



**zühlke**  
empowering ideas

# Creating positive change, together

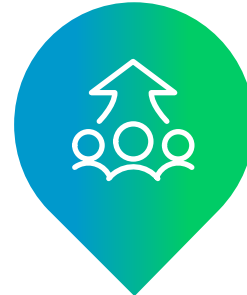
Zühlke's ESG impact in 2023



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## INTRODUCTION

# A letter from our CEO

Modern technologies can help us solve the urgent issues of our time, from limiting global warming to reversing the rise in chronic health conditions worldwide.

But their rapid evolution raises critical questions around how we harness this potential for the benefit of everyone.

Take artificial intelligence (AI), which had its big breakout moment in 2023. With its ability to perform complex tasks, predict trends, and process vast volumes of data, AI has enormous potential as a sustainability tool. It has the potential to transform healthcare too. At the same time, its negative environmental impact is set to grow exponentially and bias within AI medical devices puts marginalised people at risk and intensifies health inequity.

As these cases show, it's crucial that we use new technologies in a human-centred and responsible way. Harnessing the combined strengths of humans and technology to solve complex problems and deliver positive change is a topic close to our hearts at Zühlke. We've seen firsthand that technology and human-centred innovation can be a powerful force for good. It's

what inspires us every day and underpins our shared successes with clients and partners.

In 2023, we partnered with exciting players – across healthcare, energy, and other markets – to improve outcomes for businesses, people, and the planet with modern technologies. We helped advance digital healthcare with Chugai Pharma. We paved the way for a more sustainable aviation industry with Lantal. And we used data to help decarbonise banking with BLKB.

We know that the biggest impact we can make is through the work we do each day with our clients. It's why we've made a strategic commitment to prioritise projects with a positive impact for people and planet, and to mitigate or minimise any potential negative environmental and social impact within our global project portfolio. A key step forward in 2023 was the wider adoption of our project impact assessment method (PIA), giving us a systematic way to measure and improve the impact of our client collaborations around the world.

As a Gartner-recognised vendor for sustainable business, we're also helping clients to accelerate their sustainability transformations. From sustainable product design and green IT consulting, to lifecycle assessments and data-empowered ESG strategy, our focus is on ensuring tangible customer and commercial value by making use of new technologies.

We are also focused on improving the sustainability of our own operations. We're proud to be one of fewer than 25\* software and services companies in Europe with net-zero targets backed by the Science Based Targets initiative (SBTi). With a detailed carbon reduction plan, and partners like SBTi and Furthr by our side, we're convinced we can meet our ambitious goals.

To deliver positive impact, we need to invest in our people. At Zühlke, we're committed to creating a diverse, inclusive, and supportive environment where everyone feels they belong and can do their best work together. In 2023, we laid the foundations to maximise impact against our diversity, equity, and inclusion (DE&I) goals, from establishing a baseline for measuring diversity to conducting equal pay analysis.

Across all these interconnected opportunities, we want to focus on the biggest levers we can pull to shape a better, more sustainable future. To that end, we have defined four impact pathways to steer our ESG journey. In this report, we explore our progress along these pathways and the impact we delivered in 2023, together with our clients and partners.

I am grateful to my Zühlke colleagues, clients, and partners around the world for their continued efforts to shape a safer, more liveable future. I look forward to our ongoing collaboration in the years ahead.



**FABRIZIO FERRANDINA**  
CEO & Partner, Zühlke

\*As of May 3, 2024





‘We know that the biggest impact we can make is through the work we do each day with our clients. It’s why we’ve made a strategic commitment to prioritise projects with a positive impact for people and planet’.

FABRIZIO FERRANDINA  
CEO & Partner, Zühlke



## INTRODUCTION

# Zühlke's impact pathways

Over the years, we have continually evolved our approach to sustainability, recognising the need for a framework that truly encompasses the diverse topics relevant to our business and stakeholders. Our journey began with the sustainability compass, a guiding principle that laid the foundation for our commitment to sustainability. However, as we progressed, we realised that this framework did not fully capture the breadth and depth of our impact areas.

We are excited to introduce our new impact pathways, which serves as the cornerstone of our ESG strategy. This framework reflects our holistic approach to sustainability, encompassing four key pathways: protecting the planet; transforming businesses; empowering our people; and building communities. Each pathway represents a vital aspect of our commitment to becoming a more responsible business for people and the planet.

As we navigate through these pathways, we remain steadfast in our dedication to continuous improvement and innovation. Our mission as a business is to create value not only for our clients but also for society and the environment. By aligning our strategic pillars with our new impact pathway, we reaffirm our commitment to driving positive change and leaving a lasting impact on the world around us.



We help our clients innovate and transform to deliver positive change.



We foster diverse thinking and belonging, enabling all colleagues to grow and thrive.



Together with clients and partners, we strive to make the world a better place.



We invest in communities and help them flourish, guided by our shared values.



**40 OF 78**

assessed projects had a positive environmental or social impact, covering more than 40% of our projects by revenue

Carbon emissions reduced by

**11%**

and total energy consumption reduced by

**21%**

compared to 2022.



protecting  
the planet

**3,467  
TONNES**

of CO<sub>2</sub> removed or avoided by funding high-quality climate mitigation projects

We published our

**1st  
GROUP DE&I  
REPORT**

to highlight our achievements & future commitments



transforming  
business

Our ESG impact in 2023



empowering  
our people

**3**

process management certifications retained across our locations: ISO9001, ISO13485, ISO27001

A total of

**500+**

participants from 100+ companies joined our 16 Sustainability Circle events



building  
communities

**17**

sites celebrated SDG Flag Day

Our group-wide 'Empower & Engage' survey saw a

**73%**

participation rate, creating a benchmark to measure our progress against in future.



## INTRODUCTION

# Our materiality matrix

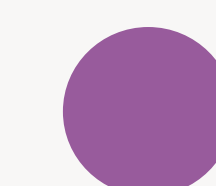
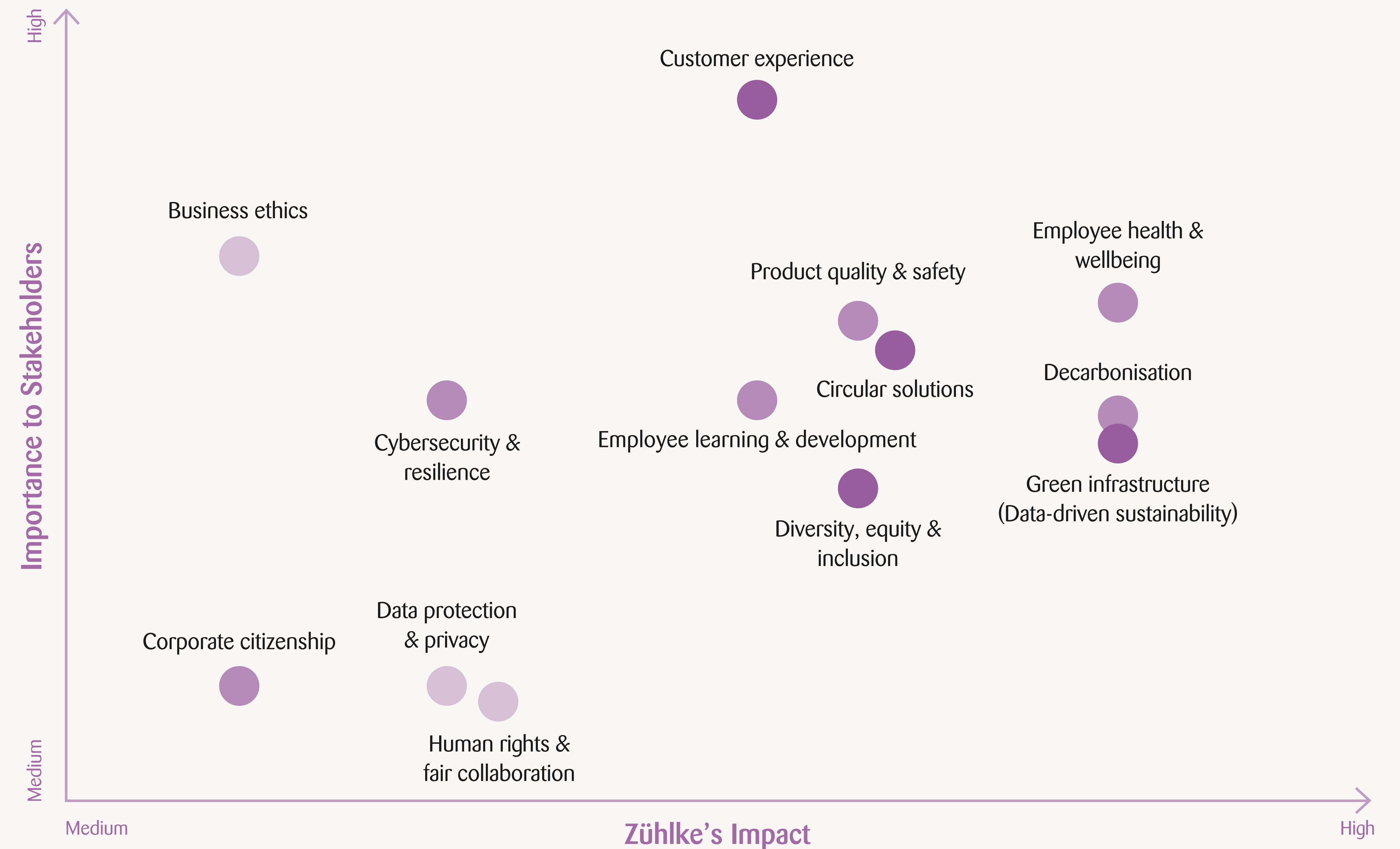
What do 'sustainability' and 'ESG' mean to Zühlke? We collaborated with external consultants to identify the environmental, social, and governance (ESG) topics most important to our business. The result was our materiality matrix. To get these results we:

- Asked our stakeholders about the relative importance of the topics based on their respective priorities.
- Assessed how much our client collaborations and internal activities relate to and can impact the respective topics, both directly and indirectly.

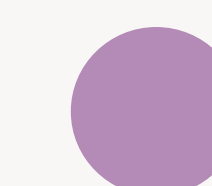
Each of the 13 topics falls under one of our new impact pathways: protecting the planet; transforming business; empowering our people; and building communities.

The vertical axis of the matrix reflects the relative importance of the topics to our shareholders. The horizontal axis shows the magnitude of our impact on the topics, both directly and indirectly through our client projects.

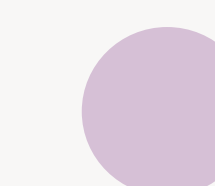
The material topics we've identified have a significant influence on our new ESG framework and current business operations. In this report, we explore all our material topics in detail.



**Core areas for acceleration:**  
Materialities for strategic focus and differentiation



**Sustainability enablers:**  
Materialities for which our core capabilities can become enablers



**Monitoring areas:**  
Materialities for active monitoring to ensure compliance and mitigate risk



# Supporting the UN Sustainable Development Goals

Following the development of our materiality assessment, we mapped our priority issues against the UN Sustainable Development Goals (SDGs) to help ensure we contribute towards them. This remains our steer and baseline.

## Goals we directly support

We support several of the goals directly through both our client work and core operations. These are our priority goals and help us focus the efforts of our sustainability programme. These goals are: good health and wellbeing; gender equality; decent work and economic growth; industry, innovation, and infrastructure; responsible consumption and production; and climate action.



## Goals we indirectly support

All other goals we support indirectly, where they have relevance to selected client engagements or the wider community action taken on by our people. While they are reflected in our impact pathways, we are mindful that we cannot always prioritise these goals. That said, they have our full support, and we endeavour to drive impact against them wherever possible.







## SHOWCASE

# SDG Flag Day

The UN Sustainable Development Goals (SDGs) are the clearest blueprint of humanity's highest aspirations: a universal call-to-action to end poverty, protect the planet, and ensure prosperity for all by 2030.

On September 25, 2023, Zühlke offices around the globe displayed SDG flags to mark the eighth anniversary of the goals' adoption. Various locations hosted talks and activities to raise awareness of the goals and how we're supporting them through our shared sustainability strategy.





# Transforming business







# Sustainability is an opportunity to do business better

At Zühlke, the greatest impact we can make for people and planet is through successful client engagements.

Only if our clients prevail and thrive in the long run can we make a positive impact together. What's more, the pursuit of sustainable outcomes need not come at the cost of doing good business. Instead, it can deliver a triple-bottom-line impact for people, planet, and business.

Tackling society's complex challenges opens the door to exciting opportunities and new solutions. But businesses can also focus on areas where better solutions are already viable and profitable.

This is the approach we take with clients and, in 2023, we focused on two areas of sustainability transformation:

- **Data-driven sustainability:** enabling better decisions based on data insights, combining operational, financial, and ESG information and making it available where relevant.
- **Design for sustainability:** creating better products and services by integrating environmental and social considerations into the design process.

New regulatory standards such as Corporate Sustainability Reporting Directive (CSRD) in the EU mandate the collection and analysis of new types of ESG data. But we pursue transformation that goes beyond reporting and applies this information for significant competitive advantage.







# Enhancing the ESG impact of our projects

At Zühlke, we have a strategic goal to prioritise projects that create positive, long-lasting results for people and the planet while contributing to the profitability and success of our clients.

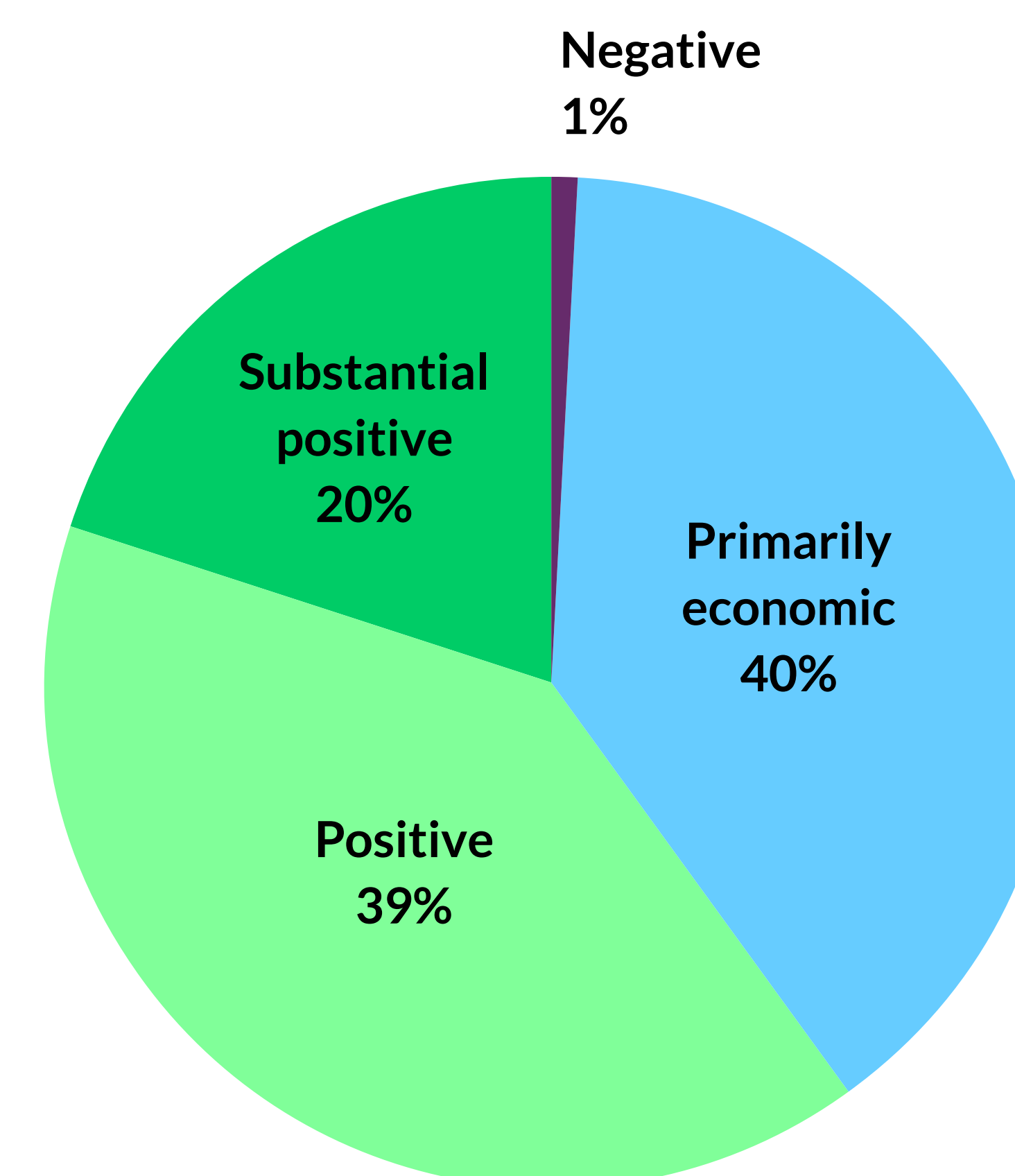
We developed and piloted a Project Impact Assessment (PIA) method in 2022, giving us clear targets and a strong measurement framework to put our aspirations into action. In 2023, we scaled PIA to assess a representative mix of projects delivering more than 40% of our annual group revenue. We built and trained an internal team of PIA coaches who work with both our delivery teams and our clients to drive awareness of sustainability.

Our evaluation is based on the UN Sustainable Development Goals (SDGs) and uses the following definitions:

- Positive impact: the project has (co-)benefits for society and/or the environment beyond a purely commercial business case. Any negative impacts are mitigated.
- Substantial positive impact: the project has a key objective that is directly linked to an environmental or social benefit (in addition to the above criteria). It contributes to the UN SDGs.

## Baseline results and targets

In 2023, almost 60% of our assessed projects (by revenue) delivered positive impact.



The ESG impact of projects representing more than 40% of annual group revenue

We have set targets to achieve at least 70% of revenue from projects with positive impact by 2030, including at least 30% from projects with substantial positive impact. As part of this, we withdraw from tender processes where our assessment

shows a project would have an overall negative impact on people and planet. We have a small proportion (less than 1%) of revenue originating from existing projects we have judged as having an overall negative impact.

## Examples of client projects with positive sustainability impact

### *Enabling the secure transportation of pharmaceuticals*

We developed a temperature monitoring product for Berlinger to support secure global transportation of temperature-sensitive vaccines and medicines. The device has been approved by the World Health Organisation and Unicef.

### *Advancing smart energy in commercial and industrial environments*

We develop software for a pioneering manufacturer specialising in photo-voltaic monitoring, smart energy, feed-in management, and services in the fields of electricity and heat.

### *Empowering higher education to make cash go further*

Our client three+one helps US public sector and higher education institutions manage and maximise the value of their cash. We have developed solutions for them and helped build up their own digital delivery capabilities.

## Our plans for 2024 and beyond

We are integrating impact assessment and sustainability aspects into our core delivery processes. We are extending our offerings – including lifecycle assessments and portfolio impact assessments – to help clients identify the most effective routes to meeting their ESG targets.





# Identifying opportunities for circular solutions

The shift towards circular solutions, wherever possible, is imperative for the long-term success of our clients.

By committing to reusing, refurbishing, and finally recycling, we can reduce the harmful effects of gathering raw materials and disposing of waste. This creates sustainable outcomes for both clients and end users.

Put simply: the opportunity is huge. More sustainable products, more sustainable business outcomes, and a more sustainable environment. But how do we achieve circularity?

One step we're taking on the road to circularity is to conduct lifecycle assessments (LCAs). Analysing a product over its entire lifespan gives an empirical view of its environmental impact, encompassing everything from its function and intended purpose to how it's made.

Our assessments help clients identify their biggest opportunities for implementing circularity. By reverse-engineering the product lifecycle, our teams uncover opportunities for clients to enhance their business models and make products circular.

The insights gathered from LCAs can have wide-ranging implications. For example, reusing a product's rare earth material component can reduce reliance on raw materials. This has a positive environmental impact, but it can also reduce supply chain risks and save costs in the long term. All while having a positive impact on customer lifecycle by prolonging a product's utility. Everyone is a winner.

Another way we're helping clients progress towards circularity is through data-driven sustainability. We see a lot of potential in helping companies master their ESG data challenges. As organisations set targets to achieve net-zero, or reduce their imprint on the planet, it can be difficult to understand where to focus

their efforts. Zühlke's sustainability team help clients realise their goals by taking a data-led approach focused on high-impact measures that can reduce time-to-outcome.

In the future, we aim to use this data-led approach to inform the implementation of circular solutions within our client work, and we anticipate growing demand for such services. Zühlke has published a comprehensive [whitepaper on ESG IT Tools](#) that helps companies to navigate this newly emerged and complex market.

## Sharing our expertise in sustainable design

In 2023, we launched our 'Design for Sustainability' course – a two-day programme where participants learn the fundamentals of sustainable product development, and the methodology to apply it to their everyday work.

Our course expands upon existing value engineering practices, where the typical goal is to reduce manufacturing costs, and also considers social and environmental impact. Participants are taught to balance manufacturing considerations with customer satisfaction and environmental impact when looking at how to improve the sustainability of their products. Focusing on the early phases of product development where opportunities for impact are greater, trainees learn about the necessary tools for sustainable design, such as lifecycle assessments and value chain analysis, and how to implement solutions.

Our team runs the course publicly and for clients. 62 people have completed the course to date, across four sessions. There are plans to further expand the initiative in 2024.



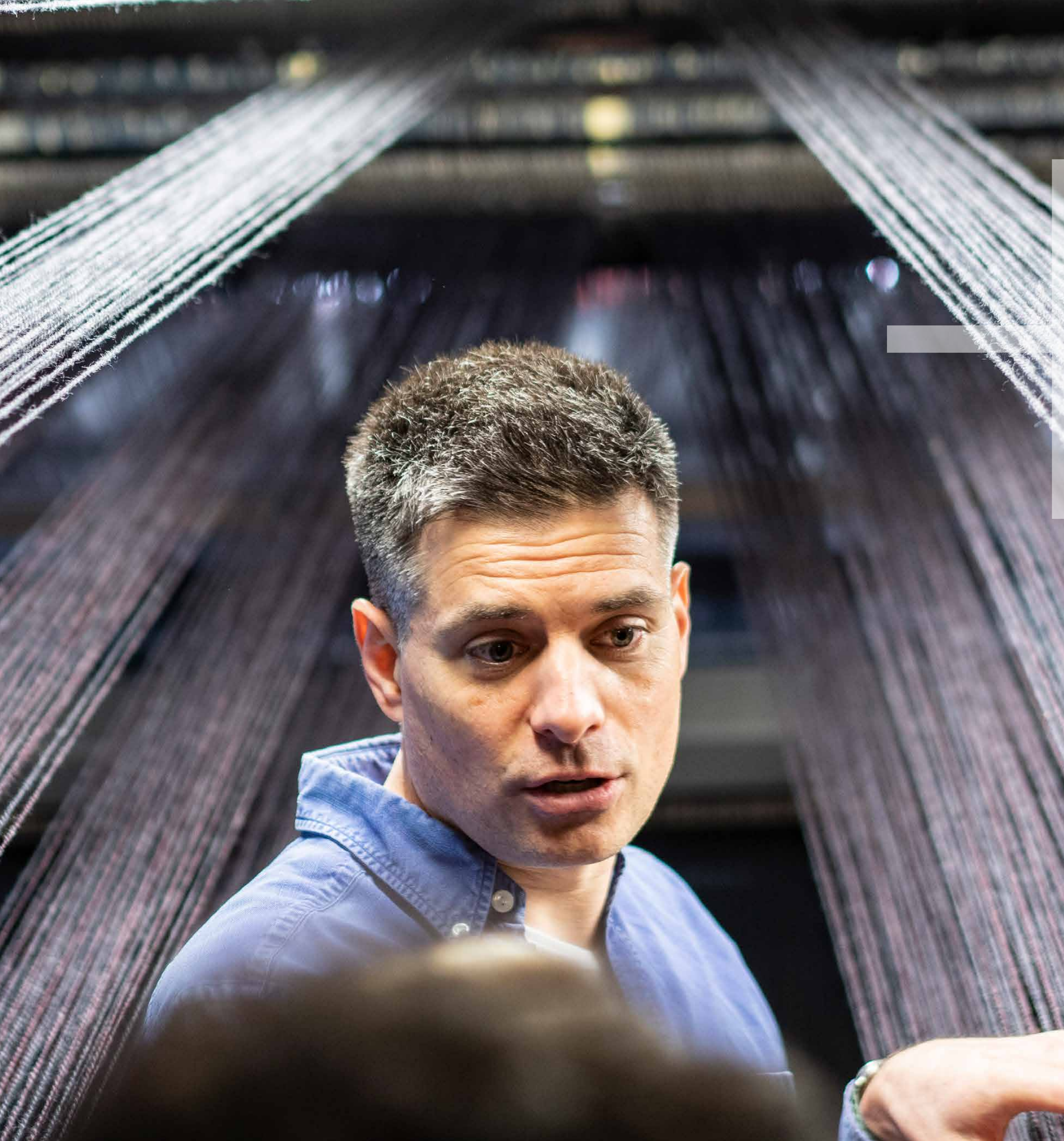


‘Integrating the three dimensions of sustainability – environmental, social and economic – at the earliest stages of product design is essential to maximise leverage in the transition to a circular economy’.

RONNY HOFFMAN  
Consulting Manager EMEA, Zühlke







## CASE STUDY

# New carpet production process cuts emissions by 35%

Lantal manufactures premium textiles for use in aviation and public transport. The Swiss company set itself a target to reduce emissions by adopting a new, digitised process for manufacturing and colouring aviation carpets.

The team then needed to confirm and validate the emissions savings of the new manufacturing process. Together with Zühlke, the team conducted a lifecycle assessment, looking at the entire lifecycle of the carpet – from cradle to grave.

With our help, Lantal proved that its new manufacturing process reduces emissions by 35% across the entire product lifecycle – primarily thanks to a reduction in weight and materials. This knowledge will be key to further optimising manufacturing processes and enabling more sustainable aviation.

[Find out more](#)

‘The learnings from Zühlke will be key as we continue to optimise our manufacturing and colouring processes’.

ANDREAS CHRISTEN  
COO, Lantal Textiles AG





# Promoting data-driven sustainability

Data-driven sustainability uses data insights to inform and enhance business' environmental, social, and governance initiatives.

Organisations can gain valuable insights into their resource usage, carbon footprint, and social responsibility efforts by leveraging data to quantify and measure the impact of their operations. This proactive approach allows businesses to identify areas for improvement, but it also enables them to make more informed decisions that align with their sustainability goals. What's more, data-driven sustainability is not just beneficial for businesses; it plays a pivotal role in fostering a healthier and more sustainable future for people and the planet.

## Establishing a roadmap

In 2023, we published a whitepaper detailing what companies can and need to do to begin their data-driven sustainability transformations. With 87% of managers intending to invest more in sustainability over the next two years (Gartner), it's imperative to put in place strong foundations for data-driven decision making. In our whitepaper, we use decision theory to demonstrate why it's essential that companies adopt a data-driven approach in uncertain decision-making environments such as sustainability.

## Empowering a bank to decarbonise its portfolio

Together with BLKB, we embarked on a transformative journey towards data-driven sustainability, supporting the bank's strategic commitments to decarbonisation.

Our team was already building an integrated data platform for the bank, and this platform was critical for identifying the areas where decarbonisation initiatives could have greatest impact. One of those areas was the bank's green mortgages portfolio.

To understand how to decarbonise the portfolio, we needed to access, visualise, and action real-time data from diverse sources. Establishing this granular and holistic picture uncovered key intervention opportunities, such as addressing older properties with fossil-fuel-based heating systems.

Supported by these data-driven insights, the bank was able to tailor its approach to clients, offering targeted solutions to reduce carbon emissions within its mortgage portfolios.

Our efforts yielded multifaceted benefits. Firstly, we provided the bank with a dashboard to gauge and mitigate carbon emissions within its portfolio, fostering sustainability in its lending practices. What's more, our data-driven approach empowered the bank to offer green products tailored to specific customer segments, enhancing its market competitiveness and customer satisfaction.

Beyond the immediate outcomes, our collaboration underscored the broader significance of data-driven sustainability. It facilitated transparency, bridged the gap between strategy and implementation, and positioned the bank as a trusted partner in advancing sustainability goals.

Our partnership with the bank exemplifies the transformative potential of data-driven sustainability, where actionable insights pave the way for meaningful change within financial institutions and across industries.





TRANSFORMING BUSINESSES

# Transforming the health ecosystem, together

Healthcare systems are overburdened, with rising costs, shrinking funds, staffing shortages, ageing populations, and chronic conditions on the rise.



These systems require wholesale change to deliver commercial and societal value and become more sustainable for patients, providers, and the environment.

Transforming the health ecosystem for the better is a domain in which Zühlke is an active contributor. We see two main levers for creating impact here: helping health organisations prioritise the needs and experiences of patients – through innovative services and solutions – and helping them to reduce their ecologic footprint.

## **Making healthcare more human-centric**

Our focus here is on bridging the inherent gaps between pharmaceutical firms (or medical technology companies) and consumers (or patients). As a long-standing service provider to health companies, we believe that harnessing the power of digitalisation is key to advancing patient-centred healthcare. But what about the demands and expectations of citizens? Are they even ready for digital health solutions? To answer this question, we surveyed 3,200 consumers in Austria, Germany, Switzerland, and the UK to uncover their attitudes and behaviours surrounding digital health.





**‘We need to rethink existing models and put patient needs at the heart of our health systems. Players across the health ecosystem must come together to connect the dots and lay the foundations for a preventative, personalised health system that delivers better outcomes for everyone’.**

**JIM LIM**  
Head of Health, Zühlke

Our Digital Health Study 2023 shows very clearly that citizen needs are changing, and that health organisations must be able to meet these changing needs to ensure their solutions are trusted, adopted, and add value. To do so, they need to integrate experience design at every stage of the innovation journey. We can support them in this endeavour and provide a holistic set of services enabling patient-centric innovation.

Throughout 2023, we demonstrated our commitment to this approach through various projects and collaborations, primarily with pharmaceutical and medical technology companies. Notable examples include our partnership with Fibronistics, which made significant advancements in non-invasive liver diagnostic tests. Meanwhile, our work with Sequential Skin is paving the way for truly personalised skincare. Another example is our partnership with Chugai Pharma. With Zühlke’s support, the drug manufacturer and pharmaceutical research company was able to adopt a fast and efficient approach, ensuring that new digital health solutions are developed with a focus on patient outcomes and accelerated time to market.

### **Advancing sustainability in health**

There’s a growing awareness of the need to address waste and improve the health sector’s environmental impact. As such, sustainability is a growing priority – particularly for hospitals and laboratories, but also for firms that manufacture medical devices.

To help translate awareness into action, we invited MedTech companies to a free, special edition event from our Sustainability Circle network in May 2023. Some 80 participants joined our ‘Sustainable Medical Products’ event to gain hands-on learnings on how health organisations can reduce their ecological footprint.

Through our holistic lifecycle assessments, we also helped MedTech companies establish and validate the environmental credentials and benefits of various innovations – from streamlined logistics to production processes with reduced energy consumption.

Across all our initiatives, our focus is on understanding and mitigating the environmental impacts associated with new technologies and processes. Besides that, our role also involves consulting on the efficient use of resources and the integration of eco-friendly technologies.





## CASE STUDY

# Building a partnership that puts patient needs at the heart of innovation

Digital health services can play a critical role in alleviating pressure on overburdened healthcare systems and improving patient outcomes worldwide. But developing and integrating these solutions, safely and rapidly, is a complex undertaking for health organisations. Not least because such services involve distinct development processes and reimbursement models.

Chugai Pharma is embracing this challenge and aims to expand its offerings with innovative digital products and services that complement its established drug portfolio. To realise this ambition, the drug manufacturer and pharmaceutical research company partnered with Zühlke, harnessing our multidisciplinary expertise and experience in developing cutting-edge, patient-centered digital services.

Our collaboration began with a focused effort to refine Chugai Pharma's vision for digital healthcare, emphasising the creation of services that genuinely enhance patient care. We then established a digital innovation management system which enables the organisation to adopt a strategic and streamlined approach to innovation – from ideation to concept validation. With Zühlke's support, Chugai Pharma was able to adopt a fast and efficient approach, ensuring that new digital health solutions are developed with a focus on patient outcomes and accelerated time to market.

This partnership reflects a shared commitment to advancing healthcare through digital innovation, with a clear focus on patient centricity. By prioritising the needs and experiences of patients in the development of digital health solutions, our ongoing collaboration paves the way for a more patient-centered healthcare ecosystem.

[Find out more](#)





# Improving outcomes through experience design

Customer experience is a growing business imperative.

On a macro level, economies are re-organising around fundamental customer needs. Diverse organisations are coming together in ecosystems to think in bigger customer journeys and co-create superior value propositions. Revenue will follow customer value and be redistributed across industry borders.

On a micro level, customer experience is essential for an organisation's long-term resilience and growth. It directly impacts critical business metrics, such as conversion rates, customer acquisition cost, customer lifetime value, and more, leading to better business outcomes. For a business transformation to be successful, it must be customer-centric and focused on improving customer experiences, whether for internal or external users.

Of course, being able to understand and serve rapidly changing customer needs can deliver positive impact for people and planet too. Experience design leads to superior user experiences, influencing user satisfaction with a product or service during and long after use, guiding future behaviours and expectations. Through sustainable transformation, we can design long-lasting experiences that benefit both the customer and the environment.

At Zühlke, we empower clients to solve changing customer needs, developing and scaling products, platforms, and processes in a human-centred, principled, and responsible way. Our agile approach includes human-centred design methods and practices at its core. This ensures that every team and innovation stage is connected to real user needs.

In 2023, we focused our efforts on empowering clients to be inclusive by design, sustainable by design, and global by design. And to understand the strategic value of prioritising issues like digital inclusion, waste reduction, and diversity, equity and inclusion in product and service design and development.



**‘Understanding customer needs is crucial for enabling your organisation to stay competitive and deliver personalised, satisfying experiences’.**

MELANIE MARCHANT  
Head of Digital Consulting, Zühlke





### **Empowering UK customers to start investing**

Investing can be an effective way to grow personal savings, making it an attractive alternative or addition to low-interest current and savings accounts. This is essential for financial health in retirement as pension schemes cope with an ageing society.

HSBC had launched a successful wealth management mobile service in Asia and wanted to introduce a localised offering for the UK, where 64% of its customers are digitally active.

But our research showed that financial literacy and confidence was much lower in the UK. The customer journeys that worked so well in Asia needed fundamentally rethinking to deliver a compelling experience for UK customers.

By clarifying the problem space, understanding and segmenting customers, and replacing assumptions with evidence, our team was able to design a compelling mobile investment product that helps UK customers reap the benefits of smart investing. More than 64% of customers opted to invest through the new mobile journey, driving a 93% year-on-year increase in new investment business volumes for HSBC UK.

In 2023, our collaboration was recognised at The Banker's prestigious 'Innovation in Digital Banking Awards', winning in the mobile innovation category. The partnership is a testament to how experience design can shape better customer and commercial outcomes.





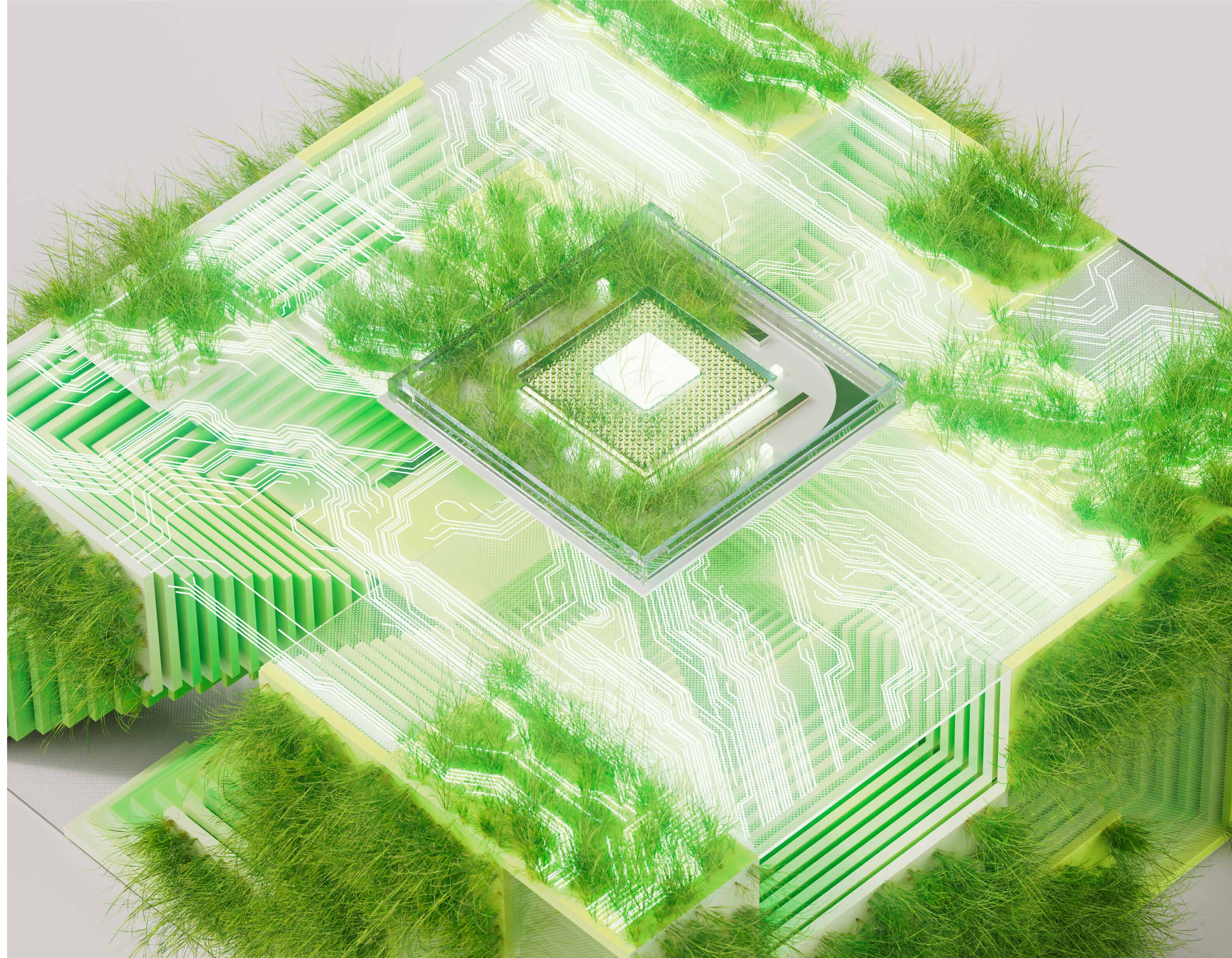
TRANSFORMING BUSINESSES

# Responsible use of technology

It's estimated that over two thirds of the UN's targets for sustainable development can benefit directly from digital technologies.

At Zühlke, we welcome the opportunity to drive sustainable outcomes through tech. We also recognise there are possible risks and pitfalls to this, from the carbon impact of software to the possible governance impact of poor data handling. Collectively, our colleagues can minimise these risks, focusing on awareness and embedding best practices within the organisation.

In 2023, we focused on tightening our own approach through training and policy updates. As a result, we are even better placed to ensure the highest levels of regulatory compliance when engaging in work. We also continue to promote better solutions in the industry more broadly through public speaking engagements and advisory engagements. Through responsible use of technology we enhance our impact for people, planet and business.







# Advancing sustainable software

Software underpins almost all businesses today and plays a growing role in our society.

By 2027, big data analytics and cloud computing markets are expected to grow by around 280% and 230% respectively. In the same timeframe, the global AI market is set to grow by tenfold.

The application of technology and software engineering is core to what we do at Zühlke. But we're keenly aware of the societal and environmental impact of software and modern technologies – an area that's often overlooked. In our client work, we focus on laying the foundations for more sustainable software practices. We're seeing growing demand for this within our client portfolio.

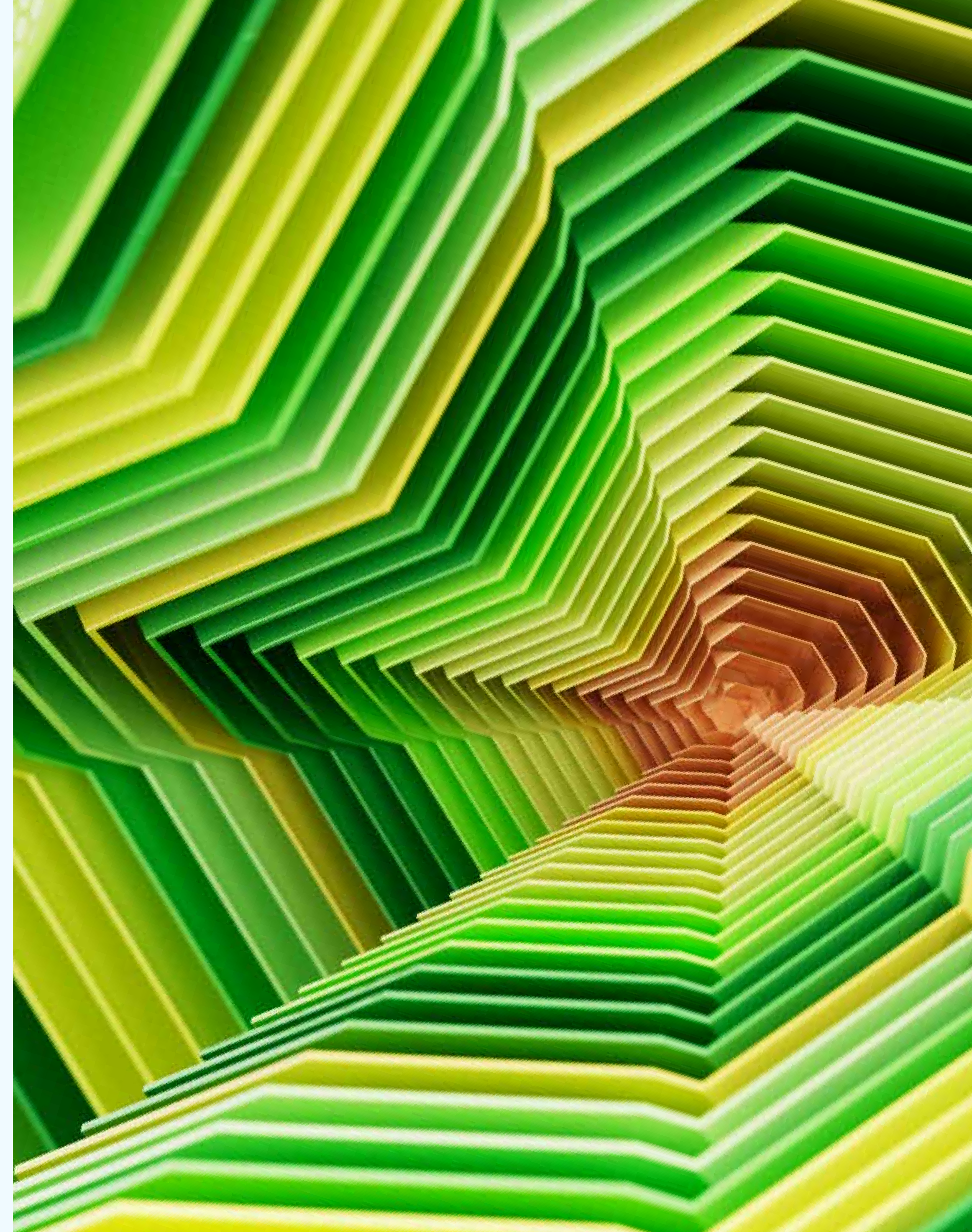
We organise our sustainable software practices into two commonly used categories: 'IT for sustainability' and 'sustainable IT'.

Our IT for sustainability programme focuses on harnessing digitalisation and modern technologies to enable sustainability transformation. You can explore different examples of this in our 'Transforming business' chapter – for instance, the app we co-created with local government to help residents manage their waste disposal more effectively.

Meanwhile, our sustainable IT programme focuses on the direct environmental impact of technologies, aiming to promote better practices. Over the course of 2023, many Zühlke colleagues took the opportunity to raise awareness of this topic at internal and external events. This included speaker engagements at our Zurich DevOps Days and participation in a focus group aimed at defining sustainable software frameworks for the Swiss telecoms industry. We also partnered with GoCodeGreen who are a global leader in integrating solutions to support organisations as they look to decarbonise their digital estate.

Beyond this, we're actively exploring how to embed sustainable software within our own practices. We use responsible design principles, developed by our teams, to help ensure the software solutions we build and implement are:

- **Ethical** – with careful consideration towards social responsibility
- **Resource sensitive** – with efficient power consumption
- **Maintainable** – easy to operate, deploy, maintain, and extend
- **Inclusive** – open to all, with no barriers to participation
- **Safe and secure** – robust and secure, whilst ensuring data privacy







## CASE STUDY

# Empowering urban residents to recycle efficiently

As cities advance their waste management programmes to facilitate more sustainable solutions, it can be hard for residents to keep track of the various services available to them.

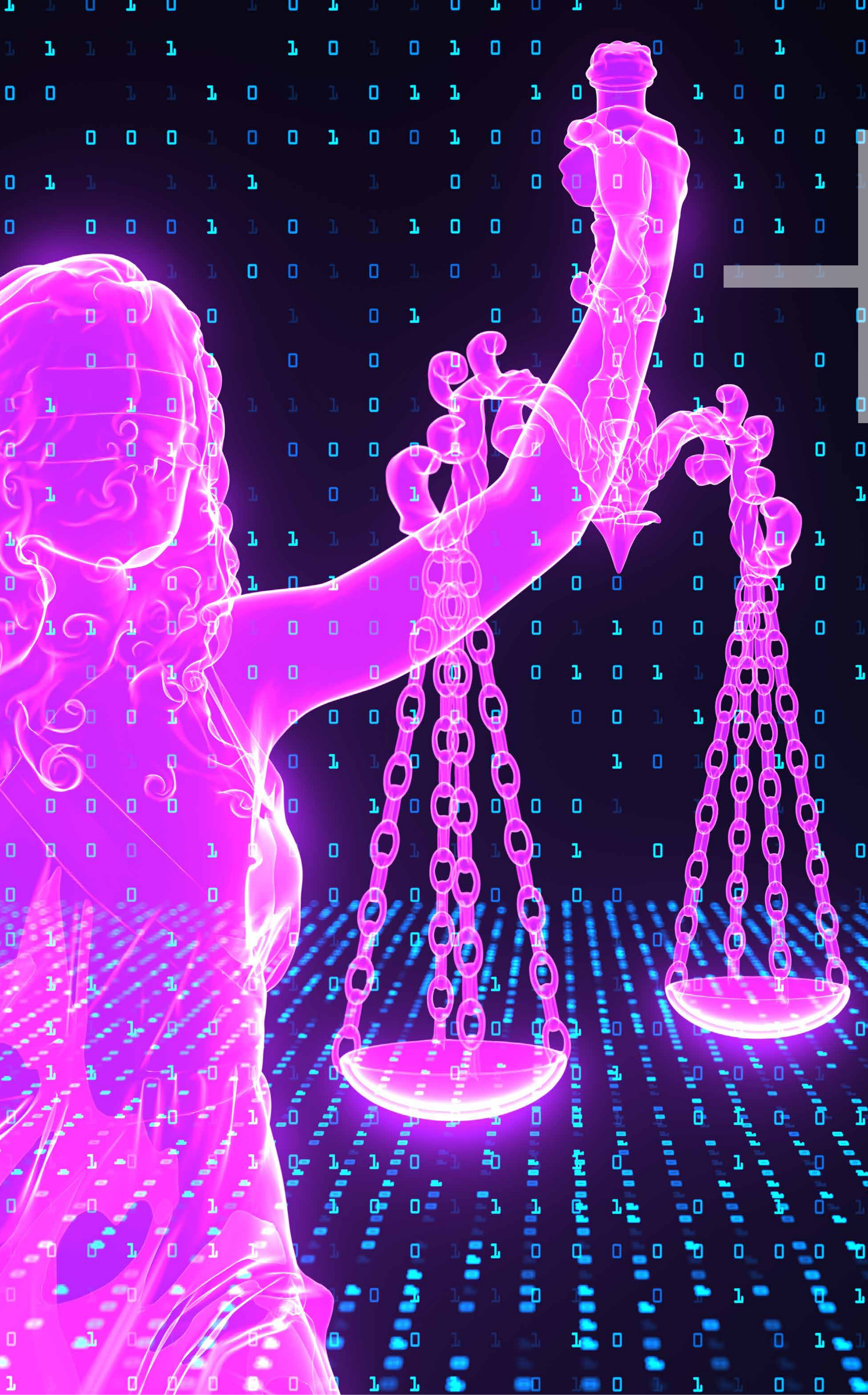
Zühlke worked with the city council of the Swiss town of Aarau to change this by adapting its mobile app to include valuable information about the various waste disposal services.

Close collaboration between Aarau city council, Zühlke, and our partner [Mendix](#) ensured the rapid development of a low-maintenance solution. In just ten working days, the requirements were defined, the solution implemented, and initial feedback received.

Available for download from Google Play and the App Store, the new app provides an important digital service, giving residents reliable, personalised information about relevant disposal dates. Push notifications keep users informed and residents can easily locate additional waste disposal and recycling facilities near their home. The app will be continuously improved and enhanced with additional functionality to meet new and growing requirements.

[Find out more](#)





## CASE STUDY

# Building a secure digital justice system for Switzerland

The right digital solution can create positive change for organisations, colleagues, and citizens. We worked with the Swiss justice system on Justitia 4.0, its project of the century, to replace the current paper files with electronic dossiers, encouraging electronic communication between parties to proceedings and the judicial authorities.

The aim is for parties to use the central Justitia.Swiss platform for electronic correspondence and file access. Meanwhile, an eJustizakte application ensures that judicial authorities are able to manage, edit, and send electronic files efficiently.

Zühlke developed the Justitia.Swiss platform with the help of a cross-functional team combining a range of complementary capabilities. The platform needed to meet the strictest requirements for continuous security and intuitive operation.

Thanks to an agile approach and an established scope governance process, Zühlke delivered the platform within the agreed timetable and budget, ensuring that the development process was continuously informed by new learnings.

The development of the Justitia.Swiss platform marks an important step towards achieving the primary goal of the Justitia 4.0 project: creating a secure digital justice system in Switzerland where justice can be accessed without going through mountains of paperwork.

The benefits will be wide and varied, because the digitalisation of the Swiss justice system offers plenty of further potential for all parties to proceedings – from more efficient collaboration between judicial authorities and lawyers to faster file access and an improved employee experience.

[Find out more](#)





# Ensuring product quality and safety

On our mission to deliver positive outcomes for businesses, people, and planet, we have a responsibility to ensure the quality and safety of products we create.

This is about both maximising positive impact and minimising (or mitigating) unintended negative consequences.

This involves both individual and collective action. It's one thing to set standards internally, but with a growing network of collaborators, we must ensure our partners match our own high standards. That's why introducing a Supplier Code of Conduct was a key focus in 2023.

Enhancing quality and safety processes also requires continual investment in our people. Zühlke colleagues receive training on our approach to quality assurance. Our latest guidelines and processes are available to all staff via our internal network.

Where we work in regulated environments, additional mandatory requirements apply. In such cases, we invest in specialist training to ensure all parameters are met, performing frequent project reviews to exchange knowledge and optimise our quality processes.

Our group-wide quality policy is the foundation of our ISO 9001 certified quality management system. It's founded on five key principles: responsibility (covering safety, security, and sustainability); leadership; diversity; fitness for purpose; and continuous improvement.

## Managing our processes

'The Zühlke Way' (TZW) is the process management system which underpins our work. All employees receive training for TZW and the information is published on internal systems for reference. Our ISO 9001 certification covers all our locations.

TZW is also the basis for our group-wide compliance with ISO 27001:2013 Information Security Management System. Awarded by the Swiss Association for Quality and Management Systems (SQS), this standard defines how we manage information security within our organisation.

In 2023, we implemented our Supplier Code of Conduct in which we set out the requirements and regulations our business partners must adhere to, and the social and environmental responsibilities we expect them to uphold with a level of diligence equal to ours. This aligns with our broader goal of overseeing supplier selection and onboarding.

## Safeguarding medical products

Patient safety is our first priority when we build medical products. This applies equally to physical medical devices and digital products such as software-as-a-medical-device.

We're certified according to ISO 13485 and follow a documented medical device development process (MDDP). On relevant projects, every team member is given dedicated MDDP training. We also work with external specialist training providers to enhance teams' knowledge and skills in deeper, project-specific domains.

The MDDP means we must always take important steps including clarifying product requirements, identifying applicable directives, standards, and norms, setting up a compliance strategy, and analysing and mitigating safety risks. At the end of each development phase, we hold gate reviews to make sure our safety and quality goals are upheld at all milestones.

## Instilling quality – at every step

Quality assurance expands far beyond testing the final product. It must be instilled at every stage across all collaborating parties, with a continuous flow of assurance practices.

We act to ensure quality end-to-end, adopting good practice from the very beginning of a project. This enables us to troubleshoot quickly and cost effectively, paving the way for the highest quality product and the best possible impact.

With new technology evolving at pace, we take a holistic view of quality. Today, it encompasses everything from reliability and safety to ease of use and accessibility. We're in constant conversation with our clients and collaborators, ensuring that – together – we strive for and achieve the highest standards.





# Prioritising cybersecurity and resilience

In a business environment saturated with digital tools and platforms, cybersecurity has never been more important.

At Zühlke, we're committed to helping clients strengthen their security credentials and continually develop their cybersecurity capabilities and mindset.

In the client space, our cybersecurity engagements can be divided across four key services. We offer cybersecurity assessments and subsequent consulting, as well as cybersecurity engineering and training services.

The following examples demonstrate key developments we made in our approach to cybersecurity in 2023.

## Improving our own information security

We continually improve our own security strategy at Zühlke. Across all locations, we are certified to ISO 27001 – an international standard that defines the framework for how we manage information security internally.

Our certification testifies that we're ideally positioned to mitigate the risk of data breaches, protecting ourselves and our clients from threat, and ensuring compliance with data protection regulations throughout our entire supply chain.

We continue to enhance our approach to cybersecurity, making many frequent, incremental improvements to further uplift our ISO 27001 certification.

We now have a SIEM system (security information and event management) and an external MDR (managed detection and response) provider. These systems provide around-the-clock detection and analysis of potential threats, creating alerts for our team to act upon.

## Testing for vulnerabilities

We continually carry out phishing tests, reflecting known threats to ensure employees are alert to potential security threats. We performed a penetration test in September 2023 on our internal infrastructure. The exercise identified various vulnerabilities that we fixed and continue to address.

We also improved our phishing reporting functionality. It's now possible to report and flag phishing emails directly to Microsoft. This will ensure they're immediately blocked in the future.

What's more, colleagues can have an easier way to share suspicious emails for our team's review. This has proven useful in cases where users are unsure about the legitimacy of an email received.

## Adding to our training mechanisms

In 2023, we developed our training programme, implementing mandatory cybersecurity training within the rollout of the new Workday platform. All colleagues are required to take and pass two training courses:

- **Security policy training:** to be completed once, covering topics from our corporate security and information classification policies.
- **Security awareness training:** to be completed yearly, covering general security information. This was updated in 2023.





# Safeguarding data and privacy

In a world where everything is becoming ‘data-fied’, data protection is increasingly important.

We must promote rules that ensure a person’s right to self-determination, guaranteeing the respectful handling of personal data between people and companies.

In our digital world, data protection ensures our privacy and other freedoms, such as freedom of expression or religion. It therefore doesn’t only protect data, but safeguards people and their rights. This means that today’s approach to protecting data will determine the future value of data protection at large. Only if data is recognised as an asset, and handled accordingly, can this protective wall also protect the freedom of future generations. Simply put, data protection protects people.

At Zühlke, we take this responsibility seriously. We work with a wide range of data, including partially sensitive information, so its protection is a constant priority. With the introduction of the new General Data Protection Regulation (GDPR) in 2018, we have taken the EU’s strict data protection regulations as a reference company-wide, including locations where the regulations do not apply. By using the most stringent laws as a benchmark in regions with less regulated policies, we can lead by example and proactively meet evolving requirements.

## Building upon our approach

In 2023, we undertook measures to ensure our data protection framework is embedded firmly across the group.

## Enabling our colleagues to handle data with care

We rolled out a company-wide e-learning module which all colleagues must complete. The mandatory module creates a single source of truth for procedures amongst all employees, ensuring consistency across countries, capabilities, and project teams.

We also introduced a primer into employee contracts obliging all staff to comply with the strictest data protection measures. This emphasises the importance of correct data handling from the very start of a colleague’s tenure with our company.

## Inter-company agreement

We concluded a milestone agreement between all companies within the global Zühlke group. All our operations mutually committed to comply with data protection enabling even greater collaboration across our global organisation.

## Adapting to developments in legislation

As laws change across our locations, so too does our approach. We aim for the highest level of compliance possible when adjusting to updated data protection requirements. In response to new laws in 2023 we:

- **Created a detailed employee policy** informing all colleagues about the employee data Zühlke processes and for what purposes.
- **Publicised a new data protection policy** on our website, informing external parties about the processing of their personal data.
- **Adapted our contract templates.**

Ultimately, we acknowledge that data protection is a continuous process. We continue to develop and adapt based on the latest regulation and best practices. This keeps us at the forefront of our field and enables better outcomes for people, partners, and planet.





# Protecting the planet







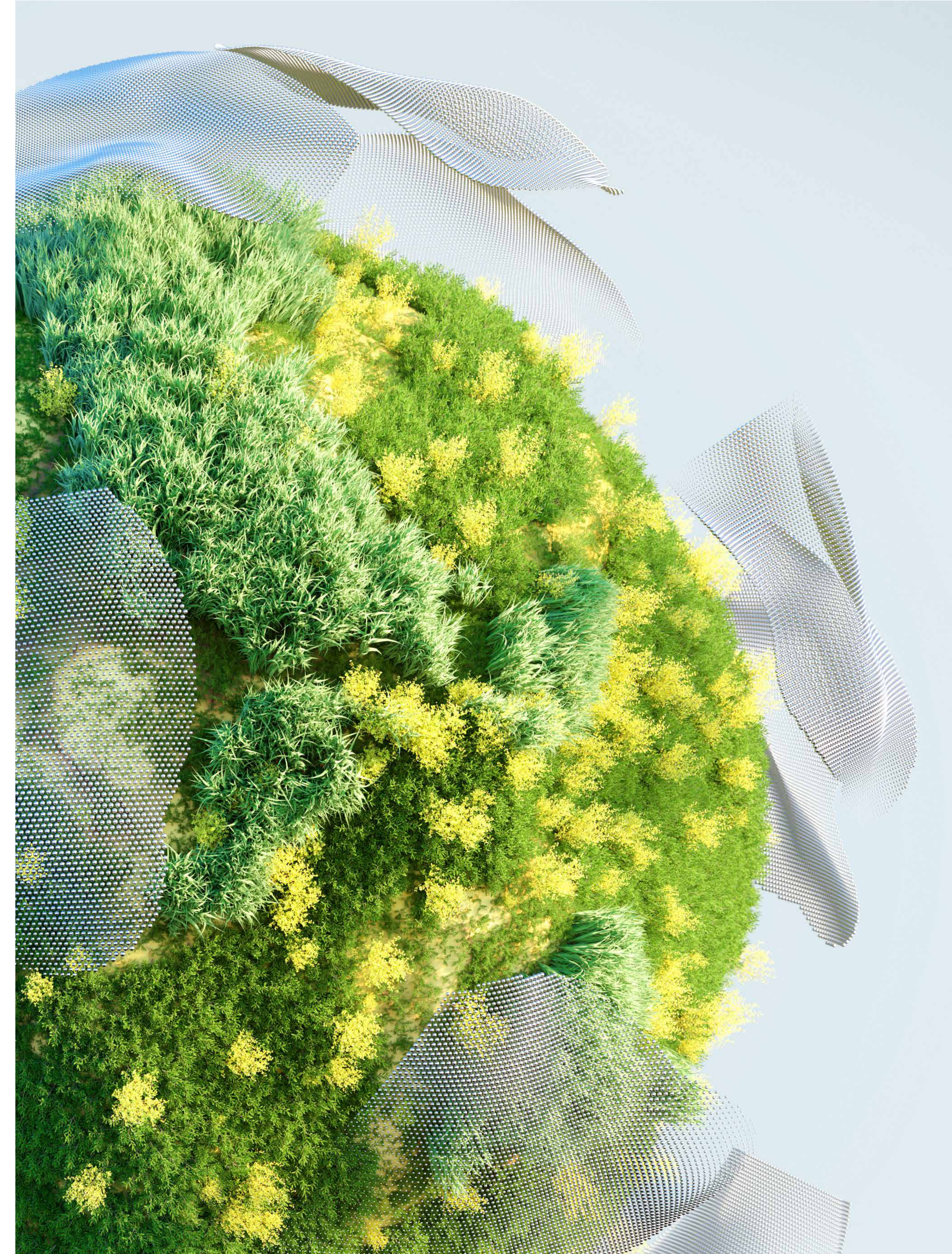
# Improving our direct impact on the planet

Zühlke colleagues are keenly aware of the intrinsic relationship between climate, environment, and social impact, and we know that time is rapidly running out to prevent a planetary temperature rise that will be catastrophic to humanity.

This awareness drives our strategic vision and commitment to making a positive difference in the world. To improve the lives of future generations, we use our expertise to help businesses transform, protecting the planet through the design and development of sustainable products and solutions. When it comes to our own operations, we are on a continuous journey of improvement. That's why 'protecting the planet' is one of the four pathways where we strive to make positive impact.

In 2022, we signed the UN Global Compact Business Ambition for 1.5°C Pledge, joining leading companies in pledging to do our part to keep global warming below 1.5° Celsius in alignment with the Paris Agreement and the criteria and recommendations of the Science Based Targets initiative (SBTi).

We also voluntarily report our sustainability journey to the UN Global Compact, EcoVadis, CDP and GRI, and our Group Sustainability Team continues to drive efforts across our operations to become a more responsible business.







# Decarbonising our operations

Guided by our science-based net-zero targets, reducing our own emissions is a priority for Zühlke.

We invest in activities that lower our carbon footprint, track and improve data quality, and publicly report results.

We commit to reaching net-zero greenhouse gas (GHG) emissions across our value chain by 2040. Our decarbonisation targets have been validated and approved by the SBTi. At the time of writing, this made us one of fewer than 25 software and services companies with such net-zero targets in Europe, excluding the streamlined validation route for SMEs.

We commit to the following reduction targets from a 2021 base year:

- By 2030: reduce absolute Scope 1+2 GHG emissions by 90%
- By 2030: reduce absolute Scope 3 GHG emissions by 42%
- By 2040: reduce absolute Scope 3 GHG emissions by 90%

## Carbon footprint 2023 and comparison with previous years

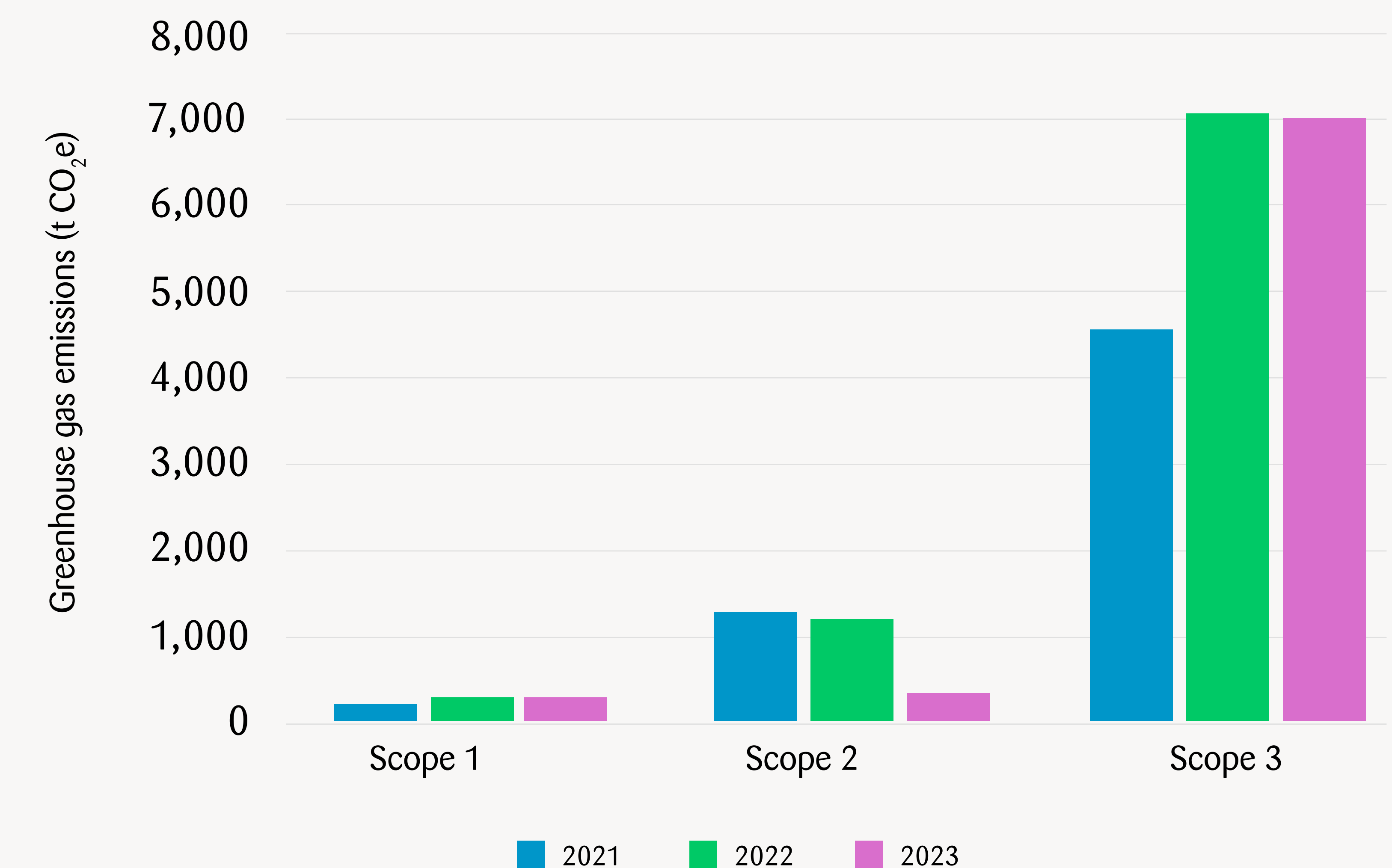
Our total GHG emissions for 2023 were 11% lower than for 2022, reducing from 8,489 tonnes to 7,582 tonnes. This reduction was achieved by two main factors:

- **Renewable energy:** we continue to purchase renewable energy where possible, including electricity and other energy procurement like district heating or cooling. In locations where direct procurement of renewables is not available, we have started purchasing Renewable Energy Certificates and Renewable Energy Guarantee of Origin certificates.

- **Better data quality:** we aim to move away from estimations and spend-based source data in favour of primary activity data. For 2023, we introduced more direct accounting of emission sources such as laptops, office furniture, and flights.

Scope 1 emissions stayed at the same level as 2022. While we saw some energy savings in our facilities and positive effects of the move towards electric vehicles, these were cancelled out by more complete accounting of refrigerants used in facilities.

The share of renewables in our total energy consumption has increased from 16% in 2022 to 36% in 2023. 55% of our consumed electricity is from renewable sources. Total energy consumption is down by 21% compared to 2022.





A closer look at Scope 3 emissions

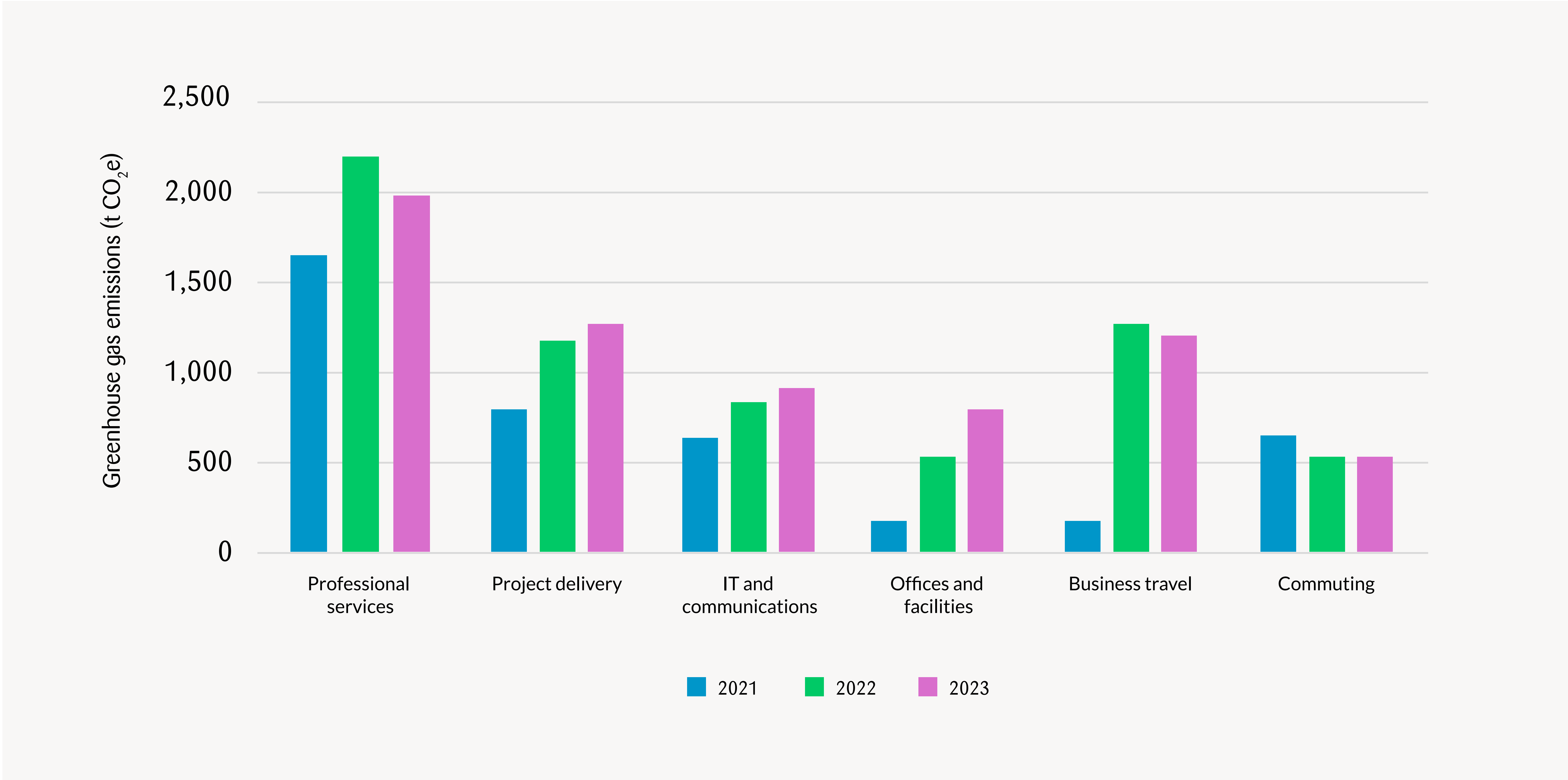
Scope 3 has stayed at the same level compared to 2022, averting additional growth after the post-pandemic effects we had seen before. The chart shows a breakdown of our emissions across the major contributors of our impact:

- **Professional services:** consulting, marketing, recruiting, and training services for our internal operations.
- **Project delivery:** services from the partners we collaborate with on client projects and materials for models, prototypes, and test stands.
- **IT and communications:** our hardware, software, and telecommunication infrastructure.
- **Offices and facilities:** cleaning and other facility services, catering, renovations, furniture, and fixtures.
- **Business travel:** flights, trains, and other modes of transport.
- **Commuting:** employee travel to get to work and back.

We expanded our London office, gaining an additional floor, and re-located our Porto office which contributed to high professional services impact.

Our business travel emissions have reduced slightly. And, with the launch of new business travel guidelines emphasising sustainability, we hope this downward trend will continue.

Against revenue growth of 3.3%, our overall emissions impact decreased compared to 2022. This is a step in the right direction, but we know we have a lot more to achieve.



Advancing carbon reduction

Reduction activities are data-driven, focusing on the largest emission areas where we can identify effective countermeasures. Our carbon reduction plan is already defined for Scope 1 and Scope 2, and we are working on an extension to all Scope 3 emissions relevant for Zühlke.

We continue to transition to renewable energy sources across our locations and we invest in Renewable Energy Certificates where required. We carry out energy efficiency audits, as well as water and waste audits, and we identify areas for ongoing improvement.

We encourage green commuting options through local initiatives such as cycle-to-work schemes or subsidised public transport tickets. We are shifting corporate cars towards electric vehicles. New vehicles must be hybrids or, from end of 2024, fully electric vehicles. We offer flexible options for working from home.

Additionally, we’re reviewing our procurement and supplier processes to identify organisations who share our commitment to environmental sustainability. We’re also prioritising sustainable procurement of items such as cleaning and hygiene products, and our office stationery.





## PROTECTING THE PLANET

# Caring for the environment

We're committed to environmental stewardship, encompassing resource conservation and efficiency, circular solutions, avoiding pollution and waste, and protecting biodiversity.

In 2023, we published our first groupwide [environmental policy](#) which details our commitment to conducting business operations in an environmentally responsible manner. This helps guide our actions and reduce resource consumption.

We promote energy efficiency, water conservation, and waste reduction across our sites. Many of our offices have already reached a high level of sustainability and we are working to optimise resource conservation and the adoption of circular solutions in all locations.

Education and awareness are key to driving our environmental initiatives, and we regularly update colleagues on current and future initiatives, and the progress being made.

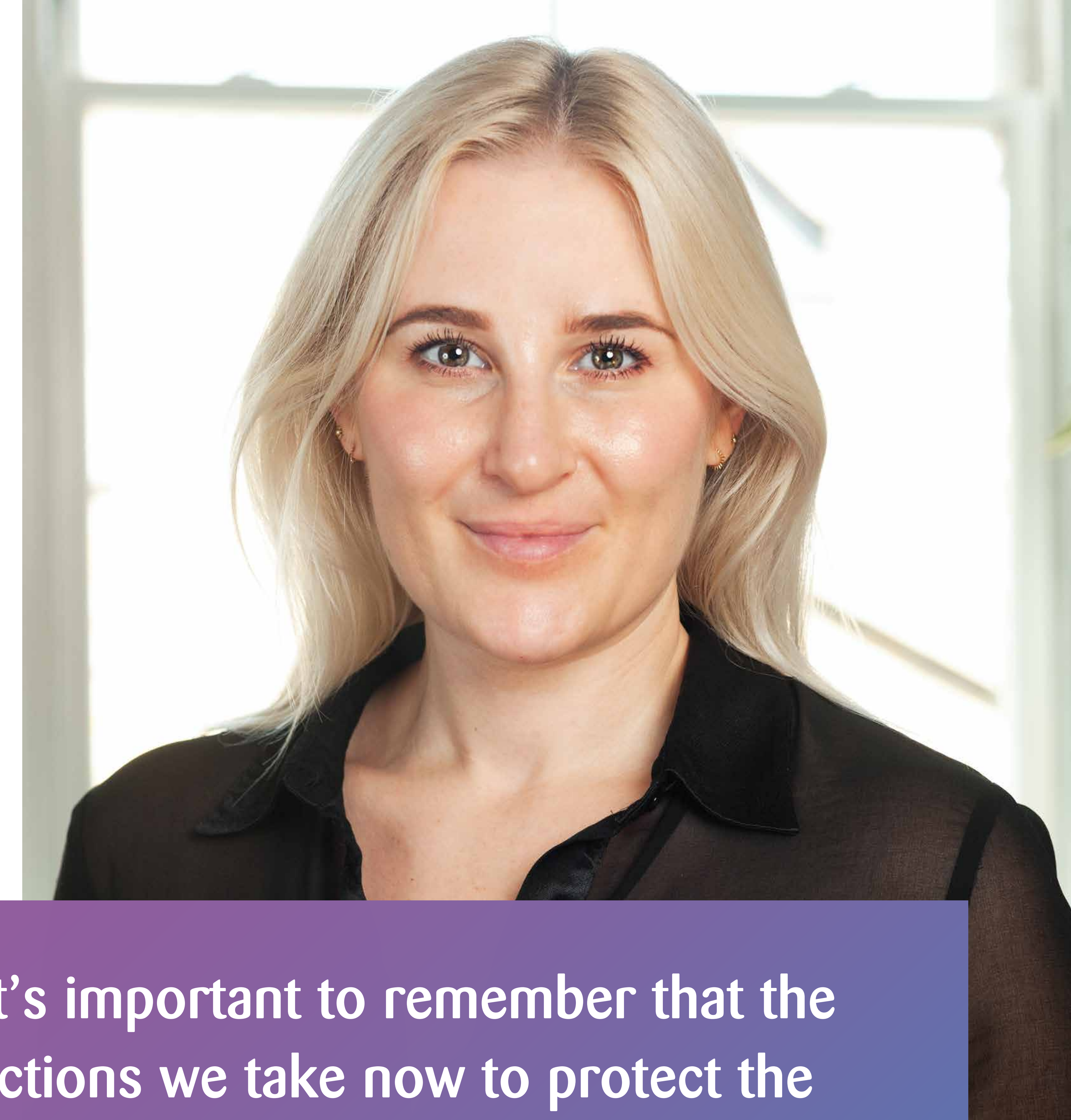
We continue to strengthen our Environmental Management System and are working towards achieving ISO 14001 certification for selected locations towards the end of 2024.

### Funding climate mitigation and nature conservation

We invest in projects that protect nature and fund technologies that drive carbon reduction and remove emissions from the atmosphere. Compared to 2022, we have changed our approach to ensure even stricter validation of positive impact and co-benefits.

In 2023, we funded four climate mitigation projects: restoring mangroves in Myanmar; providing safe water in Uganda; conserving peatlands in Indonesia; removing carbon through biochar from sustainable wood.

Together with our climate mitigation partner, [Furthr](#), we selected projects that met our strict criteria and quality standards. The associated carbon credits have fully covered our 2022 Scope 1 and 2 and selected Scope 3 emissions (3,467 t CO<sub>2</sub>e), including business travel.



**‘It’s important to remember that the actions we take now to protect the planet will benefit us in our lifetime, not only future generations. It’s what makes me excited about my role at Zühlke – that we can be part of the solution’.**

JESS HIBBERD  
Sustainable Operations Lead, Zühlke





# Empowering our people







# Belonging in times of change

In times of change, we aim to provide an environment where all colleagues feel they belong.

Zühlke is a community of people from different regions and backgrounds, with diverse areas and levels of expertise. We're committed to fostering a healthy and inclusive working environment where every colleague can confidently bring their full self to work.

In 2023, we faced challenging times, linked to upheavals in the banking sector, which necessitated difficult decisions, including letting go of some of our valued colleagues. We feel deeply with those affected and have strived to support them in the best possible manner. Where redundancies are unavoidable, the way company and colleagues part ways is crucial. That's why we've endeavoured to handle these transitions with utmost respect and care.

As we move forward, we have an unwavering commitment towards three key areas:

- Promoting diversity, equity, and inclusion
- Prioritising the health and wellbeing of our colleagues
- Enabling continuous learning and growth

We believe these commitments will guide us in creating a resilient and empowered workforce, providing an environment that's fully aligned with our company values of integrity, courage, top performance, and customer success.







EMPOWERING OUR PEOPLE

# Progressing diversity, equity, and inclusion

For Zühlke, DE&I means that all our people receive equitable treatment and opportunities, and feel they belong.

They feel valued as individuals, and are celebrated for their performance, contribution, and impact – regardless of gender, age, religion, ethnicity, social and cognitive background, physical ability, and sexual orientation.

We believe that a highly diverse workforce and an inclusive culture enables us to harness our full potential. It allows us to attract, develop, and retain the best talent. And it's key to living our company values of integrity, courage, top performance, and customer success. Diversity is essential for our long-term success and it's a strategic priority for the business. As such, we're committed to creating a diverse and inclusive environment where everyone can be their best and feels they belong.

DE&I is a journey. In other areas, we have some way to go. While we've initially focused on gender and neurodiversity, we're committed to broadening our remit, putting this to work at the core of our global strategy and learning together to evolve our culture and business.

## How we enable DE&I at Zühlke

We believe everyone needs to own and drive DE&I. Our people bring great energy and drive which is visible in the many local DE&I initiatives and local employee resource groups (ERGs) across Zühlke. In addition, our DE&I Board provides strategic direction to the Group's leadership on key elements of the DE&I agenda. It is also responsible for measuring progress of DE&I initiatives and developing an annual report on behalf of the Group Executive Committee (GEX). It consists of 12 members across the Group, chaired by the Chief People Officer, and meets quarterly.

All Zühlke leaders are responsible for creating an environment where people feel safe, included, and encouraged to speak up. They are also responsible for different opinions being valued and considered when making decisions, and, above all, that we operate without biases. This is an integral part of the 'Inspiring Leadership' section within our Zühlke competency framework, supported by our 'Integrity Hotline'.





OUR DE&I GOALS: HIGHLIGHTS AND FUTURE PLANS

Establish a baseline across Zühlke

In 2023, we built our first DE&I dashboard to measure diversity across Zühlke. Our initial focus has been on measuring gender – a characteristic where we have the greatest availability of data. At the end of 2023, overall gender distribution at Zühlke was 26% women and 73% men (1% unassigned\*). We are also tracking this distribution across role types and aim to broaden our range of metrics to include measures such as tech and non-tech roles in 2024. We will also develop automated reporting and analytics allowing us to identify and analyse trends and track progress against our goals in real time.

\*Eight cases where no data available

| Senior leadership | Leadership | All other |
|-------------------|------------|-----------|
| 19%               | 21%        | 30%       |

The percentage of roles held by women at Zühlke

In 2023, we also ran our first ‘Empower and Engage’ employee opinion survey with a 73% participation rate. Within the survey there were eight DE&I questions with a collective engagement score of 79%. Our highest scoring questions included: ‘I feel respected at Zühlke’ (89%) and ‘I am comfortable sharing my personal background and experiences at Zühlke’ (87%). The overall score was very promising and we’ve identified clear improvement opportunities. This provides us with great data on which to develop group and country action plans, and for measuring progress towards our next survey in 2024.

Increase the number of leadership positions held by women

As part of our DE&I dashboard, we measure the percentage of women in People Lead positions. At the end of 2023, 23% (75 out of 325) of all People Lead positions were held by women. We have a challenge ahead to increase this; the 2022 LinkedIn Women in Technology Report, states that women make up 28% of the tech workforce globally. We are tracking slightly behind this with 26% and have a lack of female successors for leadership positions. As we move into 2024, we will focus on building diversity in our talent pipelines and succession plans for leadership positions, as well as supporting accelerated development and career growth.

Increase the overall number of women working at Zühlke

As part of our DE&I dashboard, we also measure and track the percentage of women joining Zühlke and into which grades and job types. Of 319 new joiners in 2023, 33% were women (104) compared with 26% of our overall workforce. Our aim is to drive this further through a number of initiatives.

When recruiting, it’s important we take an inclusive approach from the start. That’s why, from February 2024, we will use [witty.works](#) to check our job adverts globally to ensure they’re written in gender-inclusive language. We are increasing our focus on ensuring we have gender balanced interview panels and short lists for roles. We also continue to work with external partners such as [Global Digital Women](#) and [Code First Girls](#) to help increase our external pipeline of women.

Review our processes and policies to ensure they are inclusive and equitable

We are making progress in a number of areas, including taking steps to ensure we provide equal pay for all positions, regardless of gender. In 2023, we voluntarily conducted an equal pay analysis in all Zühlke countries with more than 100 colleagues. This was aligned to the Swiss Federal Act on Gender Equality and achieved an overall positive result, which we communicated to all colleagues in December. More information on the method used can be found on the page of the [Swiss Federal Office for Gender Equality](#).

We also support an inclusive and equitable workplace through our groupwide Code of Conduct, which is available to all our colleagues. The policy defines the way we should conduct ourselves to create an inclusive environment. Our Code of Conduct is supported by the Integrity Line, a whistleblowing system where policy breaches can be reported safely and anonymously.





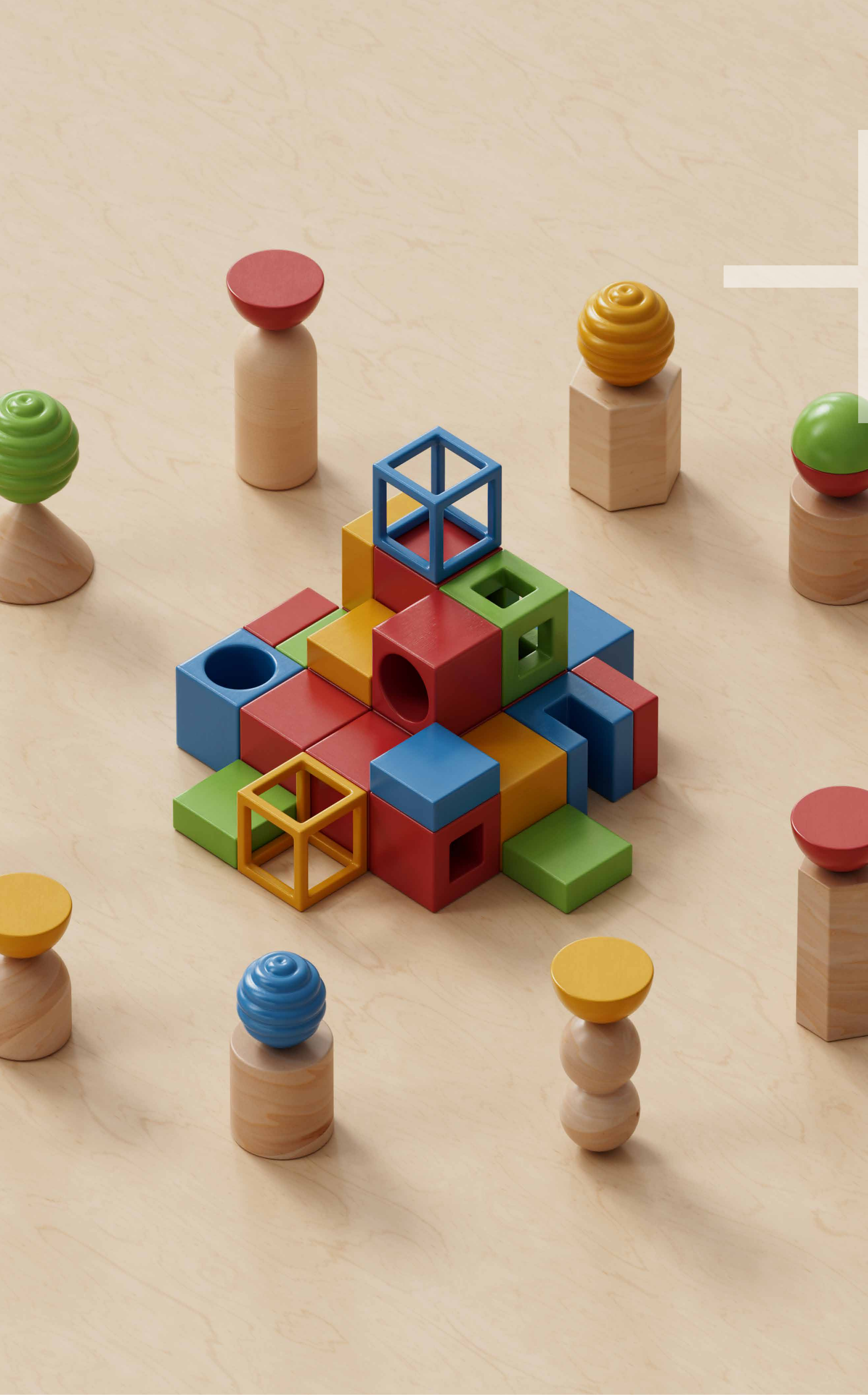
‘Being born with optic nerve atrophy,  
I encounter challenges in my day-to-day.

‘At Zühlke, I’ve found a workplace where  
people want to understand what they can do  
to help solve these challenges. And where  
I’m valued and feel safe expressing my needs.

‘Most of the time, the actions are simple but  
effective. We just need to keep fostering an  
environment where we can talk about disabili-  
ties openly, creating empathy and awareness’.

**CAIO SOARES**  
Expert Software Engineer, Zühlke





## SHOWCASE

# Furthering inclusion with Neurodiversity in Business

Embracing an inclusive workplace leads to better results. Research suggests that arguments in favour of diverse teams remain strong, with diverse teams likely to outperform financially. At Zühlke, we continually look for ways to further our inclusivity efforts.

In 2023, we partnered with UK charity Neurodiversity in Business, an industry forum that seeks to improve the inclusion of neurodivergent people in the workforce.

To launch the partnership, we held an internal learning session, 'Amazingly Neurodiverse', led by colleagues who shared their experiences of being neurodiverse within and beyond the workplace. The talk was designed to promote an open and honest discussion on neurodiverse experiences and ways in which colleagues could facilitate an inclusive environment.

163 participants joined the webinar, and an additional 149 people viewed the session recording.

[Learn more about inclusion at Zühlke](#)





EMPOWERING OUR PEOPLE

# Encouraging intentional learning

With the World Economic Forum predicting that technology will transform more than one billion jobs globally, it's imperative to cross- and up-skill for the benefit of individuals, organisations, and their clients.

To do this effectively, employees must be empowered and encouraged to seek development throughout their professional lives, investing in new skills and learning as a priority. Learning, after all, is a skill in itself.

## Encouraging intentional learning

Learning and development at Zühlke is underpinned by the concept of intentional learning, treating each action and interaction as a learning opportunity. We recognise that colleagues learn through courses (technical, leadership, and core human

skills programmes), through others (peer interactions, mentorship, communities), and through doing (working on challenging projects and 'stretch' assignments).

We support our colleagues with learning programmes that facilitate upskilling within technical, leadership, and people related areas. We offer colleagues an opportunity to learn anytime, anywhere through Workday, the learning platform we launched in 2023. Our colleagues also have access to O'Reilly, a world-class technical e-learning platform. Colleagues can choose relevant virtual programmes spanning technical, leadership, and core human skills. They also get an opportunity to learn with colleagues from different countries and cultures.

## Creating pathways to leadership

Strong leadership is a powerful tool for empowering our people. We therefore focus investments in specialised training for our leadership teams and people leads. For those taking their first steps into People Lead roles, we have launched our 'Vital' programme, which is designed to equip them with the skills they'll need in the role. The 'Essenz' programme, for more experienced leaders, builds on this further.

We intend to roll out additional training sessions focused on key skills in areas of strategic importance to the business. These programmes will target specific roles and profiles which can add value to our offering. We'll closely monitor the impact of such initiatives together with our business partners.

## Extending learning opportunities to the wider community

Our Zühlke Academy offers both internal and external training in fields relating to business, innovation, and technology. We offer these as in-person programmes and online courses, tailoring the content to the participating company's specific



**'Zühlke fosters a learning culture where colleagues have the room and flexibility to grow their expertise in ways that suit their needs. They can learn anytime, anywhere, across competencies, countries, and cultures'.**

PRATIMA KRISHNAN  
Head of Learning and Development, Zühlke

needs. As an independent training provider, we provide real-world knowledge that can be put into practice immediately. Our trainers are qualified experts, all of whom are certified in their fields and trained as trainers. They spend most of their working time as project managers, software architects, coaches, or technology specialists. We are a certified training provider for globally recognised certification organisations such as [IREB](#), [Scaled Agile \(SAFe\)](#), [Scrum.org](#), and [UXQB](#).





## EMPOWERING OUR PEOPLE

# Putting health and wellbeing at the forefront

The health, wellbeing, and safety of our employees contributes to our broader sustainability efforts.

By promoting a culture where all three are supported, we can fulfil our commitments to both clients and society effectively.

We're committed to supporting these foundations with comprehensive safety measures and an expanding range of initiatives designed to empower our people to live healthier lives.

### Ensuring occupational health

Across our locations, we continue to enable and support varied concepts of the modern workplace. Our guidelines allow for flexible responses to the diverse needs of our people, depending on the individual, the project, or the location. We aim to mitigate the hazards of office-based work wherever possible – from height-adjustable desks to specially equipped meeting rooms and dedicated relaxation and recreation spaces where colleagues can book massages. This can extend to helping colleagues access specialist services. In the UK and Austria, for

example, we offer contributions towards eye tests and glasses, recognising the impact screentime can have on vision.

The provisions offered are a result of high occupational health and safety standards. Measures we've taken to adhere to various safety legislation include training first aiders, implementing accessibility measures, and providing fire marshal and health and safety training.

These measures contribute to a low frequency of injury. Across our global office locations in 2023 we recorded just 1.8 work related injuries per million hours worked.

### Prioritising physical health

In a continued effort to promote healthy lifestyles amongst employees, we run a programme of health-focused events across our locations. Once again, we participated in the 'Bike to Work' scheme, challenging teams of colleagues across the world to take up pedal power on their commutes, incentivising every mile cycled with the offer of prizes.

Elsewhere, appetite for sporting trips and events is high, with groups of colleagues organising ski trips, sailing trips, and joining various running events. In Switzerland, the 'Sola' race took place in May with two Zühlke teams entered: both a recreational team and another looking for a more competitive edge. In the UK, team members took part in the 'Great Manchester Run', the 'JP Morgan Run', and the 'Hop Run', with many colleagues supporting from the sidelines. In Portugal, we sponsored colleagues and family members taking part in the 'Colour Run'. In Serbia, we sponsored a team in the 'Belgrade Business Run'. And in Bulgaria, we sponsored the 'Legion Run'. The race fees for several of these events also included charity donations.





### Protecting colleague wellbeing and mental health

Beyond the world of physical health, we have a duty to promote the wellbeing of our people in both their workplace and daily lives. We do this in several ways. In Germany, Switzerland, and the UK, we have partnered with external providers to offer Employee Assistance Programmes.

These services are aimed at prevention, early detection, and assistance in the face of personal problems. They offer counselling and support to individuals across a variety of areas such as work-life balance, family support, personal finances, and even inclusion. The confidential services are available to employees in Germany and Switzerland via phone hotlines, email, or online platforms.

In addition to supporting wellbeing generally, we recognise the need to make provisions for mental health support. Our organisation advocates for an open culture, removing stigmas around mental health. We believe in creating an environment where supportive conversations are possible, so our staff can seek help in difficult circumstances.

We're pursuing this in a number of ways. In the UK and Austria, we continue to drive the mental health first aiders programme. The initiative has empowered several colleagues to recognise signs where a team member may be struggling and to offer support.

In Germany, we've introduced the House of Change, a model for change that encourages individuals to reflect on and understand their own emotional state and that of others. The initiative, rolled out by our mental health team in Germany, consists of four 'houses': contentment, denial, confusion, and



renewal. Each represents a stage we experience in the change process and is characterised by the associated emotions. Colleagues are encouraged to adopt the model to help process emotions in tough periods of change.

In Switzerland, we continue to run leadership training on burn-out signs and prevention to help identify early signs and put measures in place.





# Building Communities







# The value of digital & personal communities and joint action

We are stronger together, exchanging experiences and know-how with like-minded people and supporting more vulnerable members of society.

Communities are built on values. We can reinforce our values by joining forces and finding ways to do business in a way that's sustainable for people and planet. This includes acting with integrity, as reflected in our Code of Conduct and Supplier Code of Conduct. These codes underscore our dedication to good governance, anti-corruption, and ethical and sustainable business practices.

By pooling our resources and expertise, we can create stronger, more resilient communities. In 2023, we continued our engagement in various initiatives and associations. In Austria, Germany, and Switzerland, for example, we further expanded our Sustainability Circle – a network for advancing sustainability transformation within the consumer, industrial, and medical products industries.

In the UK, we launched the 'Women Who Impact' network – an empowering community for women in business and tech leadership roles who are passionate change-makers, driving impact in business, technology, society, and the planet.

We are also actively engaged in both local and digital communities, with a particular focus on enabling those that need more support. It's truly motivating to witness the diverse initiatives that the Zühlke teams have once again participated in throughout 2023.

Through these efforts, we aim to build communities that address local needs and are inclusive, supportive, and empowered. We invite you to join us on this journey.







## BUILDING COMMUNITIES

# Acting as a corporate citizen

Every day, Zühlke can play a key role in shaping the communities to which we belong.

Within these communities, we aim to have a positive and lasting impact on people and planet. This forms the foundation of our commitment to corporate citizenship. But how do we put this into practice?

Across our various geographical locations, we encourage teams to get involved in causes that are important to them. Many of these causes demonstrate our shared values in action. Here's a snapshot of some of the initiatives we took part in in 2023.

### Cleaning our environment

In Portugal, 26 Zühlke volunteers and their families took to a city beach to collect waste. Over the course of the day our team collected 76kg of rubbish, making a visible difference to an area that's an important community asset.

### Inspiring the next generation of innovators

In Switzerland and Germany, we take part in engagements designed to inspire the next generation of STEM pioneers.

In Switzerland, we took part in National Future Day, welcoming 28 Zühlke family members and peers to our location in Schlieren. We ran two workshops where children could get involved in hands-on tasks and showcase their creativity. Adopting different business personas, they created various touchpoints, getting a taste of the possibilities open to them in the future.





‘Girls Day’ in Germany and Austria is an nationwide orientation day aimed at bringing girls closer to fields of study and profession in which the proportion of women is typically less than 40%. We ran activities across all our locations in Germany and Austria, hosting 53 girls and helping them program robots and develop apps to improve school life.

Meanwhile, our Lego Mindstorms initiative saw Zühlke volunteers heading to local Swiss schools to teach children the basics of robotics and programming. The aim is to have fun while exploring the possibilities of STEM through familiar objects such as Lego.

#### **Improving access to education**

We have an ongoing partnership with Aiducation, an international non-profit improving access to education for students from disadvantaged communities in Kenya and the Philippines. In 2022, we started supporting 14 students with full scholarships. All our students successfully started their learning paths, with 11 progressing to the second year of their studies in 2023 and three graduating high school.

#### **Giving back to charitable organisations**

One of the main ways our colleagues aim to demonstrate their citizenship is through fundraising. This takes many forms and helps a variety of beneficiaries across our locations, but the focus is often on health and climate organisations in line with our priority impact areas.

We continued our alternative birthday gift initiative in Switzerland, with donations being made to charity instead of giving and receiving birthday presents. This small act continues to have a strong impact, with ongoing donations to Doctors without Borders.

In Serbia, our teams took to the streets to sell copies of the Liceulice magazine. Liceulice is a well-known non-profit organisation that supports those on the margins of society who face significant challenges in finding employment. One of the ways they achieve this is by selling a monthly magazine, which is distributed by the people they support, offering them employment. Zühlke colleagues joined a team of sellers in Belgrade. In one hour, our team worked with the Liceulice network and sold 80 copies.

Our methods of fundraising continue to diversify too. In Portugal, Zühlke colleagues held a food auction, selling off a selection of homemade delights to raise money for Acreditar, an association of families affected by cancer. Colleagues around the world have helped younger members of society, from donating Christmas gifts for disadvantaged children in Portugal, the UK, Germany, and Serbia, to providing equipment to a day centre for children with disabilities in Bulgaria. Our collective efforts gain experiences they otherwise would not have access to.

In Portugal, we created the ‘Zühlke Spark Project’, partnering with a local association that works with children and young adults with mental disabilities. Our team developed solutions to better support the daily operations of the association by automating some tasks and reports.



**‘Our work is a huge part of our lives. Corporate responsibility initiatives at Zühlke allow us to be a force of positive change for our communities, as well as our clients’.**

LAURINDA LOPES  
Senior Talent Relations & Recruiting Specialist EMEA, Zühlke





## CASE STUDY

# Sharing through our Sustainability Circle

Our efforts to shape a more sustainable world rely on community. To unlock green value, we must find new ways to connect individuals and organisations across disciplines and sectors.

One way we're forging new connections is through our 'Sustainability Circle' network, which entered its third year in 2023. Founded in partnership with carbotech, econcept, BMI Lab, and ibp, the group focuses on advancing sustainability transformation in the consumer, industrial, and medical products industries.

Since its launch, the Circle has grown to include 200 members from 60 companies. This growth has allowed us to develop regional events, bringing together like-minded organisations locally.

In 2023, we held 16 events, with highlights including a live summer event at network member SMA's office in Kassel, networking events at Commerzbank and Rittershaus, and two start-up pitch events. We produced 38 presentations, more than 800 minutes of video content, and expanded our LinkedIn network to more than 1,000 people.

We have a full programme planned for 2024 and hope to continue collaborating with member organisations to initiate projects.

[Find out more](#)





## BUILDING COMMUNITIES

# Strengthening business ethics

Conducting our work in an ethical way requires strong values and diligent action from everyone in our organisation.

This foundation allows us to thrive in a global business community. It's directly informed by our company values, defined by Gerry Zühlke when he founded the firm in 1968. We're still guided by these principles, striving to conduct ourselves in a way that is fair. And, in 2023, we supported this objective with several core initiatives:

### Introducing the Supplier Code of Conduct

In 2023, we introduced our Supplier Code of Conduct to ensure ethical practices across our supply chain. You can learn more about the Code in our separate chapter on product quality and safety.

### Rolling out group-wide training

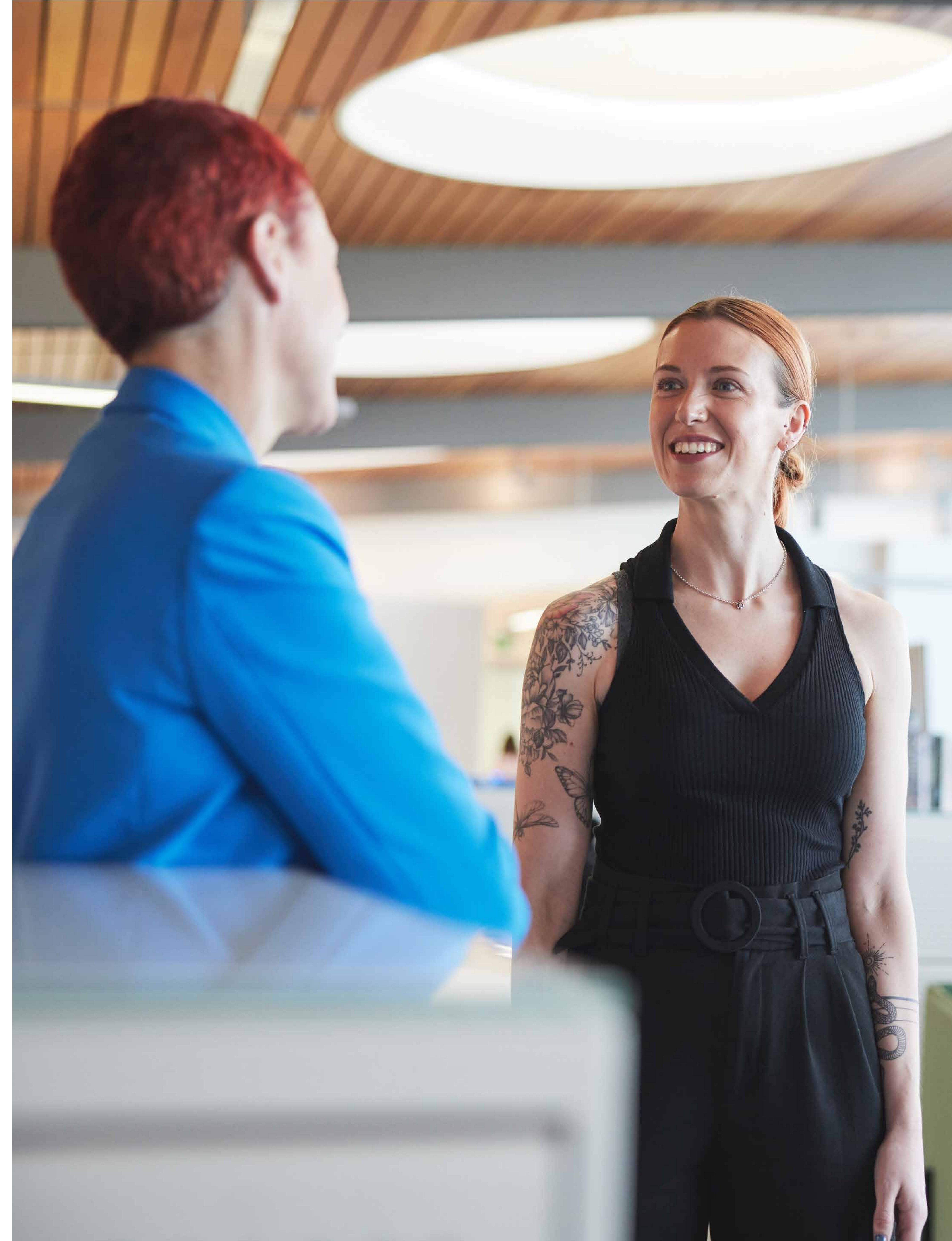
We believe that how we do things is as important as what we do. Our Code of Conduct defines how we do things. It's important that all colleagues are familiar with the Code of Conduct. To ensure this, we rolled out mandatory training on our new Workday learning platform, which must be completed annually by all colleagues. The interactive training covers our Code of Conduct as well as key legal and compliance obligations that all employees must follow.

### Anti-corruption measures

We also continue our commitment to our existing anti-corruption mechanisms in line with the UN Global Compact's Principle 10. We do not tolerate corruption or bribery and will refuse business opportunities that involve bribes. We will never offer or give a benefit to influence a business partner's decision or action, or persuade them to misuse their position to provide an inappropriate advantage.

### The Integrity Line

Our Integrity Line was set up in 2022 and remains a key tool in preventing and reporting unethical behaviours. This is our dedicated whistleblowing service which is available both internally and publicly. Any violation of our Code of Conduct can and should be reported safely and anonymously via this system.







BUILDING COMMUNITIES

# Upholding human rights and fair collaboration

Human rights and collaboration are foundational pillars in the pursuit of a sustainable and equitable world, intricately linked to the urgent challenge of climate change.

Recognising the interconnectedness of these issues is vital, as climate change disproportionately affects vulnerable communities and exacerbates human rights violations. We fully endorse the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.

Within our own operations we support basic human rights by providing a safe and healthy working environment, and by ensuring mutual respect and non-discrimination. All employees are trained on our Code of Conduct, which details how we conduct business ethically and responsibly.

When it comes to understanding how we can influence human rights more widely, a key area at Zühlke is within our supply chain and how we collaborate to promote best practices. We started this journey by ensuring that our Supplier Code of Conduct was written into every new supplier and partner contract in 2023.

In 2024, our goal is to integrate a third-party evaluation tool, helping us assess organisations that we are looking to work with at a deeper level. This step will contribute to a better understanding of how we influence topics across ESG from the goods and services that we purchase.







# References

A closer look at compliance and data





# Supporting the UN Global Compact

Zühlke is a participant of the United Nations Global Compact, a voluntary initiative based on CEO commitments towards sustainability and social responsibility.

More than 17,000 organisations from 160+ countries are aligning strategies and operations with the Ten Principles on human rights, labour, environment, and anti-corruption.

As a participant, we annually reconfirm our support of the Ten Principles and publish communications on progress, which showcase our policies and metrics. These are available in digital format via our UN Global Compact organisation profile.

In this report, we provide further information on each of the four focus areas of the Global Compact:

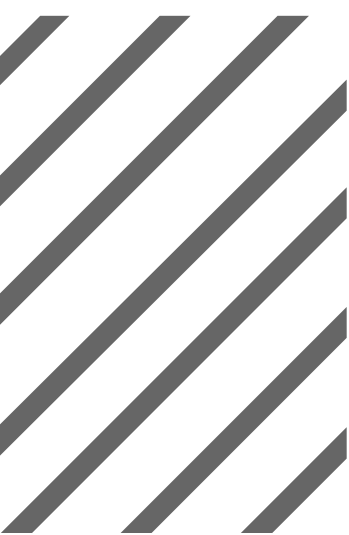
- **Human rights:** our commitments are outlined in the report section on human rights and fair collaboration, one of our material topics. The Global Compact includes digital security and privacy in this area.
- **Labour:** we provide information on employee health and well-being, as well as employee learning and development.
- **Environment:** in our client projects, we support the environment through our offerings for circular solutions and data-driven sustainability. We also report on the status of our own decarbonisation.
- **Anti-corruption:** our approach and activities are described in the section on business ethics.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.





# GRI content index

| ID                            | Description                                                      | Disclosure                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | Statement of use                                                 | Zühlke Group has reported in accordance with the GRI Standards for the period 1 January to 31 December 2023.                                                                                                                                                                                                                                              |
|                               | Foundation / GRI 1 used                                          | GRI 1: Foundation 2021                                                                                                                                                                                                                                                                                                                                    |
|                               | Applicable GRI Sector Standards                                  | None                                                                                                                                                                                                                                                                                                                                                      |
| GRI 2 - General disclosures   |                                                                  |                                                                                                                                                                                                                                                                                                                                                           |
| 1. Organisation and reporting |                                                                  |                                                                                                                                                                                                                                                                                                                                                           |
| 2-1                           | Organisational details                                           | Zühlke Technology Group AG is a privately owned Aktiengesellschaft according to Swiss law. As a global firm, we do not consider a single location our headquarters. We have 17 locations in 10 countries. Find more information on our website: <a href="#">Facts and figures</a> ↗                                                                       |
| 2-2                           | Entities included in the organisation's sustainability reporting | Zühlke Engineering AG<br>Zühlke Engineering GmbH<br>Zühlke Engineering Ltd<br>Zühlke Engineering (Austria) GmbH<br>Zühlke Engineering d.o.o.<br>Zühlke Engineering EOOD<br>Zühlke Engineering, Unipessoal, Lda.<br>Zühlke Engineering Hong Kong Ltd<br>Zühlke Engineering Pte Ltd Singapore<br>Zühlke Engineering Vietnam LLC.<br>Zühlke Ventures AG      |
| 2-3                           | Reporting period, frequency and contact point                    | This report published in May 2024 covers the period from 1 January to 31 December 2023, which is also our financial year. We are committed to annual ESG impact reporting.<br>We welcome your feedback. Please contact our Head of Sustainability, Christoph Broecker, <a href="mailto:christoph.broecker@zuehlke.com">christoph.broecker@zuehlke.com</a> |
| 2-4                           | Restatement of information                                       | There are no restatements from previous reports                                                                                                                                                                                                                                                                                                           |
| 2-5                           | External assurance                                               | This report has not been externally assured                                                                                                                                                                                                                                                                                                               |

| ID                        | Description                                                                 | Disclosure                                                                                                                                                                     |
|---------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Activities and workers |                                                                             |                                                                                                                                                                                |
| 2-6                       | Activities, value chain and other business relationships                    | <a href="#">Industries</a> ↗<br><a href="#">Activities</a> ↗<br><a href="#">Partnerships</a> ↗                                                                                 |
| 2-7                       | Employees                                                                   | We have 1,900 employees<br>We offer flexible employment models and 23% of our employees work part-time.                                                                        |
| 2-8                       | Workers who are not employees                                               | Our workers who are not employees include freelancers, interns/ working students, apprentices, and self employed experts. In 2023 these totalled 134 people.                   |
| 3. Governance             |                                                                             |                                                                                                                                                                                |
| 2-9                       | Governance structure and composition                                        | Our highest governance body is the board of directors (Verwaltungsrat).<br>Find details of our leadership team here<br><a href="#">Leadership team</a> ↗                       |
| 2-10                      | Nomination and selection of the highest governance body                     | According to Swiss law.                                                                                                                                                        |
| 2-11                      | Chair of the highest governance body                                        | Philipp Sutter is chairman of the board of directors and does not hold an executive role in the group.                                                                         |
| 2-12                      | Role of the highest governance body in overseeing the management of impacts | The board of directors oversees the management of impacts through its interaction with the group executive and other organisational functions.                                 |
| 2-13                      | Delegation of responsibility for managing impacts                           | The board of directors delegates some of the responsibility for managing impacts to the Chief Compliance Officer, the Data Protection Officer, and the Head of Sustainability. |
| 2-14                      | Role of the highest governance body in sustainability reporting             | The board is responsible for reviewing and approving the reported information, including the material topics.                                                                  |
| 2-15                      | Conflicts of interest                                                       | Conflicts of interest are managed according to the principles laid out in our Code of Conduct and Supplier Code of Conduct                                                     |
| 2-16                      | Communication of critical concerns                                          | Critical concerns may be filed anonymously via our Integrity Line. The number of incidents reported for the reporting year (2023) was 3                                        |



| ID                                  | Description                                                  | Disclosure                                                                                                                                                                                                                                                                                               |
|-------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-17                                | Collective knowledge of the highest governance body          | The board of directors advances its collective knowledge regarding sustainability on the basis of our mission statement.                                                                                                                                                                                 |
| 2-18                                | Evaluation of the performance of the highest governance body | Our shareholders evaluate the performance of the board in overseeing the management of Zühlke's impacts on people and planet.                                                                                                                                                                            |
| 2-19                                | Remuneration policies                                        | The remuneration of the board is determined by the shareholders.                                                                                                                                                                                                                                         |
| 2-20                                | Process to determine remuneration                            | Remuneration follows our groupwide reward strategy that is based on market-orientation, fairness, and long-term incentives.                                                                                                                                                                              |
| 2-21                                | Annual total compensation ratio                              | The total compensation ratio (highest to median) in 2023 was 3.52, an increase of 17% from 2022. This is the average of the ratios for each operating company.                                                                                                                                           |
|                                     |                                                              |                                                                                                                                                                                                                                                                                                          |
| 4. Strategy, policies and practices |                                                              |                                                                                                                                                                                                                                                                                                          |
| 2-22                                | Statement on sustainable development strategy                | We empower clients to have a positive and sustainable impact on their business, society, and the planet through innovation and technology.<br><a href="#">Supporting the UN SDGs</a>                                                                                                                     |
| 2-23                                | Policy commitments                                           | Commitments towards UN Global Compact:<br>- Ten principles regarding human rights, labour, environment, and anti-corruption<br>- The 17 UN Sustainable Development Goals<br><a href="#">Zühlke Code of Conduct</a>  |
| 2-24                                | Embedding policy commitments                                 | Our Code of Conduct and our management approaches towards our material topics are part of our quality management system "The Zühlke Way", which every employee has access to and receives training for. TZW is updated regularly.                                                                        |
| 2-25                                | Processes to remediate negative impacts                      | Zühlke has a process to receive and address reports of non-compliance or misconduct, which is described in our Integrity Policy and open to all persons inside or outside the organisation.                                                                                                              |
| 2-26                                | Mechanism for seeking advice and raising concern             | The Zühlke Integrity Line provides an anonymous whistleblower and grievance mechanism which is detailed in our Code of Conduct, Supplier Code of Conduct, Anti-corruption and Bribery policy, and the Integrity Policy.                                                                                  |
| 2-27                                | Compliance with laws and regulations                         | In the reporting period, there were no significant instances of non-compliance with laws and regulations.                                                                                                                                                                                                |
| 2-28                                | Membership associations                                      | Zühlke Group is a participant of the United Nations Global Compact. In addition, group companies have memberships at the regional level.                                                                                                                                                                 |

| ID                         | Description                                                              | Disclosure                                                                                                                                                                                                |
|----------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Stakeholder engagement  |                                                                          |                                                                                                                                                                                                           |
| 2-29                       | Approach to stakeholder engagement                                       | <a href="#">Building communities</a>                                                                                                                                                                      |
| 2-30                       | Collective bargaining agreements                                         | Zühlke supports freedom of association and collective bargaining. Information on union membership is not tracked globally and most of our colleagues are not covered by collective bargaining agreements. |
| GRI 3 - Material topics    |                                                                          |                                                                                                                                                                                                           |
| 3-1                        | Process to determine material topics                                     | <a href="#">Our materiality matrix</a>                                                                                                                                                                    |
| 3-2                        | List of material topics                                                  | <a href="#">Our materiality matrix</a>                                                                                                                                                                    |
| Business ethics            |                                                                          |                                                                                                                                                                                                           |
| 3-3                        | Management of material topics                                            | <a href="#">Business ethics</a>                                                                                                                                                                           |
| GRI 205                    |                                                                          |                                                                                                                                                                                                           |
| 205-1                      | Operations assessed for risks related to corruption                      | We have not yet carried out such a risk assessment.                                                                                                                                                       |
| 205-2                      | Communication and training about anti-corruption policies and procedures | We have created anti-corruption and bribery training mandatory for all colleagues to complete                                                                                                             |
| 205-3                      | Confirmed incidents of corruption and actions taken                      | There were no such incidents.                                                                                                                                                                             |
| Circular solutions         |                                                                          |                                                                                                                                                                                                           |
| 3-3                        | Management of material topics                                            | <a href="#">Circular solutions</a>                                                                                                                                                                        |
| Corporate citizenship      |                                                                          |                                                                                                                                                                                                           |
| 3-3                        | Management of material topics                                            | <a href="#">Corporate citizenship</a>                                                                                                                                                                     |
| Customer experience        |                                                                          |                                                                                                                                                                                                           |
| 3-3                        | Management of material topics                                            | <a href="#">Customer experience</a>                                                                                                                                                                       |
| Cybersecurity & resilience |                                                                          |                                                                                                                                                                                                           |
| 3-3                        | Management of material topics                                            | <a href="#">Cybersecurity &amp; resilience</a>                                                                                                                                                            |



| ID                                       | Description                                                                                  | Disclosure                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Data protection &amp; privacy</b>     |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                           |
| 3-3                                      | Management of material topics                                                                | <a href="#">Data protection &amp; privacy</a>                                                                                                                                                                                                                                                                                                                             |
| GRI 418                                  | Customer Privacy 2016                                                                        |                                                                                                                                                                                                                                                                                                                                                                           |
| 418-1                                    | Substantiated complaints concerning breaches of customer privacy and losses of customer data | There were no such incidents.                                                                                                                                                                                                                                                                                                                                             |
| <b>Diversity, equity &amp; inclusion</b> |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                           |
| 3-3                                      | Management of material topics                                                                | <a href="#">Diversity, equity &amp; inclusion</a>                                                                                                                                                                                                                                                                                                                         |
| GRI 405                                  | Diversity and equal opportunities 2016                                                       |                                                                                                                                                                                                                                                                                                                                                                           |
| 405-1                                    | Diversity of governance bodies and employees                                                 | 26% of our employees are women. We do not yet collect international data regarding age distribution.<br>At the end of the reporting period, the group executive included one woman and seven men and there were no women on the board of directors.                                                                                                                       |
| 405-2                                    | Ratio of basic salary and remuneration of women to men                                       | In 2023, we voluntary conducted an equal pay analysis in all Zühlke countries with more than 100 colleagues employed, in alignment with the Swiss Federal Act on Gender Equality, and achieved an overall positive result. More information on the method and approach used can be found on the page of the Swiss Federal Office for Gender Equality <a href="#">here</a> |
| GRI 406                                  | Non-discrimination                                                                           |                                                                                                                                                                                                                                                                                                                                                                           |
| 406-1                                    | Incidents of discrimination and corrective actions taken                                     | There was 1 complaint which was investigated and found to be unjustified                                                                                                                                                                                                                                                                                                  |
| <b>Decarbonisation</b>                   |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                           |
| 3-3                                      | Management of material topics                                                                | <a href="#">Decarbonisation</a>                                                                                                                                                                                                                                                                                                                                           |
| GRI 305                                  | Emissions 2016                                                                               |                                                                                                                                                                                                                                                                                                                                                                           |
| 305-1                                    | Direct (Scope 1) GHG emissions                                                               | 263 tCO <sub>2</sub> e                                                                                                                                                                                                                                                                                                                                                    |
| 305-2                                    | Energy indirect (Scope 2) GHG emissions                                                      | 319 tCO <sub>2</sub> e                                                                                                                                                                                                                                                                                                                                                    |
| 305-3                                    | Other indirect (Scope 3) GHG emissions                                                       | 7000 tCO <sub>2</sub> e                                                                                                                                                                                                                                                                                                                                                   |
| 305-4                                    | GHG emissions intensity                                                                      | 4.0 tCO <sub>2</sub> e per employee (including all scopes)                                                                                                                                                                                                                                                                                                                |

| ID                                             | Description                                                                          | Disclosure                                                                      |
|------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 305-5                                          | Reduction of GHG emissions                                                           | Total emissions have decreased by 11% compared to 2022.                         |
| 305-6                                          | Emissions of ozone-depleting substances (ODS)                                        | There were no significant emissions associated with ozone-depleting substances. |
| 305-7                                          | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emission       | We do not track these types of emissions separately.                            |
| <b>Employee health &amp; wellbeing</b>         |                                                                                      |                                                                                 |
| 3-3                                            | Management of material topics                                                        | <a href="#">Employee health &amp; wellbeing</a>                                 |
| <b>Employee learning &amp; development</b>     |                                                                                      |                                                                                 |
| 3-3                                            | Management of material topics                                                        | <a href="#">Employee training &amp; development</a>                             |
| GRI 404                                        | Training and education 2016                                                          |                                                                                 |
| 404-1                                          | Average hours of training per year per employee                                      | 70.2 hours                                                                      |
| 404-2                                          | Programs for upgrading employee skills and transition assistance programs            | <a href="#">Employee training &amp; development</a>                             |
| 404-3                                          | Percentage of employees receiving regular performance and career development reviews | 100%                                                                            |
| <b>Green tech / Data-driven sustainability</b> |                                                                                      |                                                                                 |
| 3-3                                            | Management of material topics                                                        | <a href="#">Data-driven sustainability</a>                                      |
| <b>Human rights &amp; fair collaboration</b>   |                                                                                      |                                                                                 |
| 3-3                                            | Management of material topics                                                        | <a href="#">Human rights &amp; fair collaboration</a>                           |
| GRI 206                                        | Anti-competitive Behaviour 2016                                                      |                                                                                 |
| 206-1                                          | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices      | There were no such legal actions.                                               |
| <b>Product quality &amp; safety</b>            |                                                                                      |                                                                                 |
| 3-3                                            | Management of material topics                                                        | <a href="#">Product quality &amp; safety</a>                                    |



## About Zühlke

Zühlke is a global innovation and transformation partner. We turn big opportunities into working solutions that deliver on-going value. For people, planet, and profit.

A holistic growth partner to our clients, we close the gaps between strategic ambition, tech implementation, and operational excellence, helping organisations thrive in a business environment that's fluid, data-led, and collaborative.

Together with clients and partners, our multidisciplinary teams deliver innovation and transformation initiatives in complex and regulated industries and ecosystems.

Zühlke was founded in Switzerland and is a global team of 1,900 colleagues, with 17 locations in Europe and Asia

## Contact us

**Zühlke**  
Zürcherstrasse 39J  
8952 Schlieren, Switzerland  
[www.zuehlke.com](http://www.zuehlke.com)

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This report was a collaborative effort. Many thanks to all the Zühlke colleagues, clients, and partners who played a part in its creation.

Image sources: Getty image: cover page, p.10, p.11, p.17, p.19, p.21, p.22, p.23, p.24, p.25, p.29, p.30, p.34, p.35, p.39, p.43, p.49, p.50 | Zühlke/private: p.2, p.3, p.4, p.5, p.6, p.7, p.8, , p.12. p.14, p.15, p.18, p.20, p.33, p.36, p.38, p.40, p.41, p.42, p.44, p.45, p.46, p.47, p.48, p.50 | Graphics & logos: Zühlke: cover page, p.2, p.5, p.6, p.7, p.10, p.12, p.29, p.31, p.32, p.34, p.37, p.47 | United Nations: p.8 | UN global compact: p.51

Design: Atelier Disko, [www.atelierdisko.de](http://www.atelierdisko.de)