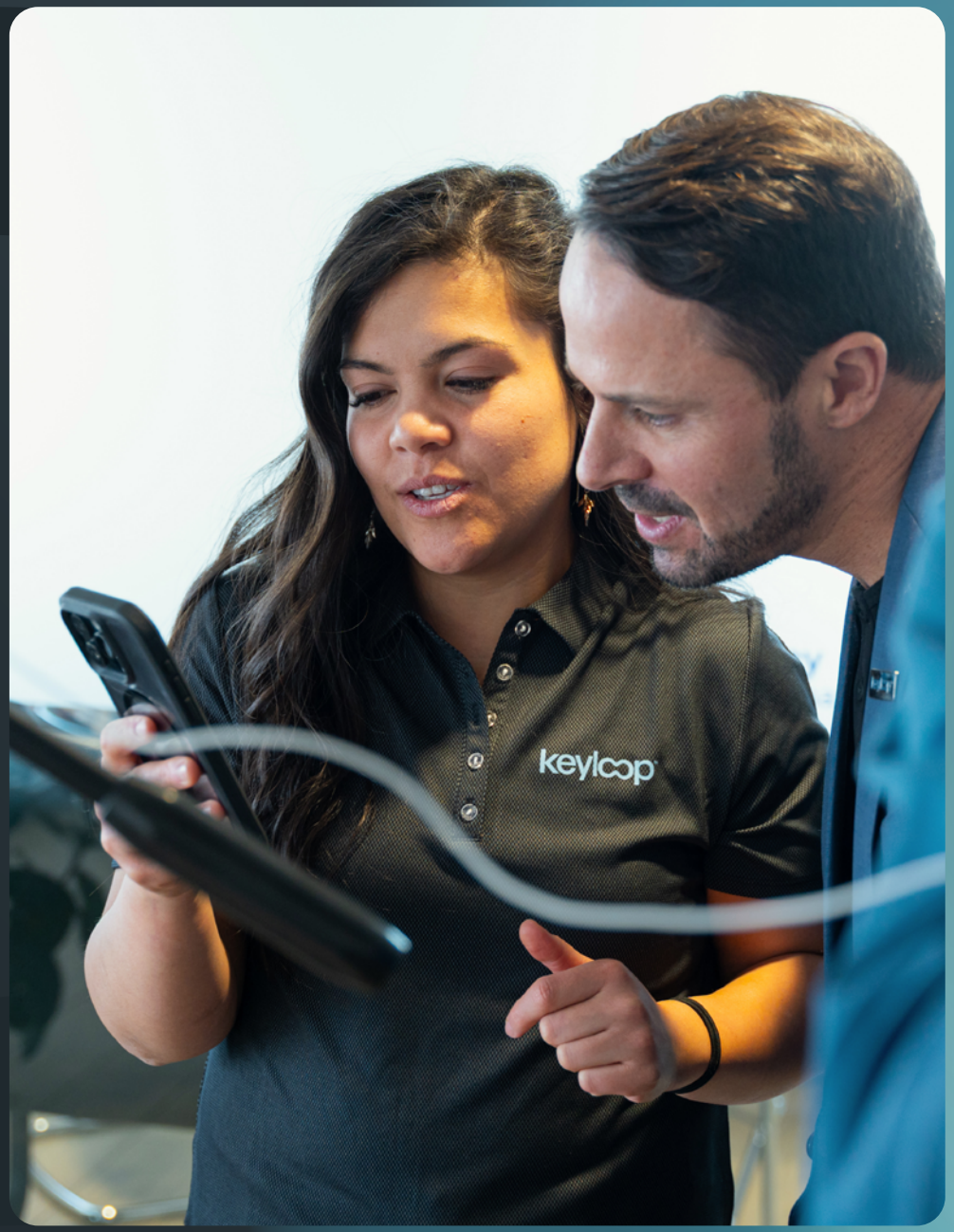
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ESG Report 2025

ENVIRONMENTAL, SOCIAL AND GOVERNANCE



DECEMBER 2025

Statement from Tom Kilroy

Keyloop CEO

As we publish our 2025 ESG Report, I am proud to reflect on the progress made over the past year and the responsibility we continue to uphold as an organisation. Our approach is underpinned by a clear and enduring conviction: meaningful innovation must be accompanied by integrity, inclusion, and a commitment to long-term sustainability.

The automotive industry is undergoing significant transformation, driven by the acceleration of electrification, advances in artificial intelligence, and evolving expectations of the modern workplace. Against this backdrop, we have been deliberate in the choices we make and the standards we set. Over the last year, we have continued to embed ESG firmly within the fabric of Keyloop —strengthening our governance frameworks, advancing tangible environmental initiatives, and investing in people-first programmes that reinforce a high-performance and inclusive culture.

ESG is not a separate or parallel agenda; it is integral to how we future-proof our business, support our people, and serve the automotive ecosystem through our software solutions. I invite you to explore this report and the data, insights, and progress that reflect who we are as a company and the direction in which we are moving.

I would like to thank our colleagues, partners, and communities for their continued commitment and for being an essential part of Keyloop's journey.



Tom

Tom Kilroy, Keyloop CEO









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Environmental highlights and improvements

New in 2025

In 2025, Keyloop continued to develop its ESG reporting, governance frameworks, environmental management activities, and employee engagement programmes. This report reflects both areas of progress and areas where environmental performance remains a focus for improvement, including increases in certain emissions categories reported within the SECR disclosures.From the launch of our Internal EMS initiative and deeper emissions reporting to new global DEI programmes, enhanced security standards, and a surge in learning opportunities, this year's milestones reflect our approach to ESG reporting, governance, employee engagement, and environmental management activities during 2025.

Here are a few of this year's highlights:

SECR enhancements:

- 2025 report includes a full year-on-year comparison with % changes.
- Total emissions increased by 34% due to higher travel and diesel use, but Scope 2 emissions decreased by 12%.

NEW IN 2025

Social highlights and improvements:

- **KeyShift:** A new ERG supporting women in automotive and tech, with mentorship, leadership development, and DEI advocacy.
- In 2025, Keyloop continued to develop its ESG reporting, governance frameworks, environmental management activities, and employee engagement programmes. This report reflects both areas of progress and areas where environmental performance remains a focus for improvement, including increases in certain emissions categories reported within the SECR disclosures.
- **Expanded Volunteering Stories:** Richer storytelling from global offices (South Africa, India, Finland, Spain, Canada, Kenya).
- **UK - Reading Pride Participation:** Reinforces LGBTQ+ inclusion and visibility.

NEW IN 2025

Internal Environmental Management System (Internal EMS):

- An internal environmental management framework introduced during 2025 and implemented across selected office locations.

Office strategy update:

- Continued LEED and WELL alignment.

Expanded emissions reporting to include:

- **Data Centres vs. Cloud:** 2025 includes a detailed comparison showing a stark contrast in emissions.
- **Top 20 Suppliers:** Emissions from supplier spend now calculated (3,806.78 $MtCO_2e$).

NEW IN 2025

Governance Highlights & Improvements:

- **SOC 2 Implementation:** In progress for selected products, expanding Keyloop's compliance and security posture.
- **Expanded ISO 27001 Scope:** Moving toward full global certification.
- **Technical and Organisational Measures (TOMs):** Formalised documentation for internal and supplier security standards.

Learning and development progress

- **Evolve Programme:** Participation up 25% (419 managers in 2024).
- **Early Careers Programme:** Now in its third cohort with 35 associates across 2023–2025.
- **Coaching & Mentoring:** 264 sessions in 2024 with a 9.52/10 satisfaction score.

SECTION 1:

Environmental impact

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ESG working group

Since our last report we have been working on ways to reinforce Keyloop's commitment to sustainability and responsible business practices; aligning with the rising societal expectations for companies to acknowledge their environmental and social impacts.

We continue to discuss, manage, and implement initiatives internally that support the management and monitoring of environmental matters across the organisation, promote social equity, and maintain governance standards.

Our approach seeks not only to minimise risks associated with environmental and social issues but also to uncover opportunities for innovation, cost efficiency, and support our long-term organisational health. Additionally, the ESG working group encourages collaboration and cross-functional dialogue, appreciating the diverse perspectives from different parts of the business. By integrating ESG considerations into the company's strategy and operations, the working group not only addresses potential risks but also fosters a positive reputation, strengthens stakeholder relationships, and enables appreciation and growth at Keyloop.









Office strategy update

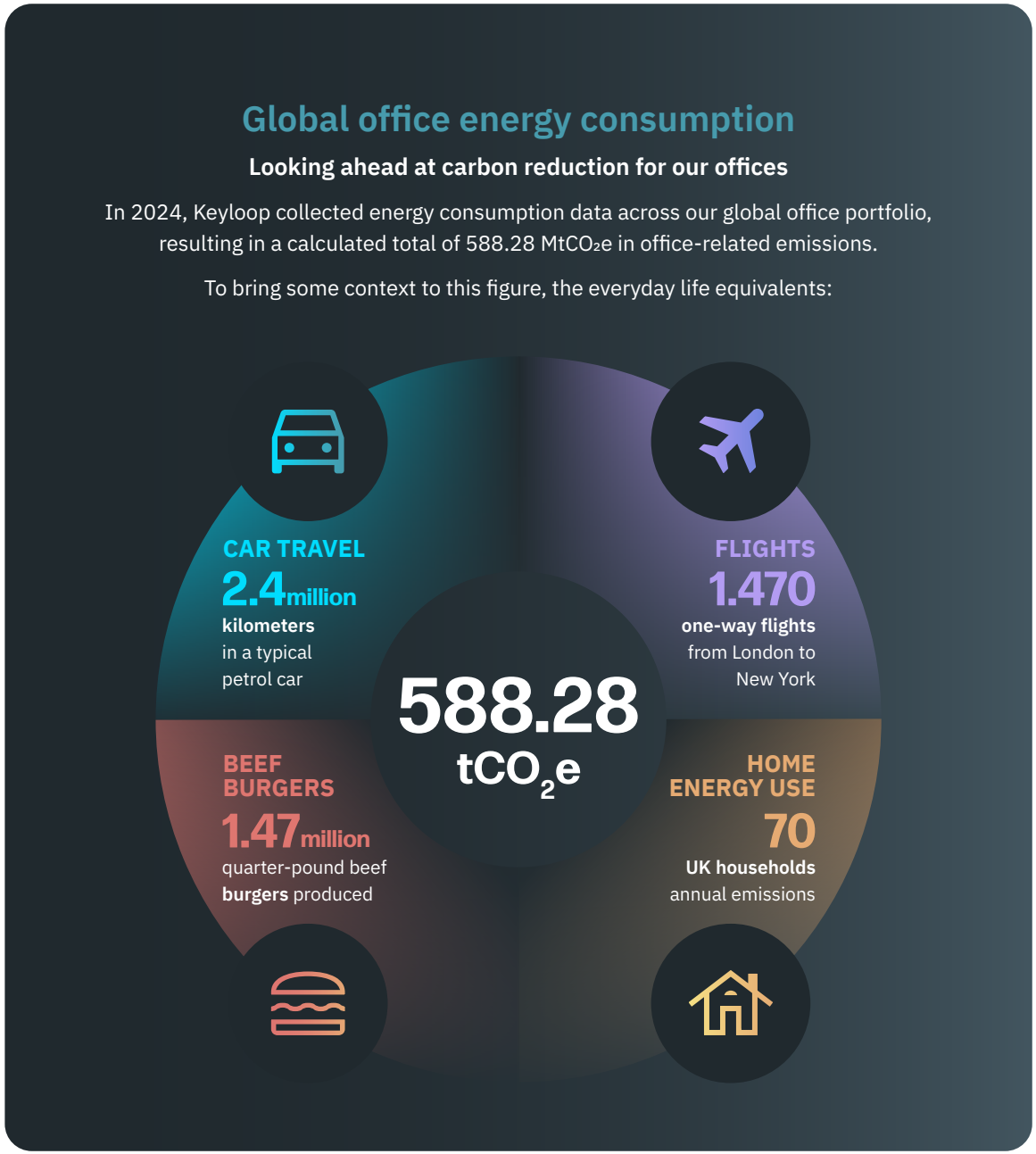
At Keyloop, we pride ourselves on making informed choices regarding workplace design, facilities management and resource use. Our facilities management team is continually reviewing our office spaces, considering in-country business requirements with the aim to refine working environments.

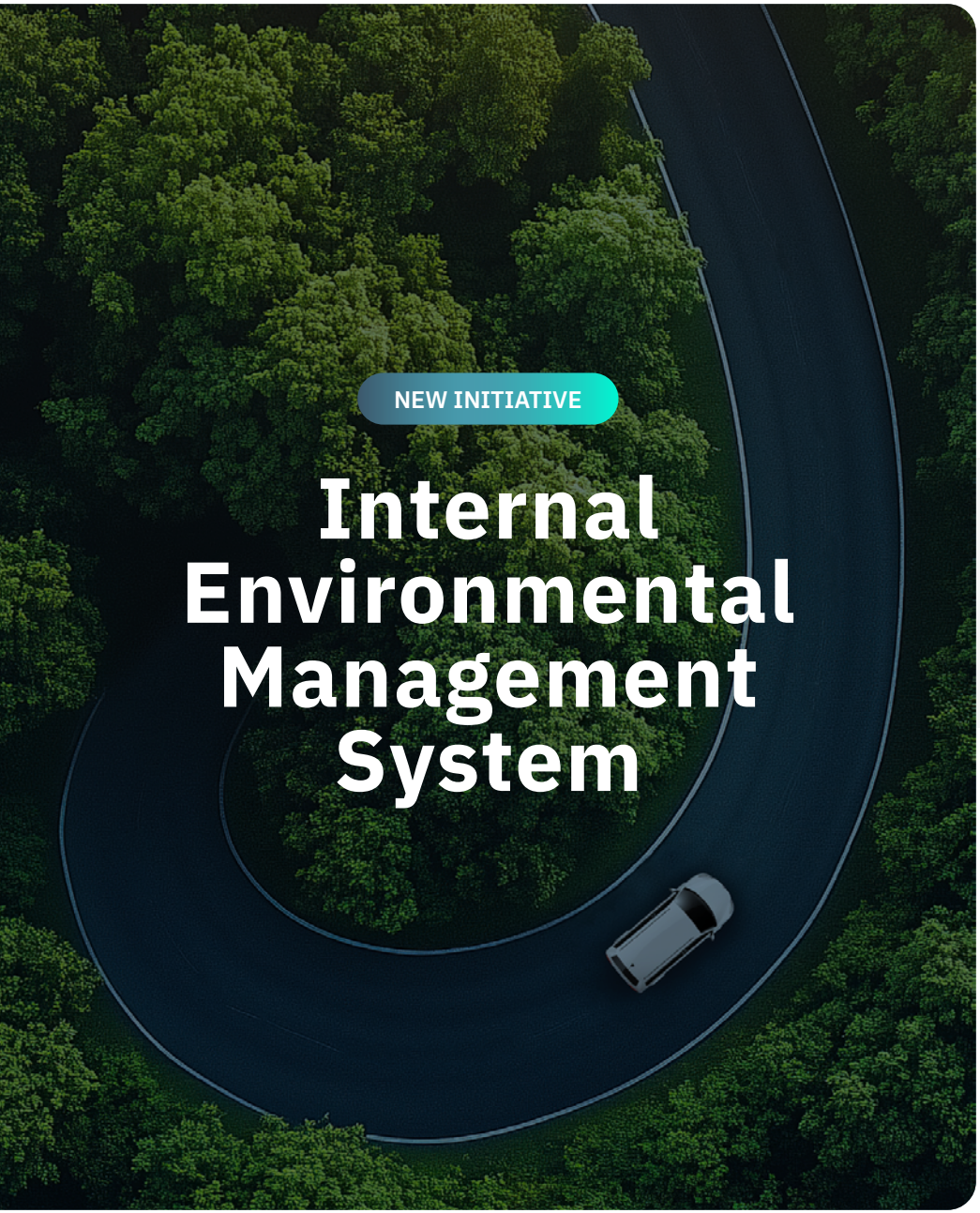
Keyloop has offices across the globe, which are either owned, leased, or managed. In those locations where we do not have direct control over the spaces and services. We strive to work cohesively with those facilities providers, engaging in open conversations and sharing knowledge to improve energy efficiency and create sustainable office environments.

During the 2024 review, several notable changes were driven by our needs and vision. We remain committed to making balanced decisions to manage office-related energy use and operational impacts without compromising our high standards.

In May 2024, Keyloop acquired the UK-based company, Automotive Transformation Group (ATG), which expanded our property portfolio with new locations in different countries. We quickly completed a consolidation opportunity in Dubai and expanded our office footprint in Vietnam with a serviced office provider. Additionally, we reduced our usable office spaces in Canada and the UK.

In response to increased headcount and utilisation in India, we are expanding our office space by 28,000 square feet. The expansion reflects our intention to apply design principles based on recognised building standards such as LEED and WELL, where applicable, building on the LEED v4 Platinum certification achieved by our Hyderabad office in April 2022.Finally, in Italy, we undertook a significant refurbishment, upgrading the mechanical and electrical plant and services to improve our energy efficiency.





While we have varying levels of control over our office spaces, some of which are leased rather than owned, we recognise the opportunity and responsibility to influence how these environments are managed and operated.

To support this, we launched a Keyloop-designed environmental framework that acts as a light-touch Environmental Management System (EMS).

This internal management system provides a structured yet flexible approach to managing environmental activities across office locations, regardless of ownership status.
It was developed following an office environmental gap analysis, which served as a foundational step in identifying key areas for improvement and engaging teams across our global footprint.

The management system focuses on 5 core areas of influence:

- Energy Consumption
- Waste Management
- Employee Engagement
- Sustainable Purchasing
- Sustainable Offices

These themes are underpinned by 11 guiding criteria, which each office uses to set tailored targets and actions that support Keyloop's environmental management objectives. The framework encourages local ownership of sustainability efforts while maintaining consistency and accountability across the organisation.

To support implementation, we've introduced a third-party energy efficiency assessment tool to each facility. This tool enables quick evaluations of current performance and helps identify practical, site-specific improvements. Facilities Managers are empowered to select from a menu of recommended actions — such as installing automatic LED lighting or promoting energy-saving behaviours among employees, allowing them to build action plans that suit their unique contexts.

The framework is being implemented progressively across office locations, with participation monitored internally. This initiative not only supports the identification and monitoring of environmental improvement opportunities, but also fosters a culture of environmental responsibility and continuous improvement across Keyloop.

Company emissions

As a Software as a Service (SaaS) based technology company the biggest sources of CO_2 emissions typically fall under Scope 2 and Scope 3 of the Greenhouse Gas Protocol. Keyloop does not manufacture or transport any physical goods or operate any heavy infrastructure, and our emissions are mostly indirect.

Since our last report Keyloop has made progress to calculate some of our key emissions areas for 2024:

Corporate vehicles and business travel

As a global company Keyloop has customers, partners, and other third-party relationships across the globe. Company car drivers are encouraged to choose hybrid and electric vehicles where appropriate. There is always availability of hybrid and electric vehicles for company car drivers, and EV charge points have been installed at some office locations in the UK. As our vehicle fleet spans many locations, further EV charge points will be considered in the future along with maintaining and reviewing our company car policy and choice list.

Online meetings can be effectively carried out thanks to technology, but the benefits of face-to-face meetings are recognised. Thoughtful travelling is encouraged, including sharing travel with colleagues who may also be attending and using public transport where practical as part of travel planning considerations. In many cases, international travel involves flying. We calculated that in 2024 our emissions for flying stood at **1,735 MT CO_2e.**

To assist with travel arrangements, Keyloop partners with a third-party provider that hosts a booking platform and incorporates our travel policy. This method enables proactive review of travel patterns and control of spending, which adds value to Keyloop's environmental footprint.

The platform tracks emissions to monitor activities closely. This capability allows informed decisions when revising our travel policy and monitoring travel-related emissions data to inform future decision-making.

Air travel

In 2024, our total emissions for air travel stood at:

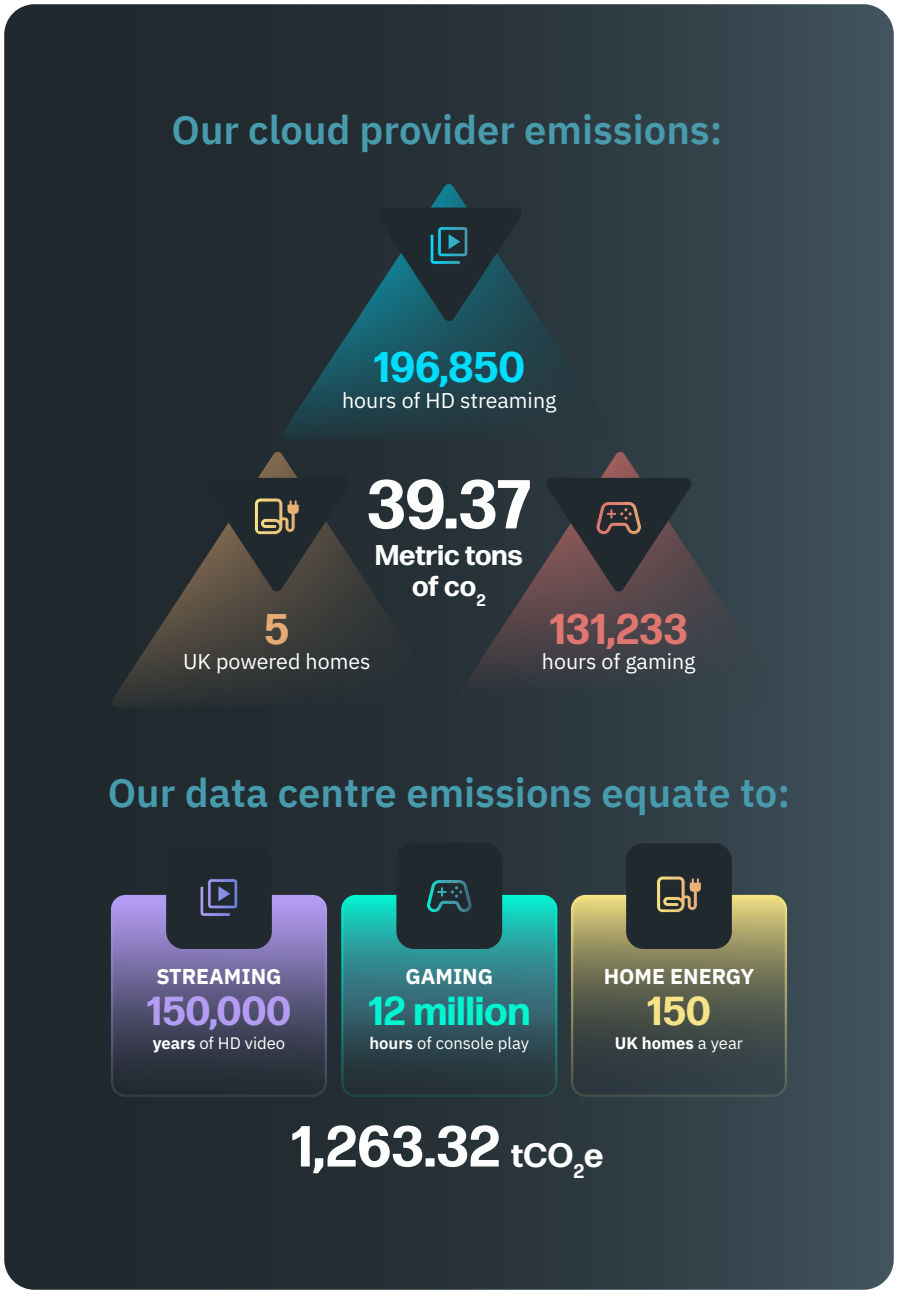
1,735 tCO_2e

1.7 million
packages delivered by a diesel van

210 million
fully charged smartphones

31 million
LED bulbs powered over a year
(3 hours/day)

17 million
loads of laundry



Data centres and cloud 2024

We are progressing our transition towards a cloud-based environment, supporting improvements in infrastructure efficiency and operational performance over time.

Currently, our data centres account for 1,263.32 $MtCO_2e$ of emissions, while our cloud providers produce 39.37 $MtCO_2e$, reflecting differences in how data is measured and reported across environments. While we continue to utilise data centres (both Keyloop-managed sites and third-party providers), we work with providers that disclose their energy sourcing and review available information on their use of renewable energy.

Our strategy remains focused on progressing towards an increasingly cloud-based infrastructure. Although timelines may evolve, this remains a priority for Keyloop and our network teams as part of longer-term infrastructure planning.

This transition is intended to improve the efficiency and resilience of our technology environment, while supporting the ongoing management of energy use and emissions through monitored reporting.

Keyloop's focus on data centre and cloud infrastructure forms part of its broader approach to improving operational efficiency, supporting business growth, and maintaining service performance for customers.

Supporting infrastructure efficiency

Transitioning to cloud-based infrastructure is intended to support more efficient energy use and improved system optimisation over time. Progress is monitored through ongoing emissions reporting and operational data.

Boosting efficiency and innovation

Moving to cloud-based data storage provides increased flexibility, scalability, and performance compared to traditional data centres. This enables improved system responsiveness, security capabilities, and user experience.

Future-proofing operations

As regulatory expectations and operational requirements evolve, moving towards cloud-based infrastructure supports compliance requirements, enhances security capabilities, and strengthens long-term service resilience.

Driving cost savings and optimisation

Cloud solutions can reduce overhead costs associated with maintaining physical data centre infrastructure, allowing continued investment in innovation and customer-focused improvements.

With sustainable operational efficiency at the heart of Keyloop's strategy, ensuring a smooth transition to the cloud is not just an environmental positive, it's a key business decision.

Top 20 suppliers

Purchased goods can often be overlooked by SaaS based companies. Keyloop has identified our top 20 suppliers and calculated their emissions from our spend.

By analysing our top 20 procured goods and services, we can better understand how our supplier choices influence both operational excellence and our environmental footprint. This assessment can assist us in making better informed decisions about supplier management and procurement activities.

We are in the process of revamping our supplier management procedures. This will not only enhance efficiency, but it also provides a valuable opportunity to consider what to include in our criteria for selecting suppliers. We continue to review our supplier management processes to support effective supplier selection and oversight. These improvements support greater consistency and transparency in supplier management processes.

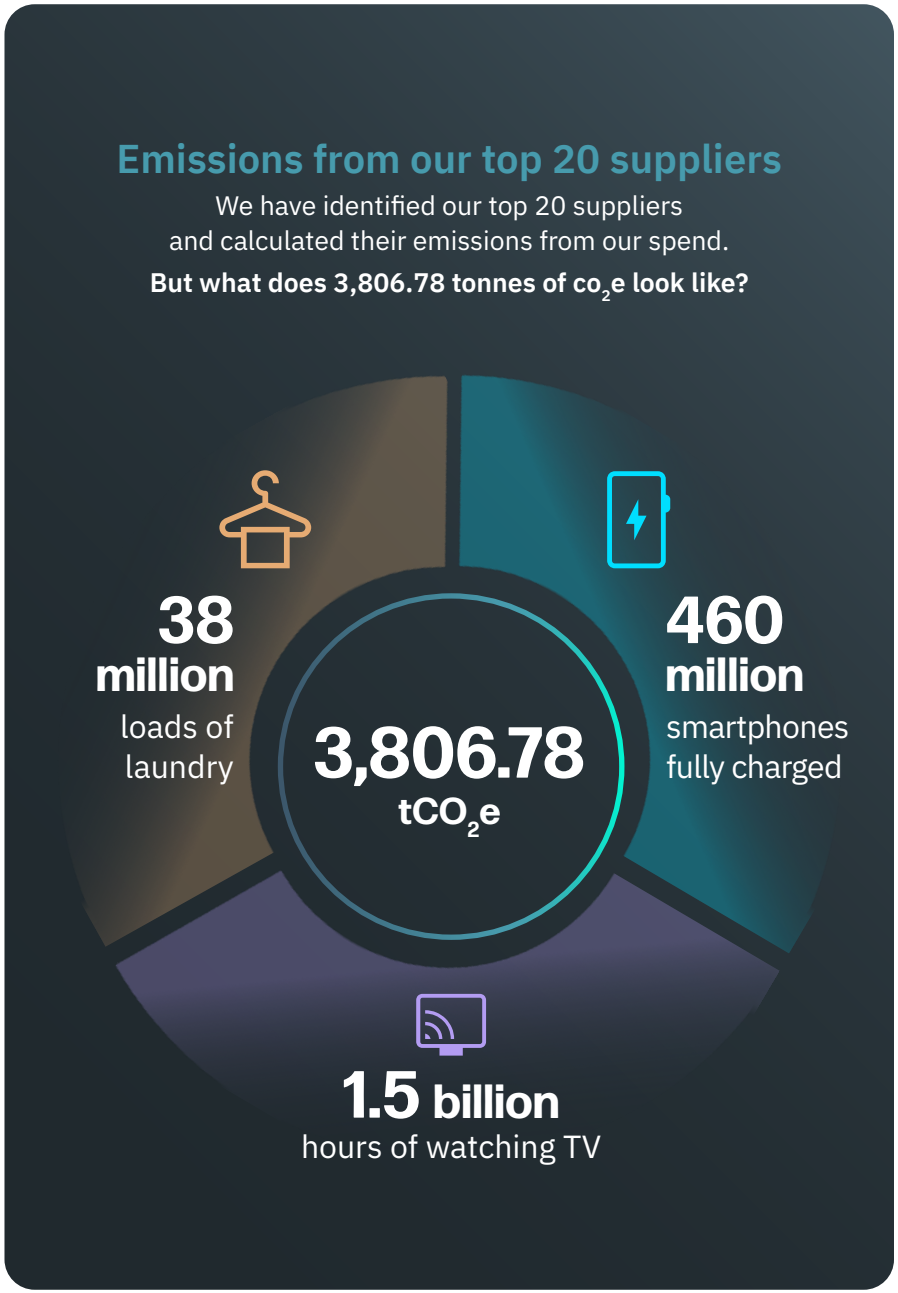
COVVER - Sustainable swag!

We've continued our partnership with Covver to provide our print-on-demand, designed with both people and the planet in mind.

By adopting a print-on-demand model, we've reduced the need for bulk production and long-term storage. This approach means items are produced only when ordered, helping us avoid excess inventory and the waste associated with unsold stock. It also gives us the flexibility to offer a wider range of branded items tailored to colleagues' preferences.

Each item is made to order and shipped directly to the recipient, which helps us avoid unnecessary production and ensures that only requested items are manufactured. We focus on clear, measurable actions rather than broad environmental claims, and we continue to review our processes to ensure they align with our operational and ethical standards.

To support more meaningful recognition, we've introduced a credit-based reward system. Instead of distributing standardised gifts, colleagues can choose the items they genuinely want. This helps reduce unwanted products and supports a more efficient use of resources.



SECR (UK only)

For the financial year ending 31st of December 2024 Keyloop (UK) Ltd has confirmed that they have met the criteria of a large unquoted company and is required to report under the SECR (Streamlined Energy and Carbon Reporting) regulations.

	01/01/2023 - 31/12/2023 (2023)	01/01/2024 - 31/12/2024 (2024)	Between 2023 - 2024
ENERGY USE	**Energy (Kwh)**	**Energy (Kwh)**	**Difference (%)**
Electricity	2,089,428	2,263,156	8%
Natural Gas	63,076	59,250	-6%
Diesel	2,754	12,287	346%
Fuel for Business Travel	692,228	1,469,931	152%
TOTAL	**2,847,487**	**3,804,624**	**34%**
GREENHOUSE GAS EMISSIONS	**Emissions (tCO_2e)**	**Emissions (tCO_2e)**	**Difference (%)**
Electricity	432.67	469	8%
Natural Gas	11.54	11	-6%
Diesel	0.66	3	346%
Fuel for Business Travel	153.44	342	123%
Refrigerant Gas	57	53	-7%
TOTAL	**598.36**	**878**	**34%**
INTENSITY METRIC	**Emissions Per Total Assets (tCO_2e/millions)**	**Emissions Per Total Assets (tCO_2e/millions)**	**Difference (%)**
Scope 1	0.04	0.19	347%
Scope 2	1.53	1.35	-12%
Scope 3	0.54	0.98	82%
TOTAL	**2.11**	**2.52**	**20%**

The comparison between 2023 and 2024 data shows a mixed environmental performance outcome. While emissions associated with natural gas and refrigerant gas decreased during the reporting period, emissions from diesel consumption and business travel increased significantly.

As a result, Keyloop's total reported greenhouse gas emissions increased by 34% between 2023 and 2024, with the most significant contributors being fuel used for business travel and company vehicles.

During 2024, Keyloop implemented a number of initiatives intended to improve operational efficiency and support the management of energy use and emissions, including investment in building infrastructure, office space consolidation, fleet reduction activities, and increased use of collaboration technologies. However, despite these measures, the overall reported emissions data reflects an increase during the reporting period and highlights areas where further improvement remains necessary. Environmental initiatives described elsewhere in this report should therefore be considered alongside the reported emissions outcomes presented within this section.

Keyloop will continue to monitor emissions data, review operational practices, and assess opportunities to improve environmental performance using evidence-based reporting and measurable data.

SPOTLIGHT

Environmental management

Oulu office in Finland

Established by the World Wildlife Fund (WWF) in Finland in 2002, Green Office is an environmental management system designed to help organisations reduce emissions and involve employees in environmental initiatives. This certification was reached in February 2024.

Achieving accreditation with WWF Green Office signifies Keyloop's commitment to a comprehensive, long-term strategy aimed at supporting environmental management and monitoring activities within the Finland office.

In 2024, the focus of the environmental strategy included setting up core initiatives such as improved office recycling programs, optimised energy consumption practices and, fostering collaboration with the managed office community and landlord. With the guidance of WWF, these efforts support the management of environmental performance indicators.

Partnering with WWF grants access to a variety of environmental resources and tools, enabling efficient management and tracking of progress. The annual fee directly supports WWF's environmental conservation initiatives.

The first year as a Green Office certified workplace met expectations. In 2024, goals relating to electricity consumption, recycling, and internal communications were set and achieved.

Office electricity use (excluding property energy) decreased by over 4.5% due to simple energy-saving measures. Mixed waste was reduced by half through the removal of individual trash bins from workstations and enhancements in recycling facilities.

These goals and actions were actively communicated within the organisation, and environmental topics received increased visibility in internal communications.

In 2025, a continued focus will be placed on reducing office waste through a systematic approach and making more environmentally conscious consumption choices. Contributions to the environment through volunteer work are also planned.

Total tCO2e decreased from 126.23 tCO_2e in 2023 to 92.87 tCO_2e in 2024, with the most notable reduction resulting from a reduction in air travel from our Finnish office.

* The 2023 data was revised after the release of the 2024 ESG report, as information related to the company fleet and part of the property's energy consumption was not available during the WWF reporting period.

** Overall energy consumption (property energy) for 2024 increased due to an increase in office floorplan during year 2023)

	ENERGY	TRAVEL	PAPER	EQUIPMENT	EMISSIONS TOTAL
2023*	62057 kWh	679676 pkm	8 kg	99 pcs	126.23 tCO_2
2024**	66909 kWh	590001 pkm	7 kg	65 pcs	92.87 tCO_2

26%
REDUCTION OF tCO_2 IN 2024

SPOTLIGHT

Prague office WEEE

In 2024 we struck up a relationship with a reliable partner in the Czech Republic called REMA System to help us set up collection, sorting, handling and recycling of electrical waste. They provide take-back points for old electrical equipment and batteries, which promotes a circular economy and prevents used products from ending up in municipal waste.

In 2024 we handed over 791 kg of waste electrical equipment to REMA System, which helped to ensure this waste is not accumulated in landfills or incinerated allowing us to further prevent environmental harm.

Keyloop's Prague office emissions

27.69 $kgCO_2e$

This is the equivalent of:

CAR TRAVEL
110km
Driving a petrol car

LIGHTBULBS
12 years
Powering a LED bulb

BURGERS
69
Quarter-pound burgers produced

REMA BATTERY

How did we contribute to protecting the environment and conserving natural resources in 2024?

Last year, according to our environmental report from REMA Battery, we sent 60kg of batteries for recycling, thereby contributing to a reduction in the amount of hazardous waste that would otherwise end up in landfills or incinerators.

By recycling waste batteries, we also achieved the following environmental savings:

ELECTRICITY
1,687 kWh

Recycling metals from batteries, such as nickel, zinc, lithium, or cobalt, results in significant energy savings compared to their primary extraction. For example, recycling a single lithium-ion battery from a laptop can save up to 1.5 kWh of electricity.

PRIMARY RAW MATERIALS
36 kg

The mining and processing of ores for metal production has a negative impact on the environment. Recycling a single 20 kg lead-acid car battery saves up to 15 kg of primary raw materials.

WATER
43 m^3

The production and mining of metals consumes a significant amount of water. Battery recycling reduces this burden. For example, processing 100 kg of lithium-ion batteries saves up to 2 m^3 of water.

OIL
18 litres

Oil is consumed not only during mining, but also while transporting raw materials. Battery recycling also leads to savings in this area.

CO_2
239 kg

Battery recycling significantly reduces greenhouse gas emissions – for example, recycling a single car battery saves more than 30 kg of CO_2.

WASTE
931 kg

By obtaining secondary raw materials from batteries, we have prevented the creation of new waste that would otherwise be generated during the extraction and processing of primary raw materials.



Recycle and reuse electrical and electronic waste (WEEE)

Every day we are surrounded by electronic devices that make our lives easier and more comfortable. Household appliances, smartphones, tablets, computers and laptops, cordless tools. But these useful devices become e-waste when they run out of power, are unable to be recharged or used and can pose a danger to the environment. End-of-life electrical equipment is now the fastest-growing category of waste in the world.

Keyloop seeks, where appropriate, to re-purpose equipment before disposal, including donating laptops to local schools. When repurposing is not possible, Keyloop collaborates with certified recycling facilities to ensure that end-of-life electronics such as computers, printers, and other equipment are collected, dismantled, and processed following environmental regulations and industry best practices.

Keyloop has a partnership with a mobile phone and network provider who supports a circular economy for electronic equipment – a model where resources are reused and recovered rather than disposed of at the end of life. Smartphones contribute to approximately 10% of global e-waste, and Keyloop seeks to manage its devices responsibly when they reach the end of their lifecycle.

Through participation in WEEE recycling initiatives, Keyloop reduces electronic waste sent to landfills, conserves valuable resources through materials recovery, and mitigates potential environmental and health risks associated with improper disposal.

SECTION 2:

Working at Keyloop

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Early careers program and ongoing development support

The Learning and Development team run a two-year programme aimed at nurturing our new and young talent into future leaders. This programme was created in 2023 and targets employees with 0-5 years of Keyloop experience, including those returning from extended leave or changing careers.

The programme takes a blended learning approach, combining skills programmes, self-paced learning, and on-the-job practical experience to develop early career professionals into future leaders.



We launched this programme as follows:

FIRST COHORT

Began in September 2023 with 13 associates nearing completion in August 2025.

13 associates

SECOND COHORT

Was successfully enrolled and inducted with 11 associates beginning their journey in October 2024.

11 associates

THIRD COHORT

Began their learning journey in April 2025 with 11 associates taking part.

11 associates

The Learning and Development team continues to check and support the associates throughout their programme, providing personalised feedback and career coaching. The success of this initiative has been reflected in the positive feedback from participants, who have expressed increased confidence and competence in their roles. Furthermore, the programme has fostered a strong sense of community and collaboration among the associates, enhancing their overall engagement and commitment to the organisation.

As we look to the future, we stay dedicated to investing in our talent by continuously refining and expanding our learning and development initiatives to meet the evolving needs of our workforce.

All participants work through the following workshops as they journey through this development pathway:

- Induction
- How to be a Mentee
- Resilience and Wellbeing
- Start Working Smarter
- Business Connect Day 1
- My Personal Brand
- Influencing with Impact
- Project Management
- Commercial Acumen
- Business Connect Day 2
- Business Challenge
- Driving Your Development
- CRS Power To Change
- End of Programme Presentation

Success for Keyloop

Keyloop is dedicated to its people and offers a variety of opportunities for any individual. We have an ambitious and committed Learning and Development team whose aim is to deliver training to improve and develop skills and to support our people. We are very pleased to announce that after a great 2024 we have received recognition from external parties for our Evolve management development programme.

THE LEARNING AWARDS 2025 FINALIST

Learning Excellence Awards Winner 2025

> "Volunteering with my team at a local shelter was one of the most rewarding experiences I've had at Keyloop. It brought us closer together and reminded us of the power of small actions."
>
> KEYLOOP EMPLOYEE, HUNGERFORD OFFICE

Empowering community impact: Volunteer days at Keyloop

We strongly believe that giving back to the communities where we live and work is a vital part of our corporate responsibility. That's why every Keyloop employee is entitled to **two paid Volunteer Days per year**—dedicated time to support causes they care about.

These Volunteer Days empower our people to make a meaningful difference, whether through:

- Supporting local charities and food banks
- Participating in environmental clean-up efforts
- Mentoring young people or underrepresented groups
- Contributing to community events and social initiatives

This initiative not only strengthens our ties to the communities we serve but also fosters a sense of purpose and pride among our employees. It reflects our commitment to social impact, employee wellbeing, and responsible business practices.

As part of our broader ESG strategy, we continue to encourage participation in Volunteer Days and track engagement to ensure we're making a tangible impact both locally and globally. Look below for some of the initiatives that people have close to their hearts to be involved in.



SPOTLIGHT

Volunteering Days

Reflecting on 2024 in South Africa

Keyloopers Volunteering at Oliver's Village Soup Kitchen

INITIATIVE 1

An impactful day of service and unity

In October 2024, five associates from the Keyloop SA office took part in volunteer activities at Oliver's Village soup kitchen.

Oliver's Village is a non- government funded, Non-Profit Organisation that offers free services to the local community through sponsorships from private enterprise. They provide day care for 150 children aged 6 months to 5 years, offer accredited MICTSETA computer courses, and deliver agricultural training. Additionally, they prepare and serve a hot meal accompanied by freshly baked bread, which feeds 150-300 community members daily.

A heartfelt thank you to Keyloop for providing the funds needed to buy grocery items for donation to the soup kitchen. The donation was graciously received, and I've been asked to convey Oliver's Village's deep gratitude and appreciation to Keyloop management.

Upon arriving at the soup kitchen, we immediately got to work, washing, chopping, and grating vegetables for the day's meal. All the vegetables used were freshly harvested from their own garden. We also had the opportunity to help cook the meal, which fostered a sense of teamwork among us.

This experience gave us a firsthand look at the challenges faced by both the children and adults, deepening our understanding of the social issues affecting the community.

As mothers, it was especially emotional to see children as young as three coming alone to the soup kitchen for a hot meal. We held back tears as we watched these beautiful little ones, standing in line so patiently, waiting to be served.

The experience was incredibly fulfilling. We had the chance to interact with the local community, serve them their meal, and see their gratitude for receiving a hot meal with freshly baked bread.

We eagerly anticipated our next initiative in December and discussed ways to make this visit special as we approached the holiday season.







Continuation: South Africa

Keyloopers Volunteering at Oliver's Village Soup Kitchen

INITIATIVE 2

In December 2024, 11 Keyloopers from the South African office volunteered at the soup kitchen in Oliver's Village, Daveyton, supporting the local community and building teamwork.

Preparing the Meal

The day began with the volunteers washing and prepping a variety of fresh vegetables. With a collaborative spirit, they worked in harmony to cook a nutritious mince and vegetable stew, ensuring it was hearty and delicious. Meanwhile, a few team members took on the task of baking fresh bread, which perfectly complemented the stew.

Serving the community

The emotional yet fulfilling experience continued as the team served the freshly prepared meal to 150 children and 100 grandparents. Despite the challenging weather conditions, with Gauteng going through a heatwave, the volunteers ensured the community members were well-fed and hydrated. To bring some joy and relief from the heat, they thoughtfully bought ice lollies to hand out to the children after their meals. This small but significant gesture was immensely appreciated by the young ones.

Reflecting on the experience

The day at Oliver's Village soup kitchen was more than just a volunteering effort; it was a profound experience of giving back and understanding the hardships faced by the less fortunate. It served as a poignant reminder of the importance of community support and the impact of small acts of kindness. The Keyloopers left with a deeper appreciation for what they have and a renewed commitment to continue supporting and uplifting those in need.

This experience highlighted the resilience and potential of the children and grandparents in Daveyton, reinforcing the belief that these young ones, our future leaders, deserve a life free from such early struggles. It is through initiatives like these that we can make a meaningful difference in their lives and build a stronger, more compassionate community.









SOUTH AFRICA

Relief parcels for underprivileged school kids

In collaboration with Africa Food for Thought

The Keyloop SA team is dedicated to advancing Corporate Social Responsibility (CSR) by actively supporting local communities. The team is guided by the principles of ubuntu, which emphasise community, shared humanity, and mutual care.

In 2025, Keyloop SA has formed a partnership with Africa Food for Thought to provide 48 relief parcels to underprivileged children lacking reliable access to food during the winter holidays. Africa Food for Thought has curated essential items for these parcels to ensure they offer both nutritional value and tangible benefits. Keyloop has committed funding for 40 of these relief parcels in alignment with its commitment to uplifting communities and prioritising the welfare and development of children. In addition, the Keyloop SA team will personally fund an additional eight relief parcels.

On May 28th, chosen as World Hunger Day, part of the SA team volunteered their time at the Gauteng office to assemble these relief parcels, which were later delivered to Africa Food for Thought for distribution to children in need.

By investing in youth, Keyloop SA looks to empower the next generation and foster sustainable, long-term positive change. Through steadfast dedication to CSR and the values of ubuntu, the Keyloop SA team aims to contribute to a more inclusive, fair, and sustainable future for all.

Desarai Govender-Deokumar (South Africa)
Keylooper

INDIA

Community Engagement Initiative: Rural Relief Drives in India

As part of our employee volunteering programme and commitment to social equity, I actively contribute to a recurring grassroots initiative aimed at supporting underserved communities in remote villages on the outskirts of Ahmedabad city in the state of Gujarat, India.

This programme is independently organised by a group of socially driven individuals including myself, and aligns with the broader goal of creating meaningful, community-level impact.

These relief drives are conducted once every two months, with volunteers camping overnight to have an extended presence and wider reach across difficult-to-access rural areas.

Our efforts focus on providing critical essentials such as staple food groups, safe drinking water, oral rehydration salts, and hygiene kits to families facing resource scarcity, and particularly needed during high-risk summer periods.



In our most recent drive, we reached over 250 families, delivering targeted support that directly addressed health, nutrition, and sanitation challenges.

Activities included:

- Conducting on-ground needs assessments to prioritise high-risk households
- Coordinating donation logistics and assembling care packages
- Facilitating direct distribution through village-level engagement
- Educating residents on basic hygiene and hydration practices

These ongoing efforts reflect the values of sustainability, empathy, and responsible corporate citizenship, while amplifying the positive impact of individual employee contributions within our ESG framework.

Sanchita Deora (India)
Keylooper





FINLAND

Clean-up Day for some of our team in Finland!

A chilly morning didn't stop us from grabbing litter pickers, trash bags, and every piece of waste that caught our eye.

Our cleanup took place in the beautiful, though still winter-worn, Pikisaari — a small island rich in culture and history.

Unfortunately, there was plenty to collect: all kinds of trash left behind by people, from pacifiers to fishing gear (as shown in the photos). But thanks to our efforts, nature may now have a little more room to wake up for the summer ahead. A big thank you to everyone who took part — we'll do this again sometime!

Eveliina Halmesmäki (Finland)
Keylooper



KENYA

Nishkam Project

I'd love to highlight Sacky Dhanjal in the SRT team for his Nishkam Sewa- a Sikh faith based ethos where he gave his services without the desire for reward.

Sacky travelled to Kenya where he helped volunteers to support a local school in need of a new roof. He helped to remove and clean roof tiles, repair the damaged wood, replace the tiles and ensured it was waterproof for the children to continue learning.

The charity has shared the project on their YouTube where they were then able to give uniforms and shoes to the school children- Nishkam Project: Township Uniforms and Shoes Donation - YouTube

This was not done for any recognition but this selfless act I'm sure will inspire others to get involved in local charities and look for opportunities to help others.

Sacky Dhanjal (UK)
Keylooper



Spain

Two months after devastating rainfall hit eastern Valencia (Spain), there was still too much work for the hundreds of families to recover routine in their lives.

It was a very hard experience to see first-hand the impact of DANA; there were vehicle graveyards, mud-covered streets, devastated ground floor damage to housing etc.

Thanks to Keyloop for allowing me to volunteer on the Christmas days where I was.

I was helping at a warehouse: sorting donations, preparing food orders, baby kits and delivering orders to affected families. Also, we were helping the Armed Forces and firefighters to clean garages still full of mud.

STRENGTH and HOPE Valencia you will recover soon!

Alesa Gonzalez (Spain)
Keylooper



Canada

Over 17,000 Manitobans were forced to evacuate their homes and communities due to the high number of wildfires in the area. Calls went out across the province for donations with requests for everything from money through the Red Cross to daily essentials like toiletries and pet food. Many people had fled from their homes and were left only with the bare minimum.

To aid in the efforts, a couple of bins were placed at our office and donations were dropped off. A couple of weeks later the items were gathered and delivered to the Southern Chiefs Organisation for distribution.

Thank you to all who dropped off donations and for supporting one another in a time of need.

Debbie Ristimaki (Canada)
Keylooper



Growing together: Our partnership with Trees for Life

Over 1,000 trees have been planted on behalf of Keyloopers, contributing to revitalising the iconic Caledonian forest.

Trees for Life is dedicated to restoring the Caledonian forest, a precious ecosystem that once covered much of Scotland. Through their expert nursery, they cultivate a diverse range of native tree species, including alder, aspen, birch, cherry, hazel, holly, oak, rowan, Scots pine, and willow. These trees are vital in creating new forests across The Scottish Highlands, providing essential habitats for countless species.

Keyloop supports Trees for Life, a charity focused on biodiversity and woodland restoration in Scotland. Through this partnership, colleagues can participate in and support the organisation's activities.

Support Trees for Life's woodland restoration activities within the Scottish Highlands.

Support a biodiversity-focused charity whose activities include woodland restoration and habitat management projects.

Trees for Life undertakes woodland restoration and biodiversity projects across Scotland. Further information about the organisation and its activities is available from Trees for Life.

A greener Christmas: Keyloopers plant the seed of change

Instead of the usual Christmas hampers or Loop the Loop gifts, The programme allows colleagues to support a recognised biodiversity and woodland restoration charity, by opting to plant a tree instead.









Our approach to pay

Keyloop is working to develop reward strategies that balance affordability and relevance across more than 25 employment markets. By incorporating performance considerations, the goal is to set up a Total Reward approach that is based on both market data and employee performance, supporting employee attraction, motivation, and retention.

The building blocks for our reward strategy enables us to cultivate a pay-for-performance culture where individual contributions are valued and rewarded alongside achieving our shared business goals.

This includes:

- An effective global job architecture framework that helps us reward employees based on their contributions and impact at each level.
- Market-based reference for job categories and levels within each country to allow effective and correct measurement of reward health.
- A link to performance that ensures our cost modelling and pay budgets are aligned to a performance-based pay culture.

Bold, Authentic, and United are the core values that inform the development of a compensation framework designed to be fair, transparent, and support a sense of achievement for a diverse global workforce.

Global consistency is a key approach we use to reward our employees' work, offer competitive pay based on market standards, and support fairness and inclusivity at every level of our organisation.

Our approach to pay equity and fairness is data-driven, helping us to identify and address any pay gaps and manage pay disparities across the organisation.

Our latest pay gap compliance reporting shows progress towards our efforts to ensure all employees are paid fairly for equal work, regardless of gender or other protected characteristics.

Keyloop gender pay gap

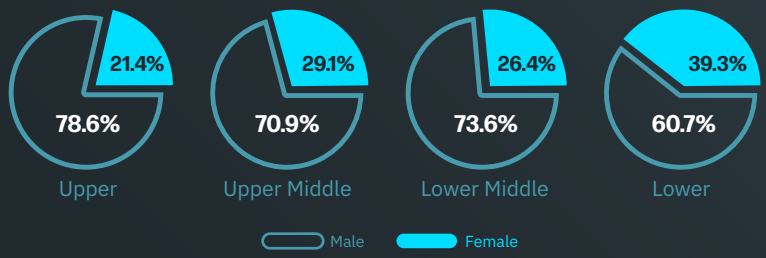
HOURLY PAY GAP

Median	Mean
13.4%	17.7%
Year 2023 - 15.9%	Year 2023 - 14.8%

What is it?

The difference in hourly pay between male and female employees in April 2024, as a percentage of the hourly pay of male employees.

PAY QUARTILES



What is it?

The percentage of male and female employees in each pay quartile, based on hourly pay.

The UK Gender Pay Gap Data for 2024 shows an increase in our number of women in Keyloop (UK) Limited company. While the addition was in the lower pay quartile, resulting in mean pay increasing by 2.9%, it has helped narrow the gap in pay median from the previous year.

We have focused our hiring on lower grades to build a pipeline of talent that we can grow internally for future management and leadership positions.

Added reward programmes such as continuing to review the bonus scheme with the focus on middle levels, the changes to our total reward benchmarking approach and annual reward cycles that will help continue to narrow the gender gap.

2.9% **Mean pay increase, narrowing the gap**



SPOTLIGHT

Spain gender pay gap

In 2024 we showed a pay gap of 21.6% for Keyloop Spain. A detailed comparison of pay for men and women performing work of equal value provided more information about pay equity within the organisation in Spain and found areas for potential improvement. These are further translated into action plans done in partnership with our employee representatives in the country.

While some of our pay gap reporting is done for compliance, we also conduct a regular internal global pay gap review analysis. The outcome of it is factored into our budgets and pay modelling for the annual pay review cycles and other reward programmes currently underway.

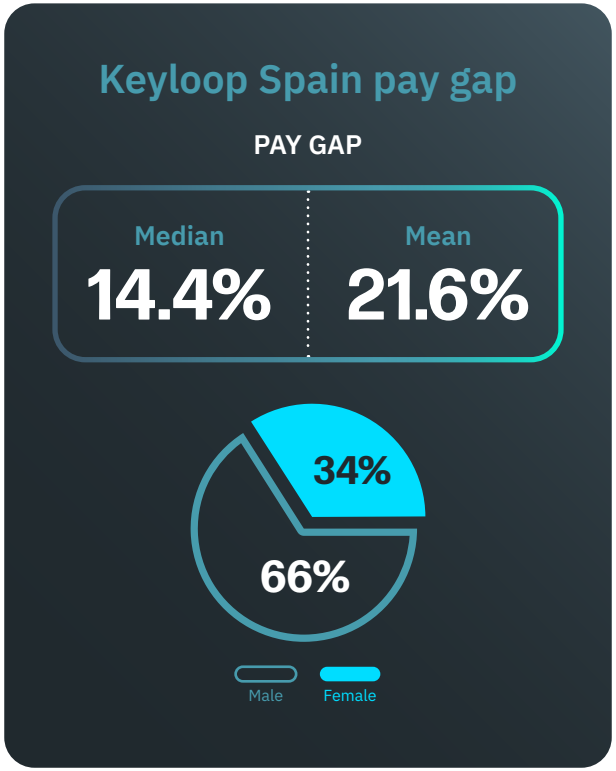
Our recent internal global gender pay gap analysis reveals an average pay disparity of 26%. To better understand this result, we decided that a thorough review of the pay equity component was needed.

For this assessment, the company's Job Architecture Framework (JAF) served as a key differentiator; showing work of equal value and comparable classification levels. Job bands and levels were primary indicators used to analyse pay practices and the associated gaps among roles classified at the same job level.

This comprehensive and rigorous method enabled us to pinpoint specific groups within each business area and country where further targeted analysis of pay gaps and internal equity is necessary. These findings will inform the development of action plans to address and close identified disparities.

Ongoing pay equity analyses are planned to further assess reward structures across all company locations, with particular attention to the EU, in preparation for compliance with the 2026 Pay Transparency Directive.





Diversity, Equality and Inclusion

We believe every individual is unique and brings valuable contributions to our workplace. We're committed to ensuring that every employee is treated with respect and dignity, and that our work environment is free from all forms of unlawful discrimination.

We achieve this by fostering a culture where colleagues, applicants, and all external partners are treated fairly and with impartiality, free from discrimination or unconscious bias. Our commitment extends across all interactions, reflecting our core values of inclusion and respect.

We strive to recruit, hire, and keep the best talent from around the world, thoughtfully reflecting the diverse markets we serve, as well as the industries and customers we support. Building and nurturing a diverse workforce not only enhances employee satisfaction but also strengthens our competitive edge.

Our growth and success depend on a rich blend of backgrounds, skills, and experiences. This diversity fuels innovation in our products and services, empowering us to reach our goals and continuously evolve as a business.

Supporting LGBTQ+ inclusion: Keyloop at Reading Pride 2024

In 2024, Keyloop proudly took part in Reading Pride, reinforcing our commitment to fostering an inclusive and supportive workplace culture. Our presence at the event was more than symbolic—it was a celebration of diversity and a public affirmation of our values.

Keyloop colleagues joined the vibrant Pride festivities in Reading, engaging with the local community and taking part in activities that promoted equality, visibility, and empowerment for LGBTQ+ individuals. The event provided a platform for open dialogue, allyship, and connection, aligning with our broader mission to ensure every employee feels safe, respected, and empowered to be their authentic self.

Our involvement in Reading Pride is part of a wider strategy to embed diversity, equity, and inclusion into the fabric of our business. It reflects our belief that diverse perspectives drive innovation and that inclusive environments are essential for sustainable growth.

We also continue to measure the impact of our inclusion efforts through employee engagement metrics, including our internal Employee Net Promoter Score (eNPS) and participation in networks such as Driving Pride. These initiatives help us ensure that our culture is not only inclusive in principle but also in practice.

> "It was inspiring to see so many colleagues come together to support Pride. It's moments like these that remind us how important visibility and allyship are — not just during Pride, but every day."
>
> KEYLOOP EMPLOYEE, READING OFFICE









AUTOCAR

Drivers of Change initiative

This is a new initiative from Autocar celebrating inclusivity across the automotive industry.

Keyloop became an inaugural supporter of Drivers of Change and attended the event earlier in 2025, hosted by Autocar at the Society of Motor Manufacturers and Traders (SMMT) HQ, where our very own Jacqui Barker – Keyloop Director for OEM Strategy joined an inspiring panel to discuss the importance of diversity, equity, and inclusion in the automotive industry. From career journeys to real-world Diversity, Equity and Inclusion (DE&I) initiatives, the panel explored how businesses can foster inclusivity, embrace employee skill sets, and drive meaningful change.

Drivers of Change brings together people from across the automotive industry to celebrate individuals and companies who are making strides to create a better place to work - for everyone - in the automotive industry.

Jacqui shared some insightful opinions and thoughts on the panel session. Following the event, she said “Huge congratulations to all the winners who are working towards a culture of belonging across the automotive industry some amazing initiatives coming from OEMs.”

SPOTLIGHT keyloop | carwow

Power to Change Pride event

As part of our ongoing commitment to fostering a diverse, fair, and inclusive workplace, Keyloop proudly hosted a Power to Change Pride celebration in June, in collaboration with Carwow. This vibrant event brought together colleagues, partners, and community members for an inspiring day of food, connection, and meaningful dialogue.

A keynote address by Steph Booth set the tone for thoughtful reflection and empowerment. The event also featured a dynamic panel discussion, Getting the Career You Want in Automotive, moderated by Caz Meech, and joined by speakers from Bentley, Group 1, and Reading Pride. Together, they shared personal experiences and practical insights aimed at breaking down barriers and advancing representation within the industry.

This celebration underscored our belief that real change happens when voices are heard, and opportunities are shared. Through events like this, Keyloop continues to champion inclusive culture and support the professional growth of underrepresented communities in automotive and tech.







Initiatives for women in automotive!

NEW INITIATIVE

KeyShift

Keyloop launched “KeyShift,” an Employee Resource Group initiative aimed at empowering women within the company and driving meaningful change across the automotive and technology industries.

KeyShift is Keyloop’s bold and inclusive initiative designed to empower women and their allies across the automotive and tech industries. Its mission is to support women at every stage of their careers—championing their growth, celebrating their achievements, and amplifying their voices.

Through mentorship, professional development, and advocacy, KeyShift is shaping a future where women are not only participants but leaders who influence the direction of the industry. Whether advancing into senior leadership, navigating early career decisions, or driving innovation, KeyShift provides the tools and community to help women take the next step.

The initiative is built on four core pillars:

Supporting career growth and leadership development: Setting up mentorship, coaching, and leadership programmes to build a strong pipeline of future female leaders.

Building networks and industry collaboration: Creating opportunities for connections within Keyloop and across the wider automotive, tech, and financial services sectors.

Driving awareness and championing equity: Raising visibility around the challenges women face—including gender inequality, returning to work, and menopause—and supporting DEI initiatives that address them.

Celebrating achievements and recognising allies: Hosting events like the annual Keyloop Women’s Awards and promoting inclusive leadership through male allyship and storytelling.

By setting new standards for diversity, inclusion, and innovation, KeyShift is helping to build a workforce that not only supports women but also reflects the influence of the 85% of car-buying decisions made by women.

International Women's Day

This International Women's Day, Keyloop celebrated the incredible women across the organisation who are breaking barriers, challenging norms, and inspiring positive change. The day served as a powerful reminder that progress is not just possible but essential. This year, a series of events were hosted to engage, inspire, and empower and everyone was invited to take part.

Celebrations included:

An interview with Jess Armooh, highlighting Jess's journey as a Product Value Analyst and founder of NoCode Techies, showcasing non-coding pathways into tech.

Thrive coaching sessions introduce Keyloopers to Thrive coaching opportunities, offering guidance on how to begin their personal and professional development journey.

A podcast featuring Saudi rally driver Maha Alhamali in conversation with Jacqui Barker, exploring her experiences in motorsport.

KeyShift Book Club examining the book, How Women Rise - Hosted by Tara Zimmer, this session encouraged discussion and reflection on career growth strategies for women.

62 Miles in March for Refuge: A fantastic team of Keyloopers led a walking challenge to raise awareness and funds for women escaping domestic abuse.

A Women's Health and Wellbeing session focused on practical wellbeing tips and resources to support women's physical and mental health.







Together, these events honoured the women shaping the future and reinforced Keyloop's commitment to inclusion, empowerment, and progress.

SECTION 3:

Governance

Doing things the right way

keyloop™

Looking forward

ISO 27001

Keyloop is accredited with ISO 27001:2022 in four locations. In the UK, our key sites in Bristol and Hungerford, and in Canada our sites in Montreal and Winnipeg.

As ISO 27001 is internationally recognised this supports Keyloop in building and maintaining trust with our customers, partners, and shareholders by proving our ongoing commitment to information security.

As part of this, we:

- Conduct regular security risk assessments, including when significant changes are introduced.
- Ensure active engagement and commitment from top management.
- Define clear aims and strategies for supporting and improving our information security posture.
- Allocate dedicated resources and keep staff competency in line with evolving security standards and threats.
- Apply a structured, risk-based approach to finding, assessing, and mitigating information security threats across our operations.
- Promote a culture of continuous improvement via annual internal audits and regular reviews.

Throughout 2025, we are expanding the scope of our certification to cover the full Keyloop headcount and all applicable global locations. We recognise the importance of taking this step to strengthen our enterprise-wide commitment to information security and risk management.





Technical and Organisational Measures

At Keyloop, strong governance and robust data security are foundational to fostering trust and ensuring long-term resilience. To help us we hold comprehensive Technical and Organisational Measures (TOMs) documentation to clearly articulate our standards for protecting information—both internally and across our supplier ecosystem.

This formalised framework reflects our current security posture and regulatory obligations, which align with leading standards like ISO 27001, SOC 2, and relevant data protection legislation.

We believe in clearly defining security expectations throughout our network, and we enable a consistent, risk-based approach to data protection and third-party risk management.

System and organisational controls (SOC 1)

Keyloop has kept SOC 1 compliance for several years, proving transparency and accountability in managing financial data. This compliance assures clients and stakeholders of the reliability of the services.

Client and stakeholder assurance: SOC 1 compliance reassures our clients and stakeholders about the reliability of Keyloop's services. By adhering to SOC 1 standards, we build credibility and strengthen relationships with our stakeholders, which is essential for keeping trust and confidence in our operations.

Risk reduction: SOC 1 compliance supports a reduction in risks associated with financial data handling. Keyloop finds and implements controls and measures to check, identify, and address any weaknesses in our controls. This proactive approach ensures that we are continuously improving our risk management practices.

Continuous improvement: Our commitment to SOC 1 compliance leads to continuous improvements in operational efficiency and risk management. We achieve this by regularly evaluating and enhancing our controls, ensuring that our processes stay effective and aligned with industry standards.

In 2024, we thoroughly reviewed our SOC 1 controls to ensure alignment in controls and processes. This has resulted in better auditing and identification of further improvements.



System and organisational controls (SOC 2)

To further enhance our operational our security office are implementing SOC 2 this year for selected products based on business requirements. The scope will expand over time to include a broader part of Keyloop's product portfolio.

Pursuing SOC 2 compliance reinforces the trustworthiness and resilience of our product offerings, strengthens governance over critical services, and aligns our practices with internationally recognised security and compliance standards.

During 2025, we will achieve compliance with SOC 2, significantly reinforcing Keyloop's credibility and competitiveness in the automotive software space and reassuring dealerships, OEMs, and partners that Keyloop meets high standards for data security, availability, and privacy.

SOC 2 also positions Keyloop as a market leader by providing third-party validation of its internal controls. It supports regulatory alignment with GDPR and other data protection laws, reducing compliance risk across multiple jurisdictions.

Internally, the certification aligns with Keyloop's thirst to drive stronger security practices, streamlines processes, and improves operational efficiency. It also reduces the burden of customer audits and accelerates enterprise sales cycles.

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DECEMBER 2025

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