

FORM3

ESG REPORT

2022



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ESG STANDS FOR ENVIRONMENTAL, SOCIAL AND GOVERNANCE.

It refers to the way in which we as a business interact with sustainability and ethics within these areas, allowing us to keep ourselves in check and measure our progress over the years in these fields.

Having an ESG strategy enables us to:

UNLESS OTHERWISE NOTED, DATA PROVIDED IS AS AT 31 DECEMBER 2022.

SETTING THE SCENE



**PROVIDE
TRANSPARENCY
TO EVERYONE AT
FORM3**



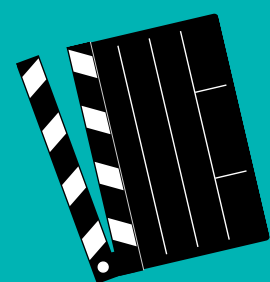
**IDENTIFY AREAS
FOR
IMPROVEMENT**



**VISUALISE AND
COMMUNICATE OUR
SUSTAINABILITY
EFFORTS**

**ENCOURAGE
ACCOUNTABILITY
FOR OUR
STAKEHOLDERS
AND COLLEAGUES
ACROSS THE
BUSINESS**





WHAT IS ESG?

WHY IS MEASURING OUR IMPACT IMPORTANT?

ESG reports are very useful tools for prospective clients and customers to find out what we're doing in this space, allowing us to be transparent about opportunities and risks we face. Our intention is to release an ESG report every year in March for the previous year, in order to track our progress against our goals.

WHY DO WE NEED A REPORT?

We have high ambitions for growth over the next few years and we want to be able to look back on our efforts and see how we've grown against ESG criteria based on the previous year's report.

This is our second ESG report, and we're excited to show our efforts across 2022 as we become an ever sustainable company.

At the end of this report, we will present our ESG strategy and plans in this space for 2023.

THE GOAL OF THIS REPORT IS TO DEMONSTRATE...



Our current efforts and future plans to see Form3 becoming a green company.



Our current external and internal efforts, and future plans to create a first-class internal and external employer brand, making sure we are treating the people we interact with fairly.



Our current governance structure and the way processes are carried out including the who, what, how and why.



EXTERNAL ACCREDITATIONS

CERTIFICATIONS

Form3 is **fully accredited** and **ISO 27001** and **ISO 22301** certified and Form3 have earned **Advanced Technology Partner** status in the **Amazon Web Services (AWS) Partner Network (APN)** as well as **AWS Financial Services Competency** status.



LIVING WAGE EMPLOYER

The **Living Wage Foundation** is a voluntary campaign that makes a calculation for a fair hourly rate according to the cost of living, based on a basket of household goods and services. Form3 is proud to be a living wage employer. 100% of our colleagues are paid the living wage.



ECOVADIS BRONZE RATING

We are an **EcoVadis Bronze Employer**.

EcoVadis provides us with a system to be able to assess ourselves and gain a ranking against CSR topics in 4 areas: environment, ethics, sustainable procurement and labour and human rights.

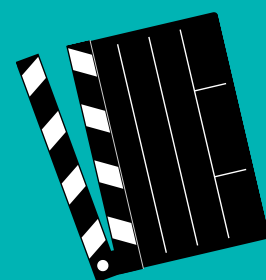


Our results are visible to some of our clients. We like to complete reaccreditation at least annually.

FLEXSCORE BY FLEXA

Our **FlexScore** is given to us by **Flexa**. For 2022, we achieved **90% Flexscore**. **Flexa** anonymously surveys a statistically significant proportion of our team to make sure we're as flexible as we say we are. The assessment is based on the six key elements: location, hours, autonomy, benefits, role modelling and work-life balance.





WINNING CATEGORIES

2021

**WOMEN IN
TECH**

Best Employer for Flexible
Working

**PAYTECH
AWARDS**

Best Cloud Payments
Platform



2022

FSTECH AWARDS

Payments Innovation
of the Year

**BANKING TECH
AWARDS**

Top Tech Team

**PAYMENT
AWARDS**

Payments Innovation
of the Year

**PAY360
AWARDS**

Most Innovative Mobile
or Financial Service
Payments Solution

**WOMEN IN TECH
EMPLOYER
AWARDS**

Best Tech Employer
(150 – 499 Employees)

**BRITISH HR
AWARDS**

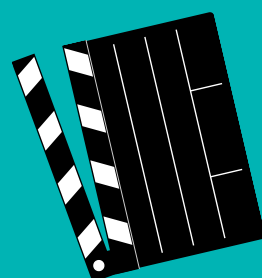
Start-Up of the Year

**REMOTETECH
BREAKTHROUGH
AWARDS**

CEO of the Year,
Michael Müller

**FLEXA
INDUSTRY
AWARDS**

4th place for Most
Flexible Finance and
Insurance Companies



LISTINGS AND NOMINATIONS

We have also been shortlisted/and or announced as finalists for the following awards...

2022

BRITISH HR AWARDS

Best Overall People Experience

BRITISH HR AWARDS

Leader of the Year, Michael Müller,
CEO

BRITISH HR AWARDS

Financial Services Company of the Year

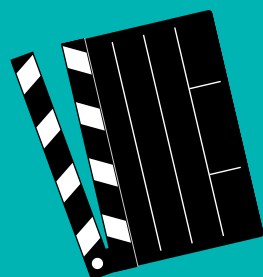
BRITISH RECRUITMENT AWARDS

Lead of the Year (In-House), Sean Hynan,
Head of Talent at Form3

CULTURE PIONEER AWARDS 2022

Inclusion Award *(will be announced
in 2023)

OUR VALUES



**TECHNOLOGY IS AT OUR CORE,
AND WE STRIVE TO ALWAYS DELIVER THE BEST WE CAN – EXCELLENCE.**

TRANSPARENCY



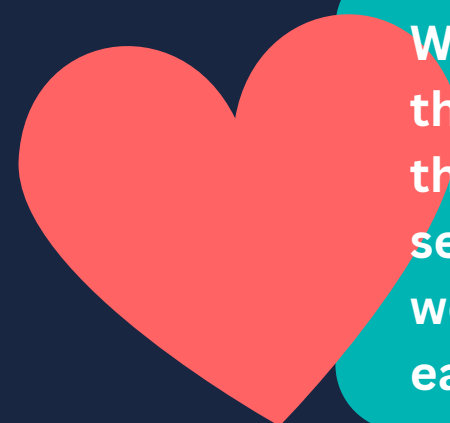
We are authentic, open and honest. We share information collaboratively.

EVERYONE MATTERS

We are one team all working together to make great things happen.



CARE DEEPLY



We care deeply about the work that we do, the customers we serve, the people we work with, and we treat each other fairly.

HIGH STANDARDS

We work to high standards. We're on a journey of continuous improvement. We try and if we fail, we try again.



WHY IS THIS RELEVANT?

In order for our ESG strategy to be relevant to what we do as a business, we believe that all of our ESG efforts should link back to our Form3 values.

We recognise that there is a significant environmental impact of operating a business, and we are committed to implementing actions that minimise our impact in a way that both protects and enhances the environment.

Our core belief is in the need to preserve our planet and everything in it to sustain efficiency, endurance, and ultimately our existence. We're on a journey in this space and want to share with you what we currently do, and our plans for the future.



HOW OUR VALUES ALIGN...



TRANSPARENCY

We work closely with our clients to be transparent in matters relating to the environment and we recognise that we have a way to go in certain areas.

EVERYONE MATTERS



We believe that everyone has a role to play in driving sustainability. We are determined to work together to be as efficient and ecological as is reasonably viable for the benefit of the environment and our planet.



CARE DEEPLY

We care deeply about our impact on the environment and will do what we can to minimise this where possible.

HIGH STANDARDS



Our goal is simple - we want to become an employer that scores highly when it comes to sustainability criteria in this field.

ENVIRONMENT

OFFICE SPACE

In our London office, we have motion and daylight sensors, low energy lighting, recycling waste streams, energy efficient heating and cooling. Us&Co, our building owner also plans to refurbish the building in 2028 with further low carbon initiatives, with the aim of being classified as carbon neutral by 2030.

At the end of 2022, our London office switched electricity tariffs, so we now get all of our electricity from 100% renewable sources. This energy is sourced by a supplier which ensures all renewable electricity is fully certified by UK Renewable Energy Guarantees of Origin (REGOs) or EU Guarantees of Origin (GoOs) and is fully traceable.

HOMEWORKING

We're a remote-first company, which means that homeworking is the norm. According to the International Energy Agency (IEA) if everyone able to work from home globally did so for just one day a week, global CO2 emissions would decline by 24 million tonnes annually; however, a considerable shift to working from home may have impacts elsewhere in the energy system.

DATA CENTRES

At Form3 our data centres make up a large proportion of our scope 1, scope 2 and scope 3 carbon emissions. Due to the nature of data centres, such as running 24 hours a day, using cooling and heating methods, they are bound to generate high emissions. Already, data centres use an estimated 200-terawatt hours (TWh) each year, which is more than the national energy consumption of some countries. Our goal is to limit emissions as much as possible. Our data centres already use: 100% renewable energy as well as other sustainable tech such as evaporative cooling, chiller upgrades to free cooling chillers, cold aisle containment, elevated temperature set points, optimised lighting controls, LED lighting in an energy efficiency CoE site.

CLOUD DATA

According to AWS we saved 198.6 tCO2e between February 2021 – February 2022 by using their service rather than on-premises equivalents. However, there is some debate around whether emissions are being 'hidden' within the cloud.

ENVIRONMENTAL POLICY

Our environmental policy outlines formalised statements, commitments and operational objectives under key areas such as waste management and recycling, travel and business decisions.

RENTAL HOME OFFICE EQUIPMENT

All of our colleagues are able to rent and exchange office equipment through Hofy. This equipment is shipped from local depots, minimising our carbon emissions and once it reaches the end of its commercial life, Hofy donates it to charities to be reused or recycled.

EMISSIONS DATA

We're really excited to be partnering with Furthr to calculate our total emissions for 2021 and 2022. We engaged Furthr at the end of 2022 and are on the journey to obtaining 100% of our data. When complete, Furthr will help us with establishing our carbon emission reduction targets.

EXECUTIVE ESG SPONSOR

To show our commitment to prioritising ESG, our CEO Michael Müller was appointed as ESG sponsor, to champion our ESG strategy, including our long-term net-zero target.

ENVIRONMENTAL MANAGEMENT SYSTEM

We requested further feedback on our environmental score from EcoVadis as improving our score is a priority for us. We learnt that we need to improve the processes we have in place for monitoring our impact on the environment and implementing procedures across other categories.

As a result, we have implemented an Environmental Management System (EMS). An EMS is a framework that helps organisations achieve their environmental goals through evaluation and improvement of environmental performance, following a "plan-do-check-act" cycle. We are using a business-wide environmental survey to determine any areas where our activities affect the environment and can be improved.

CDP RESULTS

We completed the CDP climate change questionnaire for the first time. The aim of this questionnaire is to collect climate-related data from the world's largest companies.

We scored the same as the activity group average for our value chain engagement and targets, but lost points because we haven't finalised our emissions calculations.

Overall, we scored **D-**. D- is in the disclosure band, and means we are transparent about climate issues.

Compared to the average performance of:

- The global average – C
- Europe – B
- IT & software development – C

We're working towards improving this score in 2023!

ACCOUNTABILITY

We are in the process of calculating our total carbon footprint. Once we have this in hand, we will make strides to externally publish our targets.

NATIONAL TREE WEEK

In November, we celebrated National Tree Week at Form3 through a 5-day virtual fitness challenge.

From the 28th of November 2022 to the 2nd of December 2022, Form3 committed to plant a tree for every kilometre our team walked, ran, cycled, or swam and tracked via our very own National Tree Week Strava group.

Form3 collectively managed to walk/run/swim enough kms to plant 2309 trees.

By planting these trees, we've reduced emissions and built habitats for wildlife!

CYCLE TO WORK SCHEME

We make use of this scheme in the UK to promote healthier journeys to our London office and to reduce environmental pollution.

OUR EMISSIONS IN 2022

EMISSIONS BREAKDOWN*

SCOPE 1

Covers direct emissions from activities owned or controlled by us that release emissions straight into the atmosphere such as gas boilers, back-up generators and company vehicles. Essentially scope 1 emissions occur in sources we own or control.

London office natural gas – 10.75 tCO₂e

London office refrigerant gas – 43.43 tCO₂e

London data centre backup generator – 8.36 tCO₂e

SCOPE 2

Covers indirect emissions from our purchased electricity, heat, steam and cooling. Essentially scope 2 emissions are a consequence of our actions but they occur at sources we do not own or control.

London office electricity – 112.29 tCO₂e

London data centres electricity – 31.62 tCO₂e

SCOPE 3

Covers all the other indirect emissions in the company's value chain, including AWS, suppliers of business equipment, business travel, homeworking/commuting and investments. Essentially scope 3 emissions are a consequence of our actions which occur at sources we do not own or control but are not classed as scope 2 emissions.

Homeworking estimate – 361 tCO₂e

Travel estimate – 172.5 tCO₂e

AWS cloud data – 9.8 tCO₂e

London office water supply – 0.07 tCO₂e

*All data at this stage is based on an estimate. Our final calculations will be confirmed in 2023.



We recognise that we have responsibility as a business to create a culture where people thrive, but it doesn't stop there.

In order to foster a culture and environment that is fully inclusive, we believe that we also have a responsibility to look outwards and positively impact society.

Our impact can be felt across several categories; social partnerships, the day-to-day, learning and development, diversity, equity, inclusion and belonging, internal communication and labour and human rights.



HOW OUR VALUES ALIGN...



TRANSPARENCY

We regularly review policies, practices and benchmarks to ensure that we are creating initiatives that make Form3 a happy and enjoyable place to work.

EVERYONE MATTERS



We celebrate diversity in all its forms at Form3 and believe that the rich and diverse cultural make-up of our team contributes hugely to our success.



CARE DEEPLY

We want to ensure that from our clients to our people, we make efforts to ensure everyone feels valued, is treated with fairness and respect and is appreciated for the contributions they make.

HIGH STANDARDS



We want to be a place where everyone can come to work to do their best work. This means investing in our people at all levels, internally and externally.





It's important for us to work with organisations that share similar passions and interests to us.

In July 2021 we began partnering with ReDI school of Digital Integration and Stemettes. Both organisations are passionate about creating a tech industry that is diverse and inclusive which is exactly why they are the perfect match for Form3.

*Form3 donates €25
for each of these
activities*

We incentivise a number of activities by donating to our social partners. Colleagues can get involved in various ways such as:

- ★ Being a career mentor or giving a talk
- ★ Making a referral
- ★ Teaching coding lessons



Our social partners
STEMettes
♥ ★ # +

Operating in the UK and Ireland, Stemettes is an award-winning social enterprise working to inspire and support young women and non-binary people in Science, Technology, Engineering and Maths careers.

 **ReDI School of
Digital Integration**

Operating in Germany, ReDI School is a non-profit tech school providing migrants and marginalised locals free and equitable access to digital education.

IN 2022 WE RAISED €2750 IN REFERRALS FOR OUR SOCIAL PARTNERS.



HOME WORKING

We're a remote-first, international company that takes flexible working seriously.

As a result, allowing our staff to build a working environment that suits them and work from wherever they are happiest and most productive is really important to us. We support work-life balance and have trust in all colleagues to excel in the work they do.

HOME OFFICE EQUIPMENT

As well as Form3 equipment that enables colleagues to carry out their job effectively, we allocate credits for all to use on our home office equipment platform, Hofy.

LONG-TERM INCENTIVE PROGRAMMES

We implemented long-term incentive programmes for our eligible contractor and employee populations which allow colleagues to participate in the future success of Form3.

THE DAY-TO-DAY

ASYNCHRONOUS COMMUNICATION

Because we have a large employee footprint spanning continents and timezones, we have to embrace asynchronous communication as our day-to-day norm. This means that we record our meetings, share updates in Slack and encourage our teams to not expect immediate replies.

SALARY BENCHMARKING

We pay competitively at Form3. All of our salaries are benchmarked according to factors such as education levels, years of experience, local market data and cost of living. Aon Radford is our benchmarking provider.

We then ensure that we are paying salaries at around the 75th percentile, with benchmarks being reviewed every 6 months.

FORM3 PAGE CULTURE

We created an externally facing culture page on our website, to showcase what life at Form3 really looks like.

PEOPLE EVENTS

We implemented our Fun3 Social calendar off the back of feedback we received from our team. We celebrated some events in 2022, such as Black History Month, National Tree Week and even put on a virtual Winter Quiz. We have a jam-packed year ahead of celebrating, bringing awareness and getting involved in social events every month, such as LGBTQ+ History Month, NetZero Week and more.

We also held 10 international regional meet-ups in 2022, allowing our R&D population to gather and meet. On top of this, we celebrated Form3's 6th anniversary by providing colleagues with company merchandise.





LEARNING & DEVELOPMENT

MANDATORY TRAINING

In 2022 we revamped all of our mandatory training, covering:

- Code of Conduct
- Anti-Bullying & Anti-Harassment
- Anti-Bribery & Anti-Corruption
- Anti-Fraud
- Anti-Money Laundering
- Security Awareness
- Health & Safety
- Sexual Harassment Prevention
- Whistleblowing
- Background Checking & Sanctions
- Policies & Attestation
- Engineer Security Awareness (Engineering, InfoSec & Product new hires)

This training is completed by 100% of new joiners, and is expected to be completed by 100% of colleagues on an annual basis.

LEARNING DAYS

We introduced Learning Days, giving all colleagues a pot of paid time off to support professional & technical development.

PERLEGO

We introduced Perlego, an online library of books, academic texts and tools.

L&P ALLOWANCE

Each individual is eligible for an annual growth fund to contribute towards their learning and development.

UDEMY

All Form3 colleagues have access to Udemy, an online platform enabling access to over 1,400 courses in 14 different languages.

ANNUAL PERFORMANCE REVIEW

Our Annual Performance Review processes include sections for 360-feedback and Upward Manager feedback.

MANAGER HUB

To enable each employee to have a great manager, we created a hub showcasing a manager knowledge bank for employment T&Cs in each country where we employ colleagues, manager factsheets covering topics such as holding great 1-to-1s, a manager's handbook and top tips for handling manager-employee conversations.

ADDITIONAL TRAINING

We introduced additional learning paths, covering:

- Form3 People Manager's Pathway
- Unconscious Bias training at Form3
- Managing Meetings
- Mental Health For Managers

ENTRY-LEVEL HIRING PROGRAMME

We created 'Fr3shers' - our entry-level hiring community. The community involves a closed communication channel, regular catch-up calls, online training, as well as in person meet-ups and training.

CAREER PATHING

We're keen on ensuring that everyone sees a future for growth and development at Form3. Our aim is to map what skills, experience and competencies would be required to move into a new role, helping to keep colleagues engaged and motivated, and provide a clear structure for progression, across different areas of the business. In 2022 we created career paths for our R&D, Service Delivery and InfoSec functions.





DIVERSITY, EQUITY, INCLUSION & BELONGING

DISABILITY CONFIDENT: COMMITTED:

We signed up to becoming a Level 1 Disability confident employer. As a result, we have made amendments to our recruitment and selection practices and have committed to carrying out activities relating to making our workplace more inclusive. This includes committing to offering interviews to candidates who fulfil 'essential' criteria of roles applied for.

GENDER DIVERSITY

In 2022 our **Women Who Form3** committee was formed and our first in-person meet-up was held in London to discuss topics such as parental leave, female leadership, inclusive language, gender pay gap, and how we as a community/ company/ industry can support the continued growth of women in tech.

We signed up to the **Women in Finance Charter**, pledging to build a more balanced and fair industry.

We hosted and sponsored a **Women Who Go** event in our London office.

GENDER PAY GAP

We report on our adjusted and non-adjusted gender pay gap on a yearly basis.

AWARENESS CELEBRATIONS

We celebrated Black History Month and Mental Health Awareness Day by sharing content, inviting speakers to come and educate us and attending events and conferences.

MENTAL HEALTH FIRST AIDERS

We are proud to have colleagues across the business trained as Mental Health First Aiders.

DATA AND POLICIES

We have revamped our People Data page, showcasing statistics related to our rich diversity team, and we have included our eNPS score (as of December 2022 was of 39 points, with 45% of our colleagues being promoters). We also introduced our DEI&B Policy.

RECRUITMENT AND SELECTION

Our Talent Team have ramped up efforts in the DEI&B space by implementing D&I guidelines and the creation of a handbook for hiring managers, assuring inclusive language across all recruitment efforts (from job description to candidate communication). and working with diversity job boards to advertise roles.

DEI&B TRAINING

We created training courses for managers and employees specific to DEI&B, covering topics such as unconscious bias and mental health awareness for managers.

SPIRIT

We implemented Spirit, a mental health support tool for all.

HEALTH AND WELLBEING ALLOWANCE

We introduced a health and wellbeing allowance, allowing colleagues to expense health and wellness related activities such as health insurance, therapy, sport equipment and more.





INTERNAL COMMUNICATION

INTERNAL MESSAGING TOOLS

We use Slack to keep up to date with business updates, our teams and our colleagues, regardless of time-zones.

In 2022, we created a number of 'announcements' channels in Slack so key announcements were not missed in the noise other channels.

To emulate 'water-cooler talk' we have created social channels suited to different interests and hobbies that colleagues can join at any time such as sports, pets, gourmet food and even chess. This collaborative method of communication helps us to all stay connected.

MONDAY MEETING

We hold company-wide meetings every Monday, where we introduce new starters, say goodbye to leavers and share updates from each function within the business. The meetings are recorded and scripts are available.

EMPLOYEE ENGAGEMENT

We want colleagues to feel like they have a say in what we do. For this reason, we use OfficeVibe as a way to gather employee feedback. Pulse surveys are sent out to all staff every two weeks via Slack.

ASK-US-ANYTHING SESSIONS

Company-wide Ask-Us-Anything sessions are held on a quarterly basis. Colleagues have the opportunity to ask questions anonymously, with Executive Team members and People Team members answering those questions during the Monday Meeting.

PEOPLE BLOGS

We regularly publish blogs written by colleagues across the business on various topics ranging from our business set-up, internal events, HR thought-leadership or diversity and inclusion.

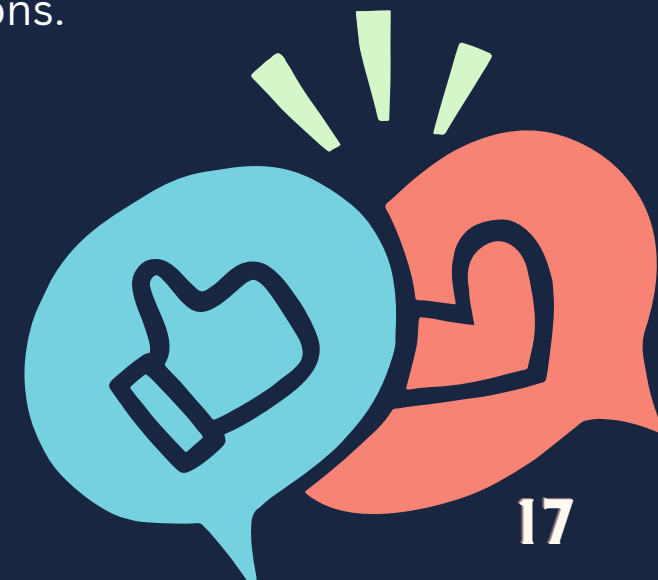
EMPLOYEE RECOGNITION

Through OfficeVibe, colleagues have the opportunity to send 'Good Vibes' to colleagues to recognise exceptional work or achievements, in the form of an e-card. We have now also included new cards which make mention to Form3's values.

We have a dedicated Slack channel where our team members can shout-out and recognise other team members by posting a special thanks to anyone that has gone the extra mile, or hit an important milestone, such as passing probation or an anniversary.

MEETINGS

We use Zoom for our internal meetings, enabling us to stay connected across different locations.





LABOUR AND HUMAN RIGHTS

EQUAL PAY MONITORING

As well as monitoring our gender pay gap and benchmarking our salaries and day rates, we are a Living Wage Employer, meaning 100% of our employee and contractor population is paid at least the London Living Wage. Our intention and commitment is to review salaries with this in mind on an annual basis.

MODERN SLAVERY

We review our modern slavery statement on an annual basis. This is published on our external website.

EXTERNAL STAKEHOLDER HUMAN RIGHTS

We have implemented a sustainable supplier assessment - this means that all new vendors of a certain size will be asked to fill in this assessment, so that we can take a view over their ethical, sustainable and environmental impact prior to signing contracts with them.

EMPLOYEE REPRESENTATIVES

We appointed an Inclusion Officer to act as employee representative for disabled employees.

SUSTAINABILITY TRAINING

100% of our vendor management team have undergone sustainability training.

ANTI-DISCRIMINATION

We are anti-discrimination in whatever shape of form this may take. Our mandatory training requires all to complete anti-harassment & bullying courses, including sexual harassment prevention. Our internal procedures allow individuals to report concerns through our whistleblowing or grievance procedures.

EMPLOYEE VOICE

As well as being able to communicate directly with the Executive Team via Slack, colleagues are able to anonymously bring forward concerns or comments regarding working conditions anonymously via OfficeVibe, or during the quartler Ask-Us-Anything sessions. Individuals are also encouraged to send questions or comments to the people-support channel in Slack, or the People Team inbox.

PAID TIME-OFF

Our employee population is entitled to a generous annual leave allowance, as well as paid time-off for personal leave, primary caregiver leave and Learning Days.



As a business, we have dedicated governance policies, procedures and meetings in place to ensure that we remain a compliant, and risk-free business.

Each element of the governance structure has a clear individual remit, but is designed to combine, set and support the strategic direction, management and run of the overall business.



HOW OUR VALUES ALIGN...



TRANSPARENCY

We pro-actively ensure that all colleagues are aware of governance matters, by publishing information in our communication channels and company intranet.

EVERYONE MATTERS

All governance decisions are taken with our people and clients in mind.



CARE DEEPLY

We are passionate about creating a framework for all of our decisions in line with the law and the best interests of the people we interact with.

HIGH STANDARDS

We are proud of our governance scores on our EcoVadis survey, as it is one of the areas we score highest in.

GOVERNANCE



GOVERNANCE INFORMATION

OKRS

We introduced (mandatory) company-wide, team and (optional) personal OKRs for our employees at the start of 2022. This enables us to track and monitor performance against business objectives.

AUDITS

We participate in audits on a regular basis, led by our clients and investors across our product, HR information, governance, sustainability, finances and accounts, tax, business makeup and more.

CIFAS

We are a member of CIFAS, a not-for-profit fraud prevention organisation, and complete CIFAS checks on a regular basis.

RISK AND REGULATION

Our Risk and Regulatory Lead ensures processes remain relevant and effective across risk assessments and that solutions to flagged risk are implemented across the business.

SECURITY UPDATES

Security updates are pushed out to machines and phones when updates are available or when the need arises.

CAPDESK

We began using Capdesk, a platform designed specifically for managing equity plans. It's been created with simplicity and automation in mind, providing our team with a one-stop shop portal for managing options.

OKTA

Our Information Security teams have rolled out OKTA across our devices, ensuring the security of our devices and connections.



OUR BOARD MAKE-UP



**TOM
KOZLOWSKI**



**MICHAEL
MULLER, CEO**



**VINOTH
JAYAKUMAR**



**JAMES
HAYWARD**



**PENNY
HUGHES CBE**



**LAUREL
BOWDEN**

The business and affairs of Form3 are managed by the Board of Directors. The Directors are appointed by Form3's shareholders to manage the business' affairs.

Apart from the CEO, the Board of Directors is made up of non-executive directors. The Board of Directors have delegated certain functions to committees of the Board and the Executive Team.

The Board are responsible for the security and availability of the Form3 system.

THE BOARD

The Form3 Board meets at least every quarter and has overall responsibility for monitoring and overseeing Form3's financial performance, operations, risk management and internal control systems.

Ultimately the Board of Directors is responsible to the shareholders for the long-term success of the company.

Responsibilities of the Board include:

- ★ Governance
- ★ Establishing vision, mission, and values
- ★ Setting strategy and structure
- ★ Delegating to the executive team
- ★ Exercising fiduciary responsibilities
- ★ Exercising accountability to shareholders and being responsible to relevant stakeholders





OUR TEAMS



**MICHAEL
MULLER, CEO**



**EIMEAR
O'CONNOR, COO**



**GILES
HAWKINS, CLO**



**ACHILLEAS
PITSILLIDES, CISO**



**MIKE
WALTERS, CPO**



**BONNIE
MITCHELL, CFO**



**STEVE
COOK, CTO**



**DAVE SCOLA
CHIEF EXECUTIVE -US**



**JULIAN
COLLS, CCO**



**SIMEON
LANDO, CMO**

EXECUTIVE TEAM





OUR TEAMS



**TOM
KOZLOWSKI,
CHAIR**



**PENNY
HUGHES,
MEMBER**



**VINOTH
JAYAKUMAR,
MEMBER**



The Risk and Audit Committee is a committee of the Board of Directors and meets every quarter to monitor the integrity of the Company's annual reports and provides input to the Board of Directors in its management of ISMS, assessment of enterprise risks, and determination of risk appetite as part of the overall strategy setting of the business.

Members of the Executive Team and the Risk and Regulatory Team regularly attend the committee meetings.

RISK AND AUDIT COMMITTEE

In addition to the Board and Risk and Audit committee, there are a number of other board committees, review meetings and steering groups that have devolved responsibility from the Board to make decisions across a number of areas. These include:

BOARD GOVERNANCE

- ★ Form3 Remuneration Committee
- ★ Form3 Risk and Audit Committee

RISK MANAGEMENT

- ★ Risk Management Owners Review
- ★ Risk Management Executive Review

ORGANISATIONAL GOVERNANCE

- ★ Executive Management Team
- ★ People and Talent Review Meeting
- ★ R&D Review Meeting
- ★ ISMS Steering Committee
- ★ Customer Success Review Meeting
- ★ Operating & Finance Committee
- ★ MBR



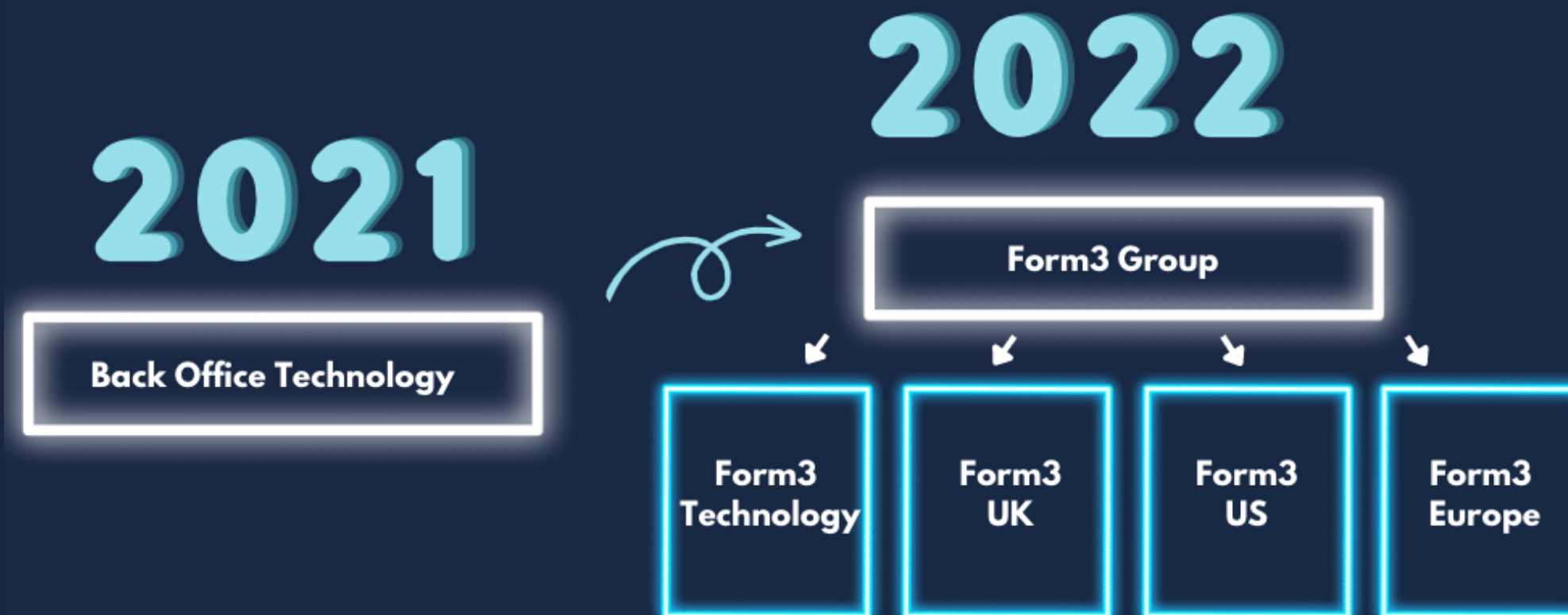
OUR INVESTORS

Form3 has raised approximately £150M in equity funding and in 2022, and raised a further EUR20M debt facility from Atempo Growth.

- ★ Angel CoFund
- ★ Barclays Corporate Banking
- ★ Mastercard
- ★ Goldman Sachs Asset Management
- ★ Molten Ventures
- ★ Nationwide Building Society
- ★ 83North



OUR CLIENTS





DEPARTMENTAL STRUCTURE

Each department is headed by a member of the Executive Team with management responsibility then devolving down through Heads of Function, Team Leads and individual contributors.

Health & Safety



At Form3 we regularly assess our health and safety measures and reinforce initiatives that aim to preserve a safe environment and prevent risk within the workplace. All colleagues have access to procure equipment from our partner Hofy who specialise in providing support for remote working setups. The platform allows us to ask colleagues to complete a Display Screen Equipment assessment before office equipment is shipped out.

In our London office we are committed to ensuring health and safety standards are met through implementing emergency procedures in the event of fire or significant incident and ensuring colleagues have access to facilities such as toilets, washing facilities and drinking water. We are also pleased to report that there have not been any health and safety breaches in the last 12 months.

ESG RELATED DOCUMENTATION

All of our policy documents are available for colleagues to access at any point, on our internal intranet portal. Everyone is expected to be familiar with our:

- ★ Code of Conduct policy and training.
- ★ Whistleblowing policy and training.
- ★ Environmental policy

HUMAN RIGHTS COMMITMENT & SLAVERY STATEMENT

We are committed to preventing slavery and human trafficking in our business activities and supply chains. We have policies in place to demonstrate Form3's intention to act ethically in our business relationships. We also undertake due diligence when considering new suppliers and regularly review existing suppliers

Our Modern Slavery Statement sets out our compensation and training practices as well as our policies and due diligence procedures.



BACKGROUND CHECKS

All of our colleagues undergo background checks (including credit, criminal, financial and educational checks) before being able to start work at Form3, as well as quarterly sanction checks.

Our background check provider are Vero Screening and where certain locations do not allow for 3rd parties to conduct background checks on behalf of colleagues, colleagues must initiate these checks themselves and share the results with our People Team before their first day.

EMPLOYMENT STRUCTURE

New starters have the option of being engaged as contractors or employed permanently (directly or via an employer of record), dependent on location, role and area of the business.

We partner with an employer of record, Deel, to employ colleagues in locations where we do not have a payroll or entity.

Our operating model

Our operating model at Form3 is simple; we treat individuals like adults and trust everyone to get the work done. We understand that we all live busy lives and the standard 9-5 does not work for everyone.

On top of being remote-first, all of our colleagues can benefit from a flexible working schedule and the ability to work in different locations (on our approved location list) – it's part of our culture.

MANDATORY TRAINING

In keeping with industry, local legal and client requirements, we ensure that every team member undergoes necessary training, either upon commencement of employment, quarterly or annually. 100% completion was achieved across our compliance modules.



FORM3 IN NUMBERS



- 483 colleagues in business (500+ including future hires!)
- 310 male, 96 female, 1 identifying as other, 76 have not disclosed
- 85 nationalities
- 74 different languages
- 27 locations for employees and contractors
- 6 payrolls

27%

of the business identifies
as female

33%

of the Executive Team
identifies as female

33%

of the Board identifies as
female

8.1/10

employee engagement
score

0

whistleblowing cases
raised

0%

average gender pay gap

23%

unadjusted gender pay
gap

260K

approx. amount paid out (£)
for our Health & Wellness and
Learning & Development
allowances

100%

of the business is paid at
least London Living Wage

100%

of the business have
completed mandatory
training

10.96%

turnover for 2022

OUR
PEOPLE



OUR ROADMAP

As a business, we've decided to focus on the E and S pillars of ESG over the next few years.

Why? Because we feel that we can do a lot more and contribute more in these areas than we can in the G.

Governance is also a factor of ESG where we already perform relatively well, according to third party assessors of our ESG impact.

Our E goal has remained the same but we have shifted our S goal to reflect the heart of what we are trying to achieve in this space:

★ **Environment:** To become a NetZero organisation.

★ **Social:** Ensure Form3 is a company that employees love to work for.

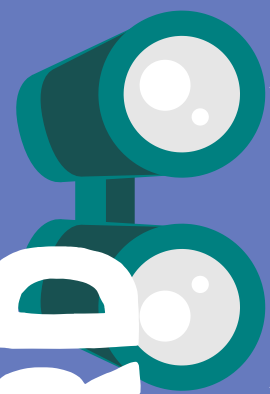
We hope to achieve these goals by a number of activities outlined in the following pages.

LOOKING
FORWARD

NEXT STEPS...

Our 2023 ESG report will be published in March 2024.

We will share updates against set goals for 2023 along with our updated goals for the 2024.



ENVIRONMENTAL

OUR GOAL

Become a NetZero organisation.

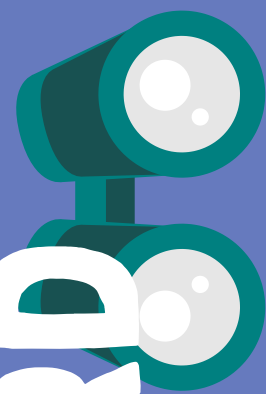
HOW?

- ★ By understanding our current emissions and using a third party to verify our emission calculations
- ★ By taking advice from a third party to develop science-based targets
- ★ By developing low carbon business models
- ★ By compensating for our current emissions

OUR PLAN

- ★ To collect 85% of the data relating to our carbon footprint (the minimum data set needed for external verification)
- ★ To verify our carbon footprint data with a third party who will have the goal to collect the remaining 15% of data required to hold a full data set
- ★ To confirm our total carbon footprint for benchmark year 2021 and 2022
- ★ To continue developing closer relationships with vendors to implement carbon reduction initiatives
- ★ To launch a platform for individuals to offset emissions
- ★ Publish an Environmental Management System for Form3
- ★ Publish external net zero commitment
- ★ Define Science Based Targets
- ★ Become silver accredited on Ecovadis
- ★ Launch environmental awareness at Form3 training
- ★ Become members of at least 1 environmental impact cause





SOCIAL

OUR GOAL

Ensure Form3 is a company that employees love to work for.

HOW?

- ★ By increasing gender diversity within our business and industry
- ★ By ensuring colleagues feel that they can bring their authentic selves to work through our diversity, equity, inclusion and belonging efforts
- ★ By supporting the physical and mental health and wellbeing of our team

OUR PLAN

- ★ To include dedicated diversity and inclusion resources, and certifications on our website
- ★ Roll out Understanding Burnout training series
- ★ Launch Form3 culture path for onboarding training
- ★ Launch process on reporting non-inclusive behaviours
- ★ Establish interview targets for disabled employees in DE and ES
- ★ Celebrate Disability History Month & Mental Health Awareness Week
- ★ Create temporary internships for disabled employees
- ★ Introduce Pick'n'Mix bank holidays
- ★ Sign the NL Diversity Charter
- ★ Establish supplier code of conduct
- ★ Increase primary and secondary caregiver leave allowances

