with our clients to provide solutions based on their specific needs.

We assign a service director and client relationship director to each client as the primary contact for all service-related matters. Our client relationship managers will regularly review our performance and provide client feedback to help us continually improve.

‘We have an open and transparent relationship with IQ EQ. I see it as more of a business partnering relationship as opposed to a transactional relationship. It is a 2-way conversation and I like that.’

Kunwarjit Suri,
EMEA Controller, F5 Inc

‘A valued partner in helping us with fund administration for over two decades.’

Baring Private
Equity Partners India

‘In our 10+ years of association, IQ-EQ has proven to be consistently reliable and capable of delivering high quality outputs and managing complex fund structures. We are proud to partner with them.’

Caspian Impact
Investment Adviser



Our client relationships

We've always believed in supporting our clients as they formulate their ideas around their approach to ESG. As a result we offer services to help them develop and articulate their sustainability strategy for regulators, investors and other stakeholders.

ESG data remains a challenge, especially in private markets. To help our clients overcome this, we entered into a strategic alliance in Q2 2023 with [Novata](#), a leader in private market ESG data collection. This strategic alliance will ensure our clients and their portfolio companies can report the highest quality data to investors and drive positive sustainable change.

The Novata platform provides multiple frameworks and over 650 metrics from widely accepted standards so firms can collect the information most aligned to their ESG strategy. In addition, Novata has the broadest collection of private market ESG benchmarks, with 50 universal benchmarks and more than 200 sector benchmarks.

Our ESG services

Our ESG services are delivered through our ESG experts, our regulatory consultants and our strategic alliances with world class ESG companies such as Novata.

We assist our clients during their investment lifecycle on their ESG journey with 4 key service offerings:

- **ESG Set Up** – development of disclosures, policies and operating procedures
- **ESG Data Strategy** – selection of ESG data metrics
- **ESG Data Collection** – capture and collation of portfolio company data
- **ESG Reporting** – production of sustainability, investor and regulatory reports

The strategic alliance with Novata is fully integrated into our offering, powering the ESG Data Strategy and ESG Data Collection.

Our services are designed to help our clients:

- **Reduce administrative burden** - our expert team will manage all our clients administrative, data collection and analytics requirements.
- **Stay compliant** - our ESG team will ensure our clients stay compliant with all reporting requirements for investors, regulators and other stakeholders.
- **Enhance value creation** - we offer enriched ESG data and reporting to allow better portfolio risk management and access to wider investors.

IQ-EQ launchpad

We want to contribute to creating a more gender-balanced asset management industry. Only 15% of all private equity or venture capital firms are gender-balanced, let alone women-led. We believe that supporting first time women fund managers in launching, promoting and building their funds would make a positive impact.



IQ-EQ Launchpad is our initiative which supports women aiming to launch their first fund, and it's our contribution to a more equal industry, and further aligns us to SDG 5.

Through IQ-EQ Launchpad we have leveraged our business model, contacts, and expertise to provide a comprehensive support package to help first-time women fund managers succeed. Funds with over 50% women ownership or a woman founder have benefitted from our preferential service terms, our expertise and professional network, our know-how and capacity building, amongst other benefits.

Several of the women fund managers that we support are driving important ESG-oriented investment strategies, focusing on impact investing in underdeveloped countries and industries. We support them to launch their products through our network and our teams and enable them to report back to demonstrate their delivery against various impact investment deliverables.

‘EG Capital has exciting plans to invest in the Food, Climate, Health and Education sectors in East Africa and Zambia via growth equity and mezzanine financing. We’re thrilled to have the support of IQ-EQ Launchpad in our endeavours as we work to achieve our fundraising target. Together, we hope to make great strides towards strengthening the ecosystem for impact investing in emerging markets, particularly for youth and women.’

Sandrine Henton,
EG Capital

‘We’re delighted to have the support of IQ-EQ’s Launchpad programme, which aligns so closely to our core values of diversity and inclusion with the express support of women fund managers.’

Roberta Annan,
IFFAC

07 Our planet



We're committed to taking action to reduce our environmental impact. Unprecedented increases in energy prices, combined with extreme weather events in 2022, underlined the importance of reducing our carbon footprint and reducing our energy use.

Our aim is to transition to a net zero business by 2035, reducing negative impacts on the environment, and using natural resources efficiently.

Carbon

Having joined the Science Based Targets initiative (SBTi) in June 2023 we expect to submit our science-based targets for validation in Q3 2025.

As a business, we're working to reduce our carbon footprint across our regions. Some offices have switched to renewable green energy, and we've installed solar photovoltaic panels in our Curacao office. We're working with each office to further reduce our carbon footprint and energy consumption, including seeking out opportunities to move into more energy efficient buildings. For example, in 2022 we signed two new leases on properties with excellent green ratings credentials. The first property is in Ireland where the property has achieved a LEED gold status. The second is in Guernsey and will be the first building on the island to achieve a BREEAM "very good" rating.

In Q4 2022, we agreed to participate in a carbon offset programme, which will start to offset our 2022 scope 1 and 2 emissions in 2023. Although carbon offsets are not a substitute for reducing our greenhouse gas emissions (GHGs), they are a useful tool as part of a broader climate strategy to help us achieve our net zero goals while we work to reduce our own GHG emissions, alongside increasing our investment in renewable energy. We'll look to only purchase carbon offsets that are credible, transparent, and verifiable, and which represent emissions reductions that would not have occurred without our support.

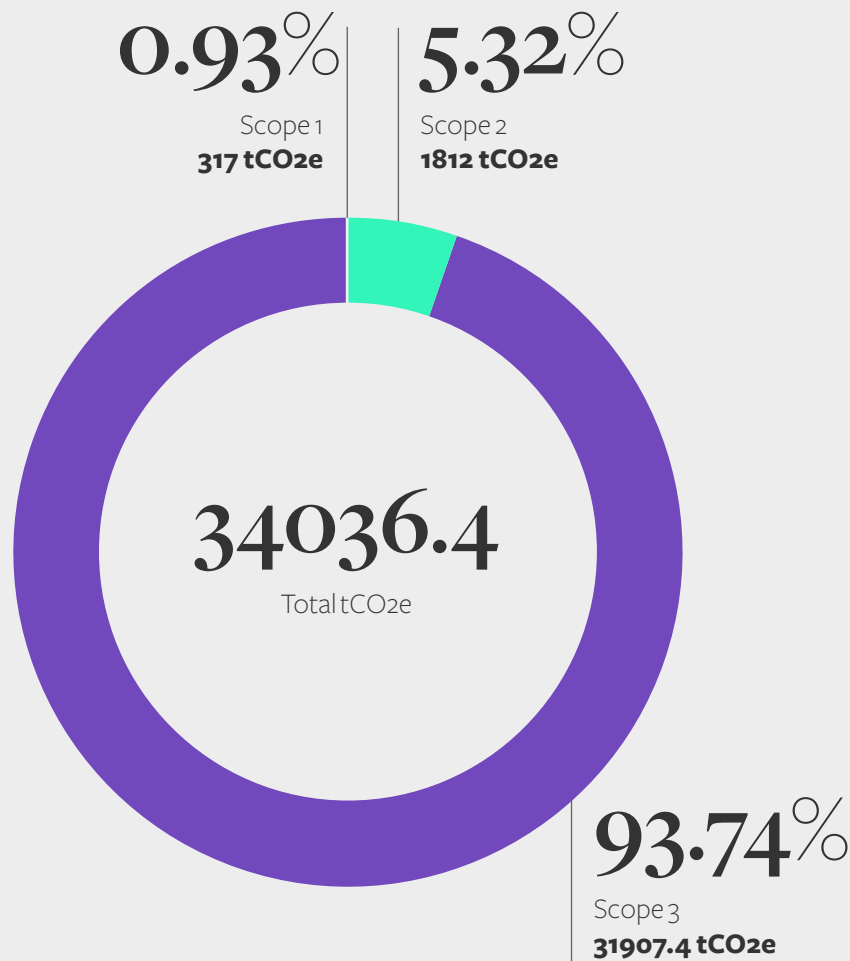
We recognise the important role our people play in helping us to reduce and manage our energy waste. We've therefore introduced an environmental awareness essentials training module to equip our people. As of December 2022, 75% of employees had completed the training. We plan to improve our suite of environmental and sustainability-related training over the next 18 months, leading into 2025.

To support us in our climate journey, we've partnered with [Greenstone+](#), experts in carbon management systems, who provide us with an inventory management system aligned with GHG protocols. This has improved our methodology for collecting data and our GHG reporting across the Group.

A summary of our carbon footprint in 2022 is on page 39.



Our 2022 carbon footprint



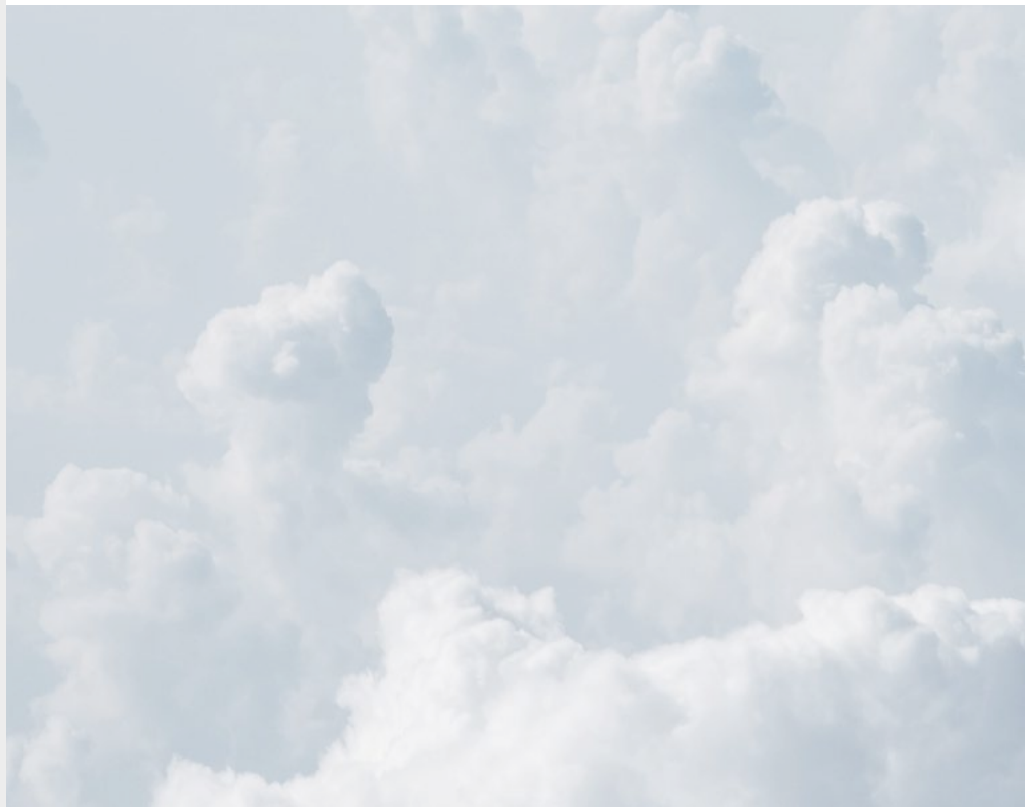
Total Scope 1, 2, and 3 carbon intensity ratio for 2022 was 62.3 tCO₂e/Euro (Millions) of revenue

Emissions are split into three types:

Scope 1: emissions are those we directly release to the atmosphere, for example from burning fossil fuels to heat our offices.

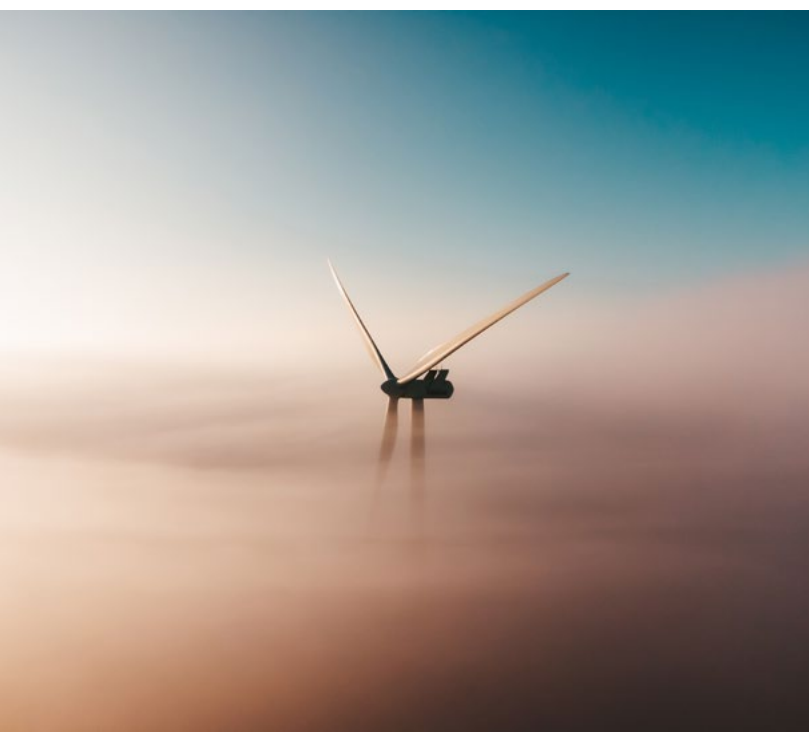
Scope 2: emissions are indirect greenhouse gas emissions that occur when we purchase electricity, steam, heat, and cooling from an external source.

Scope 3: emissions relate to employee commuting, global business travel, the purchase of goods and services and capital goods (particularly IT equipment) and transmission losses.

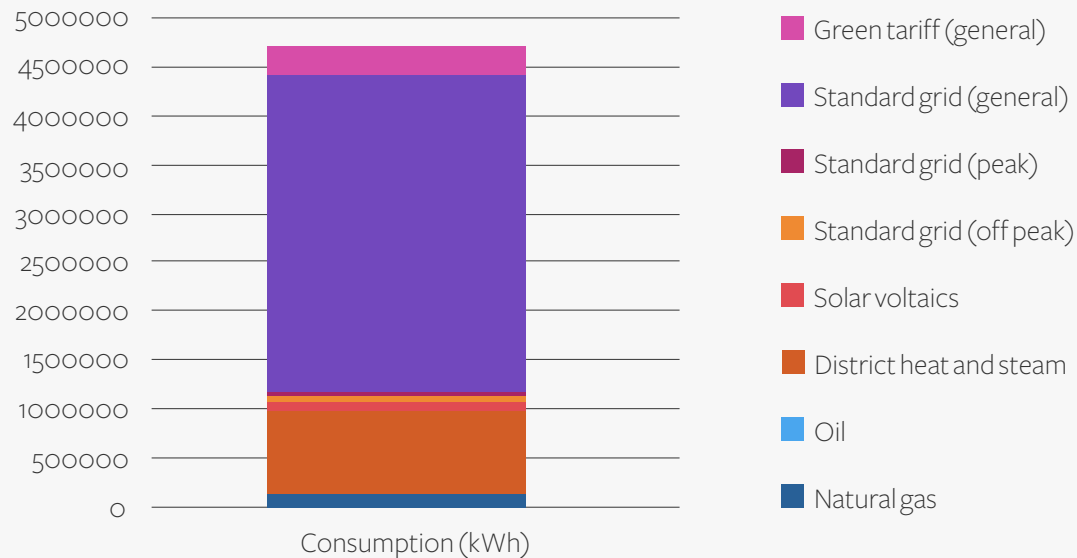


Energy

We strive to reduce energy and switch to renewable sources where possible. Facilities managers are responsible for implementing optimal building management systems in various locations and supporting the wider team in managing our energy use. We're leveraging our relationship with Greenstone+ to train employees on how to record and measure our energy usage.



Total energy consumed in 2022



4,712,210 Kwh

Total energy consumed in 2022

384,820 Kwh

Total energy consumed from renewable resources in 2022

4,327,389 Kwh

Total energy consumed from the standard grid in 2022

8,630 Kwh / Euro

Total energy intensity (Millions) of revenue

Task force on climate-related financial disclosures

The Financial Stability Board created the Taskforce on Climate-related Financial Disclosures (TCFD) to help financial markets develop a consistent approach to reporting climate-related financial risks to their stakeholders. The TCFD is essential for organisations that seek to assess climate-related risks and opportunities over various time horizons and therefore align strategy, operations, and financial planning to mitigate and adapt to climate change. Our governance of climate-related risks and opportunities, including board oversight and our strategy for managing these risks and opportunities, is incorporated into our overall governance processes.

We're at the beginning of our journey in understanding climate-related risks and opportunities as they relate to our global business.

Governance

The Business Ethics and Sustainability committee is responsible for the identification and monitoring of business ethics and sustainability-related risks across the Group including climate-related risks and opportunities. The Business Ethics and Sustainability committee is a sub-committee of the Group Risk and Compliance committee.

Our Board of Managers and Group Supervisory Board, together with members of the Group Management Team, oversee the management and organisation of our business. This includes the annual review and oversight of our climate-related risks and opportunities and setting our ambition to reduce our environmental impact, for example, our aim to become a net zero emissions business by 2035. The Board of Managers, Group Supervisory Board, Group Management Team, Business Ethics and Sustainability committee, and Group Risk and Compliance committee (Chaired by an independent non-executive director) oversee our progress with our sustainability and ESG initiatives. The Group Management Team members have approved the disclosures contained in this report.



Strategy

We recognise that both climate-related risks and opportunities have the potential to impact our business, both negatively in the guise of transition and physical risk, or positively, through improved company valuations and access to capital. As such, we've already begun taking steps to mitigate our impact on the environment through increasing our use of renewable energy as well as our plans to offset our scope 1 and 2 carbon emissions.

We operate globally and the impact of the climate-related factors, can vary from one jurisdiction to the other and over varying time horizons. Regulatory risk, for example, could potentially be considered a short-term risk where parts of our business are immediately subject to upcoming carbon-related regulation and could be a more medium to long-term risk in other jurisdictions.

We'll look to build our climate risk strategy and our understanding of the various climate-related issues our business faces, across short, medium, and long-term timeframes.

By 2025, we strive to have completed a climate screening assessment and scenario analysis to better evaluate our climate-related risks and opportunities.



Waste

We aim to become a zero-waste to landfill business by 2030. We're working towards reducing waste in our offices; one of our goals is to recycle 100% of recyclable material across the business by 2030.



We're promoting the use of recyclable, compostable, and/or recycled products on our premises which also shows our support of SDG 12 - Responsible Consumption and Production.

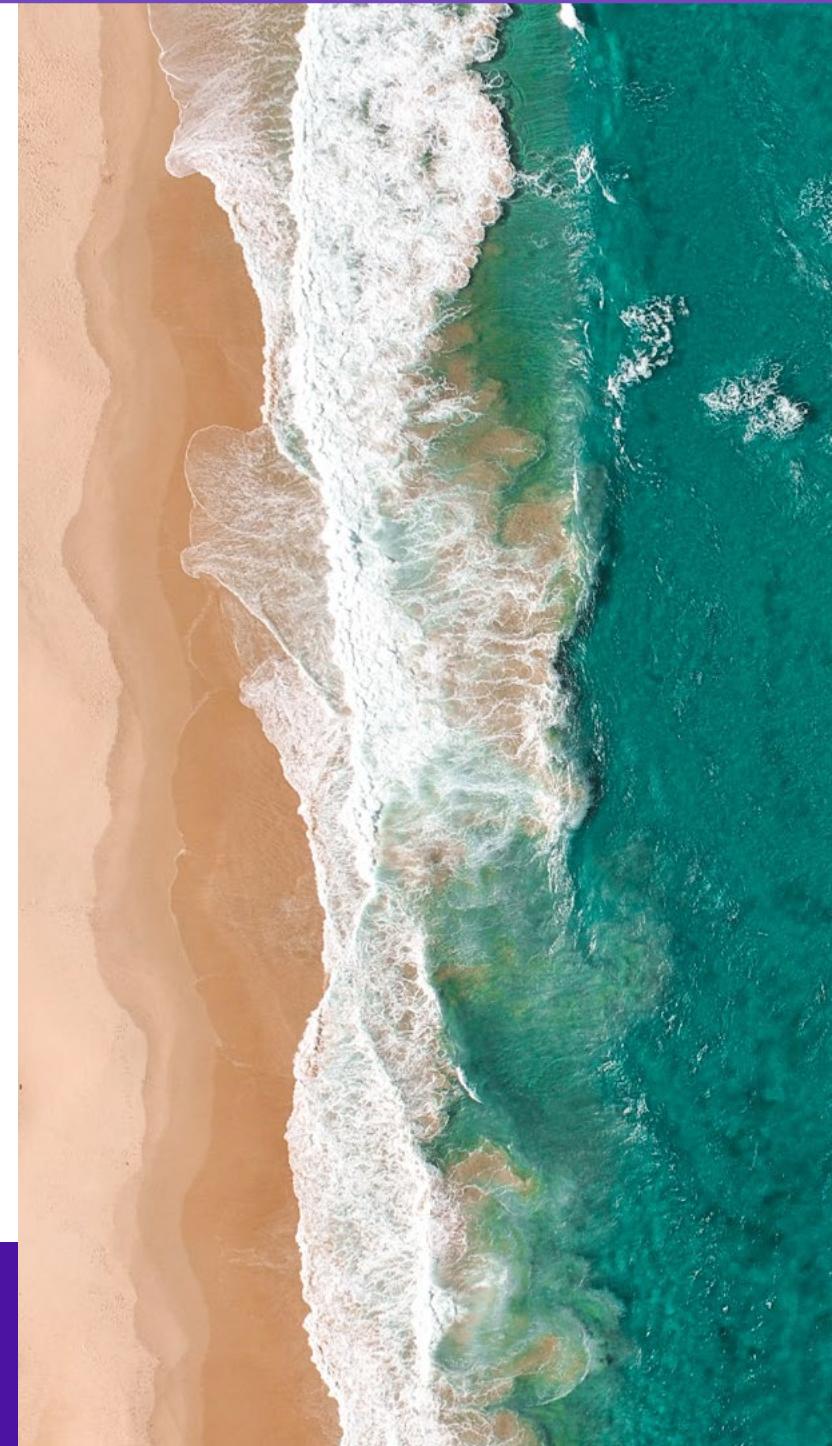
Our business relies on computer hardware, and we intend to use certified sustainable PCs, laptops, monitors, mobile devices, network and server hardware, and source IT equipment from recycled sources where possible. We mandate that all our equipment is disposed of in the right way and never sent to landfill.



SPOTLIGHT ON INNOVENT

Innovent, an IT supplier, centres its business model around recycling, refurbishing, and reusing IT hardware. After all value has been exhausted, the business disposes of our IT assets in accordance with strict European standards using certified partners. We've chosen to partner with Innovent, in part, because of its commitment to circularity. We believe that it's important to partner with organisations aligned to our sustainability ambitions.

We aim to become a zero-waste to landfill business by 2030.



08 Strong governance



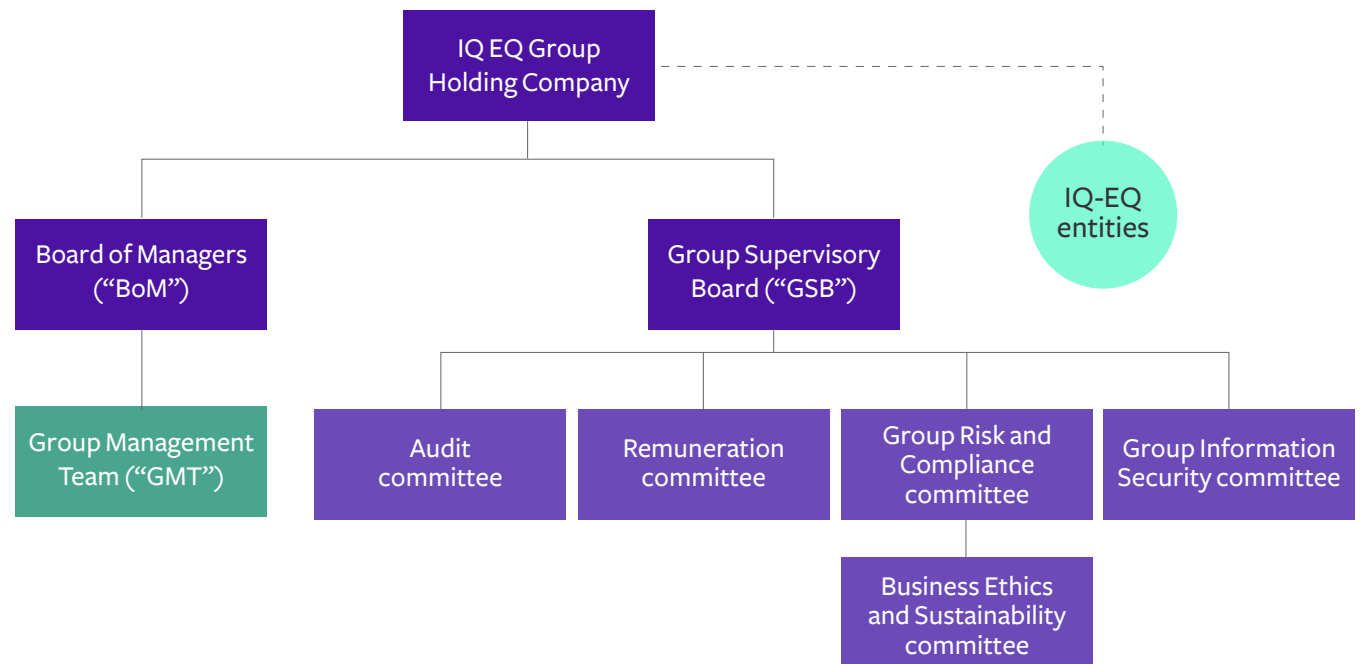
We recognise that we've a responsibility to embrace sustainability, and for us, being a responsible and sustainable business means we'll, wherever possible, mitigate our ESG risk in our operations.

Our Board of Managers, Group Supervisory Board, and Group Management Team, and relevant sub-committees oversee the management and organisation of our business. We believe that IQ-EQ's management is strengthened by the significant personal investment that over 350 members of our senior leadership team have made in our business. As shareholders and as employees, they have a unique perspective on the challenges and opportunities we face. It ensures that they're fully aligned with and committed to our mission, values, and long-term success and sustainability. This model is a fundamental element of our governance structure and helps to ensure that all stakeholders are working towards the same goals, and that decisions are made in the best interests of the business.

The board

The Group has a two-tiered board structure comprising an executive Board of Managers (BoM) and a non-executive Group Supervisory Board. Both boards focus on the company's most material matters, whilst regional

management teams are responsible for day-to-day operations in each jurisdiction. The boards are fully responsible for oversight and leadership of our ESG strategy and implementation.



There are several functions at Group level including Risk and Compliance, Human Resources, Legal, Finance and Tax which provide oversight and support to individual business units. Individual business units report to the Board of Managers and the Group Supervisory Board on a regular basis, with monthly reporting on KPIs around gender pay gap and women representation at various levels in the organisation, and more detailed reports on material ESG topics every six months. We also have various committees entrusted with specified assigned matters.

The Group Supervisory Board supervises the operation of our business, and reviews, challenges, and provides guidance to the Board of Managers on material issues. The Group Supervisory Board establishes and oversees our governance, risk and compliance arrangements.

The Board of Managers is responsible for the management of our business and ensures our strategy is consistent with the Group's corporate objectives. The Board of Managers delegates authority for the management of the business to the members of the Group Management Team. The Group Management Team members make decisions on important operational matters subject to approval from the Group Supervisory Board and the Board of Managers.

This structure ensures that we've a robust risk, compliance, and business ethics framework.

We've established various committees to support this framework which derive their authority from the Group Supervisory Board as represented by the diagram on page 44.



Business ethics

We value and aspire to uphold our business integrity and honesty standards, remaining transparent and accountable in all we do.

As a regulated and financial services business, we've a comprehensive programme that deals with financial crime including the prevention of money laundering, terrorist financing, fraud, bribery and corruption, and sanctions compliance.

Our programme includes policies and procedures for customer due diligence, transaction monitoring, suspicious activity reporting, training and awareness, and regular reviews and audits to ensure the effectiveness of our controls.



We're committed to maintaining a culture of compliance and ethics, and to working closely with regulatory authorities and law

enforcement agencies to combat financial crime and to also support SDG 16 – Peace, Justice and Strong Institutions.

To ensure that everyone is aware of the rules, standards and culture we seek to promote across the Group, we require that all our people are familiar with and understand the importance of doing everything that we can to mitigate all types of financial crime. We place the highest importance upon our reputation for compliance with all applicable laws, and rules, and as such, we expect all our people to comply with our policies, standards, guidelines, and procedures. On an annual basis we require employees to confirm their compliance with and awareness of our financial crime policies by signing an Annual Personal Compliance Declaration (APCD). In 2022, 99.68% of all employees, including our Group Management Team members, completed the APCD.

To support our people to maintain the standards we expect, we provide training to all employees on a range of business ethics-related topics, including issues related to financial crime. We trained 95%¹ of our people on business ethics issues such as bribery and corruption via e-learning in 2022

and had zero confirmed corruption incidents throughout the year. We've established strict processes on how we do business and uphold ethical standards, including, but not limited to:

- Clearly defined responsibilities, procedures and controls with appropriate checks and balances in the management structure
- Undertaking acquisitions and activities in line with best practice
- Properly recording, reporting, and reviewing financial and tax information
- Including ESG issues in our internal control and risk management frameworks
- Maintaining a whistleblowing mechanism to facilitate reporting business concerns

We also aim to develop mechanisms to monitor our businesses performance on ESG matters and our progress towards relevant action plans and targets. This will extend to reporting incidents within our business operations that result in a material adverse effect on the environment, human rights, or a

¹ Further breakdown available in tables in Appendix



material breach of applicable law or of our ESG-related policies, standards, and guidelines.

We track business performance against our targets and ESG ambitions, aiding managers towards continuous improvement and reporting progress regularly to the Board of Managers, Group Supervisory Board, and Group Management Team.

Whistle blowers play a key role in exposing wrongdoing and safeguarding public interest. We encourage our people to use our anonymous Speak Up channel to submit a whistleblowing report. The report is automatically directed to our Head of Internal Audit, who is independent and has the authority under our Whistleblowing Policy to create an investigating team to investigate the reported incident. We provide regular status reports to our Group Risk and Compliance Committee until the matter is concluded. We have zero tolerance for any form of retaliatory actions against whistle blowers.

In 2022, we had zero confirmed corruption incidents, while there was a single reported whistleblowing incident in Q4 2022.

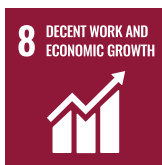
Governance of our supply chain

Working with suppliers who share our values is important to us and our stakeholders. Our Supplier Code of Conduct, which we began rolling out to our tier one suppliers in early 2022, and our related supplier assessment process, details the criteria we expect our suppliers to uphold. This includes diversity, equity and inclusion, dignity and respect, and non-discrimination.

We're collaborating with our suppliers to ensure that they have a documented environmental or sustainability policy or strategy that addresses legal, environmental, and health-related impacts from its operations including raw material usage, greenhouse gas emissions, water, waste, air quality and biodiversity.

Throughout 2022 we conducted workshops with relevant stakeholders to improve our procurement processes, including a review of how we assess ESG risks within our supplier programmes.

Our ongoing global procurement project across our offices is set to strengthen and consolidate our global sustainable procurement programme.



We're working with [RightsDD](#), a third-party provider, to help us with our supplier assessment process, auditing 100 of our largest suppliers to check for ESG-related, and specifically, human rights and modern slavery issues, to support SDG8 – Decent Work and Economic Growth.



Risk management

Our ability to manage any type of risk exposure is a core competency of the Group. Strong and effective risk management is central to our purpose and value proposition as we aim to create value for our clients, our people, shareholders, and other stakeholders including the communities in which we operate.

The Board of Managers, with oversight from the Group Supervisory Board, is responsible for setting the overall strategic and performance objectives for the Group and maintaining sound risk management and internal control systems. The Group Risk and Compliance Committee, supported by the Group Risk and Compliance team, is responsible for defining and maintaining the Group's Enterprise Risk Management (ERM) framework, and for recommending it to the Board of Managers and Group Supervisory Board for review and approval. The members of the Group Management Team are accountable for the execution of the agreed strategy and for ensuring that the governance, systems, and control arrangements of the Group are operating effectively to support the ongoing management of risk within the business. Our ERM framework is designed to provide all the key components needed to enable the business to successfully manage risk, such as Governance, Risk Appetite Statement, Policies, Standards and Procedures.

Risk conduct and risk culture: Our approach to risk management is underpinned by the Group's core values, our Code of Conduct and the Risk Management Principles which all employees and long-term contractors are expected to apply in their day-to-day activities and decision making.

Risk governance: We've established board, committee and management team structures with clearly defined roles and responsibilities that ensures effective governance and oversight of risk at all relevant organisational levels of the business.

Risk appetite statement: We've a Risk Appetite Statement that sets out the Group's desired approach to taking and managing risk to achieve our strategic objectives.

Policies, standards and procedures: We've a set of Risk and Compliance policies which are designed in line with the Group's risk appetite and sets the minimum standards to be adopted across the organisation.

Risk identification, measurement and reporting: Under the ERM framework, we've a defined methodology in place for formally identifying, assessing, recording,

and managing significant risks, particularly risks that may prevent the Group from achieving its strategic and performance objectives.

As a leading global investor services group, we're committed to always conducting our business in full compliance with applicable laws and regulations and working collaboratively with regulators in our jurisdictions. We value open and transparent relationships with our regulators and work pro-actively with them to address any regulatory matters that arise. We review and enhance the risk management controls of acquired businesses and communicate with our regulators while doing so. We also offer continual training throughout our employees' careers to ensure compliance standards are embedded across our Group operations.



Data privacy and security

As we collect, process, and store important and sensitive information, it's crucial that we safeguard all our data against both deliberate and accidental threats. We're dedicated to implementing all relevant legal, regulatory, and contractual requirements pertaining to cyber security and data privacy. Our information security strategy is developed based on identifying, detecting, analysing, and responding to anticipated or unexpected threats to information.

Certified against the ISO 27001 standard, we established the Information Security Management System (ISMS) framework to preserve the confidentiality, integrity and availability of our information and those of our clients and suppliers. Primary roles and responsibilities for information security across the organisation are defined within our ISMS, including those of senior leadership, Group Information Security Committee (GISC), Group Information Security Function, Group Data Protection Office, employees and third parties. Information Security activities and initiatives are reported regularly to the Group Management Team and Group Risk and Compliance committee and are therefore subject to appropriate oversight and scrutiny.

Consistent with our enterprise risk management approach, information security and data privacy risks are considered in various areas of the business, including service delivery, project initiation and new systems development. Additionally, we maintain a robust assurance program over our information security and data privacy processes, consisting of internal and external reviews in partnership with Group Internal Audit, independent audit consultants and other assurance providers. Technical reviews such as vulnerability assessments and penetration tests are also conducted – the results of which are assessed and prioritised for mitigation accordingly.

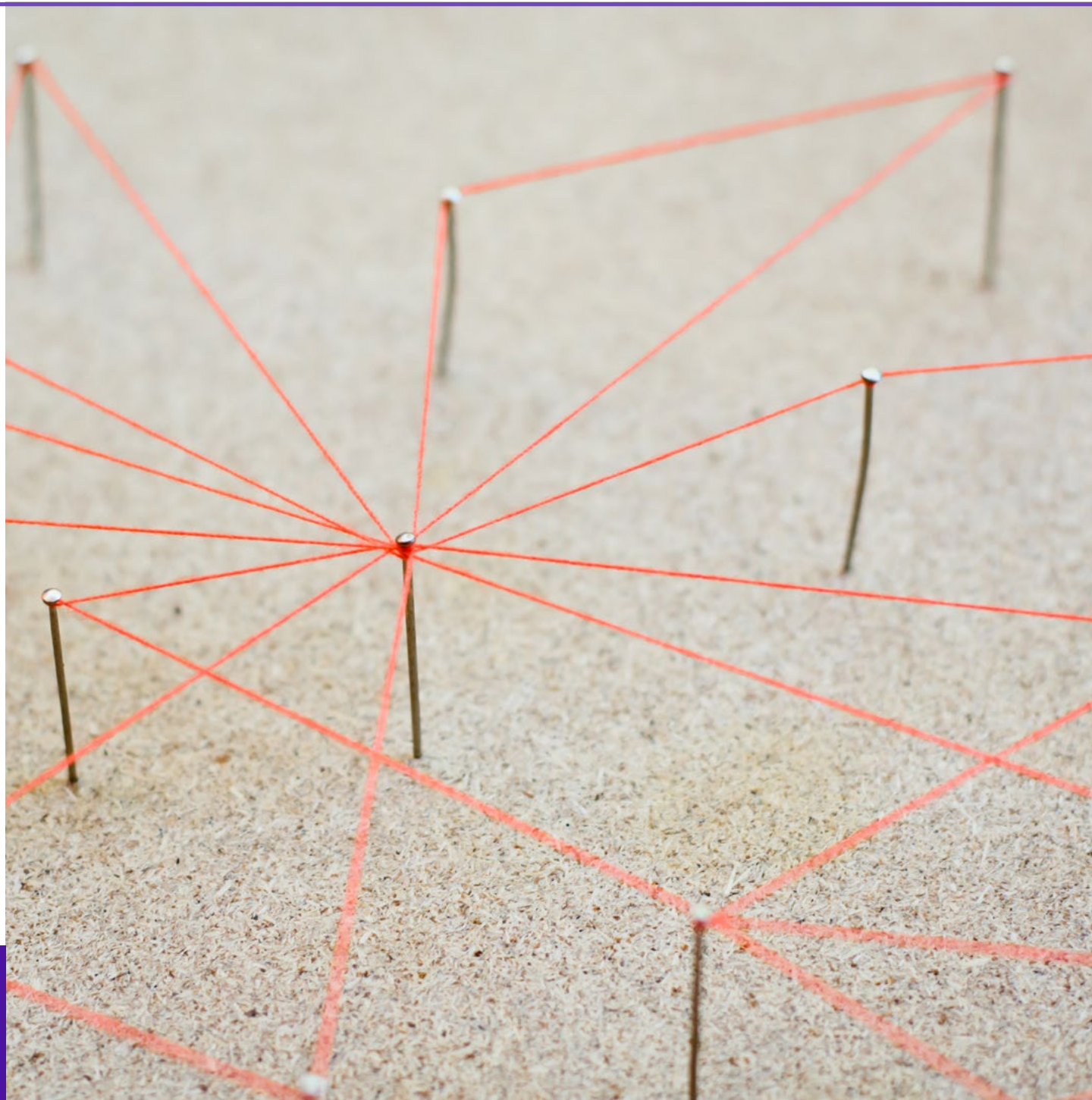
Information security and data privacy are essential to our success and we constantly update our systems to prevent incidents.

We've strong disaster recovery processes, enabled by our infrastructure built for resilience and enterprise-grade platforms, that fall under our overall business continuity framework.



Assurance

We haven't sought external assurance on this report, but we will keep this under review for future reports as the regulatory environment changes and our reporting evolves. The members of the Group Management Team have reviewed this report and have approved the disclosures contained within it. The report has been reviewed by our Board of Managers and Group Supervisory Board prior to publication.



09 Appendix



GRI index

GRI STANDARD

General Disclosures

GRI 2: General Disclosures 2021

2-1 Organisational details	About this report and about us
2-2 Entities included in the organisations sustainability reporting	About this report section IQ EQ Group consolidated financial statements not publicly available. IQ-EQ reports and accounts are prepared under IFRS accounting standards.
2-3 Reporting period, frequency, and contact point	About this report section
2-4 Restatements of information	Not applicable as this is IQ-EQ's first sustainability report
2-5 External assurance	Assurance section
2-6 Activities, value chain and other business relationships	About this report, Stakeholder engagement, and Strong governance sections
2-7 Employees	About us section
2-8 Workers who are not employees	84 workers are classified as being "not employees", of which at least 95% are contractors. These contractors perform mostly project based work within areas such as accounting and finance.

GRI STANDARD

2-9 Governance structure and composition	<p>Strong Governance and ESG Management sections</p> <p>Our Board of Managers consists of three permanent members, while the Group Supervisory Board (“GSB”) consists of four permanent members, with representative members from our Group Management Team (GMT) attending both Board of Managers and GSB meetings. The GMT consists of thirteen members, five of whom are women</p>
2-10 Nomination and selection of the highest governance body	<p>The members of the Group Supervisory Board are appointed by the shareholder. The members of the Board of Managers are appointed by the shareholder based on candidates proposed by the Group Supervisory Board in consultation with the Group CEO. The Group Supervisory Board then appoints the members of the sub-committees of the Group Supervisory Board. An independent non-executive director chairs the Group Risk and Compliance Committee and is a member of the Group Audit Committee. The Group Remuneration Committee is made up of three members of the Group Supervisory Board.</p>
2-11 Chair of the highest governance body	<p>The Chair of the Group Supervisory Board is Serge Kranczenblum, the founder of IQ-EQ. He no longer has day-to-day executive responsibilities for the firm.</p>
2-12 Role of the highest governance body in overseeing the management of impacts	<p>Strong governance section</p>
2-13 Delegation of responsibility for managing impacts	<p>Strong governance and ESG Management sections</p>
2-14 Role of the highest governance body in sustainability reporting	<p>Assurance section</p>
2-15 Conflicts of interest	<p>Conflicts of interest are declared at the start of every meeting of the Group Supervisory Board and the Board of Managers and any declared conflicts are recorded appropriately. The Group also has a Conflicts of Interest Policy which sets out its minimum control standards regarding the identification and management of conflicts of interest.</p>

GRI STANDARD

2-16 Communication of critical concerns	Any critical concerns are reported to the Board via regular updates from the Group CEO and members of the Group Management Team. They're also reported via the Group Risk and Compliance Committee, which is chaired by an independent non-executive director. There is also a whistleblowing process through which matters can be escalated directly to a member of the Group Supervisory Board.
2-17 Collective knowledge of the highest governance body	Briefings and updates on sustainable development were provided during the reporting period, by the Head of Sustainability and Group General Counsel, to the Group Supervisory Board, Board of Managers and Group Management Team.
2-18 Evaluation of the performance of the highest governance body	Strong governance section
2-19 Remuneration policies	The Group Remuneration committee, which is made up of three members of the Group Supervisory Board, reviews remuneration for senior executives taking into account their contributions towards building a successful and sustainable business.
2-20 Process to determine remuneration	The Group Remuneration committee, which is made up of three members of the Group Supervisory Board, reviews remuneration for senior executives taking into account their contributions towards building a successful and sustainable business.
2-21 Annual total compensation ratio	Information not disclosed due to current concerns related to confidentiality constraints.
2-22 Statement on sustainable development strategy	Group CEO statement and Opening remarks

GRI STANDARD

2-23 Policy commitments	<p>Strong governance section</p> <p>We've several policies in place relating to sustainability and ESG. This includes our ESG policy, which sets out our commitment towards responsible business. It also includes Environmental Standards, Labour and Human Rights standards, Modern Slavery standards and Diversity, Equity and Inclusion standards, which are supported by relevant reporting and industry standards, best practice, and global initiatives with which we align. These policies and standards are also supported by several other policies and processes which are designed to ensure that we reach and maintain compliance with applicable laws and regulations.</p> <p>Our ESG-related policies are all reviewed by the Business Ethics and Sustainability Committee, the Group Management Team, and the Group Supervisory Board. These policies, standards, and guidelines apply to our own operations in the first instance, across all jurisdictions, but are also applicable to our suppliers through various mechanisms, for example our Supplier Code of Conduct.</p> <p>We've an internal intranet which houses all of our policies, standards, and guidelines. In addition to this, we reference all material policies within our employee handbook which employees are asked to familiarise themselves with upon joining the business.</p> <p>As a private company, we don't currently make any internal policies publicly available.</p>
2-24 Embedding policy commitments	Strong governance and ESG Management sections
2-25 Processes to remediate negative impacts	The Group has a whistleblowing process through which concerns can be raised. Client complaints and employee grievances are reviewed and responded to appropriately.

GRI STANDARD

2-26 Mechanisms for seeking advice and raising concerns	<p>Our Code of Conduct, Employee Handbook, and our policies, processes, standards, and procedures outline the process for addressing any concerns.</p> <p>We've written procedures for disciplinary actions and conflict resolution as well as our internal whistleblowing policy which helps guide employees through any concerns that they may have. Our Whistleblowing policy provides a framework for the entire company. Its purpose is to help create a trustworthy business culture, which ensures that employees are comfortable with reporting any unethical, illegal, or questionable behaviours without the fear of retaliation. Individuals can seek advice on implementing the organisation's policies and practices for responsible business conduct through the Group Legal, Governance and Sustainability team or by raising issues with the Business Ethics and Sustainability Committee.</p>
2-27 Compliance with laws and regulations	<p>During the reporting period there was one instance of a civil penalty from a regulatory body but it related to a prior period (2018-2019) in an acquired business, where no customer suffered losses and the majority of the findings related to former customers and therefore their origins were largely historic. IQ-EQ works collaboratively with its regulators and other stakeholders and, where legacy issues are identified from acquired businesses, makes an investment of appropriate resources to carry out appropriate remediation while communicating with its regulators. IQ-EQ had no significant instances of non-compliance with any ESG-related laws and regulations in 2022.</p>
2-28 Membership associations	Our strategy and targets section, and our website .
2-29 Approach to stakeholder engagement	Stakeholder engagement section
2-30 Collective bargaining agreements	We respect our employees' human rights, including the rights to Freedom of Association and Collective Bargaining. We don't currently measure the percentage of our employees that are covered by collective bargaining agreements.

GRI STANDARD

Material topics

GRI 3: Material topics 2021

3-1 Process to determine material topics	Materiality section
3-2 List of material topics	Materiality section
3-3 Management of material topics	Our people, our clients, strong governance, and our planet sections.

We Value Our People

GRI 401: Employment 2016

401-1 New employee hires and employee turnover	<p>The total number of employees hired during the reporting period was 2,246.</p> <p>Gender: female - 1,196, male - 1,048, undeclared - 1, other - 1</p> <p>Age Group: Under 30 - 1,290, 30-50 - 824, over 50 - 132</p>
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>We offer market competitive benefit packages in each region and with some core benefits offered globally.</p> <p>In almost all locations we are proud to offer:</p> <ul style="list-style-type: none"> ● Medical cover ● Disability cover/Income protection ● Life insurance/accident covers ● Pension/Provident fund benefits ● Competitive salary ● Various incentive plans ● Referral scheme ● Annual leave entitlement

GRI STANDARD

401-3 Parental leave

Subject to local market standards, for example a minimum time in full time employment, all IQ-EQ employees are entitled to parental leave.

199 employees took parental leave in 2022, 126 women and 73 men. 83 women and 71 men returned to work after parental leave during the period. 148 employees were still employed 12 months after parental leave ending, 56 men, 92 women.

GRI 402: Labor/Management Relations 2016

402-1 Minimum notice periods regarding operational changes

We comply with all local market employment laws but will typically give employees 12 weeks' prior to significant operational changes.

GRI 403: Occupational Health and Safety 2018

403-1 Occupational health and safety management system

Our people section

GRI 404: Training and Education 2016

404-1 Average hours of training per year per employee

Our people section

All employees undertake a comprehensive suite of mandatory training activities with many also undertaking either internally delivered programmes and workshops to support their development, or external professional qualifications for the applicable accounting body. All learning contributes to their ongoing development and career progression. In 2022, the average hours invested by each employee was 22.5 hours and with the recent introduction of our Learning Management System, MyCampus, we'll be able to track and report on all internally completed training.

GRI STANDARD

404-2 Programs for upgrading employee skills and transition assistance programs

Our people section

We provide a wide range of internal programs and content that are provided at the point of need for relevant employees. They include our- 'Embark' induction programme for all new joiners, leadership development programmes, new line managers 'Basecamp', high potentials 'Explorer' or all employees 'Adventurer'. In addition to leadership development, employees receive technical training relevant to their role by dedicated technical training teams with all programs and content managed and tracked via MyCampus. We also have a comprehensive Professional Qualifications Policy to support and pay for externally relevant professional qualifications and subscriptions, in addition to providing time off for study leave and exams. Recognition of this investment and the importance we place on it is demonstrated by our ACCA Platinum Approved Employer and STEP Platinum partner status.

404-3 Percentage of employees receiving regular performance and career development reviews

All IQ-EQ employees receive regular performance reviews.

We've initiated a performance management tool called 'Everyday Conversations', which is an approach that promotes 'forward-looking' conversations focussed around an individual's performance, development and career progression. Following no prescribed agenda or approach, the conversations are adapted to meet what the individual and their manager want to cover – for example, providing feedback on performance, highlighting strengths, addressing an area of under-performance, planning career progression or creating a personal development plan.

GRI STANDARD

GRI 405: Diversity and Equal Opportunity 2016

<p>405-1 Diversity of governance bodies and employees</p>	<p>About IQ EQ and strong governance sections</p> <p>Formal diversity records are not maintained for the main governance bodies of IQ EQ Group. However, a variety of backgrounds and perspectives are represented. A female independent non-executive director chairs the Group Risk and Compliance Committee and is an independent member of the Group Audit Committee.</p> <p>The gender and age profile of the main governance bodies of IQ EQ Group is provided below:</p> <ul style="list-style-type: none"> ● GSB members: 100% male, 25% aged under 40, 75% aged over 50 ● Board of Managers members: 100% male, 100% aged over 50 ● GMT members: 64% male, 36% female. 43% aged 30 - 50, 57% aged over 50
<p>405-2 Ratio of basic salary and remuneration of women to men</p>	<p>Information not disclosed due to current concerns related to confidentiality constraints.</p>

GRI 406: Non-discrimination 2016

<p>406-1 Incidents of discrimination and corrective actions taken</p>	<p>Information not disclosed due to it being unavailable or incomplete.</p>
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GRI STANDARD

We Value Strong Governance

GRI 205: Anti-corruption 2016

205-1 Operations assessed for risks related to corruption

Risk Management section

All client entities are assessed for financial crime risks (including bribery and corruption risks) using our Group owned internet based “Serviced Entity Risk Rating” system. Entities are assessed prior to take on, at trigger events during their lifecycle and on a one, two or three year cycle depending on the level of risk presented.

We also use screening services such as World-Check to screen individuals (including suppliers) for corruption risks. Where any higher risk clients e.g. Politically Exposed Person’s are identified, enhanced due diligence must be obtained and senior management approval sought. Any clients presenting higher level of risk (e.g. identified through adverse media searching etc.) are escalated to Group for consideration.

205-2 Communication and training about anti-corruption policies and procedures

Strong governance section

205-3 Confirmed incidents of corruption and actions taken

None reported

GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

Information not disclosed due to current concerns related to confidentiality constraints.

GRI STANDARD

We Value Our Planet

GRI 302: Energy 2016

302-1 Energy consumption within the organisation	Our planet section We utilise a third-party carbon reporting service from Greenstone+ . They follow the GHG Protocol in helping us to calculate our carbon footprint, and source various conversion factors from several sources, including: DEFRA , IEA , GHG Protocol , SEAI , and EPA).
302-2 Energy consumption outside of the organisation	Information not disclosed due to it being unavailable or incomplete.
302-3 Energy intensity	Our planet section
302-4 Reduction of energy consumption	Information not disclosed due to it being unavailable or incomplete.
302-5 Reductions in energy requirements of products and services	

GRI 305: Emissions 2016

305-1 Direct (Scope 1) GHG emissions	Our planet section
305-2 Energy indirect (Scope 2) GHG emissions	Our planet section
305-3 Other indirect (Scope 3) GHG emissions	Our planet section
305-4 GHG emissions intensity	Our planet section
305-5 Reduction of GHG emissions	Information not disclosed due to it being unavailable or incomplete.

GRI STANDARD

305-6 Emissions of ozone-depleting substances (ODS)

Information not disclosed as it's not applicable. We don't use or emit ozone-depleting substances that are significant enough to warrant reporting.

305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions

Information not disclosed as it's not applicable. We don't emit significant air emissions that would warrant reporting.

GRI 306: Waste 2020

306-1 Waste generation and significant waste-related impacts

Our planet section

306-2 Management of significant waste-related impacts

306-3 Waste generated

306-4 Waste diverted from disposal

306-5 Waste directed to disposal

Information not disclosed due to it being unavailable or incomplete.

IQEQ

Know how Know you

Sustainability report 2022

<https://iqeq.com/>



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July 2023