Futureproofing through sustainability

Zühlke's Environmental, Social & Governance (ESG) impact in 2025

zühlke
empowering ideas



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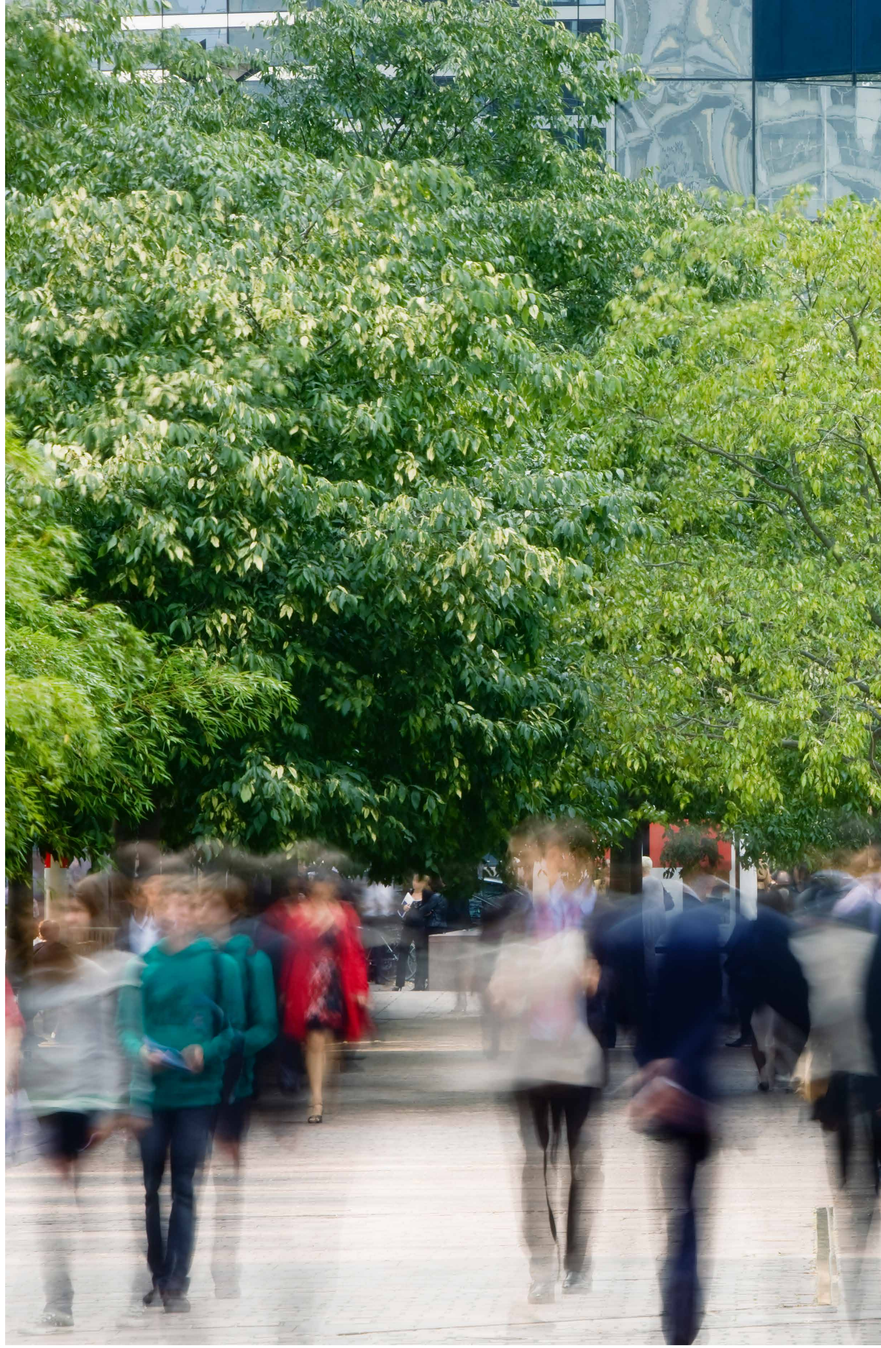
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A letter from our CEO

At Zühlke, we're trusted to deliver in complex, business-critical situations, often under significant constraints, where systems must perform, deadlines cannot move, and failure has real consequences. That context shapes how we think about quality, risk and long-term viability, and how we engineer and deliver solutions that remain sustainable in practice. 2025 was marked by continued economic and geopolitical uncertainty, reshaping how organisations prioritise, invest and deliver change. Across industries, the pressure is clear: move faster, while managing risk more carefully than ever.

I joined Zühlke in 2026. While I was not part of the organisation during the reporting year, my first months have focused on understanding how we create value for our clients, our people and the systems we operate in. Our approach is deliberately pragmatic. We focus on what can be implemented, measured and sustained. This guides how we support clients in complex technological and regulatory environments. It also informs how we manage our own environmental footprint and how we assess the broader impact of the solutions we engineer.

Climate change, resource constraints, and evolving regulation are already shaping infrastructure, supply chains and cost structures. These are not abstract developments. They directly influence how organisations operate, and the systems we help to engineer.

Through our client work, innovation activities, and venture engagements, we directly support the United Nations Sustainable Development Goals (UN SDG's), particularly UN SDG 3 (Good Health and Well-Being) and UN SDG 9 (Industry, Innovation and Infrastructure). We go beyond delivery to co-create scalable solutions and accelerate meaningful, long-term impact.

Strong governance supports this approach. In 2025, we continued to apply established frameworks to ensure consistency, transparency, and accountability across the Group. This includes maintaining our EcoVadis bronze medal status and ISO 14001 certification, as well as continued recognition by Gartner as a sample vendor for sustainable business. These are important reference points, but not the objective. The objective is to embed responsible decision-making into how we operate every day.

We also expanded the coverage of our Project Impact Assessment methodology to better understand the social and environmental effects of our client work. In 2025, PIA coverage increased to 52% of Group revenue, up from 42% in 2024.

In 2025, our greenhouse gas emissions increased by 399 tonnes compared to the previous year. This change was primarily driven by higher business activity, including increased spend on purchased goods and services, alongside a rise in travel and commuting as in-person collaboration continued to increase. We continue to focus on improving data quality and transparency, while identifying practical actions to reduce emissions over time in a way that supports business needs.

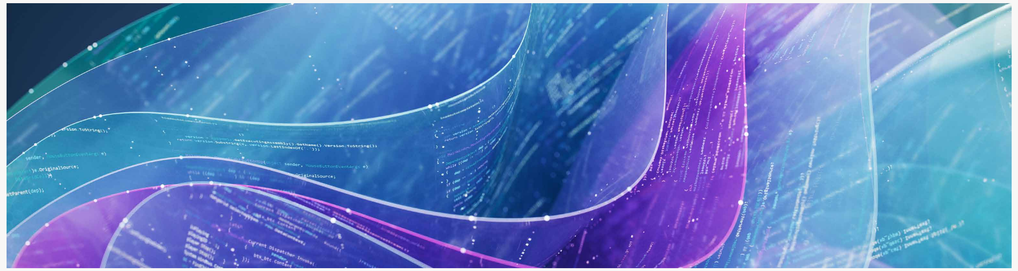
This report provides a transparent view of our impact. It highlights progress and acknowledges where challenges and trade-offs remain. Looking ahead, the environment our clients operate in will continue to become more demanding, shaped by regulatory pressure, resource constraints, and increasing expectations on performance and responsibility.

Our role is to help navigate this complexity. To deliver solutions that work in practice. And to do so in situations where the stakes are high and the consequences are real. Sustainability will remain part of this, applied in how we design, engineer and deliver solutions that perform when it matters.





GREGOR BIELER Group CEO, Zühlke



EcoVadis

Bronze Medal

status achieved



52%

of Group revenue was assessed under PIA. Of that, 64% came from projects rated as positive or substantial positive impact

Recognised as

sample vendor

for Sustainable Business in Gartner's latest 'Emerging Tech Impact Radar: Services' report

100%

renewable electricity usage*
(* considering EACs)

2025 facts & figures

Committed to

Equal Pay

for Work of Equal Value by 2030 with the United Nations Global Compact's Forward Faster initiative

Maintained

ISO 14001

certification of our Environmental Management System

392

children participated in the World Robot Olympiad at our Zurich locations, inspiring the next generation of tech talent

23kg

of food, baby essentials, and sanitary items donated to Hackney Foodbank in London

€12,359

raised for charities in Serbia through colleague-donated legacy tech



Launched our Tech Tomorrow

Podcast



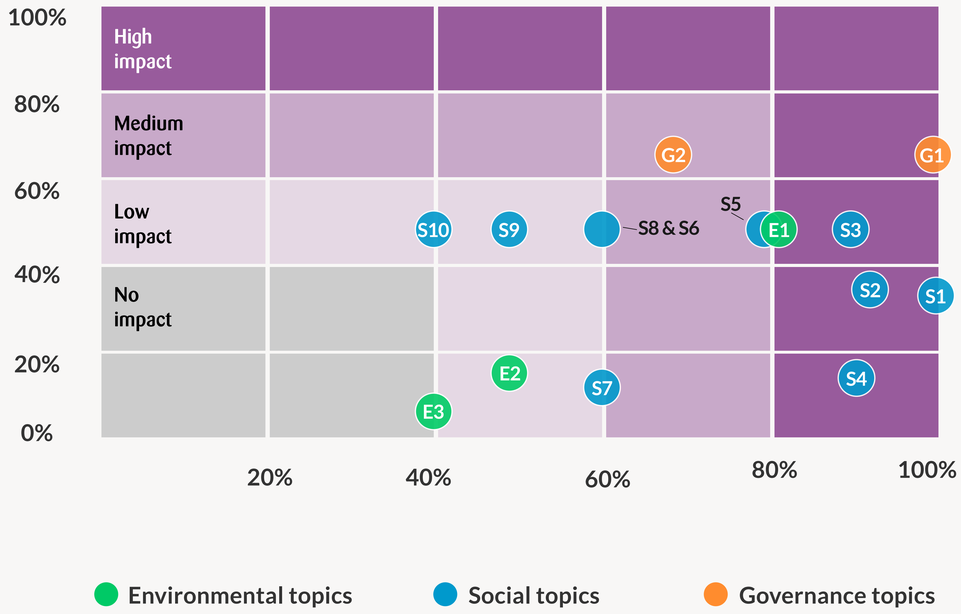
Identifying what matters most through our double materiality assessment

In 2025, we finalised our Double Materiality Assessment (DMA) to identify the environmental, social, and governance (ESG) topics that matter most to our business and to society. We designed the assessment to meet evolving regulatory requirements and to ensure our ESG strategy is grounded in clear business relevance and real-world impact.

The DMA assessed topics across two dimensions: **impact materiality** – our actual and potential impact on people and the environment, and **financial materiality** – the risks and opportunities these topics create for Zühlke's long-term performance, resilience, and value creation.

Our approach was built on trusted foundations, including extensive desk research and benchmarking against industry standards and peers. We complemented this with an internal deep dive through interviews with colleagues and business partners, as well as client engagement to understand priorities from both impact and financial perspectives. We then assessed, scored, and prioritised the topics. An external expert, Greenomy (acquired by Position Green in 2025), independently reviewed and validated both the methodology and the results.

The outcomes of the DMA directly shape Zühlke's ESG priorities, governance, targets, and reporting. This ensures we focus our efforts where they can deliver the greatest positive impact and long-term value.



High impact

- G1 Business Ethics
- E1 Climate Change & Environmental Protection
- S2 Human Rights & Fair Collaboration
- S2 Employee Health & Work Development
- S3 Diversity, Equity & Inclusion (DEI)
- S4 Employee Training & Development
- S5 Product Quality & Safety

Medium impact

- G2 Cybersecurity & Resilience
- S6 Client Partnerships
- S7 Data Protection & Privacy
- S8 Healthcare

Low impact

- E2 Green Tech
- E3 Circular Solutions
- S9 Data & AI
- S10 External Freelancers

Zühlke's Impact Pathways

Introduced in 2024, our Impact Pathways are the foundation of Zühlke's ESG strategy. They provide a clear and holistic view of how we create positive environmental, social, and governance impact – both in our operations and through the work we deliver with clients and partners.

The four pathways – Transforming business, Protecting the planet, Empowering our people, and Building communities guide how we set priorities, measure progress, and embed responsible practices across the organisation. Together, they turn our ambition into action. We create value for clients, society, and the environment while ensuring sustainable and inclusive practices shape our long-term growth.

Transforming business

Transforming business defines how we work with clients to create sustainable, future-ready solutions. We combine responsible innovation, data-driven sustainability, and systems thinking to accelerate transformation. By co-designing products, services, and business models, we help organisations deliver value for people and the planet while strengthening long-term resilience. Technology and expertise are powerful enablers of change. We use both to drive measurable impact.

Protecting the planet

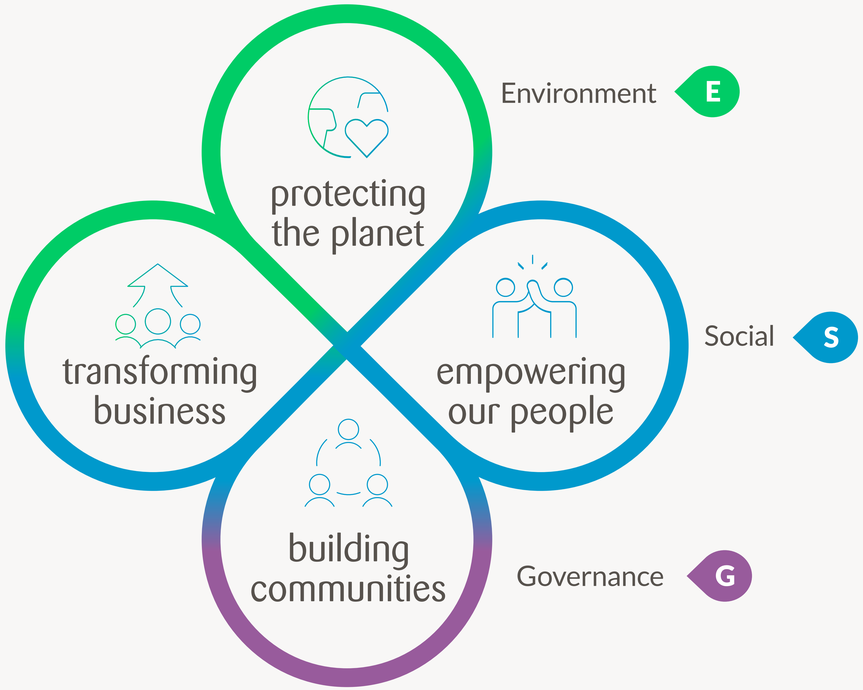
Protecting the planet reflects how we reduce our environmental footprint and drive climate action across our value chain. We operate responsibly, minimise emissions, and support the transition to a low-carbon economy. Through science-based targets, more sustainable operations, and partnerships focused on environmental innovation, we contribute to protecting natural resources and mitigating climate impact. Our goal is clear: deliver measurable environmental progress that lasts.

Empowering our people

Empowering our people focuses on creating an environment where colleagues can grow, thrive, and make a meaningful contribution. We invest in learning, leadership, inclusion, wellbeing, and equitable opportunities. This enables our people to succeed and strengthens a culture of belonging. Sustainable impact starts with people. By fostering human-centric leadership and ensuring access to development, we build an engaged, capable, and purpose-driven workforce.

Building communities

Building communities reflects our role as an active contributor to society. We support local and global initiatives that promote education, wellbeing, and inclusive progress. Through volunteering, pro bono work, knowledge sharing, and long-term partnerships, we help create lasting social value. Impact goes beyond commercial outcomes. When communities thrive, so do our people, clients, and society as a whole.



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

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

empowering our people — We foster diverse thinking and belonging, enabling all colleagues to grow and thrive.

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

Transforming business



Measuring and steering impact across our client portfolio

At Zühlke, we define impact not only by technical excellence, but by the lasting value we create for businesses, society, and the environment. Our Project Impact Assessment (PIA) framework enables us to systematically evaluate and actively steer the broader effects of our client engagements. By embedding sustainability into project delivery, we ensure that innovation drives measurable progress across our ESG impact pathways.

Developed specifically for innovation and technology projects, PIA aligns with the United Nations Sustainable Development Goals (UN SDGs). It assesses economic, environmental, and social impact across clear criteria, resulting in an overall rating that supports both internal decision-making and client collaboration.

Embedding impact into business performance

PIA reflects a shift from measuring success purely through a commercial lens to understanding value creation more holistically. We categorise projects based on their contribution to society and the environment:

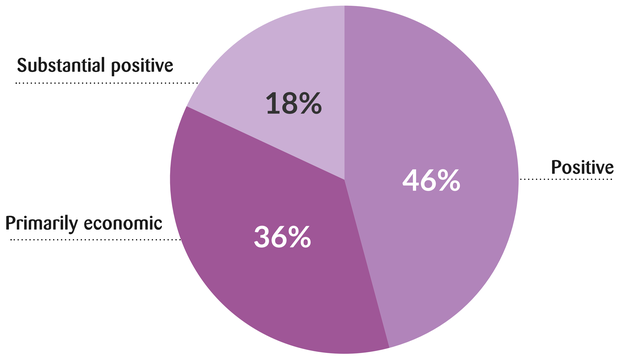
- **Positive impact:** Projects deliver benefits beyond financial outcomes, while actively mitigating negative effects.
- **Substantial positive impact:** Projects are intentionally designed to achieve environmental or social outcomes and directly contribute to the UN SDGs.

This structured approach enables us to align our portfolio with long-term sustainability ambitions while supporting our clients in achieving their ESG goals.

Progress towards 2030 targets

Our Group Leadership team has set a clear ambition for 2030:

- 70% of project revenue will come from projects with at least positive impact.
- 30% of project revenue will come from projects with substantial positive impact.



The ESG impact of projects representing approx. 52% of annual Group revenue. This marks meaningful progress towards our 2030 targets.

2025 highlights

In 2025, we assessed 97 projects, representing 52% of Group revenue. Of this assessed portfolio, 64% of revenue came from projects delivering positive or substantial positive impact.

From internal framework to client collaboration

Originally developed as an internal framework, PIA is evolving into a collaborative tool. We actively involve clients in the assessment process, creating a shared understanding of project impact and enabling more transparent, sustainability-driven decision-making. Early applications show strong potential to strengthen partnerships and align innovation outcomes with broader societal goals.

Two examples of assessed projects demonstrate how technology and innovation deliver measurable environmental and social benefits:

- Sensirion – Continuous methane monitoring: Supporting energy operators to detect and reduce fugitive emissions, addressing a greenhouse gas significantly more potent than CO_2 in the short term.
- Hong Kong Jockey Club – Secure digital ecosystems: Enhancing identity and access management for large-scale platforms, improving user experience, security, and regulatory compliance for more than one million users.

Looking ahead

As we scale PIA across our portfolio, we'll focus on:

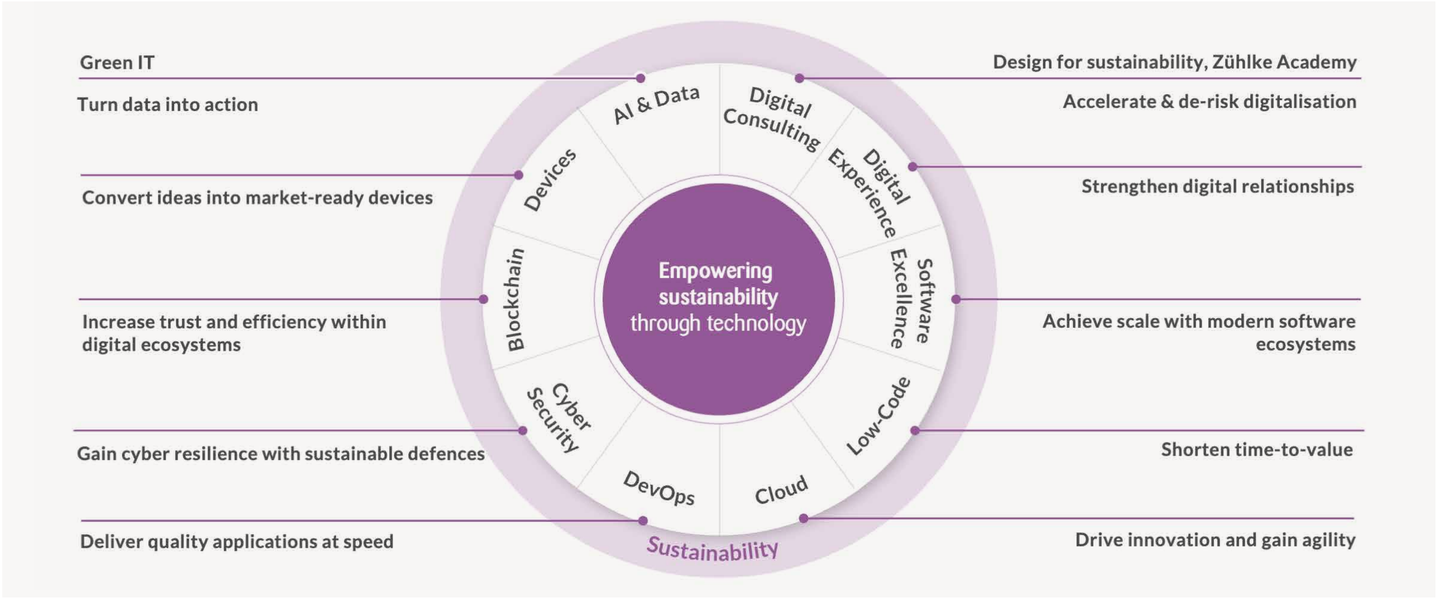
- Increasing assessment coverage
- Improving data quality
- Strengthening client engagement

We continue to refine our methodology and align it with evolving regulatory and reporting frameworks, including CSRD and GRI, to enhance transparency and comparability.

From transformation to circular solutions

Sustainability is increasingly a strategic imperative as organisations navigate intensifying environmental, social, and regulatory pressures. In 2025 and moving into 2026, global dynamics accelerated this urgency: geopolitical conflicts continued to disrupt energy and supply chains, climate volatility brought record heatwaves and extreme weather events across multiple regions; and new regulatory frameworks, such as CSRD, ESPR, CSDDD, and PPWR, have significantly strengthened expectations for transparency, due diligence and responsible business conduct.

Against this backdrop, organisations are shifting from short term initiatives to long-term resilience and transformation. At Zühlke, we support clients in embedding sustainability into core business strategies, operations, and value chains. As a transformation partner, we connect technology, data, and engineering expertise with tangible sustainability outcomes, enabling organisations to move beyond incremental improvements towards systemic change.



2025 highlights

Transforming infrastructure and systems

A key focus of our work is the transformation of critical infrastructure sectors such as energy and mobility. In energy systems, we support the development of resilient, future-ready networks through digital engineering. Our work on smart grids and advanced monitoring solutions enables utilities to integrate renewable energy sources more effectively while improving system reliability and reducing exposure to climate-related risks. An example of this is our work developing smart grids that enable communication between electrical devices like heat pumps, charging stations, and PV systems. The project focuses on creating a recognised label that ensures interoperability among devices, manufacturers, and network operators, fostering trust and guidance for all stakeholders from production to consumption.

In parallel, we help reimagine mobility ecosystems for a low-carbon future. Through initiatives such as multimodal transport platforms and integrated mobility systems, we enable more efficient use of infrastructure while enhancing user experience. By combining advanced analytics, digital platforms, and engineering expertise, we support organisations in designing transport systems that are both sustainable and scalable. Our partnership with Zurich Airport showcased just that.

We recognise that insurance sits at the frontier of societal and environmental impact, where a fundamental shift from reactive coverage to proactive prevention is urgently needed. If we aim to enable healthier, longer-living populations, healthcare systems must transform, moving beyond treatment toward prevention of largely avoidable chronic diseases which today drive around 70% of healthcare costs. At the same time, escalating climate risks, with insured losses exceeding $100 billion annually since 2020, make client adaptation no longer optional but essential. By leveraging data, technology, and cross-sector partnerships – from IoT-enabled risk monitoring to resilient infrastructure and incentives

for healthier lifestyles, insurers can reduce loss frequency and severity, strengthen community resilience, and play a pivotal role in shaping a more sustainable and equitable future.

Engineering sustainable innovation at scale

Engineering innovation is central to translating sustainability ambition into measurable outcomes. We work with organisations to design, build, and scale solutions that reduce environmental impact while delivering operational and commercial value.

This includes accelerating the deployment of green technologies through agile engineering approaches. For example, we have supported the rapid development of smart energy infrastructure prototypes, enabling faster testing and deployment of solutions that improve energy efficiency and grid responsiveness. At the same time, we embed sustainability considerations directly into product development, evaluating materials, energy consumption, and lifecycle impacts from the earliest design stages.

Digital transformation further amplifies this impact. By migrating systems to optimised cloud environments and designing energy-efficient architectures, we help organisations reduce operational emissions while improving scalability and performance. This integration of sustainability into digital ecosystems ensures that environmental considerations are embedded alongside innovation and growth. Our work with Swisscom helped migrate millions of accounts to the cloud with zero downtime.

Enabling circular and resource-efficient systems

Long-term sustainability requires a shift from linear production models to circular value systems. At Zühlke, we support organisations in designing products, services, and business models that minimise waste, extend product lifecycles, and recover value from materials and resources.

Through eco-design frameworks and lifecycle analysis, we help clients embed circular principles from the earliest stages of product development. This includes evaluating how products are manufactured, used, maintained, and ultimately reused or recycled.

Collaboration as a catalyst for transformation

Through partnerships with academic institutions, industry initiatives, and public programmes, as well as events and masterclasses, we help develop practical and scalable approaches to circularity. Collaborations with organisations such as the Zurich University of Applied Sciences (ZHAW) and participation in initiatives like Climate Week Zurich enable cross-sector dialogue, accelerate innovation, and support the translation of sustainability goals into actionable programmes. These efforts strengthen both environmental performance and economic resilience across organisations.

Advancing sustainable business through industry recognition

Zühlke was recognised as a sample vendor for Sustainable Business in Gartner's Emerging Technologies and Trends Impact Radar, underlining our role in integrating sustainability into digital transformation.

EXPLORE MORE

- » Subscription business; the growth opportunity for equipment and machinery manufacturers
- » Tech tomorrow podcast: tackling the global food crisis
- » How to combine sustainability and engineering for business growth
- » From crises to opportunity: how to master returns in retail
- » From coverage to prevention: the next frontier in insurance



TRANSFORMING BUSINESS

Accelerating impact in global healthcare

Healthcare is a defining focus for Zühlke, bridging technology, social equity, and human wellbeing. As systems face rising costs, workforce pressures, and ageing populations, sustainable innovation becomes essential in healthcare. Our work aligns with the UN SDG 3 (Good Health and Wellbeing), helping healthcare organisations evolve through digitalisation, data integrity, and human-centred design.

From secure research platforms to AI-enabled care, Zühlke's mission is to create accessible, resilient, and sustainable HealthTech solutions that improve lives and strengthen societal wellbeing. By fusing research, engineering, and patient focus, we continue to support shaping a healthcare ecosystem that is both innovative and sustainable.

2025 highlights

Delivering transformative healthcare projects

Our project portfolio this year contributed to meaningful improvements across several areas healthcare. For Global Research Platforms, we built a secure, compliant system accelerating Alzheimer's research through global data-sharing. With myflow, we supported the development of a tool that explores whether mental performance can be measured reliably by analysing pupil responses, helping the team bring a viable first product to market in record time. The DearYou mobile app advanced global breast-health awareness, while major European wins, including frameworks with Bundesamt für Gesundheit, and University Hospital Zürich, reinforced Zühlke's position in data-driven healthcare innovation.

Influencing health innovation through expertise

Zühlke shared its expertise at global events, including the APACMed MedTech Webinar, alongside Johnson & Johnson, Roche Diagnostics, and CAICT, discussing AI adoption, regulatory collaboration, and data integrity. Across 2025 gatherings such as the World Health Summit and Leaders of Tomorrow Forum, our leaders highlighted responsible innovation and sustainability in digital health. Additionally, our Tech tomorrow podcast with Bibi Ephraim discussed how AI is no longer a supporting tool in drug discovery it's becoming the driving force.

Deepening strategic healthcare partnerships

In 2025, Zühlke strengthened its healthcare ecosystem through high impact partnerships. With the University of St. Gallen, we gained access to a benchmark database of 370 pharma and biotech sites, enabling data-driven operational excellence and AI use-case development. Our collaboration with MedTech Catapult in Singapore, part of A*STAR, expanded our regional MedTech network, while co-creating a workflow optimisation app with the National Dental Centre to streamline clinical communication and patient care.



Prof. Dr. Thomas Friedli
Director, Chair for Production Management, University of St.Gallen

> With this partnership, we're enabling pharma companies to achieve sustainable transformation in their operations.

EXPLORE MORE

- » Why NHS transformation depends on interoperability
- » AI in healthcare
- » World Health Summit
- » AI innovation in medtech
- » Why modern labs needs to embrace digital change

Sustainable innovation through Zühlke Ventures

Zühlke Ventures advances innovation beyond traditional client engagements. As the Group's venture arm, it invests in early stage HealthTech startups, combining capital with execution support. This integrated model enables Zühlke to influence the design, validation, and scaling of products addressing societal and healthcare challenges from the outset.

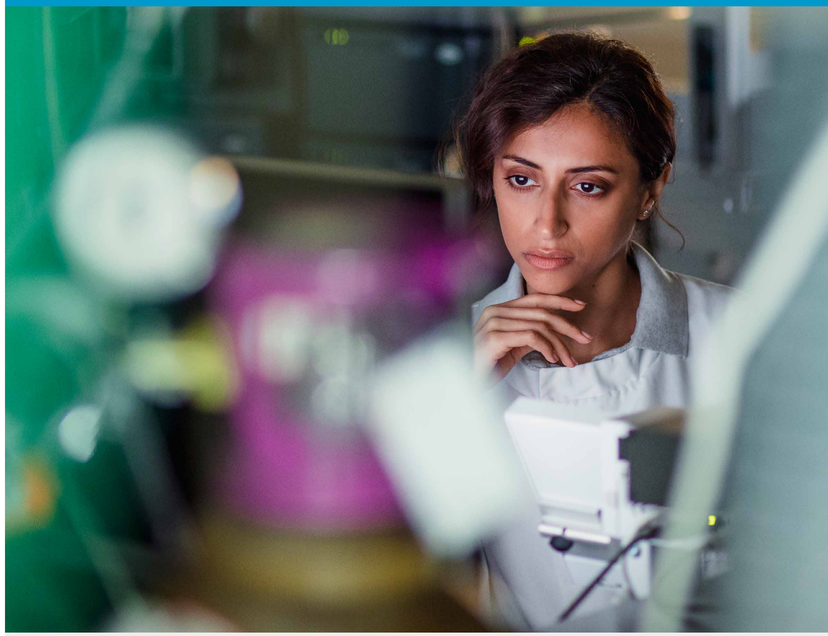
At its core, Zühlke Ventures reflects a commitment to innovation that delivers measurable value for people and healthcare systems. The focus is on supporting founders operating in highly regulated and complex environments, where success depends not only on technological innovation but also on robust product development and medical science, regulatory readiness, market access, and business building. By contributing hands-on expertise in these crucial areas alongside investment, Zühlke Ventures helps reduce risk and accelerate the path from concept, to product adoption.

A growing area of focus is preventive, data-driven healthcare. Zühlke Ventures highlights how insurers and healthcare providers are increasingly prioritising prevention, enabled by technologies such as AI, digital biomarkers, and connected devices. These approaches have the potential to improve patient outcomes, reduce long-term system costs, and support more resilient healthcare models. Zühlke Ventures plays a role in translating early-stage innovation into practical applications that can be adopted within real-world healthcare settings.

Through this focus on HealthTech, preventive care, and TechBio innovation, Zühlke Ventures primarily supports UN SDG 3 (Good Health and WellBeing) and UN SDG 9 (Industry, Innovation and Infrastructure).

2025 highlights

Zühlke Ventures is increasingly active in the TechBio space, where digital technologies intersect with life sciences. Through its support of companies such as Indivi, which apply deep phenotyping and digital health tools to drug development, Zühlke Ventures contributes to improving research efficiency in complex therapeutic areas, including neurodegenerative disease. These approaches enable more precise clinical endpoints, increase the likelihood of success in clinical trials, and accelerate time to market, helping bring effective therapies to patients sooner.



EXPLORE MORE

» The tech driven future of health insurance

Driving impact with responsible, scalable innovation

Across industries, data and artificial intelligence are reshaping how organisations operate, make decisions, and deliver value at scale. At Zühlke, these technologies play a central role in how we support clients in innovating responsibly and create positive environmental and social impact. As AI becomes embedded in critical systems – from healthcare and finance to infrastructure and public services – the need for ethical design, strong governance, and efficient use of data has become a strategic imperative. Our work in Data and AI contributes in particular to UN SDG 9 (Industry, Innovation and Infrastructure), UN SDG 12 (Responsible Consumption and Production), and UN SDG 16 (Peace, Justice and Strong Institutions), by enabling innovation that is trustworthy, resource efficient, and aligned with long-term societal value.

These developments have elevated responsible data and AI practices from a technical consideration to a strategic and societal imperative. Organisations are expected not only to innovate, but to do so in ways that are trustworthy, explainable, secure, and aligned with public interest. Regulatory frameworks are becoming more stringent, public scrutiny is increasing, and failures in governance can quickly undermine trust, resilience, and long-term value. In this environment, responsible AI is no longer about risk mitigation alone, it is a prerequisite for sustainable innovation.

The environmental footprint of digital technologies has also come into sharper focus. As AI adoption accelerates, so does its demand for energy and computing resources. Without deliberate design choices, AI will contribute to rising emissions and inefficient resource use, disproportionate to its benefit. Responsible AI therefore requires balancing performance and scalability with sustainability considerations, ensuring that data-driven solutions deliver value without unintended environmental or social consequences.

Against this backdrop, organisations must address questions of digital sovereignty, accountability, and control. Knowing where data resides, how it is governed, and who can access or influence AI systems is essential for meeting regulatory requirements and maintaining trust across jurisdictions. Responsible use of data and AI depends on strong governance, ethical design principles, and architectures that embed security, privacy, and compliance from the outset.

2025 highlights

Client projects, AI transformation & scalable impact
Client engagements demonstrated tangible impact across sectors. Our AI transformation work with Kessler delivered 20–30% efficiency gains across the software development lifecycle, using tools like GitHub Copilot, ChatGPT, and custom GPTs to accelerate coding, testing, and architectural understanding of legacy systems. In industrial digitalisation, we partnered with Belimo to create an award winning digital experience for millions of connected HVAC devices, improving usability, visibility, and lifecycle intelligence. The solution demonstrates how data and UX innovation can drive efficiency and customer value at scale. Zühlke also advanced secure, enterprise grade AI adoption through operationalisation of scalable and compliant AI solutions with clients retaining full control over their data.

Launching our Cybernetic Delivery (CD)
In 2025, Zühlke showcased how Cybernetic Delivery can generate up to 50% efficiency gains in delivery management through AI driven decision support. CD provides a structured approach to applying AI across software the delivery lifecycle, combining human expertise with AI assistance to improve quality, speed, and transparency, while maintaining governance and accountability. Internally, the Group AI Initiative continued to mature as a central access point for responsible AI tools, CD guidance, and training pathways, supported by quarterly AI Champion programmes and regular knowledge sharing.

EXPLORE MORE

- Tech tomorrow podcast: can we trust AI as a creative collaborator?
- Computer vision in retail: How AI-enabled video is giving retail stores a new set of eyes
- AI adoption: Rethinking time and purpose in the workplace
- Fair AI: debiasing techniques that actually work

TRANSFORMING BUSINESS

Quality, privacy and cyber resilience

Product quality, data protection, and cyber resilience are core to how Zühlke creates long-term value for clients. These priorities are embedded in our integrated management system, The Zühlke Way, and are reinforced by a comprehensive set of certifications. We hold ISO 9001:2015 for quality management, ISO 27001:2022 for information security, ISO 14001:2015 for environmental management and EN ISO 13485:2016 for medical devices, and as of January 2026, we are also certified to ISO 20000, the international standard for IT Service Management (ITSM) and Service Management Systems (SMS).

Product quality and safety are operationalised through defined use cases within The Zühlke Way, including maintaining controlled information, complying with relevant standards, performing internal audits and continuously improving the quality system. This governance framework ensures consistent, robust delivery across all solutions, including in regulated environments such as medical devices and critical infrastructure.



2025 highlights

Audit successes

In 2025, surveillance audits for ISO 9001, 13485, and 14001 again confirmed our compliance across several European locations. Auditors highlighted the quality of our work, the pride of our teams and our growing responsibility for sustainability, including a dedicated focus on how we govern and apply artificial intelligence.

Ensuring data protection

We strengthened data protection through our dedicated intranet subsite and group-wide governance approach. Zühlke continues to process personal data in line with the EU General Data Protection Regulation and relevant local laws, supported by clear procedures for suspected personal data breaches, direct escalation to the Group Data Protection Officer, and a Data Retention and Deletion Policy that defines how long data is kept and when it must be removed. All employees complete mandatory annual data protection training, with certificates retained as proof of compliance.

Building resilience

Building on our ISO 27001-certified Information Security Management System, we advanced cybersecurity and resilience through the 'Handling information in a secure way' use case. This includes policies on corporate security, information classification, secure development, project security, travel security and supply chain security, supported by internal initiatives such as phishing tests, updated visitor management and expanded security learning modules. Our cybersecurity consulting offering also grew, helping clients manage risk and enhance resilience, supported by thought leadership on emerging regulation, 2025 threat trends, and the evolving role of AI in security.

Protecting the planet



Decarbonising our operations

Sustainability at Zühlke is a responsibility woven into how we operate. While our greatest impact lies in enabling our clients' sustainable transformation, we are equally committed to leading by example in our own operations. In 2022, we signed the UN Global Compact Business Ambition for 1.5°C Pledge, aligning our actions with the Paris Agreement, and in 2024 our net-zero Science Based Targets were approved by the Science Based Targets initiative (SBTi).

Our validated targets are:

Overall net-zero target: we commit to reaching net-zero greenhouse gas (GHG) emissions across our value chain by 2040

Near-term targets: we commit to reduce absolute scope 1 and 2 GHG emissions 90% by 2030 from a 2021 base year. We also commit to reduce absolute scope 3 GHG emissions 42% within the same timeframe.

Long-term targets: we commit to maintaining absolute Scope 1+2 GHG emissions reductions of 90% by 2040 from a 2021 base year. We also commit to reduce absolute Scope 3 GHG emissions by 90% by 2040 from a 2021 base year.

We voluntarily report on our sustainability journey annually to the UN Global Compact, EcoVadis, and the Global Reporting Initiative (GRI), reinforcing transparency and accountability.

Our Group Sustainable Operations team continues to drive these efforts, supporting a business that doesn't just adapt to a low-carbon future, but thrives within it.

Advancing data-driven decarbonisation

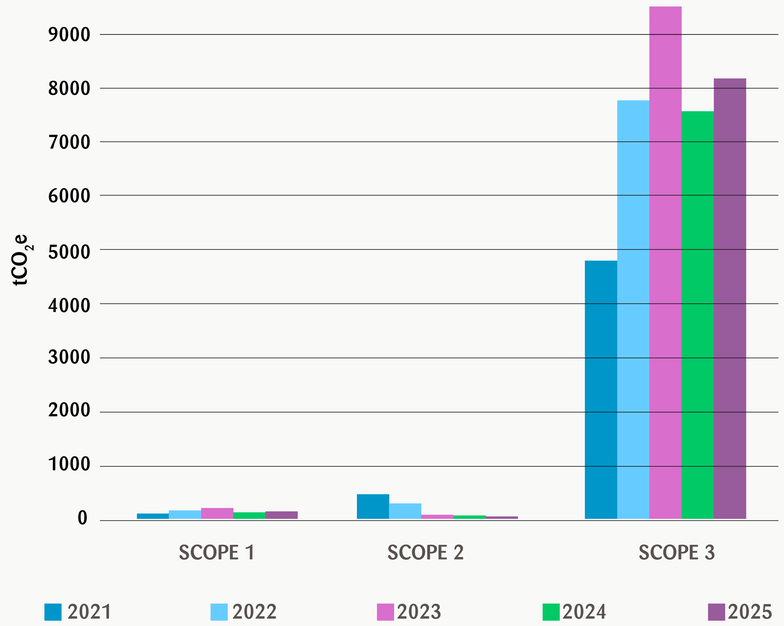
Robust data underpins Zühlke's decarbonisation strategy. Given that Scope 3 represents Zühlke's largest emissions category, improving data quality and transparency across the value chain remains a priority, alongside increased supplier engagement with the new addition of our Procurement team.

In 2025, a comprehensive recalibration of greenhouse gas (GHG) accounting methodologies for the period 2021 – 2024 was conducted in collaboration with our external partner Furthr. This work improved data accuracy, refined organisational boundaries, and standardised the treatment of key Scope 3 categories. Additionally, this more robust database enables clearer ownership, better informed decisions, and practical action to reduce our environmental impact as we progress towards net zero.

Operational measures support these ambitions, including:

- the transition to renewable electricity through Energy Attribute Certificates (EACs),
- reduction and optimisation of office space,
- eliminating combustion vehicles from our fleet.

Year-on-year greenhouse gas (GHG) emissions considering Energy Attribute Certificates (EAC's)



2025 highlights

Maintaining EcoVadis bronze medal status

Zühlke has been awarded the EcoVadis Bronze Medal for the second year in a row, placing us in the top 35% of companies assessed for their sustainability practices. This recognition highlights our dedication to sustainable and responsible business operations, reinforcing our commitment to transparency and ethical practices across our value chain.

Carbon mitigation projects

In 2025, Zühlke continued its commitment to climate action beyond the value chain by investing in a portfolio of three high-quality carbon mitigation projects, retiring a combined 300 tCO2e against our 2024 emissions footprint. This was completed through our carbon accounting partner Furthr, and you can find out more on the projects here.

Our 2025 emissions

In 2025, Zühlke's total greenhouse gas (GHG) emissions increased compared to 2024, rising from 8,229 tCO_2e to 8,628 tCO_2e (an increase of 399 tCO_2e). Scope 1 emissions remain low and relatively stable, while Scope 2 emissions have been significantly reduced through the transition to renewable electricity, including the use of Energy Attribute Certificates (EACs), resulting in 100% renewable electricity across our operations. The increase in emissions falls within our Scope 3 emissions, which continue to represent the largest share of our footprint.

What drove the increase

Purchased goods and services remain our largest emissions source and increased from 4,334 tCO_2e to 4,544 tCO_2e, reflecting higher business activity and associated spend.

Business travel rose slightly from 1,642 tCO_2e to 1,676 tCO_2e, as in-person collaboration with clients and teams increased compared to the previous year.

Employee commuting increased from 1,176 tCO_2e to 1,373 tCO_2e, reflecting a continued shift back to office-based working patterns and an improvement in methodology to include building cooling emissions for the first time.

Capital goods emissions also increased, indicating higher investment in equipment and infrastructure during the year.

Electricity-related emissions decreased in relative terms, supported by continued use of renewable electricity sourcing and reductions in office space. Other smaller categories remained broadly stable.

What this means

The increase in 2025 emissions is primarily linked to a higher level of business activity and operational normalisation, rather than a step change in carbon intensity. As a professional services and engineering company, our footprint is strongly influenced by:

- the scale of client delivery,
- procurement of external services, and
- how and where our people work.

This means that, alongside reducing emissions in absolute terms, improving carbon efficiency per unit of business activity remains a key focus.

Maintaining transparency and improving data quality

As highlighted in the previous page, we continue to improve the accuracy and completeness of our emissions data in collaboration with Furthr. This includes refinement of Scope 3 categories such as purchased goods and services, commuting, and capital goods. These improvements provide a more reliable baseline for tracking progress but can also contribute to year-on-year changes as data quality evolves.

Our focus going forward

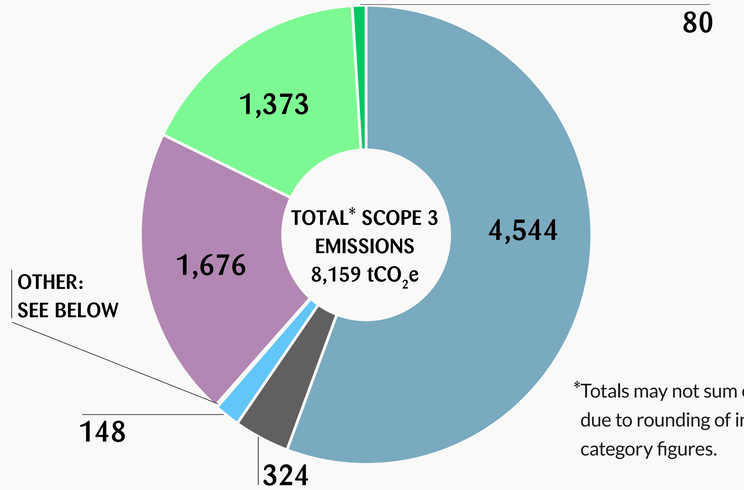
While emissions increased in 2025, we continue to take our responsibility to reduce emissions seriously. We are currently reviewing our baseline year which was set during COVID and is therefore not representative of normal business activity. This also requires assessing the feasibility of our targets to ensure they drive real progress rather than an unachievable ambition.

We are prioritising:

- Reducing emissions from purchased goods and services through supplier engagement and more sustainable procurement
- Supporting lower-carbon ways of working
- Improving the quality and accuracy of our emissions data to ensure we are measuring and managing our footprint on the right foundations

We recognise that reducing emissions in a growing business requires sustained effort and trade-offs. We remain committed to transparent reporting and to taking practical steps to reduce our impact in line with our science-based targets. Dive deeper into our emissions here.

2025 Scope 3 GHG emissions breakdown (tCO_2e)



Caring for the environment

Our Environmental Policy and ISO 14001-aligned Environmental Management System (EMS), provides a structured framework for identifying, managing, and reducing environmental impacts. The EMS emphasises resource efficiency, pollution prevention, and continuous improvement through regular audits and environmental reviews.

Annual climate risk assessments evaluate exposure to physical risks, financial implications, and reputational considerations, informing mitigation and adaptation planning.

Embedding low-impact operations

Sustainable mobility is promoted through incentives for public transport, cycling schemes, and electric vehicle adoption. These initiatives contribute to reducing commuting-related emissions and support behavioural change among colleagues.

In parallel, Zühlke is exploring the environmental footprint of emerging technologies, including AI tools, recognising their growing energy demand and the importance of balancing innovation with environmental responsibility.

Enabling circularity and reducing waste

Building on progress made in previous years, activity in 2025 focused on maintaining momentum through targeted, site-level initiatives while broader programmes were paused.

A notable example is the *Lomi composter* pilot in Hamburg. Developed through collaboration between Sustainable Operations and Facility Management, the initiative addresses food waste at office level by converting organic waste into usable compost. This reduces methane emissions associated with landfill disposal, where food waste can generate greenhouse gases significantly more potent than CO^2.

Beyond its environmental benefits, the initiative has also delivered social value by engaging colleagues in sustainable practices and fostering a shared sense of responsibility.

Engaging our people in environmental action

Employee engagement is a critical enabler of environmental progress. Zühlke supports this through internal communication platforms, sustainability onboarding, and targeted campaigns such as the *Earth Day Battery Recycling Challenge*, encouraging practical action and improved resource recovery across locations.

Regular sustainability communications further reinforce engagement by sharing progress, highlighting initiatives, and promoting concrete actions individuals can take.

Looking ahead

While no progress was recorded against the goals detailed in the table above in 2025, this reflects a deliberate pause to reset our approach, align ownership, and strengthen delivery structures. Updated priorities and implementation plans are now in progress for 2026 and beyond.



2025 GOAL	TARGET
Transitioning to eco-friendly cleaning products	Paused
Creating central waste stations & removing small desk bins to improve recycling rates	Paused
Transitioning to eco-friendly paper products	Paused
Weighing our waste to increase carbon footprint calculation accuracy	Paused
Ensuring clear and detailed waste signage	Paused

EXPLORE MORE

» Protecting the planet
» UK's carbon reduction plan
» Our sustainability journey
» Podcast: power of perspectives

Empowering our people



EMPOWERING OUR PEOPLE

Enhancing innovation through diversity, equity and inclusion

As a core component of our empowering our people pathway, Diversity, Equity & Inclusion (DE&I) is fundamental to our identity. All individuals, regardless of gender, age, religion, ethnicity, social and cognitive background, physical ability, or sexual orientation, should receive fair treatment and opportunities. It is a key business driver that enhances our overall performance, and we are committed to creating an environment where everyone feels valued and empowered to reach their full potential.

	(Non-executive) Board	Senior Leadership	Leadership (People Leads)	Promotions	New Joiners
2022	0%	19.5%	27.5%	–	–
2023	0%	20.5%	22%	28%	33%
2024	33%	22.9%	22.5%	28%	31.3%
2025	33%	20%	21%	24%	29%

Female representation in Leadership positions and Workforce Trends

2025 highlights

Strengthening governance and accountability
Our DE&I agenda is guided by a dedicated DE&I Board, responsible for shaping strategy, setting objectives, and monitoring progress across the Group. The Board also oversees reporting on key indicators, including gender pay equality, and provides recommendations to the Group Executive Committee to ensure continuous improvement.

In 2025, we refreshed the composition and mandate of the DE&I Board to accelerate progress in priority areas. This included enhancing transparency of DE&I data, strengthening policy frameworks, and increasing accountability across leadership.

Driving gender equity and representation
Improving gender balance, particularly in technical and leadership roles, remains a strategic priority. In alignment with the UN Global Compact Forward Faster commitment, Zühlke has set a clear ambition to achieve equal pay for work of equal value by 2030.

We continue to track and analyse gender pay outcomes annually. In 2025, our analysis across countries with more than 100 colleagues confirmed that pay differences for comparable roles remained within an acceptable range, with no unexplained gender pay gaps identified. These insights are actively used to guide decision-making during the annual salary review process, ensuring fairness is embedded in compensation practices.

To strengthen representation, we have refined our recruitment approach. This includes structured interviews, monthly unconscious bias training for hiring teams, and targeted sourcing strategies. Additionally, initiatives such as mindful shortlisting and senior sponsor engagement have been introduced to increase the representation of women in our talent pipeline.



‘Diversity, equity and inclusion are essential to the success of our group and our culture. I am proud to chair our DE&I Board that has a passion for action and delivery.’

ANGELA BISHOP
Regional Managing Director Cross EMEA, CEO UK & Partner

2025 highlights

Embedding inclusive culture and policies
Colleague Resource Groups (CRGs) play a critical role in embedding inclusion across the organisation. Groups such as Women Who Impact (focused on gender equality), ZSpectrum (focused on neurodiversity), and our wellbeing and language communities provide platforms for connection, advocacy, and awareness-building. These groups not only strengthen belonging, but also inform organisational decision-making.

An example is ZSpectrum's 2025 Neurodiversity & Staffing Survey, which informed actions to improve awareness, workplace adjustments, and inclusive staffing practices.

Building partnerships and expanding impact
Collaboration beyond Zühlke is key to advancing DE&I at scale. We continue to partner with external organisations such as SheCanCode and Hello 50:50 World to promote gender diversity in technology and share best practices across the industry. These partnerships support talent attraction, knowledge exchange, and broader ecosystem impact.

Internally and externally, we also engage in events and initiatives that promote inclusion, from International Women's Day panels and Pride Month sessions to accessibility-focused workshops and STEM outreach activities. These efforts help us raise awareness, challenge biases, and inspire the next generation of diverse talent.

Looking ahead
While we have made meaningful progress, we recognise that achieving lasting inclusion requires sustained effort. Our focus remains on strengthening data-driven decision-making, increasing transparency, and embedding accountability at all levels of the organisation.



EXPLORE MORE

- » DEI policy
- » DEI strategy
- » Power of perspectives podcast
- » Careers with autism
- » Careers with ADHD

Cultivating a connected and supportive work environment

At Zühlke, supporting people to perform at their best involves more than standalone wellbeing initiatives. It requires fostering a culture of collaboration, purpose, and practical support for colleagues' physical and mental health, which is an important focus during a year of continued organisational change. Across the Group, we work to create an environment where people feel connected, clear about their roles, and able to maintain a sustainable work-life balance.

Strengthening our people-first culture

In 2025, we continued developing this environment through initiatives aimed at building team cohesion, strengthening our employer brand, and supporting colleague wellbeing. Our updated strategy also brought employer branding and recruiting into closer alignment, with targeted campaigns and storytelling helping to attract talent in key markets and maintain a more consistent global employer brand.

Creating shared experiences across locations

Annual camps, team gatherings, and milestone celebrations offered colleagues opportunities to connect and maintain a sense of community across locations. These shared experiences contribute to a feeling of belonging and help sustain our collaborative culture.

Providing accessible support and wellbeing resources

To ensure support is available when needed, colleagues in each country have access to Employee Assistance Programmes (EAPs) offering confidential counselling, coaching, and practical guidance. Our Colleague Resource Groups (CRGs) and wellbeing communities also share resources and personal experiences that encourage open, honest discussion around health and wellbeing.



2025 highlights

World Mental Health Day session with Dr. Annabelle Chow

To mark World Mental Health Day, we partnered with clinical psychologist and mental health expert Dr. Annabelle Chow to host a dedicated session for colleagues. The discussion provided practical insights into recognising and managing psychological stress, while encouraging open conversations about mental health in both professional and personal contexts. The event helped raise awareness and reinforced a culture where mental wellbeing is openly discussed and supported.

AI + Me

A key milestone during the year was the design and implementation of Zühlke's first global employer branding strategy. This initiative brought together four coordinated content streams aligned with our employee value proposition: People & Passion video stories, the AI + Me flagship campaign, the AI Awards, and the Leader to Candidate format designed to strengthen trust and transparency in recruitment conversations. For the first time, global employer branding activities were coordinated across regions and linked to internal engagement initiatives, including International Women's Day, Pride Month, and mental health awareness campaigns.

Thrive@Zühlke

While our wellbeing approach is global, local initiatives play a vital role in addressing regional needs. Thrive@Zühlke, developed in Portugal, provides a holistic wellbeing framework combining initiatives that support physical, mental, interpersonal, financial, and purpose-driven wellbeing. By bringing existing benefits and support mechanisms into a structured programme, Thrive@Zühlke shows how local teams can develop comprehensive approaches tailored to their workforce.

EMPOWERING OUR PEOPLE

Training growth in a transforming organisation

Learning and Development (L&D) sits at the core of Zühlke's commitment to creating long-term value for people, clients, and society. As a knowledge-driven organisation, our ability to innovate responsibly depends on how effectively we develop our people's skills, leadership capabilities, and readiness to navigate change.

From an ESG perspective, L&D directly supports our Social and Governance ambitions: it strengthens talent attraction and retention, reinforces leadership accountability, and builds a culture rooted in continuous learning, inclusion, and ethical decision-making.

2025 highlights

Strengthening structure, clarity, and access to learning
In 2025, we advanced our strategic approach to internal communication around learning, improving visibility, coherence, and ease of access across our global offering. A refreshed SharePoint space and a suite of one-page summaries help colleagues navigate available opportunities more intuitively.

Closer collaboration with Internal Communications created a clearer narrative for our learning ecosystem, enabling teams to understand how programmes connect to role expectations, leadership journeys, and core skills development. This included supporting our technical and engineering capabilities, by enabling experienced colleagues to share their knowledge through trainings and workshops throughout the year. This foundation strengthens transparency and supports a more equitable learning experience, paving the way for further refinement of our global curriculum in 2026.

Progressing our leadership journey and expanding core human skills
Building strong, human-centred leaders remained a central focus in 2025. We launched and piloted new phases of our Leadership Journey for aspiring and experienced leaders, while fostering peer learning through leadership communities and group coaching.

In parallel, we rolled out our Core Human Skills offering globally, covering essential capabilities such as cross-cultural collaboration, feedback, conflict management, and change leadership. These programmes equip colleagues with the behavioural skills required in complex environments and reinforce psychological safety, inclusion, and effective teamwork — key enablers of our culture and sustained organisational performance.

Preparing for the AI transformation and advancing other capability initiatives
To support Zühlke's responsible adoption of AI, 2025 focused on evaluating learning platforms, designing role-based skill pathways, and developing an AI literacy and governance pilot scheduled to launch in 2026.

Alongside this work, several established programmes continued to grow, including SPIN Selling, Consulting Skills, 1:1 coaching, team development initiatives, and learning communities. Our refreshed Global Onboarding and new framework for local onboarding strengthened early engagement, while the Empower & Engage survey reflected positive perceptions of our feedback culture.



We strengthened learning foundations in leadership, human skills and AI readiness, helping our people collaborate, adapt and execute for our clients.

HANNAH HALL-TURNER
Regional Head of People & Culture APAC & Member of the Executive Board Zühlke APAC

Building communities



Responsible collaboration across our stakeholder ecosystem

Responsible collaboration is central to how Zühlke works with clients, partners, freelancers, and suppliers. We apply consistent standards for business ethics, human rights, and fair working practices, guided by our values of integrity, courage, and customer success. This foundation supports trust-based relationships and enables sustainable value creation beyond our organisational boundaries.

Ethical and transparent client partnerships

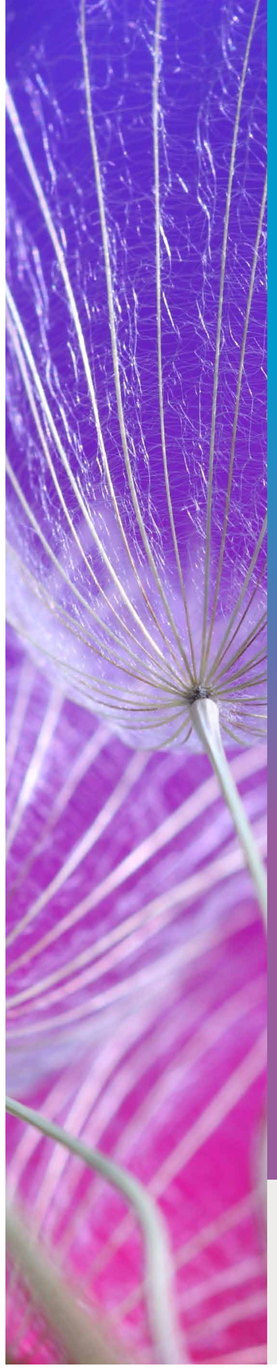
Our Supplier Code of Conduct sets clear expectations on integrity, legal compliance, data protection, and conflict-of-interest prevention across all client engagements. These standards are reinforced through mandatory training and governance mechanisms, including our Integrity Policy and confidential Integrity Line, which allows employees and external parties to report concerns without fear of retaliation. Together, these safeguards support sound decision-making in complex delivery environments.

Value-driven partner collaboration

Our delivery partners play a vital role in how Zühlke designs, builds, and delivers solutions. We work closely with leading technology providers, specialist firms, and emerging innovators to strengthen our capabilities, expand service offerings, and create distinctive value for clients. Through these collaborations, we combine expertise, co-develop solutions, and accelerate transformation across areas such as Cloud, Data & AI, enterprise platforms, and digital engineering.

Human rights as a baseline requirement

Respect for human rights is non-negotiable. Our Supplier Code of Conduct prohibits forced labour, child labour, discrimination, harassment, and human trafficking, and aligns with the principles of the United Nations Global Compact and the Universal Declaration of Human Rights, adopted by the United Nations. These commitments are reinforced through our Modern Slavery Statement, which sets out risk-based assessments, training, and reporting mechanisms across our operations and supply chain.



2025 highlights

Introducing the Dun & Bradstreet risk platform

In 2025, we significantly enhanced the transparency and resilience of our partner ecosystem through the introduction of the Dun & Bradstreet risk platform.

This data-driven solution provides deeper insight into partner stability, legal compliance, ownership structures, and ESG-related risks, enabling more informed decisions during onboarding and ongoing collaboration.

The platform now serves as a core tool for:

- Early identification of potential financial or compliance risks
- Monitoring ecosystem integrity across markets
- Supporting regulatory expectations for due diligence
- Strengthening alignment with Zühlke's commitments to responsible and ethical delivery

While the assessment of our broader network progressed more slowly than planned, the establishment of a dedicated procurement function in 2026 will accelerate risk evaluation and ESG alignment across a wider range of collaborators.

EXPLORE MORE

» Modern Slavery Statement

Backing causes that matter

01 Colleagues in Singapore participated in a HYROX fitness competition, promoting physical wellbeing, team spirit and perseverance. On this photo, the team celebrates their achievement on the podium.

02 Colleagues take part in an Accessibility Equipment Showcase, a session for colleagues to explore assistive technologies but also experience what it's like to live and work with different impairments. In this moment, a colleague tests a device that limits dexterity, offering insight into the challenges faced by people with motor skill impairment.

03 As part of an Earth Day initiative, colleagues collected over 1,500 used batteries across locations. Pictured here, a team showcases the impact of small, collective actions in driving environmental responsibility.

04 Colleagues came together for a cultural evening celebrating Greek and Turkish traditions, featuring a shared Mediterranean meal, music and a quiz. The event fostered cultural exchange and connection through food, storytelling and shared experiences.

05 Colleagues in Portugal celebrated São João, the city's patron saint, embracing local traditions and strengthening cultural connection and community spirit.

06 Three colleagues completed a running competition and are pictured with their medals, reflecting their dedication, resilience, and wellbeing.













References

A closer look at compliance and data





Our voluntary commitments



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

As a participant, we annually reconfirm our support for 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 wellbeing, 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 responsible collaboration.

Reporting to GRI Zühlke Group has reported in accordance with the GRI Standards for the period 1 January to 31 December 2025. Click on this link to view our GRI Context Index Table .

Reporting to EcoVadis
We assess and report our sustainability performance through EcoVadis, an independent global rating that evaluates the strength of our sustainability management system. It is based on documented evidence across Environment, Labour & Human Rights, Ethics, and Sustainable Procurement, focusing on what is implemented in practice. This provides an externally validated view of how we manage risk and performance, while highlighting areas for improvement year-on-year. We recently achieved Bronze Medal Status.



About Zühlke

Zühlke is a global transformation partner, with engineering and innovation in our DNA.

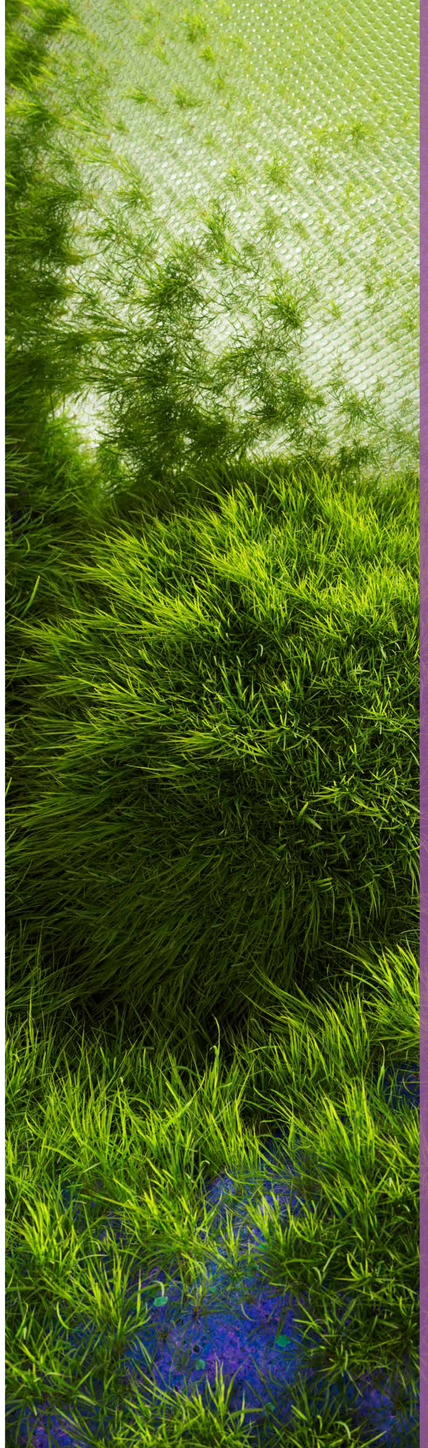
We're trusted to help clients envision and build their businesses for the future to run smarter today while adapting for tomorrow's markets, customers, and communities.

Our multidisciplinary teams specialise in tech strategy and business innovation, digital solutions and applications, and device and systems engineering. We excel in complex, regulated spaces including health and finance, connecting strategy, tech implementation, and operational services to help clients become more effective, resilient businesses.

Founded in Switzerland in 1968, Zühlke is owned by its partners and located across Europe and Asia. Our venture capital arm, Zühlke Ventures, provides start-up financing in HealthTech.

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.2, p.7, .p10, p.12, p.15, p.18, p.21, p.25, p.27, p.28, p.29
Zühlke/private: p.3, p.11, p.14 (Ai), p.19, p.20, p.22, p.23, p.24, p.26



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