

ppro

# ESG 2024 report

Powering payments responsibly, driving change with transparency.



# Contents

A message from our CEO	1
About PPRO	2
2024 highlights	4
ESG strategy and vision	5
Environmental	6
Social	10
Governance	19

# A message from our CEO

**I am proud to present the PPRO ESG Report 2024 to showcase our commitment to our environmental, social and governance responsibilities.**

Here at PPRO, we are on a mission to help businesses grow by letting their customers pay local. We activate, accept and manage the payment methods their customers care about and make it our business to simplify access to local payment methods.

In 2024 we made the decision to re-commit to diversity, equity and inclusion (DE&I), which remains fundamental to PPRO. Our business is premised on innovation and respect.

I am truly saddened and worried to see many international corporations withdraw from their DE&I commitment as if it's served its purpose. I want to use this opportunity to affirm the commitment of PPRO's Board, executive team and leadership to our DE&I agenda and our intention to strengthen its implementation in the years to come.

We are confident that putting DE&I at the heart of everything we do and how we work, is the right approach for our customers, our employees and our wider stakeholders.

Looking ahead to PPRO's 2025 priorities and commitments, we will continue to focus on creating a supportive, equitable and inclusive workplace. We'll continue strengthening our governance procedures through enhanced risk management, cybersecurity, and stakeholder engagement, and continue to reduce our carbon footprint by improving emissions data analysis and setting ambitious reduction targets.

This report marks a milestone in our ongoing ESG journey: we are committed to holding ourselves accountable for our progress, continuously improving our practices, and working in partnership with our stakeholders to create a more sustainable and equitable future.



**Motie Bring**  
CEO, PPRO

# About PPRO

We're on a mission to help payment service providers (PSPs) and merchants grow their business by letting their customers pay local. We activate, accept and manage the payment methods their customers care about and make it our business to simplify access to local payment methods.

We want to enable the sale of goods and services to anyone in the world using their preferred way to pay.

This is what we mean by 'the PPRO way.'

We want our customers to harness the power of local payments to grow. That's why we're here. After all, 82% of e-commerce payments are now made with local payment methods.

That's more than 75% of an \$11.5 trillion industry\* and a lot of opportunity to tap into.

Because local payments are no longer the alternative - they are key to our customers' success.

\*Source: Statista, 2025



**Build once.  
Scale continuously.**

With PPRO, customers build once and connect to a world of local payment methods, allowing them to access and serve new consumers worldwide without building and maintaining countless integrations and relationships.



**No one knows local  
payments like we do.**

We know local payment behaviours, markets, and processes inside out. We don't just set customers up with access to single payment methods but support them to identify and access payment methods that match their customers' needs. We also share our insights on the best payment methods to help customers access new markets through regularly published reports and insights.



**Simplify your payments.  
Focus on your business.**

More consumers are choosing to move and spend money using local payment methods. This opportunity to meet local consumer demand is driving innovation but also significant market fragmentation. We streamline the management of payment processes, enabling our customers to meet local consumer demand effortlessly and helping to optimise operations and conversion rates – so they can focus on growing their core business.

# About PPRO continued

## Global scale. Local payments.

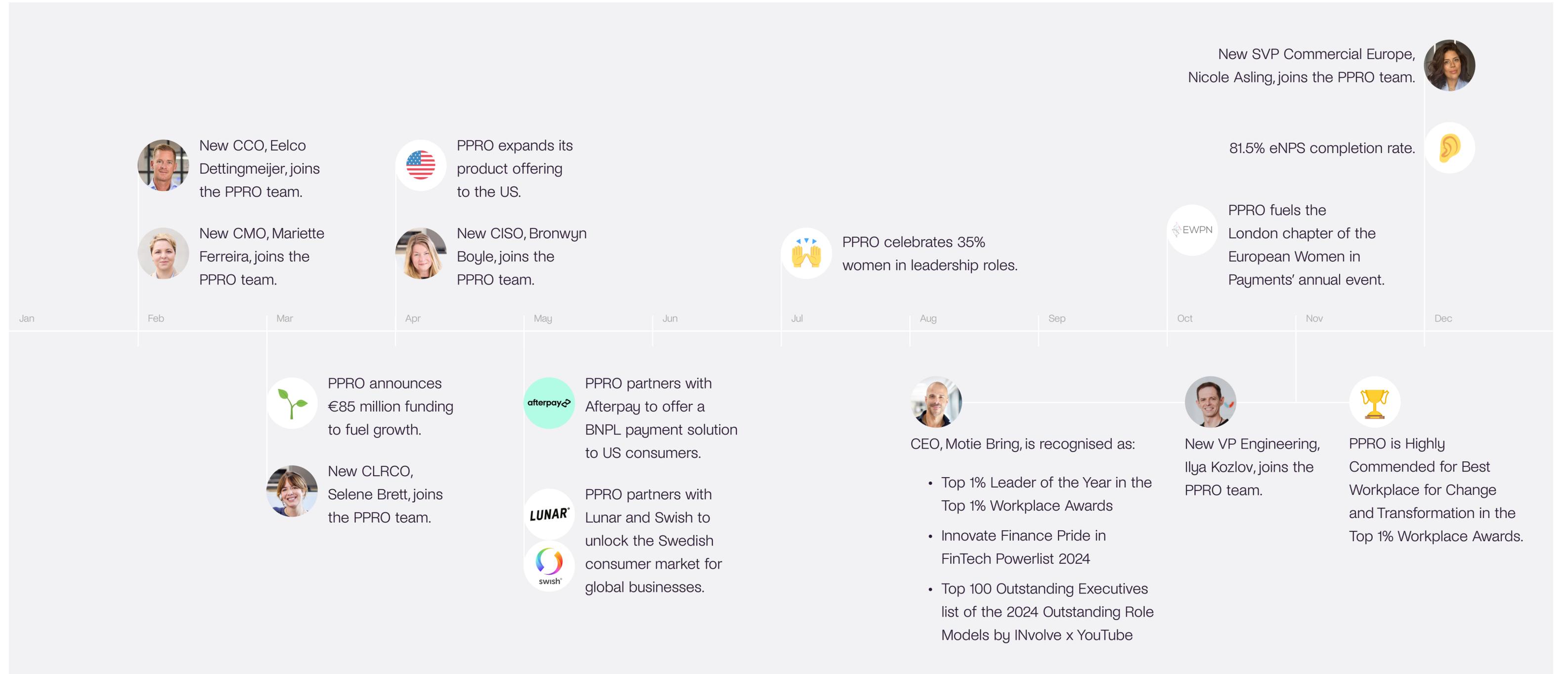
Founded in 2006, we have more than 400 people working across 11 locations worldwide to build the ultimate local payments platform.

- 400 experts in the PPRO team worldwide
- 85+ number of global markets covered
- 2m merchants in our network
- 11 locations across the globe, from São Paulo to Singapore
- 83%+ conversion rates
- \$20bn annual transaction volume

**2024 product releases and 2025 roadmap** Full list of payment methods available at [ppro.com](https://ppro.com)



# 2024 highlights



# ESG strategy and vision

In 2024, PPRO saw some wonderful initiatives launched by our colleagues across our offices: from volunteering in community kitchens in London, to welcoming our colleagues' children for a craft day in São Paulo, to raw and moving fireside chats on topics such as Pride Month from our CEO and mental health from our CTO.

*"Throughout 2024, we've set out to build on this momentum, and recognising that ESG is a broad topic, we wanted to ensure we focus on our greatest strength, our people. And our first company-wide ESG survey provided the opportunity for our whole team to have their voice heard on what is important to them."*

*Based on these results, we created our overarching ESG Standards, which form the foundation of our long-term ESG strategy with the goal to continue driving positive impacts both internally and globally."*



**Shelley Foster & Mathew Sayers**  
2024 ESG project leaders

## Our ESG Standards

### Promote diversity, equity & inclusion

We are committed to a workplace where everyone feels valued, respected, empowered to contribute their best and to be their best.

### Champion our colleagues

Rooted in our values, we put colleague wellbeing and belonging at the heart of all we do—inspiring motivation and engagement that fuel our success.

### Build our network responsibly

We are a fundamental infrastructure within the payments ecosystem and are dedicated to providing a responsible service to our customers and partners, acting with trust and integrity at our core.



Environmental

Social

Governance

# Environmental

While we don't produce physical goods, we're aware that our activities still have an impact on the planet. We're committed to minimising our carbon footprint and have implemented various initiatives over the years to reduce emissions. From encouraging train travel to transitioning to cloud computing, we strive to make environmentally conscious choices.

## The data

To be able to take more precise steps in reducing our emissions, we took the first steps to measure where emissions were generated in 2024. While every effort has been made to collect data accurately and in totality, in some cases this has not been possible and estimates have been analysed. The focus has been on understanding the broad trends and we're committed to broadening data collection for the 2025 report.

*"We're proud of the progress PPRO has made in reducing our environmental impact, from shifting to cloud computing to minimizing business travel. However, we know there's a lot more to be done. To focus our efforts, we're embracing a data-centric approach. By understanding where our emissions originate, we can identify opportunities for improvement and ensure our sustainability initiatives are targeted and effective. This commitment to data-driven decision-making will empower us to continuously refine our practices and achieve our sustainability goals."*



**Bernie Miles**  
Chief Technology Officer

\*2024 data is not yet available, so estimations from previous years were used.

## 2024 emissions

**Business travel**  
439.94 TCO<sub>2</sub>e (42.6%)

**Data centre\***  
438.00 TCO<sub>2</sub>e (42.5%)

**Office energy consumption**  
134.42 TCO<sub>2</sub>e (13.0%)

**Cloud computing**  
19.16 TCO<sub>2</sub>e (1.9%)

## Shift to cloud computing

One of our largest emission sources was our data centre. By closing this facility and migrating to cloud computing, we project a substantial 98%\* reduction in emissions. In practical terms, this means 438 tonnes fewer emissions a year which is the equivalent amount of carbon that 20,148 trees absorb in a year.

Cloud service providers like Amazon Web Services (AWS), our chosen provider, achieve significant energy efficiencies due to their scale, renewable energy use, efficient cooling systems, and latest hardware. AWS is committed to achieving net-zero carbon emissions by 2040, aligning with our own environmental goals.

Beyond cloud migration, we continually seek ways to optimise our technology stack for greater efficiency. We have simplified our tech stack to be more economical and have sought to de-duplicate tools, which further reduces our emissions as well as matching our goal to empower teams.

## Business travel

As a global company, travel is essential for building client relationships and connecting international teams. However, we are committed to minimising its environmental impact.

Since 2020, we have emphasised mindful travel, prioritising only necessary and business-critical trips. In 2024, we partnered with Navan, a new travel management provider, which has a strong sustainability focus. It encourages users to make better choices to reduce their carbon footprint, by for example highlighting viable rail alternatives during a flight search.

To reduce the need for travel, we provide well-equipped conference rooms and meeting pods in all offices. Additionally, we're co-locating teams to avoid unnecessary travel and foster deeper collaboration.

Looking ahead, we are reviewing the travel data to see which frequent routes should be train only as well as educating frequent travellers on the choices they can make to reduce their impact.

\*2024 data is not yet available, so estimations from previous years were used.

## Offices

Our centrally located offices offer convenient access to public transportation. Several locations also provide electric vehicle charging points nearby.

Inside our offices, we prioritise refurbishing, reusing, and recycling electronic devices. We've also encouraged reusable water bottles and eliminated disposable cups and plastic straws. While our approach varies across locations due to renting office space, we collaborate closely with office managers to implement sustainable practices within our control.

## Carbon offset

While we strive to minimise our environmental impact, we acknowledge that some emissions are currently unavoidable. In 2025 we will evaluate carbon offsetting solutions to address this and pursue long-term reduction strategies.

## Conclusion

Going forward, our vision is to utilise our emissions data to create targeted initiatives that have a real impact in reducing PPRO's carbon footprint. To achieve this, our first priority is to expand, categorise, and analyse emission data. This will enable us to set ambitious reduction targets and develop a comprehensive strategy to meet them.

# Environmental Social Governance

# Social

**At PPRO, our people are our greatest asset. Our People mission is clear: to foster a thriving culture of excellence where every PPRO'er feels included, engaged, and empowered to unlock their full potential. We believe that when our people thrive, so does our business.**

Everything we do reflects our commitment to building a workplace where diversity is embraced, wellbeing is prioritised, and opportunities for growth are boundless. We don't just want to be a place where people work — we aspire to be an environment where they find purpose, belonging, and fulfillment.

Through our bold DE&I strategy, investment in employee wellbeing and development, and commitment to ethical leadership, we are shaping a future where every PPRO'er can succeed, and where our business continues to make a lasting impact.

Our journey is ongoing, and we remain dedicated to listening, learning, and evolving.

Our PPRO Principles inspire the way we work, collaborate, and grow. Creating our Principles was a collaborative effort involving each and every PPRO'er to ensure they reflect the values and aspirations of everyone in our organisation.

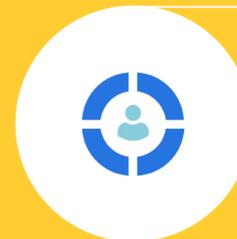
## PPRO Principles



**We get things done.** We are courageous; we take ownership, make decisions and get things done.



**We act with trust and integrity.** We listen first and challenge respectfully. We seek out and leverage diverse perspectives. We welcome and offer honest and open feedback, always assuming positive intent.



**We put the customer first.** We are laser focused on delivering outstanding outcomes for our customers. We put the customer at the heart of what we do.



**We make things better.** We boldly explore new ideas and have an unwavering commitment to continuous improvement.



**We work as a team.** We collaborate closely and value team success over individual achievement.

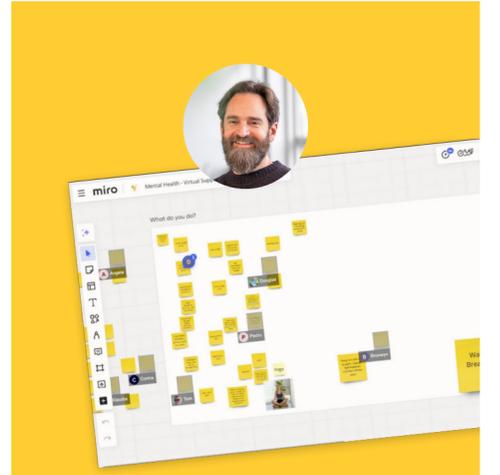
# Our initiatives

## Employee wellbeing

We are committed to fostering an environment where wellbeing, growth, and success go hand in hand. We invest in mental, physical, and emotional wellbeing, ensuring that every PPRO'er feels supported, valued, and empowered. From open conversations on mental health to creating a culture of work-life balance and psychological safety, we prioritise the things that matter most. Our policies to foster employee wellbeing include:

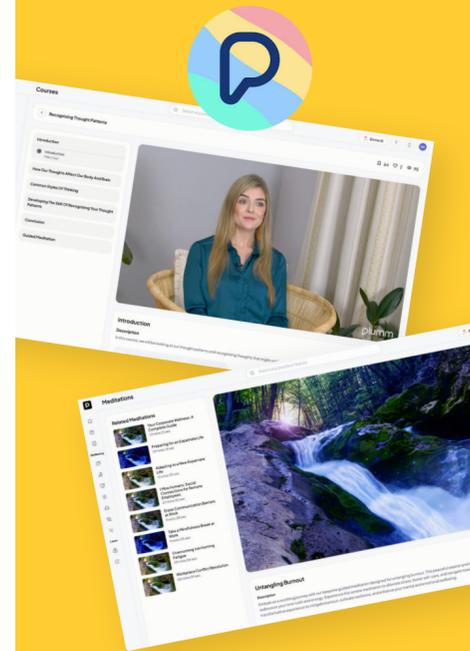
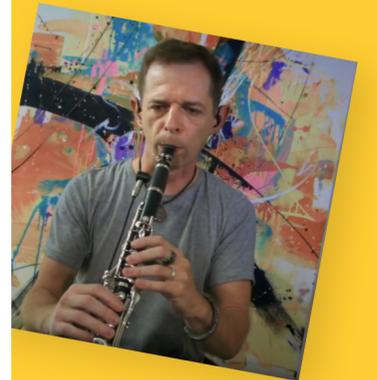
A minimum of 12 weeks **paid parental leave** for primary caregivers and 4 weeks paid leave for secondary caregivers across all countries.

Above market **annual leave** in all our locations



Comprehensive **employee wellbeing programme** via Plumm.

Supporting employees to be able to **work from abroad** for up to 30 days per year to be nearer to family or experience other cultures.



Providing a **hybrid-work model** and **flexible working hours** allowing PPRO'ers to manage their work-life balance in the right way for them.

Celebrating **Mental Health Awareness week** with a programme of activities and talks designed to inspire open conversation, support wellbeing, and equip PPRO'ers with practical tools to prioritise their mental health.

## Career development

Growth isn't just encouraged at PPRO—it's expected and celebrated. We believe in unlocking potential, pushing boundaries, and ensuring that every PPRO'er has the tools and opportunities to succeed. Some of the things we're doing to support this are:

**Training and developing all our managers** in management excellence via our bespoke "Managing People @ PPRO" leadership development programme.

Providing **guidance and upskilling** for all PPRO'ers and their managers on how to have a really great development conversation that supports them not just now but also into the future.

Ensuring every **promotion** we make at PPRO is assessed in a fair, transparent and structured way allowing PPRO'ers to grow their careers with clarity and confidence and ensuring equity and fairness for all.

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## Investing in our culture

In 2024, we made several important changes to strengthen our culture and ensure we continue to support and engage our people.

## Investing in our culture continued

Through targeted action plans we increased our eNPS from -14 in Q1 2024 to +2 in Q4 2024 through deliberate actions such as:

Launching our **Career Framework** and rolling out job levels.

Publishing our **DE&I strategy** and committing to aspirational DE&I goals.

Enhancing clarity and ownership around our **ways of working** by establishing cross-functional operating models.

Communicating and embedding company **OKR's** to ensure all PPRO'ers understand how their work contributes to the success of their team and the company with PPRO'ers scoring this question a minimum of 4.2/5 in each quarter in our Pulse Survey.

Launching our **additional holiday incentive** allowing PPROers to earn up to 5 additional days off per year.

We reviewed our global benefits to ensure we continue to provide a balanced, engaging package that respects regional differences, ensures consistency, and is competitive. Some of the changes we made include:

A minimum of 12 weeks paid primary caregiver leave and a minimum of 4 weeks again secondary caregiver leave in all locations.

Standardised compassionate leave to provide a minimum of 5 days paid leave across all locations.

Increased meal vouchers.

Upgraded healthcare coverage.

We are currently implementing a global flexible benefits platform which will empower PPRO'ers to personalise their benefits, thereby increasing engagement, strengthening our employer brand, and promoting inclusivity.

We also launched an individual €1,000 (or locally benchmarked equivalent) learning and development allowance for each PPRO'er so that they can invest in their personal and professional growth in a way that matters most to them.

# Our initiatives

## Commitment to diversity

At PPRO, we understand that every individual is unique, and that fostering Diversity, Equity, and Inclusion (DE&I) within our organisation is of paramount importance. We are committed to a workplace where everyone feels valued, respected, and empowered to contribute their best and to be their best.

*"We're incredibly proud that our average Pulse Survey score for the question "I believe my work, impact and contribution at PPRO are recognised and valued regardless of my identity, background or personal characteristics" was 3.98/5 showing that DE&I isn't just empty words at PPRO."*



**Claire Schueler**  
VP, People

We continue to focus on parity in gender representation at PPRO with women representing 55% of our total new hires in 2024 and 40% of new hires in Tech. This represents a significant improvement on 2023 when women represented 36% of total new hires and 27% of our new hires in Tech.



Pride Month Singapore office



Pride Month Berlin office



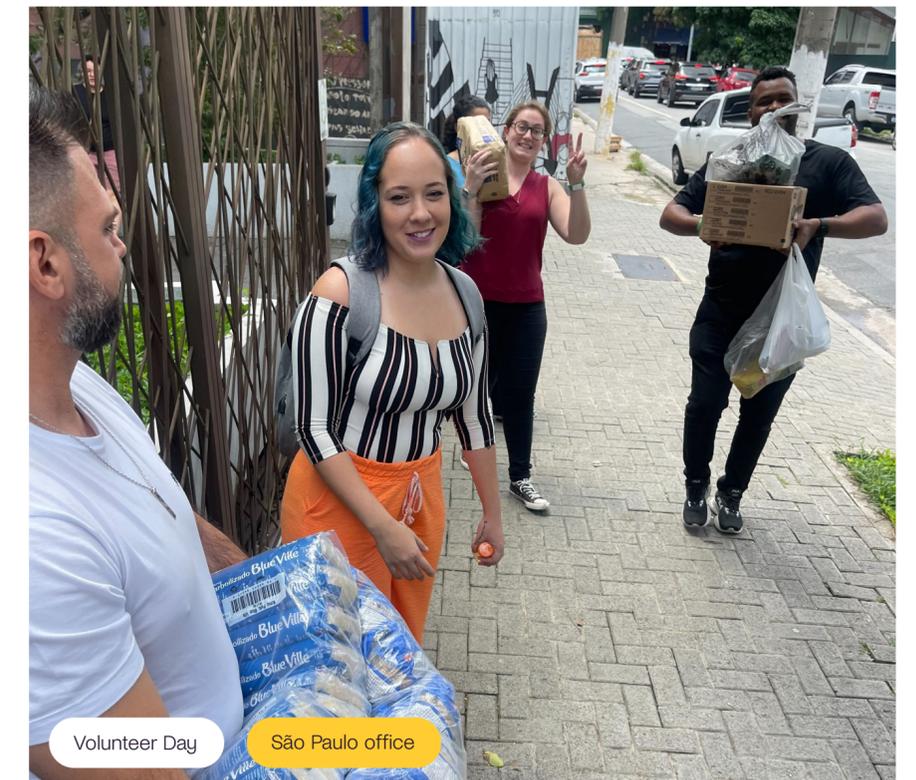
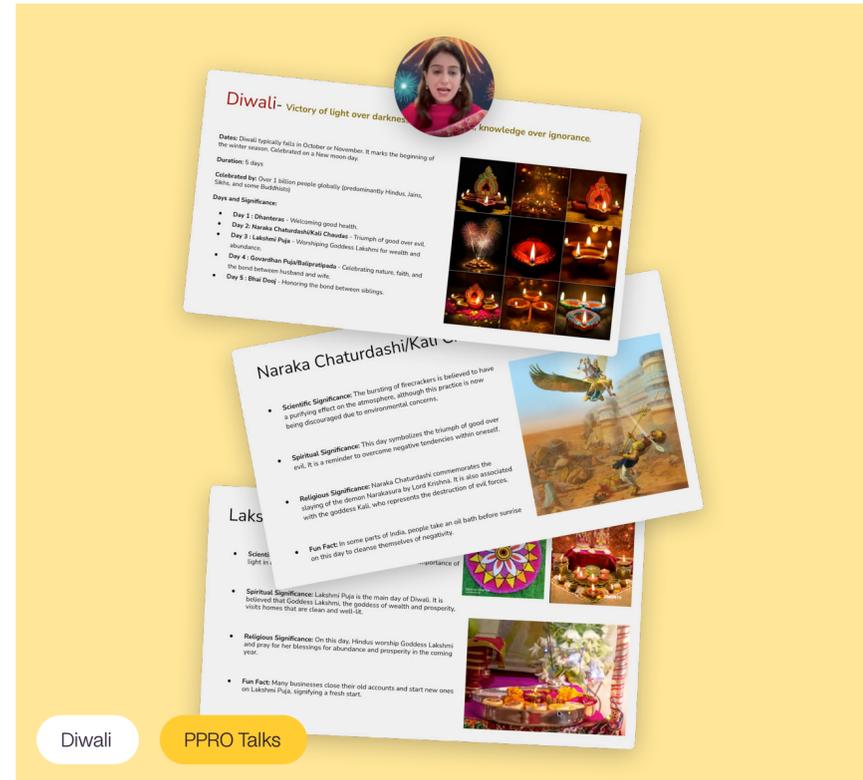
Pride Month London office

# Our initiatives

## Commitment to diversity continued

Our DE&I initiatives aim to ensure diverse perspectives are represented, equity is maintained in opportunities and treatment, and an inclusive environment is cultivated where differences are celebrated. We are committed to continuously evaluating this strategy to ensure it stays relevant and meets the evolving needs of our people.

We believe that a diverse, equitable, and inclusive work environment drives innovation, empowers communities, and ensures that financial services are accessible to all. This commitment is reflected in our [PPRO Principle](#): "We act with trust and integrity." We listen first, challenge respectfully, seek diverse perspectives, and welcome open feedback.



# Our initiatives

## Commitment to diversity continued

We celebrate and embrace the diversity of our people through meaningful events that foster inclusion, wellbeing, and belonging. From [Mental Health Awareness Week](#), where we hosted activities and talks to support open conversations on wellbeing, to Pride Month, where we championed LGBTQ+ visibility and allyship, our events reflect our commitment to a culture of respect, openness, and support. And we're very proud that this is being driven and championed at the highest level in PPRO with our CEO, Motie Bring, receiving multiple recognitions and awards for his work supporting diversity and the LGBTQ+ community in our industry and beyond.

We also honour global traditions, celebrating International Women's Day by recognising the incredible achievements of women both within PPRO and externally, as well as global celebrations including Chinese New Year, Ramadan and Diwali, to embrace the rich traditions that make our team unique.

These celebrations aren't just events—they are a reflection of our People Principles in action, fostering an environment where everyone feels valued, heard, and empowered to bring their full selves to work.



Yellow September Campaign

São Paulo office



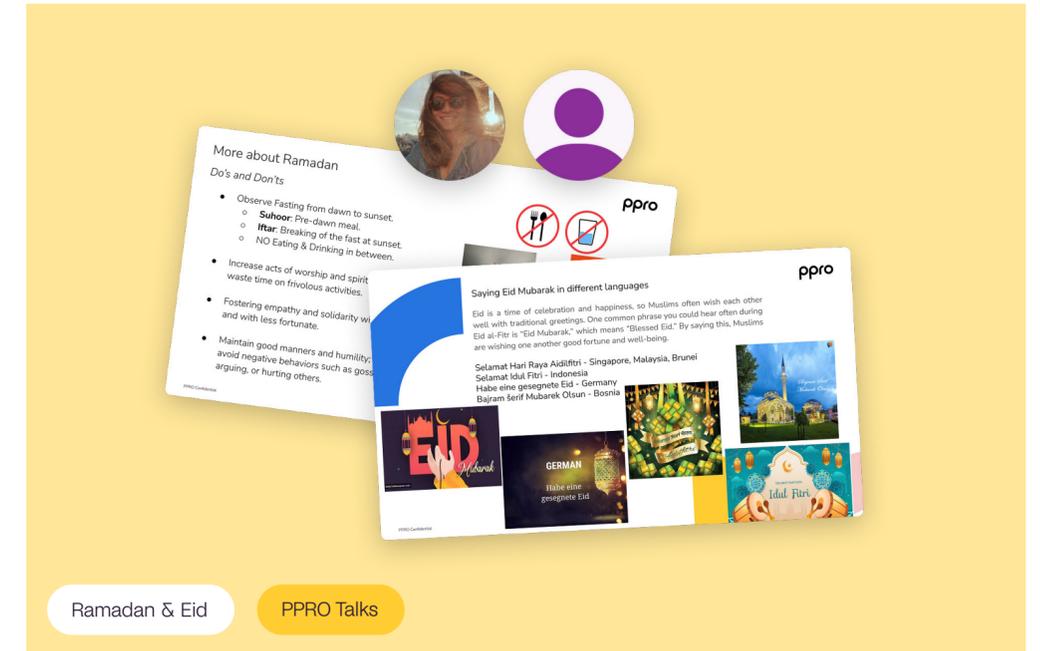
Berlin Corporate Run

Berlin office



Chinese New Year

Singapore office



Ramadan & Eid

PPRO Talks

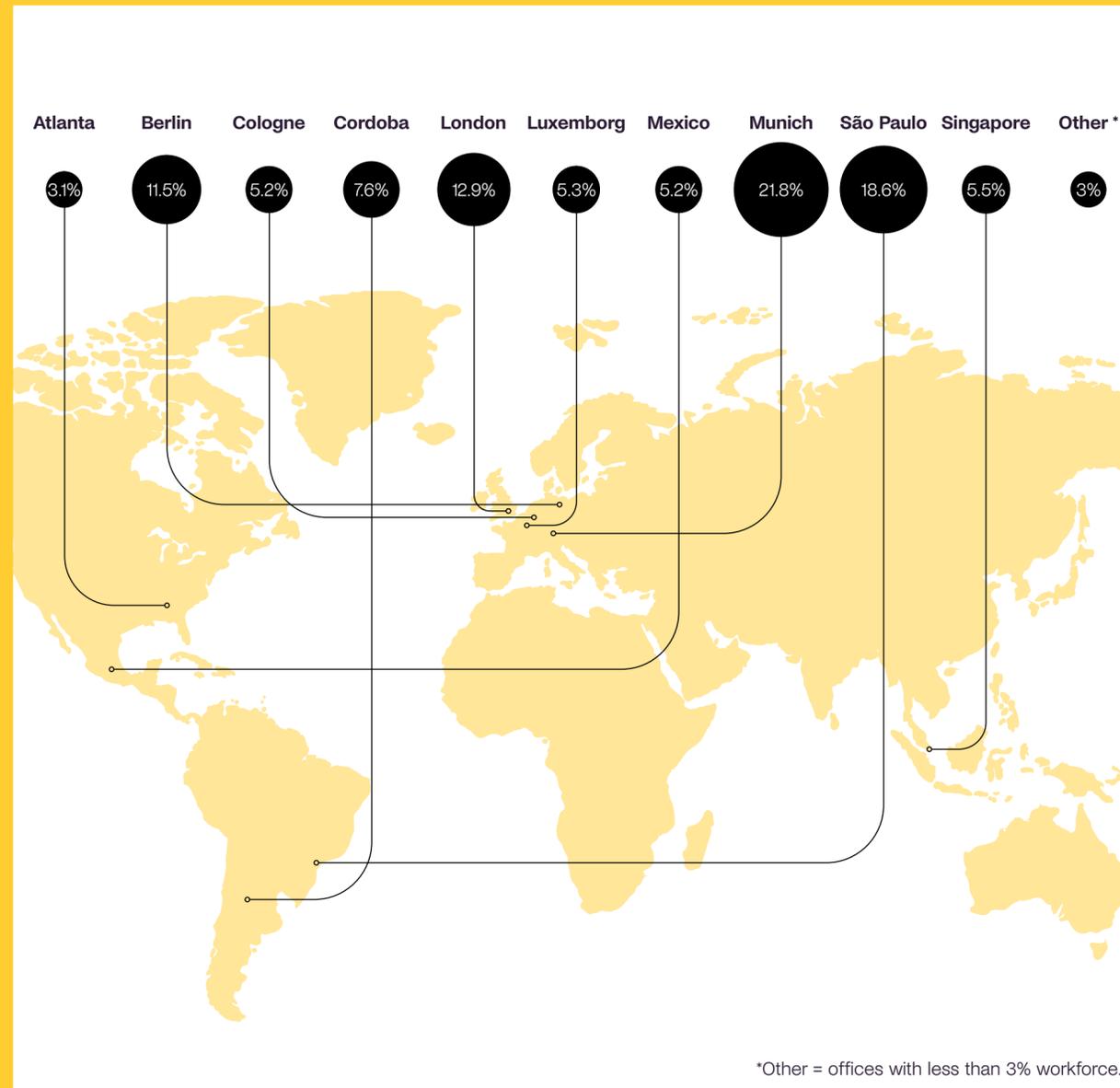
# PPRO in numbers:

388 total employees in 2024

## Gender breakdown



## Office location



# Conclusion

At PPRO, our commitment to people is the foundation of everything we do. As we look ahead to 2025, we're not just building on what we've accomplished in 2024 - we're also aiming higher. This includes:

- Continuing to drive DE&I at PPRO by focusing on the opportunity areas identified from our 2024 DE&I survey - neurodiversity in the workplace and caregiving; as well as continuing to prioritise gender diversity.
- Advancing growth and development opportunities including prioritising leadership development, as well as individual learning opportunities.

# Environmental Social Governance

## Leadership structure

PPRO's governance is designed to ensure we meet our strategic objectives as well as our legal and regulatory obligations, promoting accountability, transparency and sound decision-making. We believe that decision making and outcomes benefit from a diversity of views and experiences, we therefore aim to ensure that our approach to governance promotes diversity in leadership and decision making.

We prioritise open communication and transparency with our stakeholders, engaging with them to align on strategic priorities and sustainable growth.

We uphold high standards of integrity and ethics, with Group-wide policies covering anti-corruption, conflicts of interest, whistleblowing and data privacy, and we provide meaningful training to help our employees to understand and comply with our expectations.

## Group structure

PPRO Holding GmbH (PPRO Holding) is the ultimate parent company of the PPRO Group.

PPRO Holding is a limited liability company incorporated in Germany and has a number of shareholders. The PPRO Group has 16 trading subsidiaries in various jurisdictions, including Latin America, Singapore and the United States. The PPRO Group also includes two regulated entities (in the United Kingdom and Luxembourg).

## DE&I in Governance

We believe that decision making and outcomes benefit from a diversity of views and experiences; we therefore aim to ensure that our approach to governance promotes diversity in leadership and decision-making. Our governance team is part of the DE&I workstream as highlighted in the [Commitment to diversity](#) section above. We're committed to supporting and driving an inclusive environment where diverse perspectives enhance innovation and drive better business decisions and outcomes.

# Core governance forums

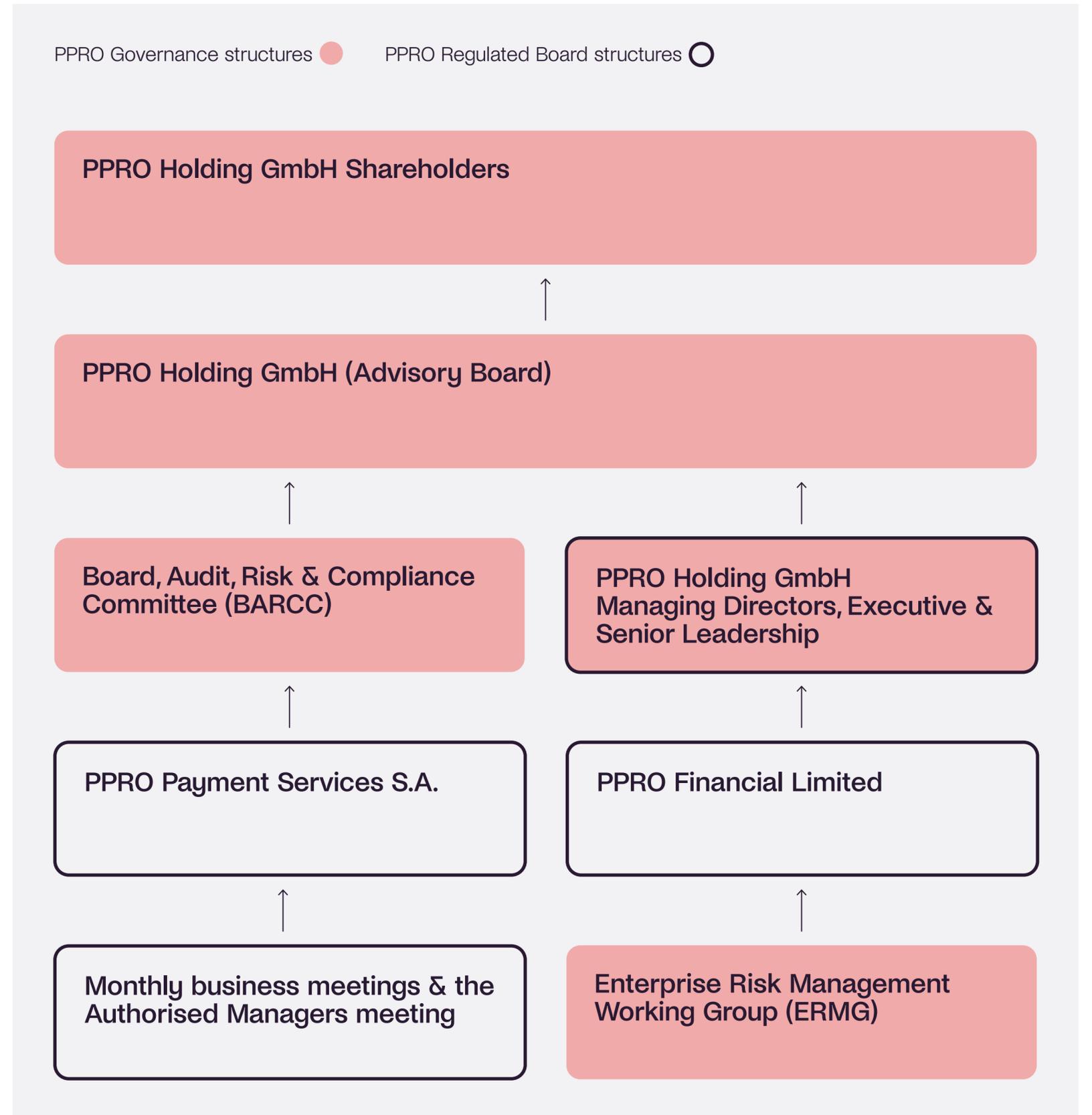
The chart shows the core governance and regulatory forum structures of the PPRO Group. Subsidiaries of the PPRO Group have additional governance requirements and forums which reflect their specific regulatory, tax or other local requirements. These are not captured in this report.

Each of the forums outlined opposite operates in accordance with approved governance protocols (e.g. an Annual Cycle of Business, Matters Reserved, Terms of Reference or Rules of Procedures). Our structures are designed to align with best practice, with regular reviews to ensure compliance with evolving standards and requirements.

*“At PPRO, strong Governance is key to reaching our strategic and ESG goals. In 2024, we made significant progress in integrating ESG principles into our risk management framework. We updated our policies, enhanced ethics training across the organisation, and placed a strong focus on building diverse and inclusive leadership to drive better decision-making. Moving forward, we are committed to continuously refining our risk management practices and strengthening our governance to ensure we maintain transparency, accountability, and alignment with our strategic and ESG objectives.”*



**Selene Brett,**  
Chief Legal, Risk and  
Compliance Officer



[PPRO Governance structures](#): unpacked

## Advisory Board

PPRO's shareholders have established an Advisory Board which meets at least quarterly.

The Advisory Board consists of five members and six observers. Three Advisory Board members are appointed by PPRO's shareholders to represent them and two are independent (including the Chair).

- Lazaro Campos **(Chair)**
- Tim van Delden **(Vice-Chair)**
- Voria Fattahi
- Marian Martin
- Anne-Charlotte Philbert

The independent Chair of the Advisory Board, Lazaro Campos, is a fintech investor and entrepreneur with more than 30 years' experience in global finance. Until 2012, he served as Chief Executive Officer of SWIFT (the global banking network). Lazaro is also a member of the board of Payoneer Europe Ltd (an industry-leading global business payment platform) and a member of the board of Starling Bank.

## Board, Audit, Risk & Compliance Committee (BARCC)

This is a Committee of the Advisory Board. The Advisory Board has delegated certain responsibilities to the BARCC, including reviewing and overseeing the PPRO Group's financial reporting processes and the integrity of its financial statements. The BARCC is also responsible for monitoring the effectiveness of PPRO Group's internal controls and the management of risk across the PPRO Group, including the work of internal and external audit teams. This includes examination of the PPRO Group's annual financial statements, auditors' reports and audit findings.

The BARCC consists of three members. Both independent members of the Advisory Board (including its Chair) sit on the BARCC in addition to one Advisory Board member that is a shareholder appointee.

- Marian Martin **(Chair)**
- Lazaro Campos
- Mark de Graff

The independent Chair of the BARCC, Marian Martin, is a chartered accountant with a background in risk management. She previously held the role of Chief Risk Officer of Virgin Money. In addition to her role at PPRO, she is a Non-Executive Director and Chair of the Board Risk Committee of Castle Trust and a Non-Executive Director and Chair of the Risk Committee of Starling Bank.

[PPRO Governance structures](#): unpacked

### Managing Directors, Executive & Senior Leadership

The Advisory Board delegated responsibility for day to day management of PPRO to its Managing Directors (the Chief Executive Officer, Motie Bring, the Chief Technology Officer, Bernie Miles and the Chief Finance Officer, Rahul Raswant) in 2024.

The Managing Directors were then supported by the rest of the Executive team (the Chief Commercial Officer, Eelco Dettingmeijer, the Chief Legal, Risk and Compliance Officer, Selene Brett, and the Chief Product Officer, Javier Vallauré de La Paz).

PPRO's Executive team were, in turn, supported by a Senior Leadership team composed of approximately 20 passionate, innovative and driven individuals globally.

### Enterprise Risk Management Working Group (ERMG)

PPRO undertook significant work in 2024 to refresh its approach to enterprise risk management across the PPRO Group. This included the introduction of a new risk management governance forum to assist with risk oversight and escalation.

The ERMG meets at least quarterly and is attended by representatives from all of PPRO's key functions and risk management areas in addition to members of the Executive and Senior Leadership team. The ERMG reviews and discusses risk matters across PPRO Group, including details of our current risk profile and escalating any risk items that require further consideration to the appropriate governance forums.

[PPRO Regulated Board structures](#): unpacked

### Regulated Boards

The PPRO Group currently has two regulated entities:

- PPRO Payment Services S.A. (PPRO Luxembourg)
- PPRO Financial Limited (PPRO UK)

PPRO Luxembourg provides regulated services in the European Economic Area under a Payment Institution license from the Commission de Surveillance du Secteur Financier (CSSF). PPRO UK provides regulated services in the United Kingdom under an Electronic Money Institution license from the Financial Conduct Authority.

PPRO's Managing Directors also served as members of the Board of Directors of both PPRO Luxembourg and PPRO UK. The regulated entities have specific governance requirements and the Boards meet at least quarterly, with additional ad hoc meetings arranged from time to time to cover specific focus areas.

# Compliance and risk management

## Risk management

In 2024, PPRO took a number of steps to embed ESG into our core decision-making processes. PPRO's Enterprise Risk Management Framework (ERMF) has been enhanced in 2024 by incorporating specific ESG risks. The revised ERMF is supported by robust risk monitoring activities, such as tracking key risk indicators, monitoring of remediation plans, and an updated risk assessment methodology.

ESG risks are reviewed quarterly by the ERMF Working Group, with any ESG risks exceeding our risk appetite being escalated to the appropriate governance forum.

## Ethics and compliance

Integrity is core to PPRO's operations. PPRO is a key participant in the evolving global payments ecosystem, working with Local Payment Methods (LPMs), Payment Service Providers (PSPs), merchants, and schemes to enable seamless and secure transactions. We value the trust placed in us by our stakeholders, including the schemes and LPMs, PSPs, merchants, regulators, and investors.

Our Code of Conduct was refreshed in 2024 and outlines clear ethical guidelines covering respect within the workplace, anti-corruption, conflicts of interest, confidentiality, fair

competition, and data privacy. All employees are required to adhere to these standards and confirm annually that they do so.

We take breaches of our Code of Conduct seriously and these are investigated thoroughly and managed appropriately. In addition to training and policies (outlined below), we offer an easily accessible anonymous whistleblower channel to further promote accountability and our desire to uncover and understand concerns about suspected unethical behaviour.

## Transparency and stakeholder engagement

We prioritise open communication and transparency with our stakeholders. PPRO provides disclosures and reports to reflect our governance, environmental, and social commitments. We engage with shareholders to align on strategic priorities and sustainable growth initiatives.

## Training and policies

In 2024, we refreshed a number of our policies, procedures and associated training – work we will continue in 2025. We aim to continuously improve our policies and training to ensure that they are impactful and reflect evolving best practice in our industry.

Specifically in 2024, we refreshed our group's approach to Data Protection, Anti-Bribery and Corruption, Financial Crime, Whistleblowing, Conflicts of Interest and to our Code of Conduct.

We have robust training to ensure employees are informed about critical topics such as ethics, data protection and security. In 2024, we introduced additional training on ethics, focused on bringing to life the core principles contained in our Code of Conduct.

With respect to the Digital Operational Resilience Act (DORA), 2024 saw a major focus on Information and Communications Technology (ICT) Risk and Cyber Resilience. This included enhancing our technology risk management framework, security, business continuity, incident management, as well as third party policies and processes. We enhanced our approach to threat-led penetration testing and enhanced third party agreements to ensure compliance with DORA strengthening our supply chain resilience, mitigating operational risks and upholding high standards of compliance across our operations.

# Cybersecurity

**In an era of increasing digital reliance and evolving threats, robust cybersecurity is essential to safeguard the integrity and resilience of our digital payments economy. It plays a vital role in supporting ESG goals by fostering trust, inclusivity and long-term sustainability across the financial ecosystem.**

## Our commitment to cybersecurity

At PPRO, we're committed to embedding security and resilience at the core of everything we do. Cybersecurity is fully integrated in our business strategy, ensuring we protect customers, maintain operational resilience and meet regulatory requirements.

Our cybersecurity controls are aligned with the NIST Cybersecurity Framework and underpin our compliance with ISO27001, PCI DSS and relevant regulations such as GDPR and DORA. Security has Board-level visibility, with our "Three Lines of Defence" governance model ensuring clear accountability, effective risk management and a commitment to continuous improvement via ongoing assurance and oversight.

PPRO's exploration of Artificial Intelligence is also driven via the Security team, to ensure security, resilience and ethical use of AI are foundationally embedded in our approach.

## A shared responsibility

Every PPRO'er plays a vital part in our security, actively contributing to the protection of customers every day as a shared responsibility. We invest in tailored education and awareness to ensure colleagues are fully aware of the latest security risks and how different business areas can best protect the company.

PPRO's Product, Engineering and Security teams work together collaboratively to ensure security is embedded by design throughout our Software Development Lifecycle. Our Security Operations Center (SOC) continuously monitors and responds to potential risks, incorporating the latest threat intelligence to keep pace with external threat actors.

Regular penetration testing, red/blue/purple teaming exercises, scenario testing and independent third-party audits also help us continuously strengthen our defences.

## Industry collaboration

We're actively engaged across the cybersecurity community, representing PPRO at international events such as Black Hat, InfoSec and FinTech Forward. Through these networks, we're working to address systemic challenges, including cybercrime prevention, fostering greater diversity and improving psychological resilience in cybersecurity.

Additionally, by leading and supporting initiatives to increase representation for women in technology and security, we're helping to build a more inclusive, representative and innovative community across financial services.

## Conclusion

PPRO remains committed to fostering a resilient, transparent, and accountable governance framework that supports our strategic objectives and regulatory responsibilities. Our approach integrates risk management, cybersecurity, and stakeholder engagement to drive sustainable growth while upholding high standards of integrity and ethics. Looking ahead, we will continue to enhance our governance and ESG initiatives, reinforcing our role as a trusted partner in the global payments ecosystem.



Connecting the world of local payments.