

# 2020 Environmental, Social and Governance Report





# About this report

This report provides an overview of Iress Limited's performance on material topics for the period 1 January 2020 to 31 December 2020. The report has been prepared in accordance with the GRI Standards: Core Option standard of reporting. External assurance has not been undertaken specifically for this report. The GRI reporting principles for defining report content (Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness) have been applied as follows:

- Stakeholder Inclusiveness is demonstrated through our multi-stakeholder materiality assessment and stakeholder engagement throughout the reporting period.
- Sustainability Context is demonstrated by discussion of material environmental and social topics, beyond an internal company focus.
- Our Materiality process is described in detail.
- Completeness is addressed through qualitative and quantitative data for the reporting period, including an explanation where data is not available and our future actions to improve in these areas.

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## Message from the CEO

I am pleased to present Iress' Environmental, Social and Governance Report for 2020. This is our third report and marks two years of implementing our ESG strategy. In addition to our annual ESG reporting, in early 2021 we published an environmental policy and a sustainable procurement policy. In 2021 we will start implementing environment and sustainable procurement plans.

Being a responsible business is fundamental to how we plan for—and operate—our business. We want to ensure we do things the right way, always advocating for substance over form. The past year has demonstrated that our fundamentals as a company and an employer are robust.

The impact of COVID-19 saw a year filled with unexpected challenges. Early in the pandemic, Iress' Board and management determined two key priorities: the wellbeing of our people and service continuity for our clients. I am proud of how we have responded and the strong position we are in to achieve our goals.

In 2020, we revised and simplified how we communicate what we do, why we do it (purpose), what are we trying to achieve (mission) and what we will become (goal). We clarify these in more detail later in this report.

The past year has seen a dramatic global increase in the use of technology. This too was mirrored across financial services, with clients heavily relying on technology to remain connected with their clients—no doubt this trend will continue. The number of people using Iress' Client Portal has increased sevenfold since the start of the pandemic. In 2020, approximately 1,000 clients were migrated to the cloud and Iress tools such as Digital Signatures have been in much higher demand. We have also noticed financial services businesses are seeking more efficient, automated and compliant ways of working—all of which can be provided by Iress technology.

In addition to innovation within our existing business to meet the technology needs of financial services, Iress continues to acquire businesses where it helps us meet client and user needs. In 2020, we acquired OneVue, BC Gateways and O&M Systems—I welcome the people and clients of these businesses into Iress.

An important part of our overall strategy is the management of Iress' significant economic, environmental and social impacts through good governance and continuous improvement. Iress is committed to observing internationally-recognised risks, such as climate change and modern slavery, and acting on these as part of our ESG roadmap. Important to us is our continued engagement with the communities in which we operate, underpinned by the role of the Iress Foundation.

Iress continued its client and user experience focus during 2020 and formal and informal feedback demonstrates continued improvement. Clients are seeking higher levels of strategic interaction with us, which is an area we are focused on. The appointments of two new leaders at Iress – Chief Commercial Officer, Michael Blomfield and Chief Product Office, Joydip Das, provides additional focus.

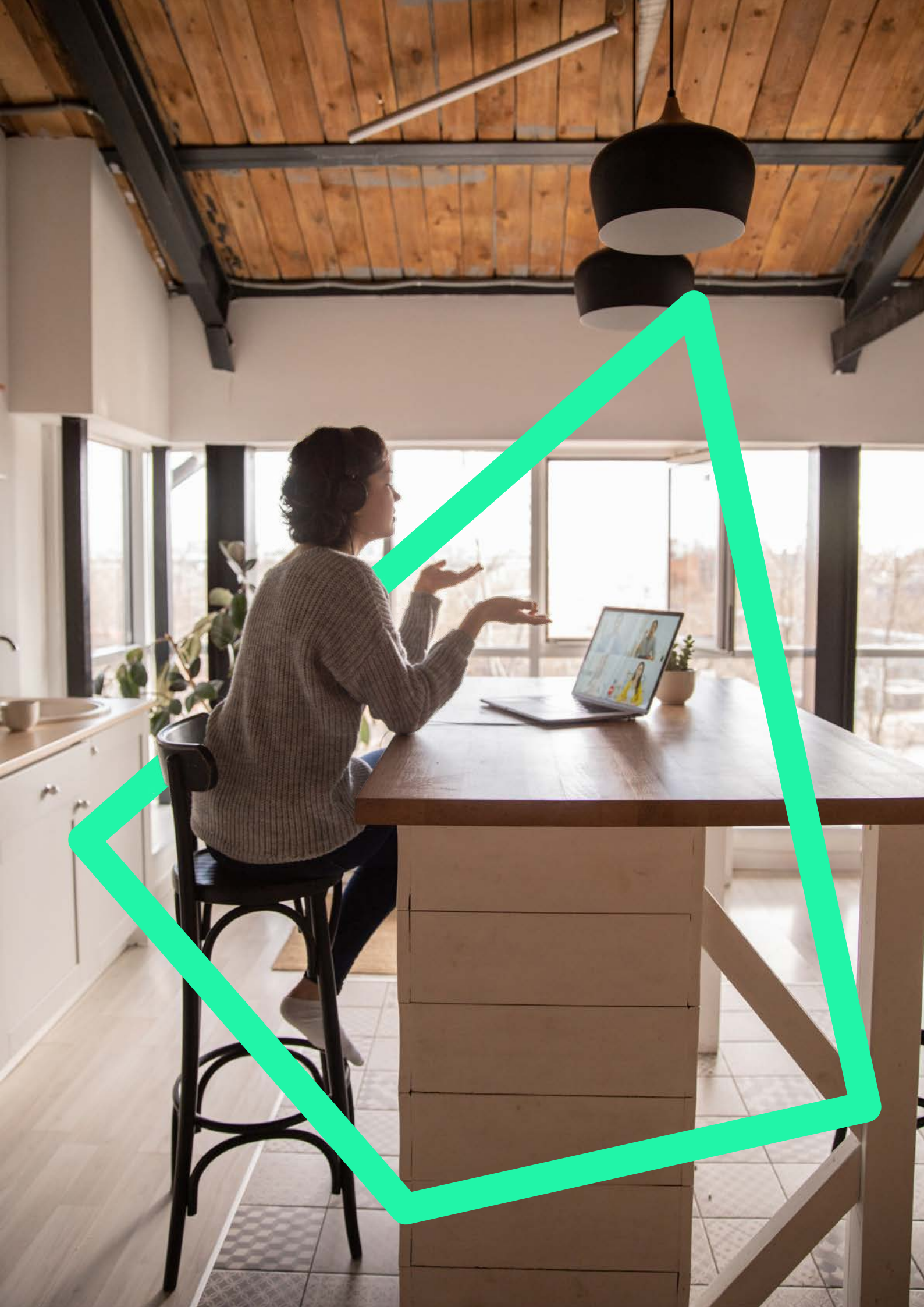
We are in a strong position for the future with ongoing demand for technology from the markets we serve. A smooth adjustment to the challenges presented by COVID-19 means business and operational momentum is in good shape as we move through 2021.



**Andrew Walsh**

Managing Director & Chief Executive Officer





## About Iress

Iress is a technology company providing software to the financial services industry. Our clients and users include stockbrokers, financial advisers, banks, investment managers, mortgage lenders and brokers and superannuation funds.

Headquartered in Melbourne, Australia, Iress is a global company, with markets in Asia Pacific, North America, Africa and the UK & Europe.

Iress is a publicly-listed company on the Australian Securities Exchange (IRE:ASX).

## Our locations

### North America

- Chicago
- New York
- Toronto

### UK & Europe

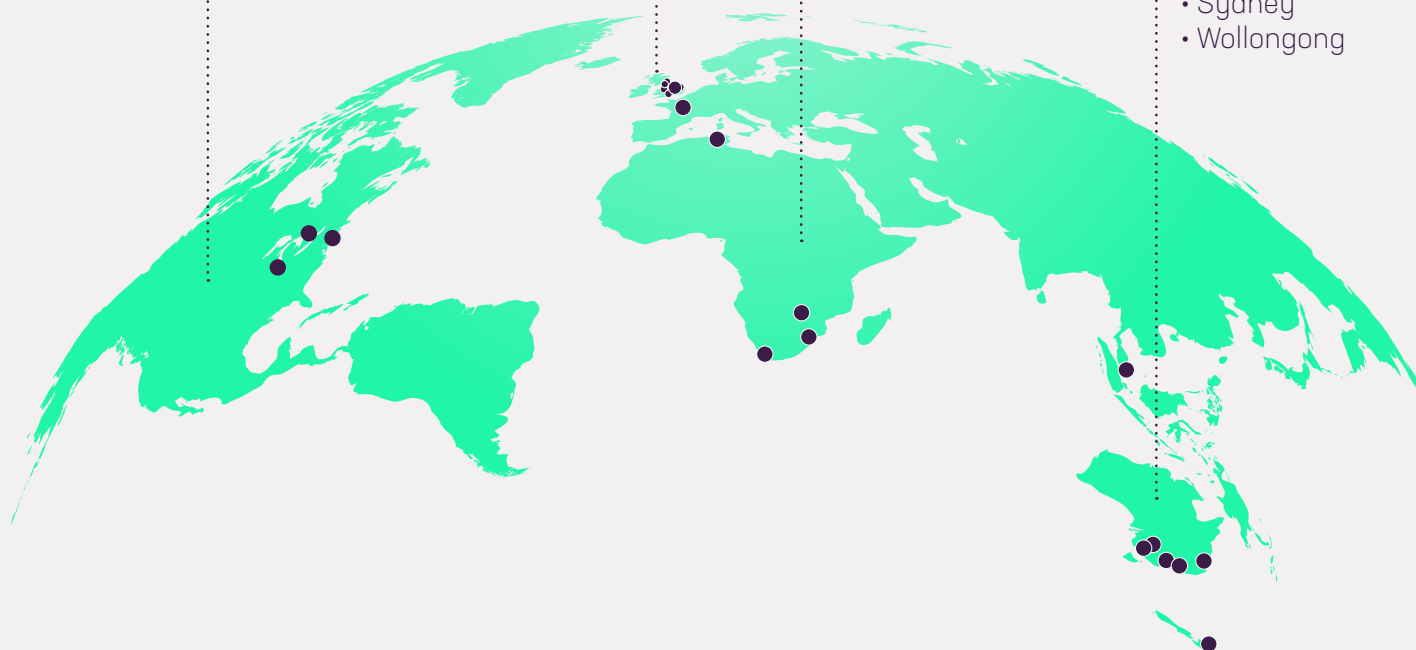
- Cheltenham
- Colchester
- Leatherhead
- London
- Paris
- Warwick

### Africa

- Cape Town
- Durban
- Johannesburg
- Tunis

### APAC

- Albury
- Auckland
- Brisbane
- Melbourne
- Perth
- Singapore
- Sydney
- Wollongong



## 2020 at a glance

People

2,321

Operating revenue (AUD)

\$542.6m

Clients

9,000<sup>+</sup>

Users

500,000<sup>+</sup>

Integrations

550<sup>+</sup>



## Our purpose & strategy

In 2020, we revised our mission: “to be essential and desirable to our clients and users” to include increased focus on client outcomes. We collectively examined what we do, why we do it (purpose), what we are trying to achieve (mission) and what we want to become (goal).

### What we do

Provide technology to power financial services.

### Why we do it

We believe technology should help people perform better every day.

### What are we trying to achieve?

We want to make it easy for people to love financial services.

### What will we become?

The essential partner for forward-thinking financial services businesses.

We help our clients find better ways to:



Manage  
investments



Navigate financial  
markets



Deliver high quality  
financial services



Simplify mortgage  
applications



Find and compare  
insurance



Administer super funds  
& service members





### Financial services industry overview

During 2020 we saw an acceleration of shifts in financial technology trends. Structural and regulatory changes within our client base, the adoption of technology in the financial services sector, and the impact of COVID-19 significantly accelerated the uptake of software. Recent years have seen a marked increase in regulatory changes. These changes have affected the shape of the market (through consolidation and fragmentation of industry players), growth in demand for financial advice, and more direct access to investment. Today we are seeing an even more dramatic movement towards a demand for digital advice and investing.

It is evident that financial services businesses are looking to technology providers to support the delivery of automation and improved efficiencies. They are seeking to improve business capacity to better deliver value-added services to their clients.

With the effects of Australia's Royal Commission and the UK's Retail Distribution Review (and subsequent ongoing industry inquiries), regulatory demands on businesses means higher activity monitoring and reporting. Most notably, regulatory change in superannuation continues to require quick responses by funds, with those using the right technology much better off.

A new mindset towards technology strategies mean cloud computing and data are being brought to the forefront. The catalyst for this thinking can be attributed to the increased appetite of regulators and government to more openly adopt cloud and data access. The more successful and responsive organisations have determined that software and data are key assets and fundamentally drive—rather than support—strong business outcomes. COVID-19 has, and will continue to have, an impact on the practical digitisation initiatives within organisations.

### CASE STUDY:

#### Driving efficiencies for financial sector reform

In December 2020, the Financial Sector Reform (Hayne Royal Commission Response No. 2) Bill 2020, was officially introduced and read in Parliament. With the legislation having passed into law in early 2021, advice firms and product providers need to ensure they are ready to manage the post-Royal Commission reforms ahead of the July 2021 effective date. It's also crucial this change is managed appropriately to drive greater efficiency, rather than become an impost on the industry and its clients.

We have been working with industry to support a response to these proposed changes. The infrastructure-as-a-service model Iress has built (together with industry), allows advice practices, and their technology providers, to securely send data and fee consent forms to manufacturers and platform providers. In addition they are able to manage return responses with any industry participant that implements the service.

We have brought together a consortium of players from across the licensee and product provider communities to agree on an industry standard. We have designed our solution in collaboration with industry, leveraging blockchain technology to authenticate agreement at each stage of the value chain. This will drive vastly better efficiencies than the current model or disparate implementations.

The software is both advice software and platform provider agnostic. We encourage licensees, product providers and other advice software providers to join with us in creating a system that allows for industry-wide consistency and standardisation. One that drives efficiencies and cost reductions, while meeting the demand for greater accountability and transparency throughout the advice process.

## Iress 2020 overview

Our strategic decision to leverage cloud infrastructure has been motivated by the anticipated increase in demand from clients as well as our desire to automate software deployment and enable a platform approach to software development and operations. This strategy supports Iress' desire to deliver at speed and scale. The Iress Cloud Platform (ICP), our critical foundation to enable this strategy, has been delivered and is now leveraged by various products to support production activities. In 2020, we migrated approximately 1,000 client sites to the cloud.

Our 2019 acquisition of QuantHouse, a global provider of international market data, has been an important part of our 2020 market data strategy.

Further acquisitions in 2020, including OneVue, BC Gateways and O&M Systems, have strengthened our offerings in blockchain technology, pension and investment data and comparison tools, and investment management services respectively.

To improve experience, compliance and efficiency it is necessary to measure performance. This is carried out through

the use of sophisticated and automated reporting and dashboarding tools used by our technology and product teams.

The recent appointments of Michael Blomfield, Chief Commercial Officer and Joydip Das, Chief Product Officer have brought additional capacity and capability to Iress, enhanced by structural changes intended to drive efficiency and scale across our markets.

## Our five strategic priorities:



**Name:** Michael Blomfield

**Role:** Chief Commercial Officer

**Joined:** October, 2020

### What does your role entail on a day-to-day level?

Growing the business for the long-term by growing high quality revenue. This means targeting revenue that is strategically valuable, repeatable and scalable. My role is to lead my team on a drive to understand more deeply the strategic needs of our clients, and then work with Iress teams to deliver on these strategic needs.

### What have been the most interesting parts of your role to date?

Getting to know our people and our clients, and doing so during a period where, of the hundreds of meetings we have had, less than ten have been face to face due to COVID-19. This has rarely ever been required before, which makes it an amazing challenge to take on and enjoy.

### What were your key achievements in 2020?

Using the opportunity of the Zoom environment we are living in to meet as many people in the organisation as I could. We held one-on-one meetings with almost every one of the managers in my global team, as well as town halls, happy hours and even a global all hands meeting in the space of eight weeks. Onboarding during COVID-19 has been significantly faster and more effective compared with the old days!

### What will be your main activities in 2021?

Our main activity is linked to Iress' Winning Steps. We are committed to delivering a step change in the number of, and extent to which, our clients see us as a strategic partner in their business, as opposed to being simply seen as a vendor. To achieve this, we will roll out a single, unified and global sales and service methodology to drive who, how, where, how often and on what topics we engage with our clients.

### Why is ESG important to Iress?

People make up Iress, and ESG is important to people. ESG matters because it is the only way that this global capitalist system we work and live in (and benefit from) can be balanced with the very real needs and rights of the environment that makes it possible. It matters because the environmental, social and practical needs of all people matter, and way too many of those stakeholders have been rendered voiceless. And it matters to our shareholders, which means that it has to be important to us.

## COVID-19 & business continuity

The global impacts of COVID-19 have been astonishing in their severity, their impacts on society, and the way in which we work.

Our response to COVID-19 has been agile across the organisation. It has been informed by two priorities set by the Board and Management at the beginning of the pandemic: the wellbeing of our people and service continuity for our clients and users.

A COVID-19 risk report was produced by our Executive Risk Committee to detail risks that have arisen as a result of the pandemic. Key business continuity design principles were put into place, and a framework established describing the principles governing our approach if a business continuity event occurs.

We considered whether the risk around key persons was increased as a result of COVID-19. While the likelihood of this risk

may have increased to some extent due to potential sickness and absence, we put succession plans in place to ensure we are able to respond accordingly and reduce this risk.

We have been working with critical business areas to align their business continuity plans to the new principles and scenarios. This work is ongoing, as is education and training across the business to embed our principles in this area.

An emergency response team was established to steer the business through the initial weeks of the pandemic and the transition to working from home. This saw a focus on workplace technology and communications including conducting test days to identify any issues. Later in 2020, the team transitioned to a steering group, meeting regularly to monitor our response relating to people, clients, financial and technology as well as considering the future of flexibility and work.

The transition to working from home has been smooth. This can be attributed mainly to our cloud-based workplace technology structure and numerous collaboration tools. These have been invaluable in enabling our people to continue to work closely with their teams and support our clients.

### Material topics

We conducted a formal materiality assessment using the online Materiality Assessment Tool (MAT), in conjunction with a series of interviews conducted with internal and external stakeholders. The 2020 materiality assessment marks the first time that we specifically engaged with our shareholders to seek their views on ESG topics material to Iress.

We identified the top 15 material topics out of a possible 57 topics as those which Iress would report on in this ESG Report and include in future strategic planning. The materiality assessment topics were structured around topics drawn from the

Global Reporting Initiative (GRI) Standards, the United Nations Sustainable Development Goals (SDGs), Sustainability Accounting Standards Board (SASB) Software & IT Services Standard, global risks and megatrends, and Iress strategic planning considerations.

As with our first materiality assessment conducted in 2018, environmental topics were not identified in the top 15 material topics in the online survey. We have, however, included the topics environment and climate change, as these are issues of urgency in the global community and deemed to be material to all sectors. Environment and climate change were also identified as material by the shareholders/investors interviewed. COVID-19 has been included as an additional topic, due to its material impact on our operations and our stakeholders.

Our report is structured around the following topics:

### Material topics

1. Economic performance
2. Innovation and product development
3. Growth
4. Product quality and performance
5. Customer service
6. Purpose and strategy
7. Partnerships
8. Ethics and integrity
9. Business development
10. Non-discrimination
11. Industry leadership
12. Technology infrastructure, systems and infrastructure
13. Information security
14. Human rights
15. Economic impacts on the local community

### Additional material topics

- Climate change
- Environment
- COVID-19



## Our approach to governance, ethics, risk & compliance

We strive to ensure everything we do is done fairly and in the best interests of all our clients, people and shareholders.

### Governance

Iress works under a set of well-established corporate governance policies that reinforce the responsibilities of all directors in accordance with the requirements of the *Corporations Act 2001* (Cth) (Corporations Act) and the Australian Securities Exchange (ASX). Many of these governance elements are embedded in our Constitution.

The Iress Board operates in accordance with a Board Charter, and has ultimate responsibility to set strategy and policy for the business and affairs of Iress and its subsidiaries. This is undertaken for the benefit of Iress and its shareholders—after careful consideration of regulatory matters and other ethical expectations and obligations.

### Ethics

We are committed to upholding legal and ethical standards in all of our corporate activities and have adopted a Code of Ethics and Conduct Policy. This aims to strengthen our ethical climate and provide basic guidelines for situations in which ethical issues arise. The policy applies to directors, executives and Iress people globally and sets standards for ethical behaviour and business practice beyond complying with the law. Material breaches of the Code of Ethics and Conduct Policy is reported to the Chair of the Board or the relevant subcommittee. Expectations for ethical behaviour extends to our suppliers and is guided by our Supplier Code of Ethics and Conduct.

### Risk

Iress has exposure to both financial and non-financial risks, and is committed to having risk-management policies, processes and practices that support a high standard of risk governance. Our philosophy toward risk is to identify them in advance, determine potential risk-mitigation strategies, assess the risk in terms of the likelihood and consequence and then determine how to proceed. The risk-management function of the Board is performed by the Audit & Risk Committee, the terms of reference for which are set out in the Audit & Risk Committee Charter.

The risk reporting framework is generally reviewed annually to ensure it continues to be sound and that Iress is operating with due regard to the risk appetite set by the Board. We initiated a review of our risk-management framework in 2020 which has been deferred to 2021 due to the acquisition in November 2020 of OneVue. OneVue businesses have been integrated into Iress, including a well-developed risk-management function, which now forms part of Iress' global risk-management function.

### Compliance

Iress has compliance obligations under generally applicable legislative instruments such as the protection of privacy. Iress is also directly regulated as the holder of Australian financial services licences (AFSL) under which Iress delivers various services, including its superannuation administration service. We manage these obligations through our Company Secretary's office and through an internal compliance team, both reporting to the Chief Legal Officer. Our policies and corporate governance practices are reviewed periodically and will continue to be developed and refined to meet the needs of Iress.

During 2020, Iress complied with each of the ASX Corporate Governance Principles and Recommendations (4th Edition).

### Tax Transparency report

In 2020, we published our Tax Transparency report, detailing our tax contribution, tax governance and strategy, and international related party dealings for the 2019 financial year. The report was prepared in accordance with the guidelines set out in the voluntary Tax Transparency Code (TTC) recommended by the Australian Board of Taxation and endorsed by the Australian Treasury.

Iress is considered a medium business under the TTC requirements, and has voluntarily prepared the report to include additional recommended information for large businesses. The report is published on a voluntary basis as part of Iress' ongoing commitment to provide transparency to the public and other interested parties around its tax affairs.





## Values

We make  
things happen

Open and direct  
communication,  
teamwork, leadership  
and no complacency

There's  
got to be a  
better way

Creativity, working  
proactively, scale,  
not size, take  
ownership

We do things  
the right way

Integrity, honesty  
and fairness, focused  
on results, specialist  
knowledge and skills, and  
humility not arrogance

Clients,  
clients,  
clients

Business awareness,  
commercial, client-  
driven, responsible  
and flexible

## Our ESG progress

In 2020, we progressed our Environmental, Social and Governance (ESG) activities in line with our three-year internal ESG roadmap.

We have arrived at the intermediate level of our strategy, and two years into the roadmap, have focused our attention on implementing the core elements that will guide our future efforts and commitment to ESG across the business. Proof that Iress will contribute to a more sustainable environment and equitable society is expected by many of our stakeholders, and we are committed to playing our part.

### In 2020 we:

- conducted our second materiality assessment
- delivered an ESG workshop for the Iress Board
- refined the Sustainable Development Goals (SDGs) applicable to our business
- set non-financial targets against the SDGs
- prepared a formal internal Environment and Sustainable Procurement plan
- began preparing for our first Modern Slavery Act (Australia) reporting obligations.

Although outside the scope of this report, it is important to note that we published the following governance documents in early 2021:

- [ESG Statement](#)
- [Environmental Policy](#)
- [Sustainable Procurement Policy](#)

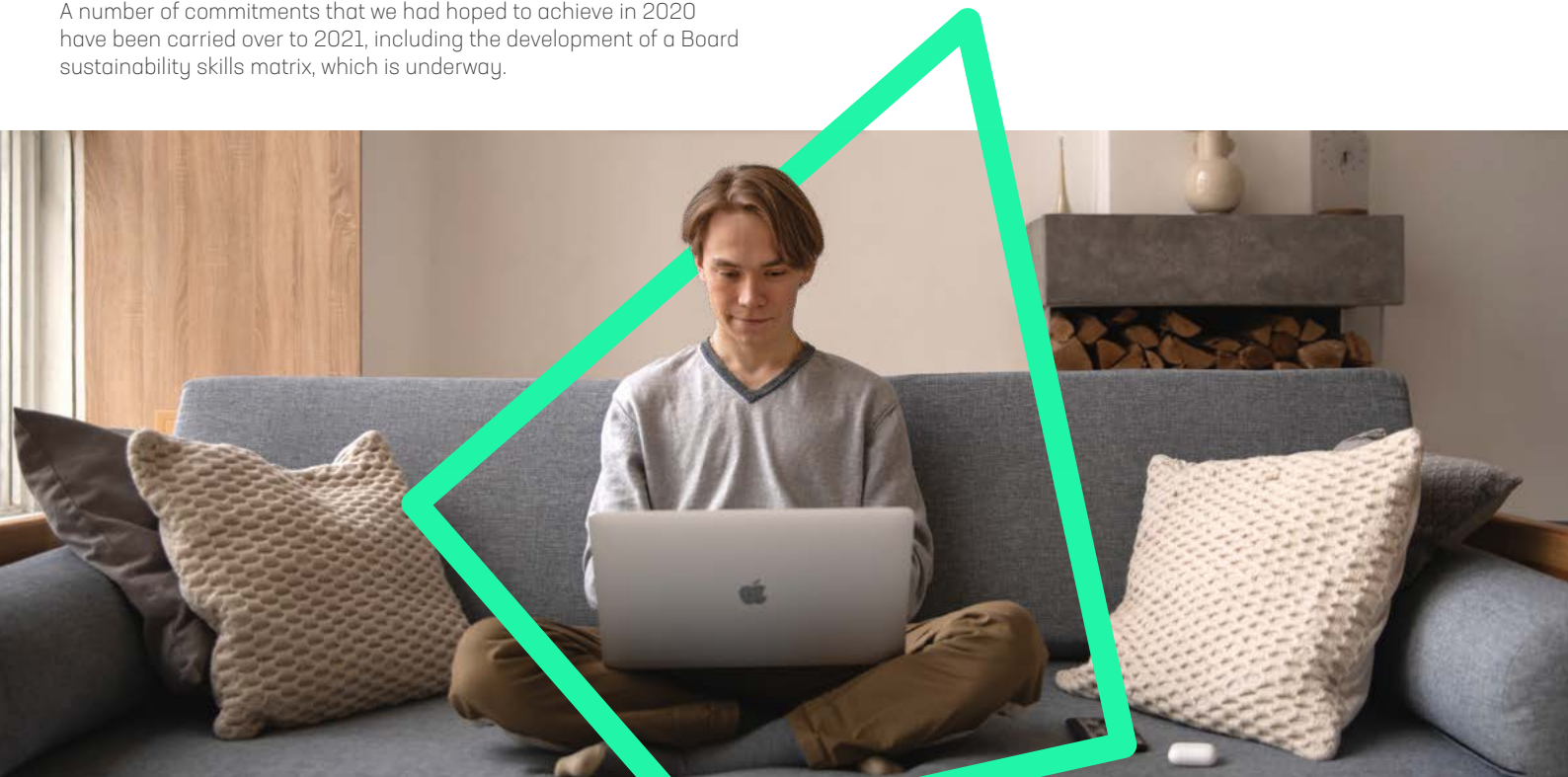
A number of commitments that we had hoped to achieve in 2020 have been carried over to 2021, including the development of a Board sustainability skills matrix, which is underway.

### In 2021, we will:

- reposition our Risk Management Framework to include ESG risk considerations, and
- assess our ESG progress and plan the next phase of our ESG strategy.



### Sustainable Development Goals

We have taken a step change in our approach to our Sustainable Development Goals (SDGs) commitments. In 2020, our CEO Andrew Walsh, together with representatives from the Iress Leadership team, came together to learn more about the SDGs and to determine how Iress can make a meaningful and measurable contribution to the goals. We built on the initial SDGs mapping activity carried out in 2019, and further refined the SDGs to better reflect our most material ESG impacts and to determine how we can make a difference through our programs and activities.




## Sustainable Development Goals (SDGs): Iress SDG goals and targets

Sustainable Development Goal (SDG)	SDG target & summary description	Our business goal	Our current activities
<b>4 QUALITY EDUCATION</b>  <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<b>Target 4.4:</b> Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	Support programs for vocational training, employment skills and educational development, including secondary and tertiary career pathway opportunities.	<ul style="list-style-type: none"> <li>Graduate programs in Australia and the UK</li> <li>B-BBEE program in South Africa</li> <li>Iress Foundation support of Code for Change in South Africa</li> <li>Iress Foundation support of iSchool Africa partnership in South Africa</li> <li>We are working towards an apprenticeships program in Australia.</li> </ul>
	<b>Target 4.7:</b> Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.	Promote and explain what we are doing around ESG and sustainability.	<p>We publish an ESG Report each year for internal and external stakeholders.</p> <p>We promote Iress' ESG related topics including gender reporting and Iress Foundation initiatives.</p>
<b>8 DECENT WORK AND ECONOMIC GROWTH</b>  <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<b>Target 8.7</b> Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour.	Assess modern slavery risks with Iress' material supply engagements by tracking and reporting these risks.	<p>We currently do not have the ability to monitor all suppliers, however, we will aim to evaluate supplier sourcing software that determines supplier risk factors.</p> <p>We have published a Sustainable Procurement Policy aligned with the ISO 20400: 2017 Sustainable Procurement Guidelines.</p> <p>We have drafted an internal Sustainable Procurement plan which addresses modern slavery impacts in the supply chain.</p> <p>We publish a Modern Slavery Statement in accordance with the Modern Slavery Act 2015 (UK).</p> <p>We are preparing for the publication of our first Modern Slavery Act Statement in accordance with the Modern Slavery Act 2018 (Cth.) (the Australian Modern Slavery Act).</p>

Sustainable Development Goal (SDG)	SDG target & summary description	Our business goal	Our current activities
<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b>  Ensure sustainable consumption and production patterns.	<b>Target 12.2</b> Achieve the sustainable management and efficient use of natural resources.	Improve resource efficiency. Preference the use of renewable materials and environmentally preferable products and services. Consider reduction targets for energy, emissions and waste by the end of FY22. Improve/implement recycling program for office waste and e-waste.	At present we undertake rudimentary monitoring of environmental data. That data is captured and tracked manually. We have recently updated our Supplier Code of Ethics and Conduct with additions to environmental expectations. We have drafted an internal Environmental Plan. Iress' offices in major jurisdictions have various environmental initiatives in place that target the reduction of energy (and emissions), water and waste.
	<b>Target 12.5</b> Substantially reduce waste generation through prevention, reduction, recycling and reuse.	Educate and encourage staff to reduce waste through reduction, reuse and recycling rather than sending waste to landfill.	
<b>13 CLIMATE ACTION</b>  Take urgent action to combat climate change and its impacts.	<b>Target 13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.	Improve efficiency of operations Track and report on energy use in major jurisdictions. Track and report greenhouse gas emissions (GHG) in major jurisdictions. Where applicable, we will report on Scope 1 & 2 where data is available. When energy contracts expire, preference renewable energy providers. When data centre contracts expire, choose centres with proven environmental credentials.	Starting in January 2021, energy will come from 100% renewable sources (wind and solar) for Sydney and Melbourne offices. These offices contribute 95% of energy use across Australian operations.
	<b>Target 13.3</b> Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction.	Raise awareness and understanding amongst employees and the supply chain about climate change mitigation and adaptation.	There are no current formal activities in this area at present. We will look to develop general training on ESG concepts (as appropriate) in the future.



Sustainable Development Goal (SDG)	SDG target & summary description	Our business goal	Our current activities
<p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>  <p>Strengthen the means of implementation and revitalise the global partnership for sustainable development.</p>	<p><b>Target 17.1</b> Strengthen domestic resource mobilisation, to improve domestic capacity for tax and other revenue collection.</p>	<p>Report to Australia's voluntary Tax Transparency Code.</p>	<p>We submitted our first Tax Transparency report in December 2020.</p>
	<p><b>Target 17.19</b> Build on existing initiatives to develop measurements of progress on sustainable development.</p>	<p>Improve current public reporting of ESG impacts (Global Reporting Initiative Standards - GRI) and the Sustainable Development Goals (SDGs).</p>	<p>We have drafted an internal Environmental and Sustainable Procurement plan which sets in motion improvements in tracking and reporting on our environmental and supply chain activities.</p>



## Our software

Iress has a long history of innovation—it's not the end goal, but an enabler for our clients.

### Innovation & product development

Innovation and product development at Iress focuses on our clients' existing and emerging needs. Understanding our clients' strategies is a way for us to understand their intrinsic needs. The more we understand what they want to achieve, the better we can work with them to put in place innovative solutions to help them achieve their goals. We focus on the 'how' through information flow and insights.

Our approach to innovation is decentralised and not confined to a few people or a team. Our scaled approach means that our finance, legal, people and other teams understand our software and the value that it provides to our clients and society. We democratise innovative ideas within the company and foster and encourage idea generation through internal mentors and coaches that help our people to think through new ideas.

Innovation is embedded within Iress and is fundamental to our culture. It is an enabler of good work resulting in an outcome that works for clients, which is our litmus test for innovation.

In 2020, many clients who had traditionally conducted business using paper and face-to-face contact with their clients, were suddenly displaced from their usual work environments. Communications and technology needed to be quickly distributed to home office models using video conferencing and supported by online resources. Innovation at Iress led us to accelerate deployment of Iress' Client Portal so financial professionals could securely communicate and interact with their clients, including the electronic signing of documents via Iress' Digital Signatures.

### Iress Open

Iress Open is our approach to standard and custom integrations with our software. Integrations allow information to flow between systems without clients having to physically use separate systems—all of the work is automated. In 2020, over 20 third-party software integrations were made available in Iress Open.

### Our systems & infrastructure

We need to ensure our infrastructure has the right resilience, scalability, security, and redundancy built in to effectively deliver to our clients across different regions globally.

The software and solutions we build are deployed through two infrastructure environments: Infrastructure Cloud Platform (ICP) and Iress Data Centres (IDC).

Historically, Iress would manage servers and networking equipment via data centres around the world to service clients in various regions. Our activities to date to move over 1,600 clients and services to the cloud has substantially reduced our reliance on dedicated servers that contribute significantly to energy use and emissions produced.

Our infrastructure is measured and managed through the following processes:

- Tooling and processes to monitor utilisation-based cost (for ICP only).
- Software and regular operating processes to look at the performance of software within those environments.
- A range of tooling to monitor the underlying infrastructure.
- Built in observabilities and capabilities in Iress software e.g., logging, tracing and alerting. Dashboards and teams monitor this on a daily basis.

An evaluation of our systems and infrastructure occurred as a result of these processes.

### In 2021, we will focus on:

#### Data

- how we can help clients use their own data and systems to be more progressive in how they run their businesses, meet regulatory compliance, reduce business risks, and grow the reach of their own clients and users
- look for ways that our client's data is useful and useable for them to achieve their strategic goals
- how we source and distribute data to clients and third-party data in a way that is scalable, safe, and transparent
- providing clients with the best design experience overall, with a focus on end-to-end product design to ensure we are improving experience, efficiency and quality.

#### Technology

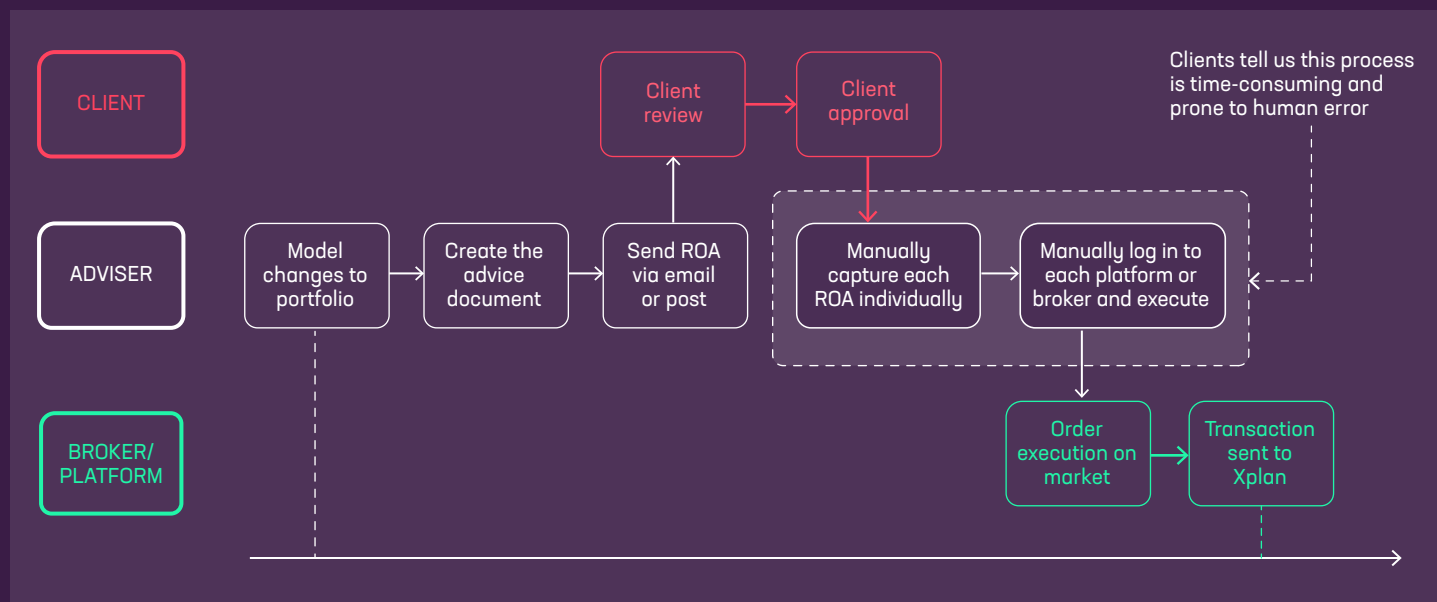
- an evaluation of fit for purpose database technologies to accommodate a rapidly changing technology environment
- transitioning Iress trading software to the Cloud to achieve cost and efficiency benefits and risk reduction (operating, running, and maintaining trading software).

## Global Hackathon 2020: Automating the final piece of the advice puzzle

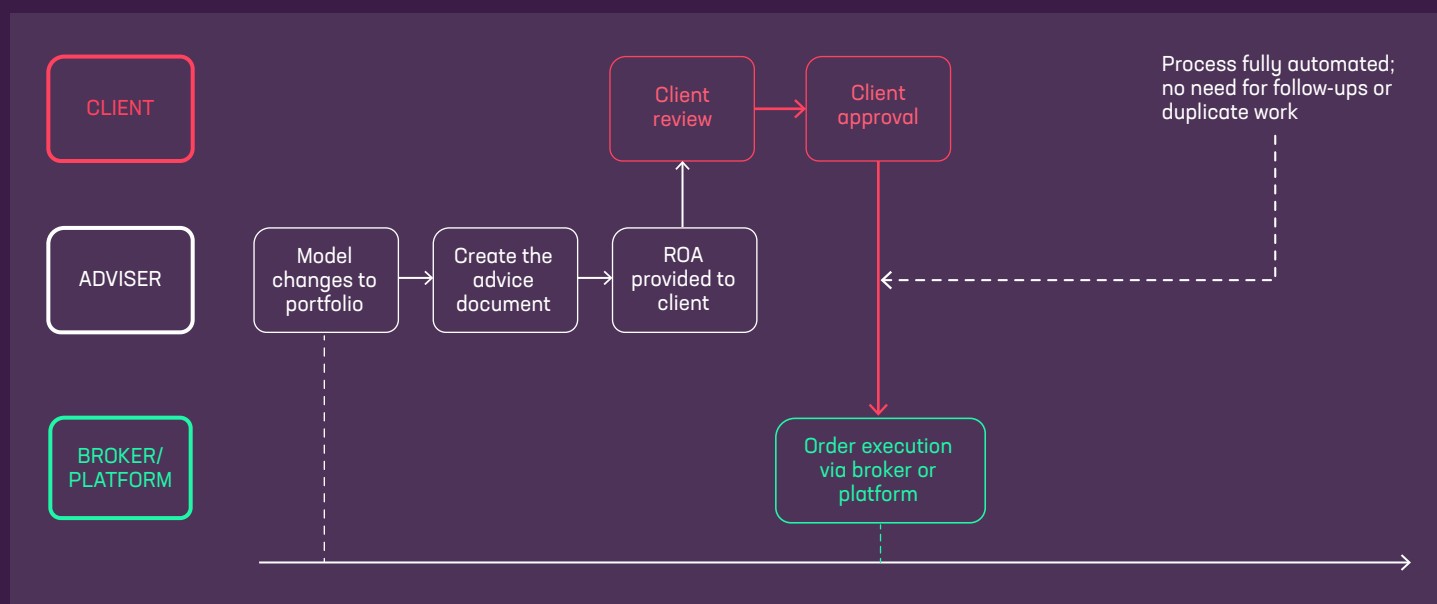
Each year, our internal Global Hackathon event inspires our people to create innovative solutions that solve real problems for clients over a 24-hour period. Our 2020 winner was 'The Final Frontier Group' with their idea to integrate advice execution into Iress' Xplan for financial advisers. The innovation allows financial advisers to automate execution of any type of investment directly from within Xplan. This feature has never before been available in the Australian market, and is now available for all regions globally.

The team conducted interviews with various Iress clients about this idea. Clients expressed that automating this process would save 1.25 hours per client. For example: an adviser with 100 clients and four portfolio rebalances a year, at an average rate of \$188 per hour, equates to 500 hours per year, and \$94,000 in savings.

### Manual advice process



### Automated advice process



**Name:** Joydip Das

**Role:** Chief Product Officer

**Joined:** September 2020

#### What does your role entail on a day-to-day level?

Product leadership at Iress sits between all the work that happens at the front end of the business (engaging with clients, understanding their needs, and executing our commercial models) and the underpinning technology execution (designing, building, delivering and supporting the right software and solutions for our clients). The Product team serves as a cross-functional core, working with the other functions of the business to ensure we are delivering the best value to our clients with our software for the best commercial outcomes. So, day-to-day my role spans a spectrum of product related strategic work, influencing efficiencies and scale, and enabling smooth execution of our software for our clients.

#### What have been the most interesting parts of your role to date?

I would characterise this in terms of three things: 1. Understanding the people and the culture of Iress that influences the way we interact and work together across our global presence; 2. Understanding the processes and habits we have at the company in how we do things, for example, establishing a flow of information and decisioning 3. Getting a good sense of the breadth and depth of our products and the clients and segments we serve.

#### What were your key achievements in 2020?

I joined Iress in September, so much of our success is the work of my predecessor, Aaron Knowles, and the team that he built and I have inherited. The team led significant innovations and ongoing improvements in product, which is typical of the Iress way of working. Specifically, we have been paying more attention to how we collect information and data and how we inform decisions. In gathering insights from that data, we have paid particular attention to understanding how our clients and users experience our products. The outcome of this is that our clients are showing increased satisfaction with the software and solutions we are bringing to market.

#### What will be your main activities in 2021?

We will continue to focus on building on the successes we have had through ongoing initiatives, and on how to scale the company through the next level of growth.

We will particularly pay attention to design, data-driven innovation and quality of software and utilise these capabilities to achieve efficiencies and the best outcomes for our clients.

#### Why is ESG important to Iress?

Companies are ultimately people and as such we are part of a global community, through our people and clients. The people I work with are part of this community and we all influence the environment we build for ourselves through our behaviour. So, our success as a company is a reflection of the success of the communities we foster. We may influence ESG in a way that is different to how an individual might, but it is still as a system of people making an impact. So setting and measuring the right goals for that impact through ESG is simply about being accountable.





## Our products

	Software/services	Functionality	Clients
<b>Trading &amp; market data</b>	<ul style="list-style-type: none"> <li>• Order System (IOS)</li> <li>• Pro</li> <li>• SmartHub</li> <li>• ViewPoint</li> <li>• Market Data</li> <li>• Private Wealth</li> </ul>	<b>Global market data &amp; trading software:</b> <ul style="list-style-type: none"> <li>• market data</li> <li>• trading interfaces</li> <li>• order and execution management</li> <li>• smart order routing</li> <li>• FIX services</li> <li>• portfolio management</li> <li>• securities lending</li> <li>• analytical tools</li> <li>• connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• institutional sell-side brokers</li> <li>• retail brokers and</li> <li>• online brokers</li> </ul>
<b>Investment management</b>	<ul style="list-style-type: none"> <li>• Portfolio System</li> <li>• Private Wealth</li> <li>• Pro</li> <li>• SmartHub</li> <li>• Market Data</li> <li>• OneVue platform</li> </ul>	<b>Global investment management &amp; trading software:</b> <ul style="list-style-type: none"> <li>• portfolio management</li> <li>• order and execution management</li> <li>• FIX services</li> <li>• analytical tools</li> <li>• connectivity</li> </ul> <b>Integrated offering:</b> <ul style="list-style-type: none"> <li>• market data</li> <li>• order management</li> <li>• portfolio management</li> <li>• client relationship management</li> <li>• wealth management</li> </ul> <b>Funds administration services:</b> <ul style="list-style-type: none"> <li>• funds registry</li> <li>• retail platform licensing and technology</li> </ul>	<ul style="list-style-type: none"> <li>• investment managers</li> <li>• investment platforms</li> <li>• fund managers</li> <li>• private client advisers and managers</li> <li>• wealth managers</li> <li>• retail platforms</li> </ul>
<b>Financial advice</b>	<ul style="list-style-type: none"> <li>• Client Portal</li> <li>• CommPay</li> <li>• Lumen</li> <li>• Private Wealth</li> <li>• Xplan</li> <li>• Digital Signatures</li> <li>• Xplan Risk Researcher</li> </ul>	<b>Integrated financial advice software:</b> <ul style="list-style-type: none"> <li>• client management</li> <li>• business automation</li> <li>• portfolio data</li> <li>• research</li> <li>• financial planning tools</li> <li>• scaled advice journeys</li> <li>• digital client solutions</li> <li>• data-driven compliance and analytics</li> </ul>	<ul style="list-style-type: none"> <li>• institutional advisory</li> <li>• independent advisory</li> </ul>

	Software/services	Functionality	Clients
<b>Superannuation</b>	<ul style="list-style-type: none"> <li>• Acurity Online</li> <li>• Acurity Registry</li> <li>• Automated Super Admin</li> <li>• Xplan</li> <li>• Robo Advice</li> <li>• Super Connector</li> </ul>	<b>Superannuation administration software:</b> <ul style="list-style-type: none"> <li>• fund registry</li> <li>• digital member portal</li> <li>• digital advice solutions</li> <li>• fund administration services</li> </ul>	<ul style="list-style-type: none"> <li>• superannuation funds</li> </ul>
<b>Mortgages</b>	<ul style="list-style-type: none"> <li>• Mortgage Sales &amp; Originations (MSO)</li> <li>• Trigold</li> <li>• Xplan Mortgage</li> <li>• The Exchange</li> <li>• Lender Connect for lenders and brokers</li> </ul>	<b>Multi-channel mortgage sales &amp; origination software:</b> <ul style="list-style-type: none"> <li>• automated workflow</li> <li>• application process</li> <li>• connectivity</li> </ul> <b>Mortgage intermediary software:</b> <ul style="list-style-type: none"> <li>• mortgage comparison</li> <li>• mortgage advice</li> <li>• lender connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• mortgage lenders</li> <li>• mortgage intermediaries</li> </ul>
<b>Life &amp; pensions</b>	<ul style="list-style-type: none"> <li>• The Exchange</li> </ul>	<b>Insurance &amp; pension sourcing software:</b> <ul style="list-style-type: none"> <li>• quoting</li> <li>• comparison</li> <li>• application processing</li> </ul>	<ul style="list-style-type: none"> <li>• institutional advisory</li> <li>• independent advisory</li> <li>• mortgage intermediaries</li> </ul>

## Integrations

**Iress Open** is Iress' approach to integrations. Clients can choose to integrate a range of third-party applications with either a standard or custom integration. Standard integrations facilitate the transfer of data with the third-party application, rely on a client's permission and do not require product development by Iress. This enables clients to determine what makes up their own technology ecosystem.

For custom integrations, we work closely with third-party software providers to develop and embed functionality within the Iress software. We have a history of building custom integrations with third-party providers including Microsoft, Google Maps and FujiXerox.



## Our approach to information security

Information security is the fundamental discipline of ensuring the confidentiality, integrity, and availability of our systems and data. It is essential to the continued growth and success of Iress. Information security encompasses compliance requirements and assurance for our clients that our systems will protect their valuable information.

### Technology risks

The types of threats and methods used to attack software and businesses continue to evolve in their sophistication and are centred around essential services, including financial services.

The approach to information security within organisations will be required to transform from traditional prevention and response approaches, to one of an engineering mindset, where prevention gets codified at scale. Capabilities within software engineering and information security will merge so that information security becomes part of the solution rather than performing a supervisory function, as it has in the past.

### Our approach

Taking into account these trends in technology risk, our approach has evolved to consider information security as more than risk management. Our strategic plan has been designed to mitigate and manage risk, and increase security efficiency.

Our information security objectives are to:

- assure clients that we meet their security expectations
- provide security in Iress software
- protect client data
- ensure cyber hygiene, defence and response
- automate security and work smarter
- establish a people and security culture.

During 2020, we invested further in data loss prevention and cyber controls with the aim of limiting the potential for improper disclosure of sensitive information. This activity proved relevant particularly in relation to the significant increase in the number of ransomware attacks on individuals and companies reported around the world.

We continue to foster an organisational security culture throughout Iress, through increasing employee awareness and vigilance on security. We also expanded our security operations in 2020 with increased team sizes and investment in monitoring and security automation. Significant investment was also made in application security management with a focus on automated secure coding tools and security development processes in how we build our software.

2021 will see us implementing our next three-year information security strategy which aims to address new and emerging risks and threats.

### Our response to COVID-19

COVID-19 presented us with new potential technology risks, largely related to people not working within an office environment. With the transition to large-scale remote working, we undertook a security review to determine these risks and mitigate where required.

The Information Security team continues to focus on regular education and training across the business. Increased security awareness messaging was provided to all Iress employees at the beginning of the COVID-19 lockdown period. New mandatory awareness training, including phishing awareness, was rolled out globally and several awareness campaigns continued to be rolled out. Phishing awareness simulations were stepped up to remind Iress people what a phishing attack might look like and how to avoid such an attack. The simulations also enable us to test people's vigilance towards security.



## Certifications & standards

We employ four key information security frameworks at Iress, in addition to other standards and audit frameworks required for specific areas of the business e.g. SWIFT.

### Key information security frameworks



#### ISO/IEC 27001:2013 certification

We hold an ISO/IEC 27001:2013 certification (ISO 27001) for our Information Security Management System. The certification requires organisations to put in place a broad range of internal information security risk controls designed to reduce the likelihood of information security incidents, whether innocent or malicious, and to reduce the impact of such incidents if and when they occur.

We review control effectiveness on a regular basis through a series of metrics at management level, and areas that need special attention due to potential risk are addressed with the Executive Risk Committee. A core aspect of ISO 27001 is continuous improvement which drives our principle of always seeking to improve.

We fulfil our information security risk and audit obligations with a combination of internal resources and external specialist security consultancies, that perform a number of internal information security audits and risk assessments across the organisation each year according to a three-year information security audit plan.

We are subject to annual independent audits to uphold our certification and ensure ongoing compliance with the standard, in addition to a full recertification audit every three years. Independent intermediate maintenance audits are performed each year (in between) to ensure Iress' ongoing compliance with the standard. We were last recertified in November 2018, with the latest maintenance audit conducted in October 2020. We will seek recertification again in 2021, with the next full recertification audit in October 2021.

#### Center for Internet Security Standards (CIS)

Our technical cybersecurity standards are aligned to CIS and used as a blueprint for Iress' systems architecture to ensure we maintain effective cyber hygiene.

#### Open Web Application Security Project (OWASP)

To ensure our software is developed securely, we adopt the OWASP software development methodology. OWASP is a non-profit foundation that works to improve the security of software and facilitates community led open-source software projects.

#### Cloud Security Alliance (CSA)

To ensure best practice cloud security, we employ CSA methodologies.

#### Data protection impact assessments

We undertake data protection impact assessments, often done together with our suppliers. The assessments look at how and what data will be exchanged with suppliers. These assessments are conducted with key suppliers and for various internal projects where personal information is expected to be exchanged. Data handling arrangements and security controls are also reviewed to ensure they are appropriate. In 2020, 41 data protection impact assessments were completed.

#### Information security assurance reviews

We completed 119 information security assurance reviews across our regions in 2020. We have started to embed supplier security reviews in recently acquired organisations, and have further embedded these assurance reviews in the Asia Pacific region.

#### Responsibilities

Accountability for Iress' information security strategy sits with our Chief Information Security Officer (CISO) who leads our global information security team. The team exists to facilitate Iress meeting its information security obligations.

Practising and upholding information security is the responsibility of everyone at Iress. Each person's role is different and while the security obligations of each individual differ, everyone is accountable to ensure that what they do is secure, compliant with Iress policy and the legal requirements in each country, and in the best interest of our clients.

## Our stakeholders

Our key stakeholders are those groups and individuals who impact and are impacted by business need, employee expectation and community benefit. They are our clients and users, employees, investors, suppliers, industry partners, regulators, governments, education and community partners.

### Business development

Effective business development is essential for our business and for those of our stakeholders impacted by business need. Led by our Commercial division—which is supported by and supports other parts of the business—we undertake constant business development and participate in the ecosystems in which our clients work. Collaboration across Iress is critical to growing the business through building and sustaining highly strategic relationships with our clients. We understand that if we're not supporting our clients effectively, we will become irrelevant.

Our company-wide Winning Steps, set annually and reviewed regularly, guide us in creating overarching goals and ambitious activity targets that impact all of our stakeholder groups.

### Our clients & users

We work to be strategic partners with our clients and have deep, long-lasting, valuable relationships. We need to excel at the small conversations, not just the big ones. We don't live in a world where we sell clients software and then walk away. We are partners, and we need to ensure that our partners are succeeding with their software.

Providing excellent service is fundamental to the way we run and grow our business. This is delivered via a sales and service methodology to ensure that we are available and talking to our customers all the time.

### Client Solutions

One of Iress' great strengths is our ability to meet broad and sophisticated client needs using a combination of software and services to create an end-to-end business solution. In order to better address this need, in 2019, we established Iress' Client Solutions team.

Our Client Solutions team was rolled out globally in 2020. It engages with clients to solve complex client briefs and implementations. Comprised of highly-skilled cross-functional teams the focus is on the client's most critical business priorities.

Client feedback confirms that the team has had a positive impact, resulting in reduced requirement for product team involvement, significantly reduced unplanned product demand and less engineering re-work.



## Customer support

We have dedicated teams for support to provide our customers with easy access through various communication channels. Complementing our support teams is the online Iress Community, with over 11,000 users. The Iress Community allows clients and users to engage with Iress and each other to get the best out of our software. The core purpose of the Iress Community is to move customer support from a reactive model to a proactive one, identifying various improvements and information flows and inform the entire Iress client and user community. We can understand how our clients and users are using our software, and identify what they find useful and not so useful.

We are heavily invested in looking at a large range of metrics around how well our support function is working. If we start to notice a group of common issues, we work out how to do things better. A lot of attention is paid to 'failure demand' i.e., if we fail to do something about a problem it creates more demand. We are determined to track that problem and reduce it to the lowest possible metric.

## Client surveys

In 2020, we ran a pulse survey for a cross-section of clients, all of which had responded to the 2019 client survey. Improvements were noted in ease, with the percentage of people rating Iress 9 or 10 (out of 10) for ease, increasing by 15%. Ease of doing business with Iress remains the single most important driver of advocacy. Improvements were also noted in delivering to client expectations. The survey also found a high level of satisfaction with Iress' COVID-19 response.

The level of ease that clients seek from Iress remains a key focus and needs to continue to improve. Clients have noted a desire for more strategic relationships with Iress, with a majority seeking such a relationship. This is a key area of focus to meet this increased expectation.

All support teams at Iress are now tracking client and user experience through post-

support surveys. Post-support surveys show continued improvement in key measures including ease of access to the support needed.

## People surveys

Our September 2020 People Survey results have seen an increase in the overall engagement score to 72% (66% in 2018) and favourable responses to the key drivers of engagement: work-life balance (83%), social connection (78%), innovation (73%), collaboration and communication (70%), service and quality focus (67%).

In addition, our enhancements have been well received with 91% stating that they have the flexibility to manage work and other commitments and 90% of our people saying they have enough autonomy to perform their role effectively. We found 79% of our people believe that we hold ourselves and each other accountable for results. We have seen a 16% increase in people saying that Iress' commitment to social responsibility (e.g. community support, sustainability) is genuine (81% agree).

Separate to the company-wide 2020 People Survey, we ran a separate survey with our employees in South Africa, as part of our South Africa Employee Equity Survey. This survey had a strong participation rate of 82%, and 76% of our people agreed or strongly agreed with our inclusion questions.

These were:

- People from all backgrounds have equal opportunity to succeed at Iress.
- People feel respected at Iress.
- People feel they belong at Iress.
- People believe Iress values diversity.

Our South African employees responded that:

- 85% of our people believe that Iress' flexible work approach gives them the flexibility needed for a work life balance
- 86% believe that People Leaders demonstrate commitment in creating diverse and inclusive working environments

- 80% believe that their People Leader is supportive of their skills and career growth.

## Government & regulators

As part of understanding the latest developments in financial services and how they relate to the technology and services we provide, we regularly engage with government and regulators. We have also engaged with the Australian Government in areas such as a proposed national technology apprenticeship scheme.

### National technology apprenticeship scheme

In 2020, we started discussions with the Australian Government to introduce a national apprenticeship scheme for technology for school leavers or those changing careers. In Australia, the principal pathway to becoming a software engineer is through a tertiary qualification. With the Australian technology industry facing a growing skills shortage—together with the profound impact of COVID-19 in Australia—we felt strongly that significant change is needed.

While COVID-19 has impacted employment and an increase in the size of the broad talent pool, the skill set required by Iress and other technology companies will remain scarce. In time, this will generate demand for re-skilling large sections of the workforce for an increasingly digital world.

Alongside some of Australia's largest local and like-minded technology companies (Catapult, MYOB, REA Group, SEEK and Slack) we proposed a solution to find an effective industry solution for the challenge of attracting and retaining technologists.

We are hopeful that in 2021 we will hire our first apprentice in Australia under a pilot State Government Scheme in Victoria. More information on our position on apprenticeships is available at: [www.iress.com/apprenticeships](http://www.iress.com/apprenticeships).

## Industry partnerships

We recognise that we are both a participant and a steward of the industry. Iress has continued to support industry partnerships, and is continuing to broaden these beyond financial services and into technology. The size of many of our clients and partners means collaboration across small numbers of clients is just as important as formal partnerships or memberships. COVID-19 has meant that the strength of such informal partnerships has become more critical, with the need for us to remain close to clients and existing memberships.

## Investors

In 2020, we undertook substantial ongoing investor relations activity, including over 90 investor meetings, conferences and briefings with existing and potential shareholders, both domestically and globally. We also conducted over 40 quarterly, half- and full-year results roadshows. Due to the challenges presented in 2020, we presented over 86% of our meetings via video communications.

## Coronavirus hub

The coronavirus pandemic brought uncertainty and disruption to our daily lives. Financial services businesses had to adapt suddenly—with normal ways of interacting being unavailable, and the need for digital interaction rapidly accelerating. To assist financial advisors, we provided access to free technology-related information and support through our dedicated online Coronavirus hub. The resources cover practical ways to stay connected to clients, employees and business while working from home.

## Memberships

### Global

- FIX Trading Community
- FISD (Financial Information Services Association of SIIA)
- SIIA - The Software & Information Industry Association

### Australia

- Financial Planning Association (FPA)
- Association of Financial Advisers (AFA)
- The Association of Superannuation Funds of Australia (ASFA)
- Australian Business Software Industry Association (ABSIA)
- ATO Super Administration Stakeholder Group (SASG)
- ATO Technical Services Working Group (TSWG)
- APRA Fund Communications Reference Group
- ATO SuperStream Implementation Working Group
- ATO SMSF Rollovers Design Group
- ATO Digital Identity Working Group
- Women in Super (WiS)
- Financial Executive Women (FEW)

- Stockbrokers and Financial Advisers Association (SAFA)
- RegTech Association
- Financial Executives Institute (FEI)
- The Association for Payroll Specialists (TAPS)
- Australian Custody Services Association (ACSA)
- Australian Blockchain Association

### Canada

- Portfolio Management Association of Canada (PMAC)
- Canadian Security Traders Association (CSTA)
- Investment Industry Regulatory Organisation of Canada (IIROC) (Market Rules Advisory Committee and LEI Implementation Committee)

### France

N/A

### New Zealand

- Financial Advice New Zealand
- FinTechNZ

### Singapore

N/A

### South Africa

- SA Securities Lending Association (SASLA)
- South African Board of People Practices (SABPP)

### United Kingdom

- The Personal Investment Management and Financial Advice Association (PIMFA)
- ORIGO (Industry Standards Body for Life and Pensions - UK)
- Association of Mortgage Intermediaries (AMI)
- Intermediary Mortgage Lender Association (IMLA)
- Income Protection Task Force (IPTF)
- Building Society Association

### United States

N/A





## Our people

Iress' core people strategy is to attract, retain and develop the right people to meet our growth ambitions. While this remains fundamental, the impact of the external environment in 2020 has brought a significant refocus of priorities.

Our focus in 2020, as always, has been on creating a great place to work (albeit with a much more distributed workforce) and implementing initiatives, structures, and ways of working that align to and scale the Onelress culture. We have continued to focus on attracting, developing and retaining top talent; workplace strategy, a more consistent approach to flexible working; and an evolving operating model to deliver higher performance.

We have made strong progress through the delivery of key initiatives such as the Performance Excellence framework, a new remuneration model, a greater focus on leadership, talent attraction, retention and workplace investment.

A Head of Organisational Development and Change role was introduced in May 2020. Building on work done to date, the purpose of this role is to develop and implement commercial strategies that excite and inspire people and create organisational growth.

Regretted attrition has remained at 4.9%, below our target of 6%, which is credited to the positive impact of key employee engagement initiatives. Iress' overall attrition has reduced from 12.6% to 8.8%, against the UK industry average of 18.3% (2019 XpertHR) and Australian industry average of 20.0% (2019 ELMO Cloud HR).

Our 2020 strategy—pre-COVID-19—focused on mobility and flexibility, both in general and within the workplace, as a contributor to achieving more flexibility and as part of attracting and retaining the right people. Investment in our workplaces has continued, most recently with the relocation of the Singapore teams to co-locate the Iress and QuantHouse teams, relocation of Leatherhead and Cheltenham, and the refurbishment of the London office.

The pre-COVID-19 introduction of a consistent and documented approach to ways of working and flexibility helped Iress effectively transition to remote working. In addition, focus has been on simplifying and automating people processes, where appropriate, to make it easier and quicker to carry out people related activities while remote.

### Our response to COVID-19

Like many organisations, COVID-19 resulted in all Iress people working remotely from home—either encouraged or required to—as early as February in Singapore and from March in other locations. Iress decisions regarding remote working have been in line with or ahead of government advice.

An emergency response team was initially established and transitioned to a steering group which continues to meet regularly to monitor our response relating to people, clients and technology, as well as considering flexibility and the future of working. The COVID-19 response also became part of our weekly Leadership team meetings. The COVID-19 steering group will continue to meet in 2021.

Health, safety and the wellbeing of Iress people during this period has been our priority. Regular people surveys continue to show this has been valued and has generated goodwill and a collaborative approach within teams, and towards client deliveries.

Many procedures and benefits have been adapted to actively support all people during COVID-19 including:

- the introduction of emergency school/childcare leave for individuals who are carers of dependants up to the age of 12, or children of other ages with special needs. These individuals were eligible for up to 10 days additional paid leave in the event of compulsory school shutdowns until 30 June 2020

- people have been encouraged to continue to take holiday leave for their own wellbeing
- Iress Foundation leave has been extended for individuals to use the allocated three days to assist with local responses to COVID-19, subject to Leadership team approval
- employee assistance programs (EAP) have been expanded to all Iress locations
- all people were issued with guidance and tips on occupational health and safety when working from home.

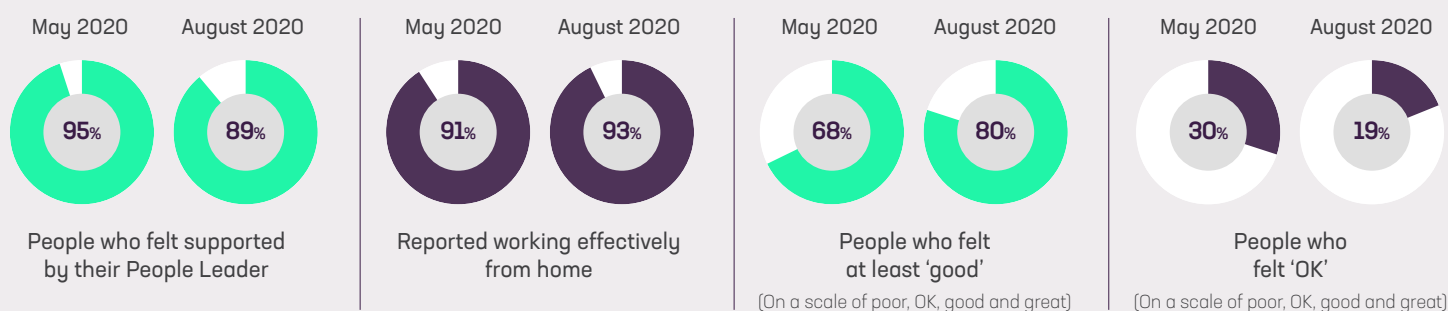
Each of these initiatives have been formalised in our internal Coronavirus (COVID-19) Policy.

We have been particularly conscious of individual's wellbeing and mental health during this period and introduced additional support. Our CEO runs regular People Leader updates via Zoom providing guidance and direction to leaders on how to support and motivate their teams. This has included external guests such as motivational speakers and resilience experts.

We have also held more frequent all people updates, with a focus on mental health awareness and signposting of support networks. They have also ensured ongoing discussion about important client and business issues to provide normality and momentum. Webinars on mental health and resilience have been made available via the Iress intranet.

The EAP has been expanded to all regions with an EAP psychologist attended a People Leader session to provide awareness of mental health risks and coping strategies during isolation.

We have undertaken regular surveys asking how well individuals were supported and how effectively they were working from home. Results demonstrate strong resilience and engagement by our people:



### Growing@Iress

Throughout 2020, a re-evaluation and reprioritisation of key initiatives took place. This led to a consolidation of performance excellence, talent and learning, role titles, capability and skills analysis—all under our Growing@Iress platform. We achieved a significant change in how we approach measuring performance excellence by introducing increased transparency in people evaluations and automating the evaluation process. In line with our plan to provide people with a clear line of sight on their options for growth and development, we have aligned nearly 90% of our people's role titles, and 75% of our business now has clearly defined career development pathways.

Every person has been provided with a 'Licence to Learn' platform, giving everyone at Iress access to over 5000 courses. Licence to Learn provides customised learning tailored to the individual's needs enabling them to choose what they want and need to learn and develop their business, technical and personal development skills for performance and business outcome improvement.

Recognising the increasingly competitive landscape and talent scarcity for key roles coupled with the changing employee demographic, we continue to evolve our approach to recruitment to access top talent. Iress' profile as a great place to work has been enhanced and we have continued to make progress to position the business as a leader in diverse hiring practices. Our approach has matured over recent years, and now includes new channels to access talent pools. These include our partnership with Talent Beyond Boundaries; our leadership role in driving a group of Australian technology businesses to find a solution for ongoing skills shortages through a national technology apprenticeship scheme for Australia; and a continued focus on diversity, including through a number of partnership and network events.

Our pipeline of future talent through graduate and apprenticeship programs continues. During 2020 five graduates joined in APAC, seven graduates in South Africa, and five UK apprentices in various roles ranging from technology (software engineers) and human resources to product development. Six graduates will join South Africa in January 2021 and another six in Australia in February 2021.

Our graduates have come to us from Gloucester College in the UK, and the University of Pretoria in South Africa. In Australia we partnered with Grad Girls, Code Like a Girl, Grad Connection and Grad Australia to encourage talented individuals to come and work with us. In 2020, Iress became a signatory to the Tech Talent Charter in the UK, and became an Endorsed Employer for Work180, a jobs board that helps women around the world to confidently apply to workplaces that have a proven commitment to diversity, inclusion and gender equality.

We hosted a global online coding challenge in February 2020, in partnership with Codility (which has a network of 90,000 engineers across Australia, Europe and the UK), to boost future talent pipelines. We will continue to work with Codility to undertake various other challenges.

We continue to host networking forums, which has included launching a tech network group, iTalk. The first iTalk event was held in February 2020 in the UK—a face to face panel discussion around cultural diversity in tech and we will look to continue these forums online. In addition, we hosted 'Women who Code' events throughout the year.





## Employer of choice

In 2020, we were once again recognised as an employer of choice, through several channels:

- WGEA Employer of Choice for Gender Equality citation for the second year running in Australia
- Top 75 Graduate Employer for the third year running in Australia
- Glassdoor recognition as one of the top 50 Best Places to Work in the UK where we had an overall global rating of 4.5 out of 5 for 2020
- Top employer for UK school leavers across many categories.

## Organisational design

We continued to drive our agenda for high performance by evolving our performance evaluation approach. This included investment in automation, the introduction of calibration of performance, and providing transparency of the evaluation for all of our people on the core requirements of the role (the what) and the behaviours (the how). With over 1800 of our people attending the briefing sessions, we have improved the employee experience and ensured everyone is accountable for driving high performance.

Our approach to our people survey has evolved and we adopted a more granular approach to what our people were telling us about working at Iress. Our people leaders—with teams of five or more that responded—gained insight into specific engagement drivers, leadership and culture at the team level. This has provided transparency of required improvements and, through our delivery platform, we can see which actions are committed to and delivered on.

## Diversity & inclusion

We understand that our people are our greatest asset and we recognise and respect that each person is unique. We also acknowledge that diversity makes Iress stronger by promoting a breadth of ideas, experience, talent, and therefore creating a successful, stimulating and innovative workplace. Our approach to diversity is a source of competitive advantage with 88% of our people saying that Iress values diversity (an increase of over 5% from our last survey).

Diversity considerations are embedded in key decision making processes. Programs and procedures are in place to ensure this occurs to help drive our culture and commitment to diversity. These programs and policies include:

- recruitment and selection
- cultural and religious recognition
- grievance, whistleblowing and workplace conduct (equal opportunities) policies
- leave policies
- flexible working arrangements.

In June 2020, we published our first Guidelines for Gender Transition. The guidelines were created to promote an improved understanding of gender diversity and support positive workplace transitions. They align with both the Iress Diversity and Inclusion Policy and internal Anti-Discrimination Policy. We are committed to creating a workplace where employees feel safe, respected and comfortable to be themselves at work. The guide includes information on responsibilities (for all employees, including transitioning employees), education and resources, names and pronouns, appearance and dress, facilities, and discrimination, bullying or harassment.

In 2020, amendments were proposed to Employment Equity legislation in South Africa to drive further action and compliance on gender and ethnic representation targets. We will take these proposals into consideration when formulating our Employment Equity

Plan for South Africa in 2021. We appointed a new Employment Equity Committee, the members of which were elected by our South Africa employees, who participated in training to understand the Broad-Based Black Economic Empowerment (B-BBEE) legislation.

As part of our compliance with South Africa's Employment Equity Act, an employment equity survey was sent out in August 2020 to identify any barriers to equality, inclusion and diversity. In 2020, we also completed our annual data submissions to the Tech Talent Charter (UK) and the Women in Finance Charter (UK).

Iress is subject to the ASX Corporate Governance Principles and Recommendations. These principles and recommendations encourage diversity generally but have a clear focus on gender diversity, recommending that listed entities set measurable objectives for achieving gender diversity and annually assess both those objectives and the entity's progress to achieving them.

Each year, the Iress Board establishes measurable objectives for gender diversity. We believe that setting measurable objectives will help us to maintain an excellent track record with respect to gender diversity. The Board assesses these measurable objectives annually, as well as our progress to achieving them. Following the end of each reporting period, we disclose our progress in achieving the measurable objectives in accordance with the ASX Corporate Governance Principles and Recommendations.

There were no incidents of discrimination during the reporting period.

## Remuneration

Pay levels may differ based on market, skills and experience of an individual, with priority consideration given to the individual's performance and impact. We will not, however, have differences in pay that are



based on bias such as gender, race, age, sexual preference or ethnicity. Iress ensures

that no gender bias occurs at any point in the remuneration review process, with a detailed analysis of gender differences being completed at the time of remuneration reviews.

Following well publicised litigation and disclosure of wage underpayments, FairWork Australia updated rules for annualised wage arrangements in selected awards. We have reviewed which people are covered by the awards, and in consultation with external legal advisers, concluded that Iress people are paid above the minimum entitlements of those

awards. Nonetheless, refinements will be made to clarify entitlements and processes.

People Leaders are accountable for ensuring equitable pay within their teams which is validated by the People team. In September 2020, we published our first stand alone internal Remuneration Policy which applies to all people employed by Iress on a permanent employment contract, excluding the Leadership team.

In Australia, Iress is required to submit an annual report to the Workplace Gender Equality Agency (WGEA) for Australian employees. In the UK, Iress is required to

submit an annual Gender Pay Gap Report to the Government Equalities Office for UK employees.

These reports show that pay gaps are reducing in these countries as follows:

- In Australia, reduced from 11.4% in 2019 to 11.0% in 2020
- In the UK, reduced from 12.5% in 2019 to 11.5% in 2020

**Name:** Anita Mattison

**Role:** Head of Talent, Organisational Development and Change

**Joined:** May 2020

#### What does your role entail on a day-to-day level?

Constantly thinking about what needs to be improved across the organisation to unlock the full potential of our people and our organisation. A key focus is how do we become better at delighting our clients, partnering more effectively, being more responsive, and what can we do to anticipate that?

A part of that is building an effective talent and development strategy and anticipating the capabilities of our people to meet client demands, now and in the future. I'm always thinking about how we ensure our people have the best experience by being with us at Iress and don't want to work elsewhere.

#### What have been the most interesting parts of your role to date?

I joined during COVID-19 and I have only met two people face to face since I joined—I haven't met my People Leader in person since my first interview! Being able to effect change remotely and the virtual way of working has been interesting. I think it's really shown that virtual working can and does work and has had more positives than negatives.

#### What were your key achievements in 2020?

The People Survey we conducted in 2020. It's amazing how responsive our people have been. The survey reflects our people's voice, and a huge amount of action planning is happening as a result of the survey, demonstrating that we can effect change at an individual and team level as well as the company wide actions we have taken too. We established over 100 'Engagement Champions' throughout Iress who are supporting People Leaders in the delivery of this. In response to the survey, we have rolled out 'Licence to Learn'—a learning platform, which gives our people access to business skills, soft skills and technical skills – they can shape their individual growth and development to their needs. Around 60% of Iress people have enrolled since the November 2020 start date.



#### What will be your main activities in 2021?

We'll be kickstarting our Leader to Coach program to support our leaders to get the best out of their teams as well as people being able to be their best. This starts with everyone being profiled in terms of their strengths—we want people to be themselves and play to their strengths in whatever role and what they are accountable to deliver. We will also be focusing on the change needed to support people to adopt consistent Ways of Working to improve our ability to identify and service our clients' needs.

#### Why is ESG important to Iress?

As a business, we have a responsibility to ensure we consciously improve our environmental and social impact. ESG is about being a decent corporate citizen and reporting and measuring on it. It's not something that is an add on—it's integrated into everything we do and is a key part of how we do business—whether that is in terms of our own impact, supply chains, who we partner with and our chosen procurement practices.

In 2020, we set diversity targets to improve our gender workforce composition globally. Our aim was to increase female representation across Iress to 35%, and female representation in leadership roles to 35%.

We achieved an increase in female representation to 35.55% across Iress, meeting our objective.

For the Leadership team and its direct reports, we increased female representation from 31% to 32.58% and have not met this objective.

Board Diversity - Gender & Age

Gender	>30	30-50	<50
Female	0	0	3
Male	0	1*	5

\*Executive Director

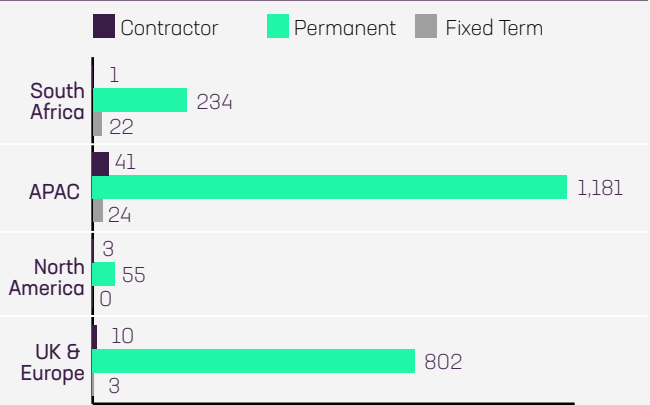
Ratio of basic salary & remuneration of women to men\*\*

Age	< 30	30 - 50	> 50	Total
South Africa	1:1.22	1:1.18	1:2.02	<b>1:1.34</b>
APAC	1.01:1	1:1.20	1:1.28	<b>1:1.20</b>
North America	1:1.33	1:1.12	1:1.34	<b>1:1.18</b>
UK & Europe*	1:1.1	1:1.15	1:1.21	<b>1:1.13</b>

\*UK & Europe data includes Tunisia employees

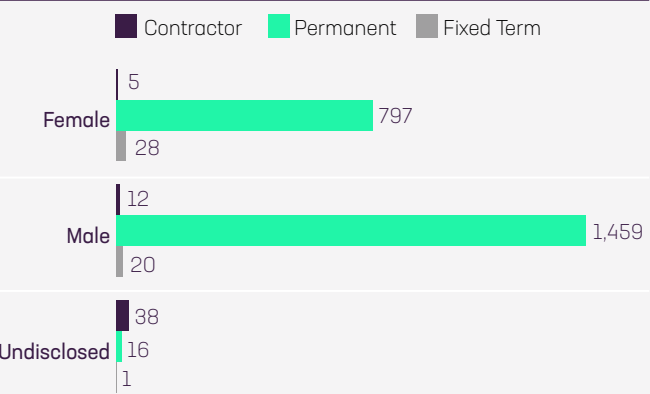
\*\*Based on average salary across gender

People by contract & region\*

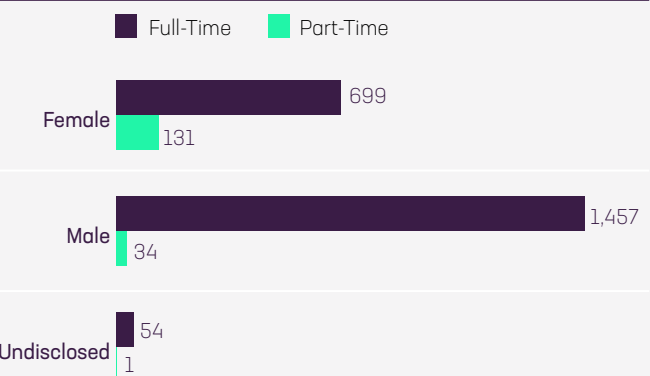


\* UK & Europe data includes Tunisia employees

People by contract & gender



People by employment type & gender



## New people hires by region, gender & age

Age	< 30		30 - 50		> 50		
	Rate	No.	Rate	No.	Rate	No.	Total
<b>South Africa</b>	<b>50.00%</b>	<b>19</b>	<b>50.00%</b>	<b>19</b>	<b>0.00%</b>	<b>0</b>	<b>38</b>
Female	59.09%	13	40.91%	9	0.00%	0	<b>22</b>
Male	37.50%	6	41.30%	10	0.00%	0	<b>16</b>
<b>APAC</b>	<b>33.04%</b>	<b>38</b>	<b>51.30%</b>	<b>59</b>	<b>15.65%</b>	<b>18</b>	<b>115</b>
Female	31.82%	14	54.54%	24	13.64%	6	<b>44</b>
Male	33.80%	24	49.30%	35	16.90%	12	<b>71</b>
<b>North America</b>	<b>66.67%</b>	<b>2</b>	<b>33.33%</b>	<b>1</b>	<b>0.00%</b>	<b>0</b>	<b>3</b>
Female	50.00%	1	50.00%	1	0.00%	0	<b>2</b>
Male	100.00%	1	0.00%	0	0.00%	0	<b>1</b>
<b>UK &amp; Europe*</b>	<b>25.61%</b>	<b>21</b>	<b>59.76%</b>	<b>49</b>	<b>14.63%</b>	<b>12</b>	<b>82</b>
Female	21.43%	6	50.00%	14	28.57%	8	<b>28</b>
Male	27.78%	15	64.81%	35	7.41%	4	<b>54</b>
<b>Grand Total</b>	<b>33.64%</b>	<b>80</b>	<b>58.06%</b>	<b>128</b>	<b>8.29%</b>	<b>30</b>	<b>238</b>

## People turnover by region, gender & age

Age	< 30		30 - 50		> 50		
	Rate	No.	Rate	No.	Rate	No.	Total
<b>South Africa</b>	<b>37.5%</b>	<b>9</b>	<b>62.5%</b>	<b>15</b>	<b>0.00%</b>	<b>0</b>	<b>24</b>
Female	16.67%	1	83.33%	5	0.00%	0	<b>6</b>
Male	44.44%	8	55.56%	10	0.00%	0	<b>18</b>
<b>APAC</b>	<b>24.27%</b>	<b>25</b>	<b>68.93%</b>	<b>71</b>	<b>6.80%</b>	<b>7</b>	<b>103</b>
Female	16.28%	7	72.09%	31	11.63%	5	<b>43</b>
Male	30.00%	18	66.67%	40	3.33%	2	<b>60</b>
<b>North America</b>	<b>10.00%</b>	<b>1</b>	<b>50.00%</b>	<b>5</b>	<b>40.00%</b>	<b>4</b>	<b>10</b>
Female	25.00%	1	25.00%	1	50.00%	2	<b>4</b>
Male	0.00%	0	66.67%	4	33.33%	2	<b>6</b>
<b>UK &amp; Europe*</b>	<b>20.83%</b>	<b>15</b>	<b>47.22%</b>	<b>34</b>	<b>31.95%</b>	<b>23</b>	<b>72</b>
Female	20.00%	5	44.00%	11	36.00%	9	<b>25</b>
Male	21.28%	10	48.94%	23	29.78%	14	<b>47</b>
<b>Grand Total</b>	<b>23.92%</b>	<b>50</b>	<b>59.81%</b>	<b>125</b>	<b>16.27%</b>	<b>34</b>	<b>209</b>

\* UK & Europe includes Tunisia employees

## Employee levels by gender & age

Age	< 30		30 - 50		> 50		
	Rate	No.	Rate	No.	Rate	No.	Total
<b>Global Leadership team</b>	0.00%	0	60.00%	5	40.00%	4	9
Female	0.00%	0	100.00%	1	0.00%	0	1
Male	0.00%	0	50.00%	4	50.00%	4	8
<b>People Leaders</b>	1.73%	6	76.95%	267	21.32%	74	347
Female	1.74%	2	73.04%	85	25.22%	29	115
Male	1.73%	4	78.79%	182	19.48%	45	231
<b>Employees</b>	10.00%	391	50.00%	1233	40.00%	341	1,965
Female	20.87%	148	60.79%	431	18.34%	130	709
Male	18.46%	229	64.52%	800	17.02%	211	1,240
Not Declared	87.5%	14	12.5%	2	0.00%	0	16
<b>Grand Total</b>		<b>397</b>		<b>1,505</b>		<b>419</b>	<b>2,321</b>

## Employees by function, gender & age

Age	< 30		30 - 50		> 50		
	Rate	No.	Rate	No.	Rate	No.	Total
<b>Account Management</b>	15.9%	107	62.26%	419	21.84%	147	673
Female	17.63%	49	59.35%	165	23.02%	64	278
Male	14.29%	56	64.54%	253	21.17%	83	392
Not Declared	66.67%	2	33.33%	1	0.00%	0	3
<b>Client Solutions</b>	1.73%	2	76.88%	20	21.39%	7	29
Female	10.00%	1	40.00%	4	50.00%	5	10
Male	5.26%	1	84.21%	16	10.53%	2	19
<b>Executives</b>	0.00%	0	22.22%	2	77.78%	7	9
Female	0.00%	0	50.00%	1	50.00%	1	2
Male	0.00%	0	14.28%	1	85.72%	6	7
<b>Finance</b>	7.22%	7	69.07%	67	23.71%	23	97
Female	10.00%	7	68.57%	48	21.43%	15	70
Male	0.00%	0	70.37%	19	29.63%	8	27
<b>Legal</b>	10.00%	4	50.00%	15	40.00%	6	25
Female	17.64%	3	64.71%	11	17.65%	3	17
Male	12.5%	1	50.00%	4	37.5%	3	8



## Employees by function, gender & age (continued)

Age	< 30		30 - 50		> 50		
	Rate	No.	Rate	No.	Rate	No.	Total
<b>Market Data</b>	<b>11.32%</b>	<b>6</b>	<b>64.15%</b>	<b>34</b>	<b>24.53%</b>	<b>13</b>	<b>53</b>
Female	9.68%	3	61.29%	19	29.03%	9	<b>31</b>
Male	13.64%	3	68.18%	15	18.18%	4	<b>22</b>
<b>Communications &amp; Marketing</b>	<b>6.90%</b>	<b>2</b>	<b>79.31%</b>	<b>23</b>	<b>13.79%</b>	<b>4</b>	<b>29</b>
Female	5.26%	1	84.21%	16	10.53%	2	<b>19</b>
Male	10.00%	1	70.00%	7	20.00%	2	<b>10</b>
<b>Operations</b>	<b>25.48%</b>	<b>53</b>	<b>55.77%</b>	<b>116</b>	<b>18.75%</b>	<b>39</b>	<b>208</b>
Female	24.47%	23	50.00%	47	25.53%	24	<b>94</b>
Male	23.15%	25	62.96%	68	13.89%	15	<b>108</b>
Not Declared	83.33%	5	16.67%	1	0.00%	0	<b>6</b>
<b>People</b>	<b>38.78%</b>	<b>19</b>	<b>59.18%</b>	<b>29</b>	<b>2.04%</b>	<b>1</b>	<b>49</b>
Female	31.71%	13	65.85%	27	2.44%	1	<b>41</b>
Male	71.43%	5	28.57%	2	0.00%	0	<b>7</b>
Not Declared	100.00%	1	0.00%	0	0.00%	0	<b>1</b>
<b>Product</b>	<b>16.97%</b>	<b>47</b>	<b>70.40%</b>	<b>195</b>	<b>12.63%</b>	<b>35</b>	<b>277</b>
Female	20.59%	21	72.55%	74	6.86%	7	<b>102</b>
Male	14.86%	26	69.14%	121	16.00%	28	<b>175</b>
<b>Technology</b>	<b>17.01%</b>	<b>148</b>	<b>67.24%</b>	<b>585</b>	<b>15.75%</b>	<b>137</b>	<b>870</b>
Female	18.52%	30	64.20%	104	17.28%	28	<b>162</b>
Male	16.09%	113	68.38%	480	15.53%	109	<b>702</b>
Not Declared	83.33%	5	16.67%	1	0.00%	0	<b>6</b>
<b>Other</b>	<b>0.00%</b>	<b>0</b>	<b>100.00%</b>	<b>2</b>	<b>0.00%</b>	<b>0</b>	<b>2</b>
Female	0.00%	0	0.00%	0	0.00%	0	<b>0</b>
Male	0.00%	0	100.00%	2	0.00%	0	<b>2</b>
<b>Grand Total</b>		<b>395</b>		<b>1507</b>		<b>419</b>	<b>2321</b>

# Our local communities: Iress Foundation

It's been a hard year for many people, so it feels even more important as we look at what has been achieved by our team in 2020 for the Iress Foundation.

The Iress Foundation is our overarching program that supports charities and organisations chosen by our people. From health and homelessness, to social issues and unemployment, we do what we can to help those in need. Social distancing in 2020 meant our usual program of giving back hasn't always been possible in terms of volunteering. We've continued to support the charities and causes close to our hearts by fundraising and providing donations, so they can still make a difference to the people and communities that need them.

We refocused our attention in 2020 and looked at ways to support both existing and new charities in their immediate efforts to support communities through COVID-19.

In 2020, there were some instances where our matching initiatives budget (per person) increased to make up a shortfall in money raised. Understandably, due to the pandemic, the number of employees raising funds were fewer than in previous years due to the limited number of physical events held.

Although our planned Iress Foundation focus changed due to the pandemic, we achieved greater awareness of the program by including information for our new joiners through the induction process, and an internal Slack channel for foundation updates. Internal global updates by our CEO and Leadership team about the foundation promoted the foundation as an important

element of the Iress culture. We also increased our year-on-year giving through the Iress Foundation Giving Platform.

In 2020, we had hoped to achieve a number of other targets for the Iress Foundation, such as measuring greater global awareness via internal channels, encouraging Iress people to contribute time to volunteer, and establishing at least one Iress Opportunity for each regional office. COVID-19 saw our priorities shift to activities that could make an immediate difference. In 2021, we will continue to focus our attention on maximising support of our existing charities in key geographic areas, and seek new opportunities wherever possible.

Managed by our Corporate Social Responsibility Lead – Iress Foundation and Chief Legal Officer, the Iress Foundation consists of three key platforms:

## Iress Opportunity Initiatives

Iress Opportunity Initiatives aims to establish longer-term relationships and help in each region with a registered charitable organisation that focuses on those where health, education and/ or welfare of people is at risk. Iress people can opt to contribute to an Opportunity Initiative via our Giving Platform which facilitates a number of payment options. Family and friends of Iress people are also encouraged to contribute.

## Iress Matching Initiatives

We know there is enthusiasm for community engagement beyond the local Iress Opportunity Initiatives, so the Iress Foundation also supports engagement by Iress people in other fundraising efforts.

Many of us have friends or family who have been affected by mental or physical health issues or are passionate about a particular social cause. The Iress Foundation does not have the capacity to focus on all of these areas but will support people at Iress who do want to focus on them.

The Iress Foundation matches the fundraising efforts of individuals up to a matching limit per calendar year. A budget of AUD \$1,000 (or equivalent in local currency) is provided to each Iress employee, subject to our company wide aggregate cap of AUD \$100,000.

## Iress Foundation Leave

Three days of foundation leave is provided annually to all full-time and part-time employees, and fixed-term contractors to enable them to support a chosen Iress Foundation supported charity in any way they choose.

In 2020:

33 registered charitable organisations supported

\$241,713

(AUD) donated by the Iress Foundation to charity partners through Opportunity Initiatives and Matching Initiatives

1,646 donations made via the Giving Platform

\$132,000

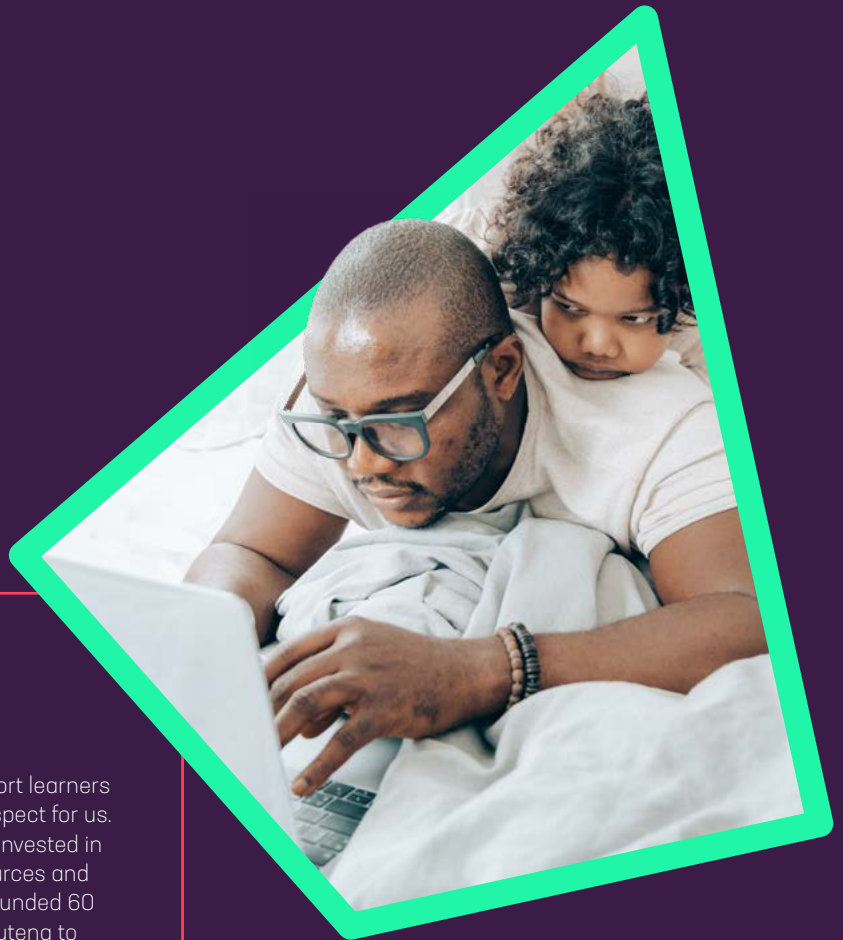
(AUD) raised via our Giving Platform by our people with the support of their friends and family

## Iress Foundation highlights

### Giving children & young people a better start with iSchoolAfrica

(South Africa)

With technology a passion of ours, the chance to support learners with digital tool kits in South Africa was an exciting prospect for us. In partnership with [iSchoolAfrica](#), our Iress Foundation invested in its #MyFuture program to give children access to resources and technology to complete their school year in 2020. We funded 60 learners who were a part of the Mamelodi Project in Gauteng to enable: 60 iPads, 16 hours of iPad access per week, 10 subjects/curriculums, 15 online sessions each week. This program will continue through 2021, as more grades use the resources to form a broader spectrum of subjects and applications.



### Tackling food poverty

(Global)

With rising numbers of people facing food insecurity, it is a cause that has our continued support. In Australia, the services of [FoodBank Australia](#) have been particularly vital due to the bushfires early in 2020. Our team used Iress Foundation volunteering leave to pack over 11,000kg of food, equating to over 20,000 meals to feed households in need across New South Wales, Victoria and Queensland. Elsewhere, we've continued to support the amazing work of [Two Good Soup Kitchen](#) in Sydney and the [Helping Hands Project](#) in the UK. With hands-on support scaled back due to the virus, we have continued to support these charities with donations.

### Continuing our support for Talent Beyond Boundaries

(Global)

We are passionate advocates of [Talent Beyond Boundaries \(TBB\)](#), supporting the work they do to help refugees rebuild their lives and find employment. TBB has its Middle East base in Beirut. It's estimated that 1.5 million refugees are currently living in Lebanon, most of whom have escaped the civil war in Syria. In August, Beirut was rocked by a powerful explosion. Many saw homes and workplaces destroyed with food and medicines in short supply. Sadly, refugees are likely to feel the biggest toll of this explosion, compounded by the challenges already brought by COVID-19 and Lebanon's political and economic crisis.

## Our approach to the environment

With the known impacts of climate change, and greater visibility into environmental considerations within the supply chain, taking action on environmental issues is critical.

In 2020, we made significant progress in our approach to understanding our impact on the environment and planning what we need to do to reduce it.

We published our first formal Environmental Policy and our first global environmental plan as part of Iress' broader Environmental, Social and Governance (ESG) Strategy. The plan sets out activities that will be implemented throughout 2021, with a view to setting

formal energy and emissions reduction targets in 2022. The rollout of parts of the environmental plan will be dependent upon a return to work schedule in many office locations due to the COVID-19 pandemic.

In compiling our environmental plan, we engaged with our global offices to learn about their efforts to reduce their impact on the environment as we had little visibility into this. We also consolidated information for



reporting purposes that had not previously been collected at a global level. This allowed us to establish a baseline for current activity, generate ideas and identify areas for improvement.



## Environmental activities

Region	Country/Office	Topic	Activity
Africa	Cape Town, Durban & Johannesburg	Energy/emissions	<ul style="list-style-type: none"> <li>Solar panels on the building roof installed by building owner (Johannesburg).</li> <li>Office space managed by environmentally conscious facilities manager that has set formal targets for reductions in carbon emissions (Cape Town).</li> <li>Air conditioning switched off during COVID-19 to save electricity.</li> </ul>
		Waste	<ul style="list-style-type: none"> <li>Common recycling centre for tenants.</li> <li>Sorting of waste into categories.</li> <li>Purchase of recycle friendly bins to encourage employees to sort before throwing items away.</li> <li>Agreement with a secure shredding service to recycle shredded paper after collecting.</li> <li>Workplace technology team engaging with a vendor in each South Africa region to recycle e-waste.</li> </ul>
		Water	<ul style="list-style-type: none"> <li>Water conscious plants, watering to a strict schedule.</li> <li>Installation of tap lock for designated use only due to water restrictions (Johannesburg).</li> <li>Water saving initiatives at Cape Town building due to drought including waterless hand soap, half flush toilets and water saving cleaning products.</li> </ul>
APAC	Melbourne & Sydney	Energy/emissions	<ul style="list-style-type: none"> <li>Starting in January 2021, energy will come from 100% renewable sources (wind and solar) for the Sydney and Melbourne offices. These offices contribute 95% of the energy use in Australia's operations.</li> <li>Light energy saving is in place via motion sensors. Light are turned off automatically when motion is not detected (Melbourne &amp; Sydney).</li> <li>All office lighting has been changed to PIR* LED** lighting to reduce energy consumption.</li> <li>Air conditioning is managed by building management on a specified time schedule (7am - 7pm) and turned off over the weekend (unless requested) to reduce energy consumption (Melbourne &amp; Sydney).</li> <li>Day blinds are installed on external windows (where possible) to assist in reducing energy consumption (Melbourne &amp; Sydney).</li> </ul>
		Waste	<ul style="list-style-type: none"> <li>Takeaway cup recycling through Simply Cups scheme (Melbourne).</li> <li>Recycle e-waste program in place. Alternatively, e-waste is donated to a charitable cause after a data cleansing process has first taken place.</li> <li>Recycling bins are placed around the office with additional information on or near bins to guide waste separation (Melbourne).</li> <li>Agreement with a secure shredding service that sends all shredded material to a paper recycling company after confidential waste has been shredded where possible. Any material that is contaminated and cannot be recycled is diverted to landfill (Melbourne &amp; Sydney).</li> <li>Building management company separates all waste into waste categories including recycling and food waste. A container deposit scheme is in place.</li> <li>Recycling bins placed around the office with stickers to guide waste separation (Sydney).</li> </ul>
		Water	<ul style="list-style-type: none"> <li>Waterwise plants.</li> <li>Efficient toilets with low-flow water option.</li> </ul>
North America	Toronto	Waste	<ul style="list-style-type: none"> <li>Pay per print setting to reduce paper use.</li> <li>Office recycling including food waste. Separate garbage bins are provided for different types of garbage to maximise recycling.</li> <li>Participate in the Konica Clean Planet Program (take back/recycle printer consumables).</li> <li>Recycle e-waste program in place.</li> </ul>
UK	Cheltenham, Leatherhead & London	Energy/emissions	<ul style="list-style-type: none"> <li>All office lighting has been changed to PIR* LED** lighting to reduce energy consumption. Server rooms are no longer onsite, reducing the energy requirement.</li> </ul>
		Waste	<ul style="list-style-type: none"> <li>Recycling bins placed around the office.</li> <li>Collection of plastic milk bottle tops, to generate money for a local charity.</li> </ul>
		Water	<ul style="list-style-type: none"> <li>Waterwise plants.</li> <li>Efficient toilets with low-flow water option.</li> </ul>

\* PIR lighting: passive infrared lighting; \*\* LED lighting: light emitting diode



**Green building certifications**

Many of the office buildings in which we are located have various levels of certifications such as GreenStar, NABERS ratings, LEED and BREEAM ratings. When office leasing arrangements expire, our preference is to relocate to buildings with recognised environmental certifications.

**Environmental legislation & compliance**

We are subject to the following environmental legislation and complied with all of our reporting obligations in 2020.

Country	Legislation
UK	Energy Savings Opportunity Scheme - ESOS
UK	Streamlined Energy and Carbon Reporting - SCER
UK, France & Tunisia	EU Waste Electrical and Electronic Equipment Directive - WEEE

In 2021, subject to COVID-19 office work restrictions for in-office activities, we will:

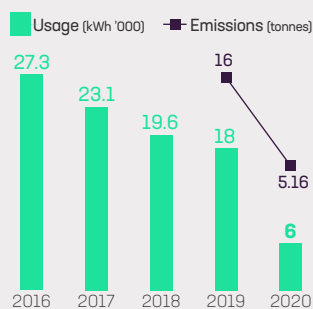
- manage the consumption of energy, paper and other resources used in our day-to-day operations
- identify opportunities to reduce our office waste and responsibly manage e-waste
- evaluate how we can reduce our carbon emissions
- incorporate environmental considerations into procurement decisions (including office goods, energy efficient offices, renewable energy provider choices)
- meet all legislated environmental reporting obligations
- raise awareness with our employees on our environmental activities.



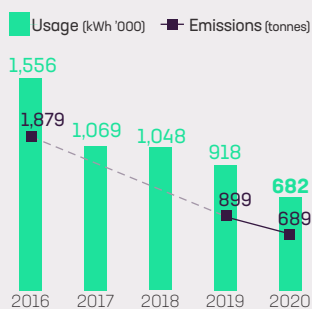
## Environmental data

### Energy use & emissions

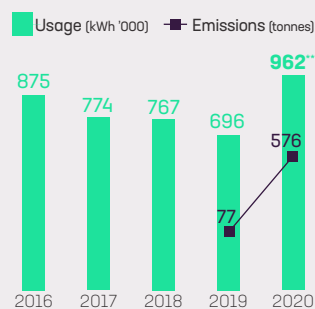
#### Asia



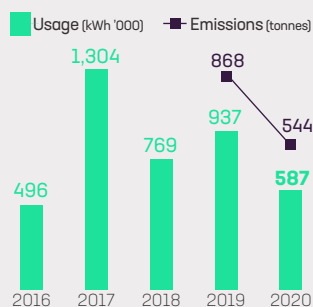
#### Australia\*



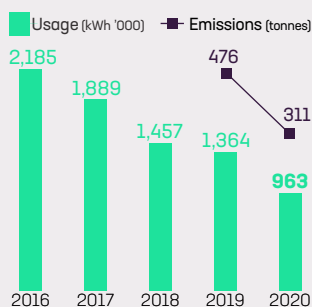
#### Canada



#### South Africa



#### UK & Europe^



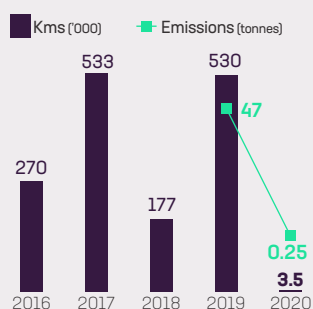
\*Sydney and Melbourne data only. Data has not been collected for other Australian office locations.

^France and Tunisia data has been included for 2020 only.

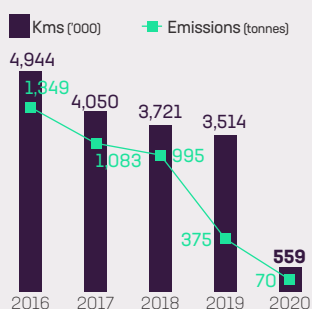
\*\*Estimate based on available data.

### Air travel

#### Asia



#### Australia\*



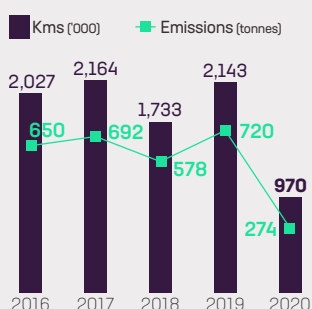
#### Canada



#### South Africa



#### UK & Europe^



Energy consumption and related emissions has largely experienced significant decreases directly due to the COVID-19 pandemic. Employees worked from home for the majority of 2020 and air travel was halted in early 2020.

In our 2019 report, we had highlighted our intent to collect global data on e-waste. Due to the COVID-19 pandemic, no e-waste was collected from office locations outside the UK. We will aim to report e-waste data for other regions in our 2021 ESG Report. Data on paper usage is also collected internally however, we have not publicly reported on this as it is not as material a topic as energy, emissions, air travel and e-waste.

\*Sydney and Melbourne data only. Data has not been collected for other Australian office locations.

^France data is included from 2020. Tunisia data has not been collected for 2020.

## Our approach to modern slavery, procurement & the supply chain

Iress' commitment to contributing to a sustainable future extends to our procurement activities. We recognise that when making a purchasing decision, we have an opportunity to make a positive social and environmental impact.

Our engagements range from:

- substantial contracts such as leasing arrangements for office premises
- energy contracts
- service arrangements for corporate solutions including people, finance and registry systems
- internal technology requirements for office productivity suites
- technology service arrangements
- data centre and cloud services
- procurement of goods and services for local offices.

As part of our broader ESG strategy, and in conjunction with compiling our first environmental plan, in early 2021 we published our first Sustainable Procurement Policy and drew up our first sustainable procurement plan. The sustainable procurement plan will guide our activities for the next 12 months as we see an increase in the number of legislative and commercial reporting obligations.

Through our supplier due diligence process, we are committed to screening our material suppliers against indicators that address:

- human rights
- labour practices
- environmental practices
- consumer issues
- fair operating practices.

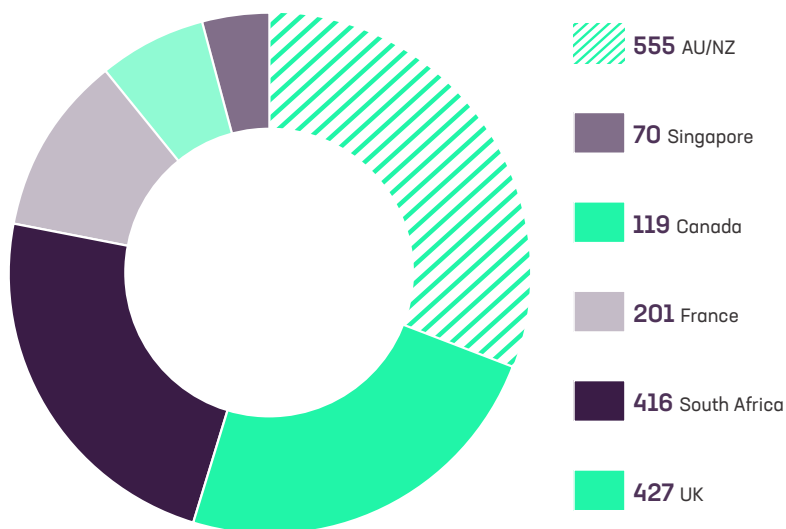
We use our legal, information security and sustainability (environmental and social) assessment. Environmental and social indicators are aligned with the ISO 24000:2017 Sustainable Procurement Guidance.

To date, our Supplier Code of Ethics and Conduct, and general Code of Ethics and Conduct Policy have been our primary due diligence mechanisms. Our supplier due diligence questionnaire and Supplier Code of Conduct are currently under review. Our Head of Procurement and Property manages Iress' procurement function.

Through our own continuous improvement processes we are committed to:

- measuring and monitoring supplier risk
- encouraging our suppliers to adopt sustainable practices where necessary
- continuously improving our understanding of developments in sustainable procurement, and implementing best practice processes and procedures accordingly.

### Suppliers by country



\*We do not currently collect data related to the percentage of overall spend on local suppliers by geography, however, will aim to report on this in our 2021 ESG Report.

## Modern slavery

As a software provider, we consider the risk of modern slavery within our operations to be low. Nonetheless, Iress Limited's Audit & Risk Committee Charter includes a risk management process to identify, assess, monitor and manage risk areas including modern slavery and human trafficking. The Audit & Risk Committee reports any risk areas to the Iress Board. In addition, Iress' Whistleblowing Policy allows employees to raise concerns of modern slavery and human trafficking in a confidential manner.

We are required to report on our compliance with the *Modern Slavery Act 2015* (UK) – the UK Modern Slavery Act, and the *Modern Slavery Act 2018* (Cth) – the Australian Modern Slavery Act. The UK Modern Slavery statement must describe the steps that we have taken to ensure slavery and human trafficking are not taking place either in supply chains or in any part of the business. Iress has reported compliance with the UK Modern Slavery Act since 2016.

We will submit our first annual Modern Slavery Act Statement to the Australian Border Force for publication on their central register in July 2021. The Australian Modern Slavery Act requires a greater level of detail with regards to risk, assessment and remediation than the UK Modern Slavery Act, so we are taking steps to be able to report on modern slavery at a more granular level. This will include assessment of our suppliers in terms of overall risk by geography and sector for incidents of child labour, compulsory labour and other social indicators, which we do not currently formally undertake.

Included in the statement will be OneVue (acquired in November 2020), not previously subject to this reporting obligation.

## Broad-Based Black Economic Empowerment Bill - South Africa

The Broad-Based Black Economic Empowerment (B-BBEE) program provides a legislative framework for the transformation of South Africa's economy and is underpinned by the Broad-Based Black Economic Empowerment Act, [No. 46 of 2003]. The legislation aims to advance economic transformation and enhance the economic participation of Black people in the South African economy.

We completed our annual verification in March 2020, with Iress achieving 81.47 points (Level 8 compliance), an increase from 70.59 due to increased Black procurement spend as part of the 2019 implementation of workplace strategy changes.

We successfully onboarded qualifying suppliers as part of our intent to enhance our preferential procurement objectives. Due to the extraordinary circumstances of COVID-19, qualifying enterprises were deeply impacted and we provided funding and working capital to ensure survival of the businesses through the protection of income and jobs.

## COVID-19 supply chain impacts

We maintain a critical supplier list which primarily relate to our workplace suppliers (suppliers of workplace technology, facilities, or those supporting office projects), which provide services/software that are used in the course of client delivery (for example, hardware suppliers, data centres and hosting providers) and suppliers providing tools used in the course of supporting our clients.

As part of our risk assessment processes, this critical supplier list was reviewed in light of COVID-19 in order to better understand the risk of supply disruption, including where this is likely to be caused as a result of financial distress. Where appropriate, we have taken steps to assist our suppliers and mitigate any risk of disruption within the supply chain, including by pre-ordering, prepayment or shortening payment terms, and also by ensuring multiple lines of supply where possible.

## GRI content index

GRI Standard	Disclosure	Impact Boundary	Page/Reference/ More information
<b>GRI 101: Foundation 2016</b>			
<b>GENERAL DISCLOSURES</b>			
<b>Organisational Profile</b>			
102-1:	Name of the organisation	N/A	Iress Limited
102-2:	Activities, brands, products and services	N/A	pp. 6, 18, 21, 22
102-3:	Location of headquarters	N/A	p.6
102-4:	Location of operations	N/A	p.6
102-5:	Ownership and legal form	N/A	p.6
102-6:	Markets served	N/A	p.6
102-7:	Scale of the organisation	N/A	pp. 6, 7
102-8:	Information on employees and other workers	N/A	pp. 34-37. Iress does not employ contractors that are considered to complete a significant portion of the company's activities. There are no significant variations to employee numbers, with employee numbers rising due to company acquisitions. Data has been compiled using internal management systems.
102-9:	Supply Chain	N/A	pp. 44, 45
102-10:	Significant changes to the organisation and its supply chain	N/A	There were no significant changes to Iress' supply chain in 2020. Company acquisitions are detailed in pp. 4, 10, 12.
102-11:	Precautionary Principle or approach	N/A	pp. 16, 40, 42
102-12:	External initiatives	N/A	pp. 14, 18, 27-31, 32, 38, 39, 42, 45
102-13:	Membership of associations	N/A	p. 28
<b>Strategy</b>			
102-14:	Statement from senior decision-maker	N/A	p. 4
<b>Ethics and Integrity</b>			
102-16:	Values, principles, standards and norms of behaviour	N/A	pp. 12, 13
<b>Governance</b>			
102-18:	Governance structure	N/A	p. 12
<b>Stakeholder Engagement</b>			
102-40:	List of stakeholder groups	N/A	p.26
102-41:	Collective bargaining agreements	N/A	Not applicable as no Iress employees are employed on collective bargaining agreements
102-42:	Identifying and selecting stakeholders	N/A	p. 26
102-43:	Approach to stakeholder engagement	N/A	pp. 3, 8, 11, 19, 24, 26-28, 30, 38
102-44:	Key topics and concerns raised	N/A	pp. 9, 11, 27



GRI Standard	Disclosure	Impact Boundary	Page/Reference/ More information
Reporting Practice			
102-45:	Entities included in the consolidated financial statements	N/A	Iress Limited
102-46:	Defining report content and topic boundaries	N/A	pp. 3, 11, 46-48
102-47:	List of material topics	N/A	p. 11
102-48:	Restatements of information	N/A	Environmental data provided for Australia (see p. 43) has been clarified regarding which geographic areas are included.
102-49:	Changes in reporting	N/A	People data includes employees of acquired company OneVue (see pp. 35-37). Selected environmental data includes data for France and Tunisia (see p.43).
102-50:	Reporting period	N/A	p.3
102-51:	Date of most recent report	N/A	2019 Environmental, Social and Governance report (published in 2020)
102-52:	Reporting cycle	N/A	Annual
102-53:	Contact point for questions regarding the report	N/A	Peter Ferguson, Chief Legal Officer: <a href="mailto:peter.ferguson@iress.com">peter.ferguson@iress.com</a>
102-54:	Claims of reporting in accordance with the GRI Standards	N/A	p. 3
102-55:	GRI Content Index	N/A	pp. 46-48
102-56:	External assurance	N/A	p. 3
SPECIFIC DISCLOSURES			
GRI 200:	Economic		
GRI 201:	Economic Performance 2016		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress; Iress Foundation recipients; Shareholders	<a href="#">2020 Annual Report</a> pp. 2, 6, 7, 18-21
201-1:	Direct economic value generated and distributed		pp. 7, 38, <a href="#">2020 Annual Report</a> pp. 2, 6, 7, 18-21
201-2:	Financial implications and other risks and opportunities due to climate change		pp. 40, 42
GRI 204:	Procurement Practices 2016		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress; Suppliers	pp. 44, 45
204-1:	Proportion of spending on local suppliers	Iress; Suppliers	p. 44

GRI Standard	Disclosure	Impact Boundary	Page/Reference/ More information
<b>GRI 400:</b>	<b>Social</b>		
<b>GRI 401:</b>	<b>Employment 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress	pp. 30-33
401-1:	New employee hires and employee turnover	Iress	p. 35
<b>GRI 405:</b>	<b>Diversity and Equal Opportunity 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress	pp. 27, 32, 34
405-1:	Diversity of governance bodies and employees	Iress	p. 34
405-2:	Ratio of basic salary and remuneration of women to men	Iress	p. 34
<b>GRI 406:</b>	<b>Non-discrimination 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress	pp. 27, 32, 33, 45
406-1:	Incidents of discrimination and corrective actions taken	Iress	p. 32
<b>GRI 408:</b>	<b>Child Labour 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Suppliers	pp. 15, 44, 45
408-1:	Operations and suppliers at significant risk for incidents of child labour	Suppliers	p. 45
<b>GRI 409:</b>	<b>Forced or Compulsory Labour 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Suppliers	pp. 15, 44, 45
409-1:	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Suppliers	p. 45
<b>GRI 412:</b>	<b>Human Rights Assessment 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress; Suppliers	pp. 15, 44, 45
412-2:	Employee training on human rights policies or procedures	Iress; Suppliers	p. 32
<b>GRI 414:</b>	<b>Supplier Social Assessment 2016</b>		
GRI 103:	Management Approach 2016: 103-1; 103-2; 103-3	Iress; Suppliers	pp. 15, 44, 45
414-1:	New suppliers that were screened using social criteria	Iress; Suppliers	All (100%) new suppliers must complete our supplier due diligence questionnaire
414-2:	Negative social impacts in the supply chain and actions taken	Iress; Suppliers	There were no negative impacts identified in the supply chain in 2020

GRI Standard	Disclosure	Impact Boundary	Page/Reference/ More information
<b>Additional Material Topics (Identified by stakeholders in materiality assessment)</b>			
Innovation and product development	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp.18, 19, 22
Growth	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	p. 10
Customer service	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp. 18, 20
Purpose and strategy	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp. 8, 26, 27
Partnerships	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress; Partners (commercial and not for profit)	pp. 26, 28
Ethics and integrity	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp. 12, 13, 17
Business Development	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	p. 10
Industry Leadership	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	p. 9
Technology infrastructure, systems and applications	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	p. 18
Information security	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp. 24, 25
<b>Additional Material Topics (not Identified by stakeholders in materiality assessment but deemed material in supplementary assessment)</b>			
Environment	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress; Suppliers	pp. 16, 40-42
Climate Change	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress; Suppliers	pp. 16, 40-42
COVID-19	GRI 103: Management Approach 2016: 103-1; 103-2; 103-3	lress	pp. 4, 9-11, 24, 28, 30, 31, 33, 38, 42