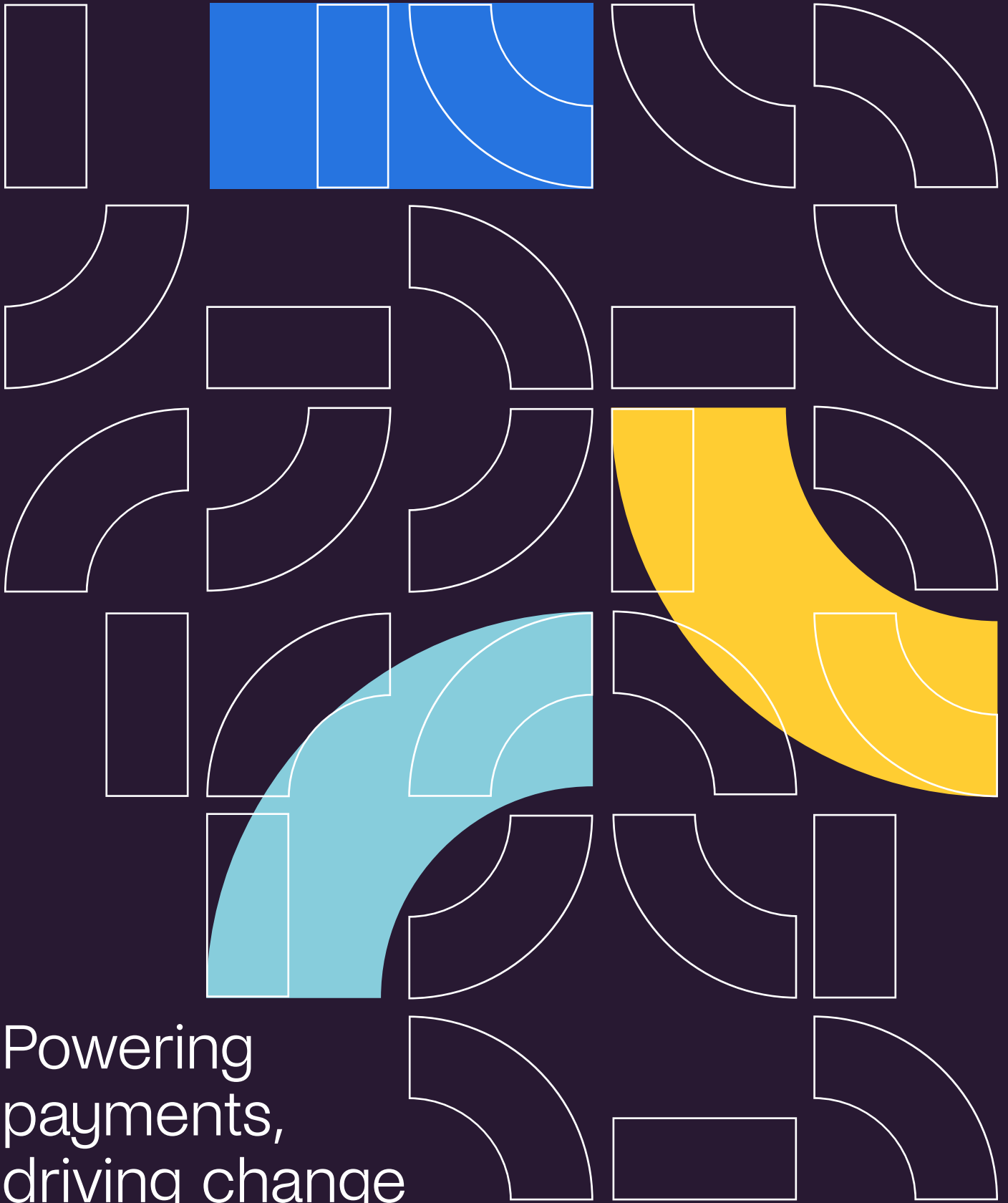


ppro



Powering  
payments,  
driving change

PPRO's ESG Report 2021

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The data and information included in this report are as of 31 December 2021.

# A message from our CEO

It has been a year since we published our first-ever ESG (environmental, social, and governance) report.

**We described it as “just the beginning”; one step in our continuing journey to become a more socially-responsible company. It detailed the work we had done so far and outlined our commitment to go beyond it.**

Over the past year, we have taken this commitment up a few notches by following a KPI-driven framework to report our ESG performance in a tangible way.

As you’ll see over the coming pages, we have continued our efforts to create a diverse and supportive workforce. And we remain committed to having a positive impact on society, delivering financial inclusion in every corner of the globe.

In short, if last year’s report was our pledge for the future, this year’s report details both our progress and how we will continue to own that pledge.

## Owning It

Everyone at PPRO is empowered to own their work, whether it’s our engineers building products or our marketing team ‘packaging’ and promoting those products.

But for us, “owning it” isn’t just about instilling a strong sense of responsibility. It’s about giving them the confidence and resources to shape their careers, their company, and the world around them.

That spirit of ownership is shared throughout the company. And it’s one of the things that drives us when it comes to making sure we are all doing our bit to deliver on our ESG goals.

So what you’ll see over the coming pages are the collective efforts of one team pulling in one direction.

That’s enough from me. I’ll let you dig into the report. I hope you enjoy reading it.

Yours faithfully,



**Simon Black**  
CEO of PPRO

# Who we are

**We are PPRO (pronounced “p-pro”).  
We globalise payment platforms for  
businesses so they offer more choice  
at the checkout and reach more  
customers around the world.**

It’s all made possible by our digital payments infrastructure, engineered to let businesses launch payment methods faster, optimise checkout conversions, and reduce the complexities of managing all the moving parts.

Citi, PayPal, and Stripe are just some of the names that run on our infrastructure. In 2021 alone, we processed €14.7 billion for our partners. And with a growing team of over 480 people spread across 9 global offices, we’ve built a reputation as the go-to provider of payments infrastructure and have the support of leading fintech equity investors.



# Why we do what we do

**Our vision is to become a global payments powerhouse. Not just to create value for ourselves and the companies we serve, but for society as a whole.**

**By its very nature, our infrastructure powers payments for some of the biggest companies in the world; and by doing so, it also acts as a driver for change.**

By making digital payments more effective and accessible, we are helping to promote financial inclusion in every corner of the globe. After all, most people around the world don't just use international credit cards. They use local and alternative payment methods, such as Alipay in China and Boleto Bancario in Brazil.

Similarly, by helping businesses tap into the power of local payments, we are empowering them to take part in the global e-commerce boom and compete with established companies. That means they can hire more people, invest in more suppliers, and ultimately drive economic growth in their country and beyond.

So by continuing to expand our infrastructure, making it the go-to platform for the industry, we can continue to have a positive impact on society.



**“ Our infrastructure not only powers payments for some of the biggest companies in the world; it also acts as a driver for change. ”**



## PPRO in numbers<sup>1</sup>

**484** people (and counting)

**9** global locations

**170+** partners

**140+** payment methods

**143k** transacting merchants

**215m** successful transactions in 2021

**€14.7b** processing volume in 2021

<sup>1</sup>As of 31 December 2021

# Nine offices, from Mexico City to Singapore

1 Mexico City

2 Atlanta

3 São Paulo

4 London

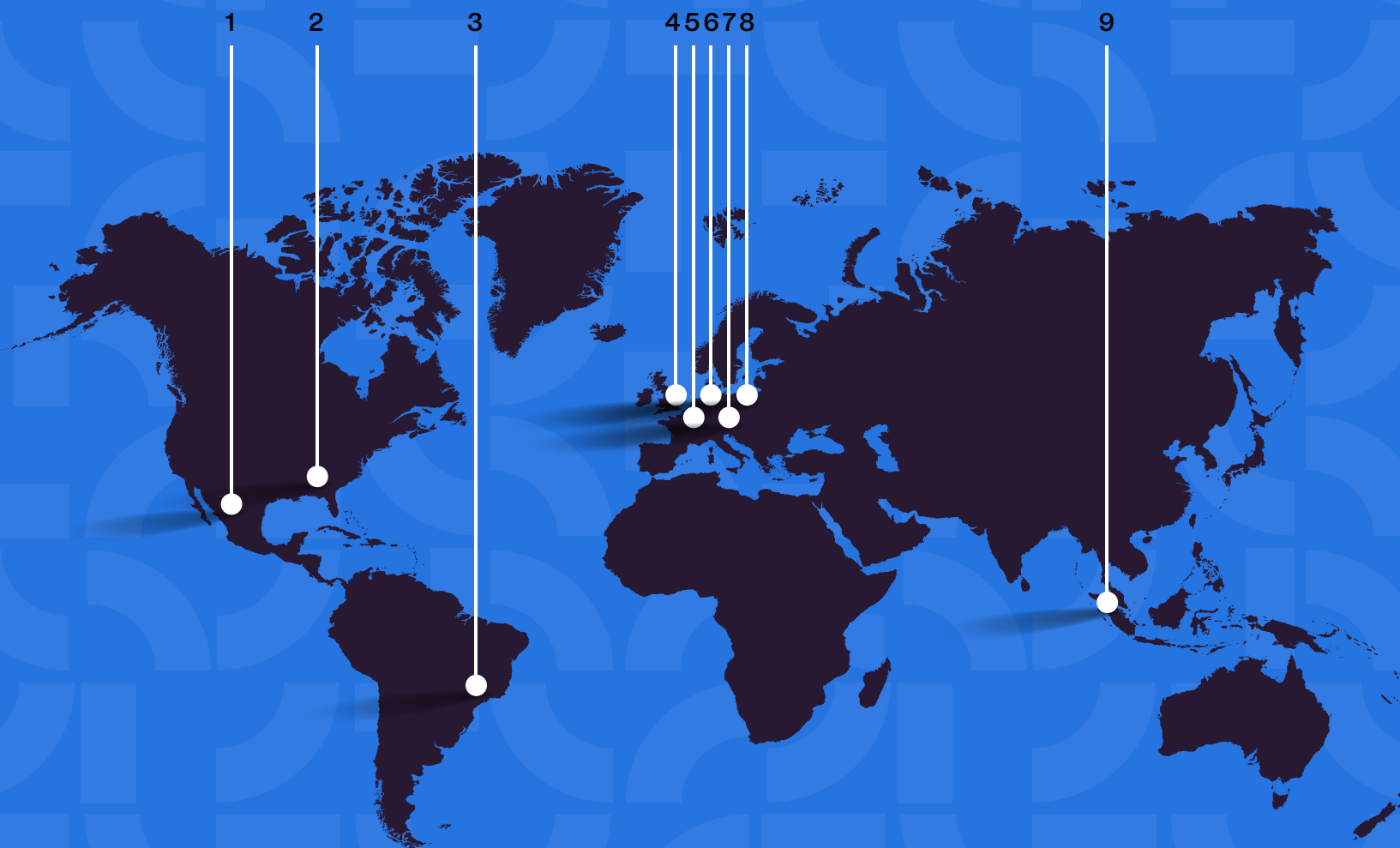
5 Luxembourg

6 Cologne

7 Munich

8 Berlin

9 Singapore



# Our framework for this report

**Environmental, social, and governance (ESG) issues were once a secondary concern for organisations and governments. But in the past few years, they have become an all-pervasive macro force, driving structural change across markets, public policy, and the global economy.**

In particular, the road to decarbonisation has led to a transformation of global finance, as money flows toward cleaner technologies and companies.

The estimates for global assets under management with an explicit or implicit ESG mandate are changing rapidly. Bloomberg intelligence estimates that global ESG dedicated assets will exceed \$53 trillion by 2025, or one third of total global assets under management.

Europe remains the largest market (50% of ESG dedicated assets), but the US is growing rapidly and the gap between markets could close as early as 2022. Given current growth rates, up to 95% of global AUM (or \$130 trillion) could fall under this umbrella by 2030.

Policy makers, too, are moving quickly toward a whole-of-government approach to ESG matters, rapidly rolling out mandatory reporting requirements, expansive regulatory architectures, and the incorporation of climate risk into bank-sector-risk weightings.





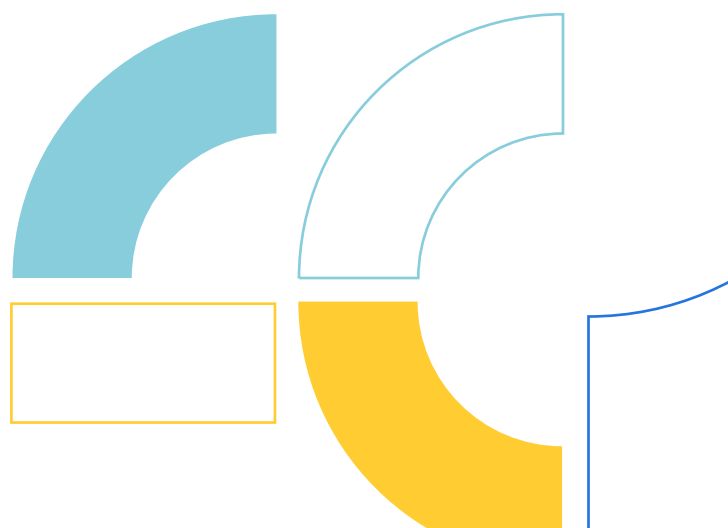
# Our KPI-driven framework

As the world ups its ESG game, we have upped ours by introducing a new framework consisting of four goal-driven areas of focus: people, planet, reputation, and own it.

Each area has its own set of KPIs to help us demonstrate our progress as of 31st December 2021.

People	Planet	Reputation	Own it
<b>Goal:</b>	<b>Goal:</b>	<b>Goal:</b>	<b>Goal:</b>
<p>Build a thriving company where all employees can drive significant impact and be the best version of themselves.</p> <ul style="list-style-type: none"> <li>• Personal and professional development</li> <li>• People and organisational health</li> <li>• Equal opportunities, diversity, and inclusion</li> </ul>	<p>To take responsibility, collectively and individually, to behave as a good global citizen by increasing the use of sustainable products and minimising environmental harm.</p> <ul style="list-style-type: none"> <li>• Energy consumption</li> <li>• Travel</li> <li>• Waste management</li> <li>• Emissions &amp; consumption</li> </ul>	<p>Grow our reputation as a global payments powerhouse that balances customer satisfaction with good governance, social responsibility, security, and integrity.</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Community</li> <li>• Human rights</li> <li>• Data protection</li> <li>• Compliance</li> <li>• Integrity</li> </ul>	<p>Empower every member of our global team, so they can shape and drive our ESG work.</p>

The remainder of this report follows this framework, detailing our commitment and performance in each area with greater granularity.





# People

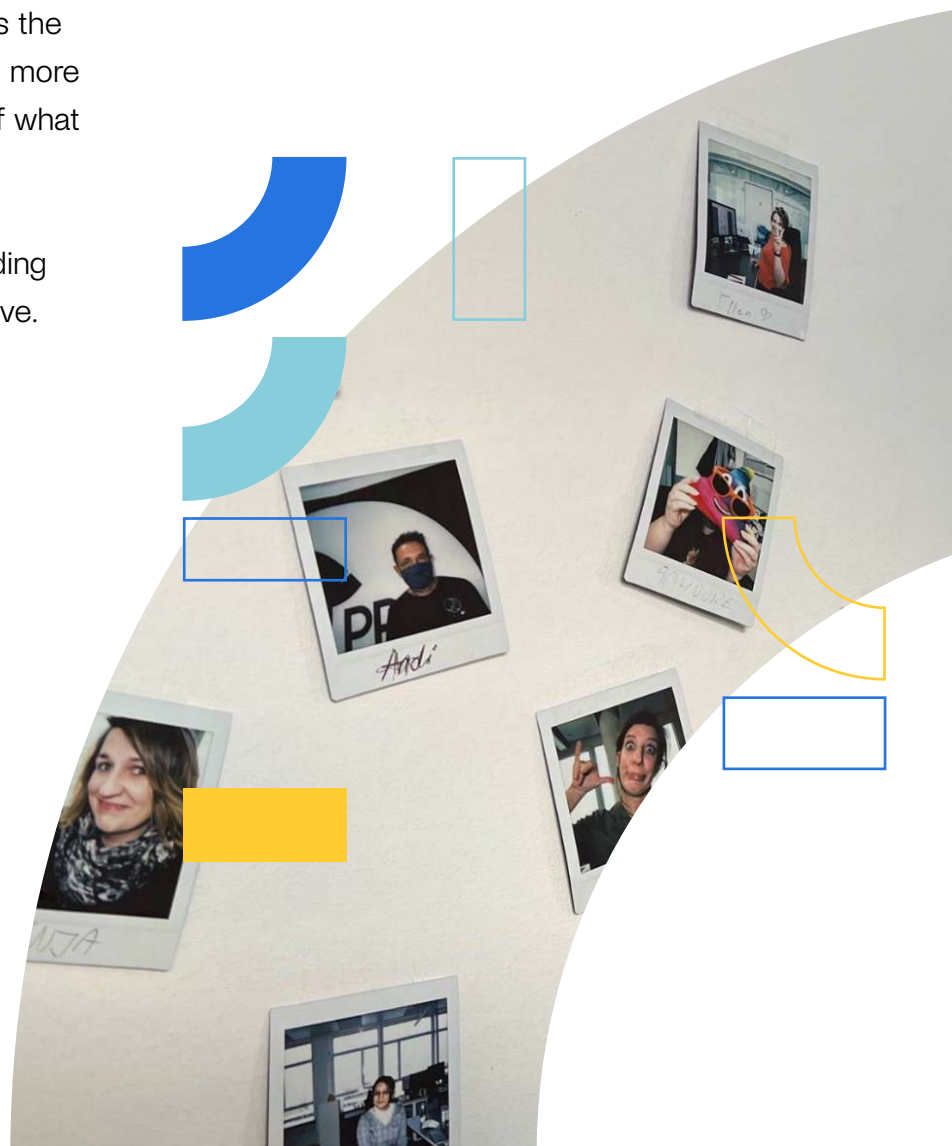
**“** Our goal is to build a thriving company where all employees can drive significant impact and be the best version of themselves. **”**

**Our partners don't just depend on our tech, services, and network.**

**They depend on our people.**

Together, we have built a reputation as the go-to pros in the industry. So PPRO is more than a brand name. It's a statement of what makes us tick: our people.

This is why we are committed to building a workplace where everyone can thrive.



# Personal and professional development

Like any thriving organisation, we have a clear vision: to become a global payments powerhouse. Key to achieving this are our continuous efforts to recruit talented people with a growth mindset who are ambitious, resilient, agile, and in search of continuous development.

Over the past year, we have added 143 people to our team, taking our total number of employees to 484, as of 31 December 2021.

As we build our teams, we stay committed to empowering, engaging and enabling our employees as individuals and as teams. One of the ways we continue to do this is by fostering a culture around growth mindset, helping everyone to develop to their full potential. We invest considerably in the personal and professional development of our people, giving them the opportunity to learn on the job, from others and in classrooms.

We are not only committed to regular development discussions, but have this year given everyone access to learning platforms, wellbeing portals and more.

Currently, we spend around €600 externally on each employee's professional development, not counting the internal learning opportunities. Going forward, we see this investment continuing at the same level or higher.

**//** *We stay committed to empowering, engaging and enabling our employees as individuals and as teams.*



# People and organisational health

The health and well-being of our people is of the utmost importance to us.

That is why we are committed to creating a sustainable work-life balance for our people. In 2021, we officially moved to a flexible working model, allowing our employees to strike the right balance between in-office and remote working. We also gave staff an additional day off to help them recharge.

As part of our holistic people approach we also want everyone to stay physically healthy, therefore offer gym memberships, health consultations and vaccinations in many of our larger offices.

In 2021 we teamed up for the first time with a top well-being platform, Plumm, to provide mental wellbeing resources, incl. one-on-one therapy, chat therapy, courses, guided meditations, and more to our staff.

Our managers at every level play a pivotal role in supporting a healthy and safe environment, by frequently encouraging their team members to holistically take care of themselves, make use of the generous holiday allowance, and other benefits.



# Equal opportunities, diversity, and inclusion

We are committed to providing equal opportunities, regardless of age, gender, ethnicity, religion, or any form of disability. This commitment informs everything from our recruitment and development of employees to how we listen to them when making improvements to our culture and work practices.

When it comes to gender equality, the tech sector doesn't have the best of reputations. But at PPRO, we are proud that 42% of our team are women. 34% of our managers are women; that's a 14% increase from the previous year. Looking forward, we hope to increase female representation within our team.

We are a global team working across multiple time zones. Currently, we are made up of 64 nationalities. This diversity gives us energy, while our inclusive, empowering culture means we're able to work seamlessly toward one vision.

Looking forward, though we will continue to foster that diversity, we will always see our team as individuals.

**//** *Diversity gives us energy, while our inclusive, empowering culture means we're able to work seamlessly toward one vision.*

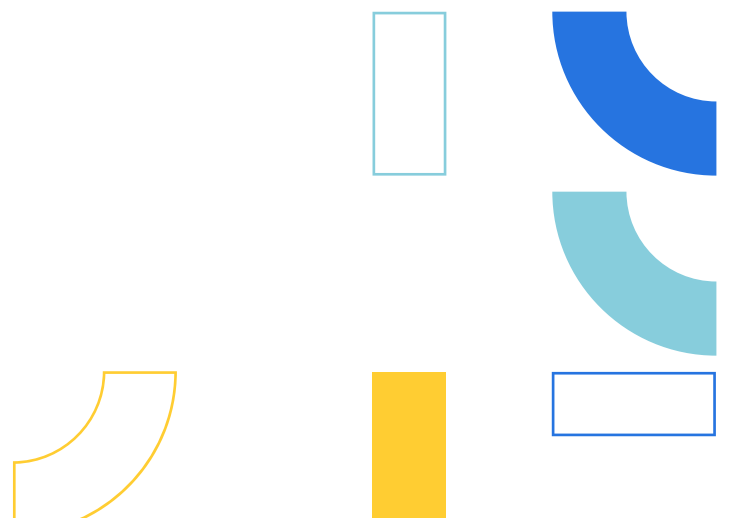


# Staff attrition rate

In 2021, we experienced a staff attrition rate of 24%, which is higher than our traditional levels but commensurate with peer industries as we emerge from the pandemic. Reducing this level of attrition will be a major focus area in 2022.

## Our people KPIs at a glance

KPI	2021 actual	2022 target
Gender: male (M)/female (F)		
• M/F across the company	M 58% / F 42%	Female % greater than previous year
• M/F across management	M 66% / F 34%	Female % greater than previous year
• Educational and external training spend per person	€600	Greater or equal to previous year
• Staff attrition	24%	Less than 20%
• Number of nationalities	64	Greater or equal to previous year
• Average sick days per person	3.2	Equal to previous year



# Our values

Everyone at PPRO shares a passion for building – whether that's forging close relationships with our partners or constructing a digital payments infrastructure that benefits both businesses and society at large.

**Our builders' DNA is made up of six core values.**

These values are at the heart of everything we do, not least our ESG work.

## Build trust

We build trust in each other, across teams, and with customers and suppliers.



## Embrace change

We embrace change as we grow within our dynamic industry.



## Raise the bar

We always raise the bar and strive for improvement in everything we do.



## Be bold

We encourage each other to be bold by being brave, creative, and ambitious.



## Own it

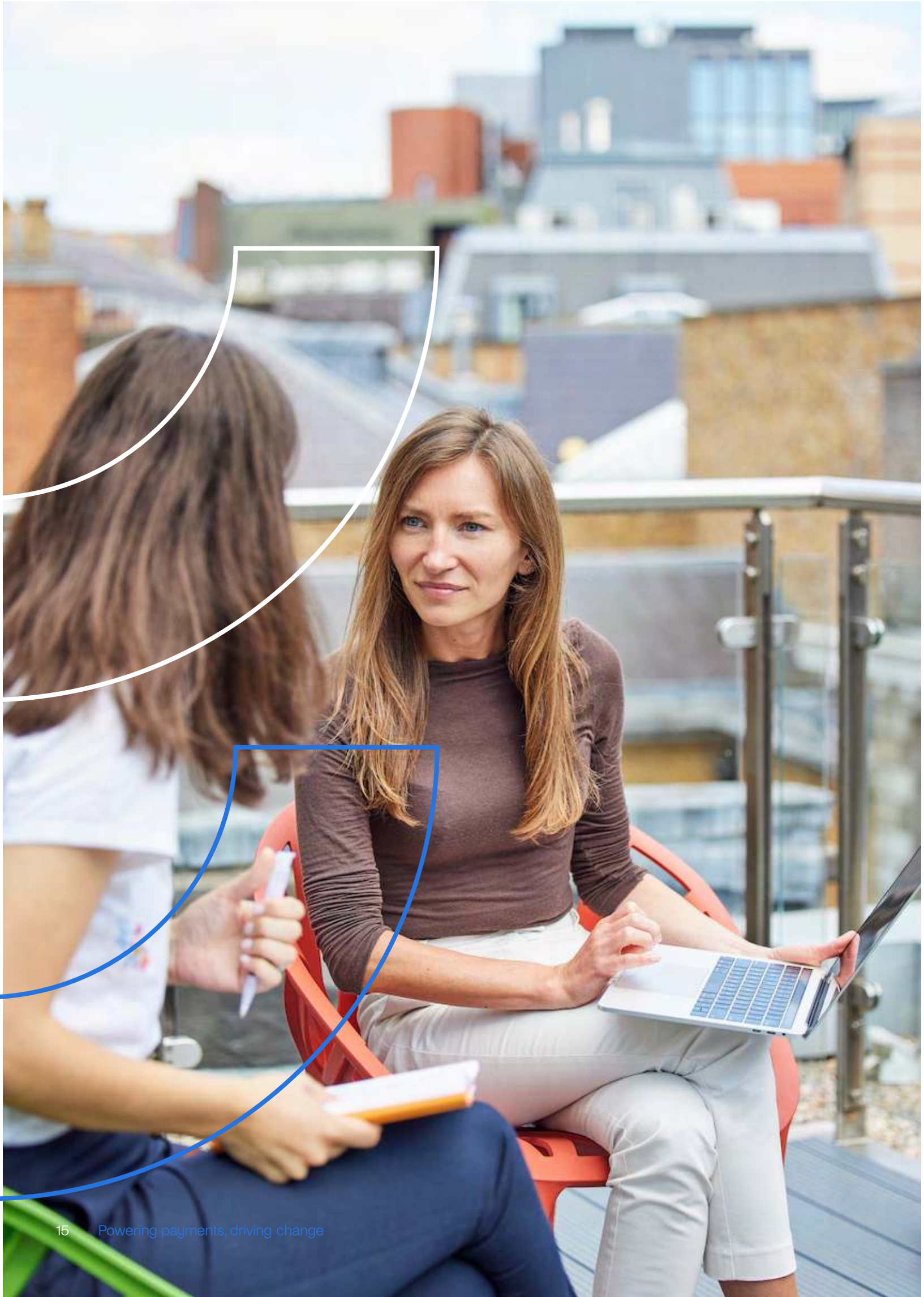
We take responsibility and own it, whether facing an issue or an opportunity.



## Stand together

We stand together, open, supportive, on a journey as a team.



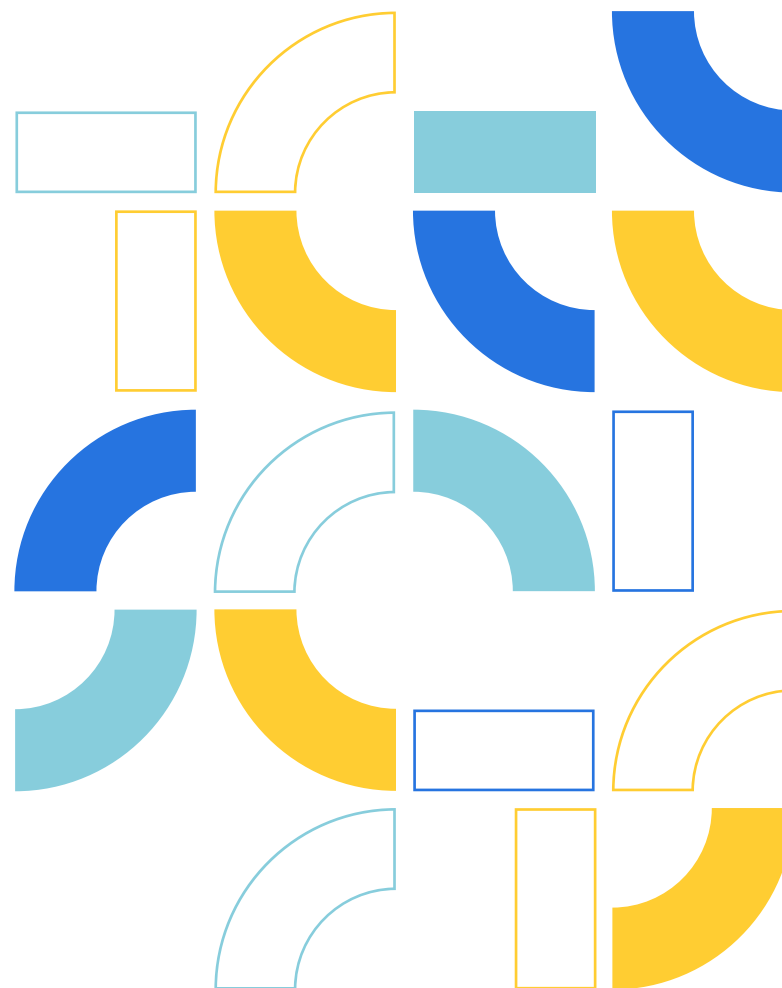


# Planet

**//** *To take responsibility, collectively and individually, to behave as a good global citizen by increasing the use of sustainable products and minimising environmental harm.* **//**

As a payments technology company, our activities are mainly digital, so our environmental footprint is smaller than that of established brick-and-mortar businesses.

Nevertheless, we are committed to minimising harm to the environment. To this end, we track our progress in the following core areas: energy consumption, travel, and waste management.



# Energy consumption

**It goes without saying that electricity is an essential resource for our business. We strive to obtain most of it from sustainable sources.**

**In our Munich office, our energy is provided by a green energy company that generates its electricity from solar- and water-powered stations. Our offices are lit using LED light bulbs, and we're looking to expand motion-detector power switches throughout our locations.**

One of the main sources of our energy consumption are our data centre servers. While our main centre is physical, it uses green energy. We host most of our other data centres in the cloud using Amazon Web Services (AWS).

AWS data centres are more energy efficient than local data centres. What's more, AWS is committed to running its business in an environmentally friendly way, hoping to achieve 100% renewable energy usage for its global infrastructure.



# Travel

**In the wake of the pandemic, we continue to use digital tools and channels to lower our collective carbon footprint.**

**The entire company uses Google G-Suite to collaborate and share work, and we have installed video-conference systems in all our facilities to help cut down on inter-office travel.**

If travel is necessary, we encourage low-carbon transport – such as trains over planes – where possible. All our offices can be reached by public transportation. We therefore promote the use of trains and buses over driving. At the moment, our train travel spend is 10% of our air travel spend.

Our goal is to increase our train travel. At our Munich office, we have electric vehicle charging stations to reduce our emissions from car travel. And we are exploring the possibility of installing EV charging stations at the three other offices where we have car parks.



# Waste management

At all our offices, we recycle electronic devices, printer cartridges, batteries, aluminium, and glass. And we've done away with disposable cups and plastic straws.

We have filtered tap water and reusable water bottles in all our locations. And when it comes to our coffee machines, we use beans that are ground on-site, cutting down the need for pre- and heavily-packaged coffee. We do most of our work on computers and smart devices. We're a digital company after all! And we send most documents electronically and rarely ever print them. In other words, we use very little paper.

## Our planet KPIs at a glance

KPI	2021 actual	2022 target
• Train travel spending as a % of air travel	10%	Greater than previous year
• Offices with car parks that have electric vehicle charging points	25%	Greater than previous year
• Offices that recycle	56%	Greater than previous year
• Employees in offices using sustainable energy sources	45%	Greater than previous year
• Employees in offices with motion-detector power-off switches	45%	Greater than previous year



# Reputation

**//** *Our goal is to grow our reputation as a global payments powerhouse that balances customer satisfaction with good governance, social responsibility, security, and integrity.*



## Customer satisfaction

**We help a wide range of organisations (payment service providers, gateways, banks, and enterprises with payment platforms) accept and process payments.**

In 2021, our total payment volume (TPV) grew 60% and our revenue grew 30% year-over-year. Our customer and partner payment-method-providers rely on the seamless performance of our digital payments infrastructure. A single-second outage on our platform could lead to sales losses for our customers. In 2020, we met our service-level agreement (SLA) of 99.97 uptime.

In 2021, we achieved an uptime of 99.982. However, we hold ourselves to the highest of technical standards. We are therefore targeting an uptime of 99.99 in 2022.



# Community

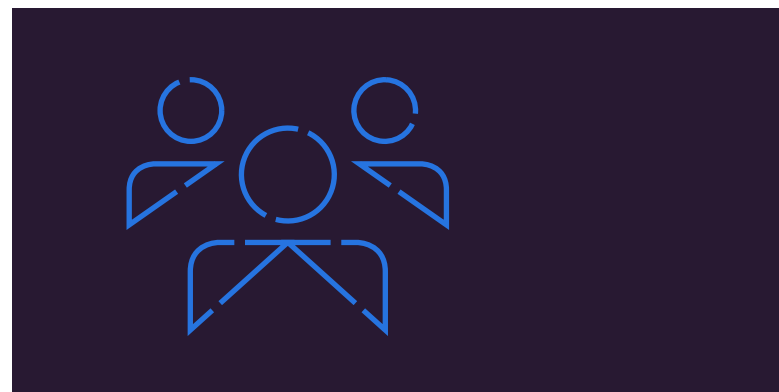
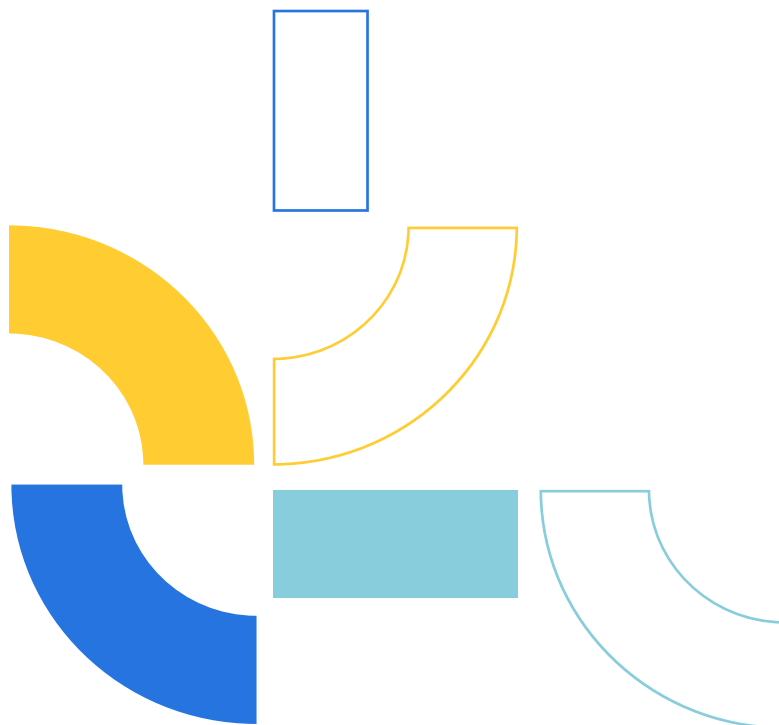
Prior to the pandemic, we organised and held many charitable activities driven by our staff. This sadly came to a temporary halt between 2020 and 2021.

As part of our "Own it" programme, we have once again ingrained community work and donations into our ESG activities and have a solid plan in place that we are going to execute and report on in 2022. We have donated 4,000 EUR to charities in 2021. The donations went to local food banks in our locations in Munich, Berlin, Cologne and Singapore.

# Human rights

We strongly respect the human rights of every person working at PPRO.

We are proud to say we have not been involved in any potential human rights violation.





# Governance and communication

**We have adopted a two-tier board structure to ensure a governance structure that reflects the complexity of our business.**

**The group has a three-member Board of Directors for ultimate decision making. The board members also form part of an eight-person Executive Team responsible for aligning strategic business decisions.**

To ensure proper governance, we established an advisory board made up of three members and four observers. In 2020, one of the members was independent to ensure neutrality. In 2021, we increased the number of observers to six: four men, two women. Also in 2021, we established an Audit Committee, consisting of members and observers from the Advisory Board, to focus on finance, risk management, and compliance.

Of course, good governance begins by setting the right tone from the top. That is why our leadership team is committed to fostering a culture where everyone can engage in an open exchange of ideas and react faster to changing and challenging conditions.

Our CEO, Simon Black, holds regular company-wide meetings (PPRO Connect), which are repeated across multiple zones so that nobody misses out or feels disconnected.

The rest of the leadership team as a whole have an open-door policy, making themselves readily available for their teams and everyone at PPRO. We also run Leadership Cafes to foster an ethical-growth mindset throughout.

And although we hold ourselves to the highest of standards, we know mistakes can happen. So we have a positive-error culture at PPRO, giving everyone the freedom to fail and learn from it.

As well as reducing the stress on our people, it also allows us to identify and correct errors as quickly as possible.



# Data protection

**Our platform processes billions of payment transactions and a great deal of data (personal and otherwise) as a result. We have a responsibility and legal obligation to protect that data.**

**To fulfil this obligation, we have incorporated the relevant requirements from applicable data protection regulations into our policies and processes.**

We have also set up processes and controls to comply with the General Data Protection Regulation (GDPR) and with relevant local data protection laws.

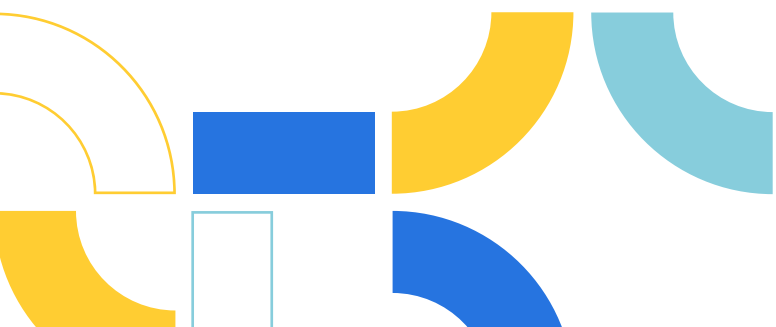
Furthermore, we regularly assess risks and we limit ourselves to collecting the minimum amount of personal data necessary for business activities. We commit to preserving the confidentiality, integrity, and availability of our data, especially with respect to the personal data and transaction integrity of our consumers. We operate on a secure-by-design principle, and our information security framework ensures our compliance with regulatory, legal, and technological best practice.

We employ a data protection officer (DPO) to make sure a dedicated person is responsible for data protection matters at PPRO. Our DPO acts as the primary contact for supervisory authorities and is ultimately responsible for the maintenance of a compliant data protection programme across PPRO.

The DPO also provides data protection training and maintains records of processing operations, performing audits on an annual basis to determine whether we need to optimise policies or procedures to make sure we comply with regulations.

We are proud to have no reported incidents of personal data breaches at PPRO. In 2021, we set the aim of gaining an internationally recognised ISO 27001 certification for our information security management system.

We completed this project on time, receiving our certification in February 2022. Finally, it is noteworthy to report that we had zero major security incidents this year.



# Compliance

**As a payments processor, compliance with anti-money laundering laws and regulations is essential.**

**Maintaining robust systems and controls to combat fraud, money laundering, and terrorist financing is a fundamental aspect of everything we do.**

**To reinforce the importance of this particular area of our governance with our global team, we require 100% of our staff to complete compliance training.**

We have two business models. In one main model, we act as a service provider to regulated payment service providers (PSPs), processing transactions made using local payment methods (LPMs). In this model, we sit between the PSPs and LPMs (that ultimately receive their funds from highly-regulated banks) and process the flow of funds from one to the other.

In our other model, we act as a service provider for online merchants directly, collecting funds from an LPM and settling these directly with the merchant.

Carrying out due diligence on customers (such as PSPs and merchants) and LPMs is therefore of critical importance to us. We have processes and standards tailored for multiple situations, including a client risk rating process and a comprehensive LPM compliance review and approval process. We have also introduced an industry risk rating framework that provides a detailed methodology and process for assessing merchant industry risk. And we provide mandatory anti-money laundering training to all our employees to make sure they understand the legal and regulatory obligations in this area.

Our in-house specialists and partner law firms monitor the applicable laws, guidelines, industry standards, and best practices for payment and financial services companies.



## Compliance (cont.)

**We are also a member of several industry bodies, such the Electronic Money Association (EMA), the European Fintech Alliance (EFA), and the Electronic Transactions Association (ETA). This allows us to identify and respond to any upcoming regulatory changes.**

Finally, we have set up an enterprise risk management system for the prevention, monitoring, and reporting of business risks to our executive management team.

We have also set up Raise It, a PPRO-wide system that lets our employees identify risks, flag issues or operational incidents, and suggest improvements. We had zero material investigations in 2021 that derived from whistleblowing activities.

Compliance is a critical topic with respect to our customers. We have to balance the friction caused by the controls and checks we carry out on customers, against delivering a smooth customer journey. Nevertheless, we believe that the innovative work that we are doing in the area of customer due diligence will benefit all participants in the payment chain.

In terms of external factors, we can report we had no incident of a legal or regulatory fine, nor did we experience any breaches with our two regulated entities.





# Integrity

**Integrity risk refers to the potential threats posed by the inappropriate behaviour of employees, management, or external stakeholders.**

As a financial services company, we are committed to managing these risks and acting appropriately in everything we do – not only because it serves as a licence to operate, but also because it strengthens our reputation as a reliable and trustworthy company.

We have had a robust ethics policy in place for some time. In 2021, we rolled out our code of conduct.



# Media

**As a company with a global presence, we have developed a sophisticated media programme to raise awareness and educate our stakeholders about the good work we're doing in key markets.**

We aim to position PPRO as the go-to digital payments infrastructure and our experts as go-to thought leaders in the payments space by engaging with journalists across the globe so they can tell our story to relevant audiences.

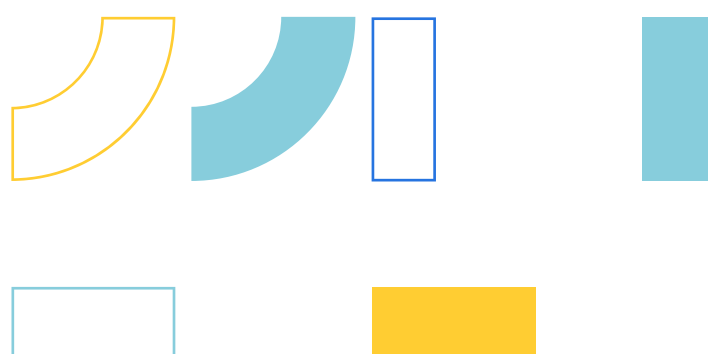
In the past year, we featured in 384 global media pieces. We also took part in 58 speaking engagements.

Social media also plays an important role in extending our reach and brand awareness, which is why we're looking to grow our LinkedIn followers from 12,100 to 15,000 by the end of 2022.



## Our reputation KPIs at a glance

KPI	2021 actual	2022 target
• % of customers who ended their contracts with us	6%	Less than previous year
• Revenue growth	32%	> 30%
• Total payment volume (TPV) growth	62%	> 30%
• Number of regulatory breaches	0	0
• Investment in compliance	€3.6m	Greater than previous year
• Legal/regulatory fines	0	0
• Regulatory training completed	100% of all staff globally	100% of all staff globally
• Number of major security incidents	0	0
• % TPV high-risk verticals	12%	Less than previous year
• Number of material whistleblowing investigations	0	0
• Media speaking opportunities	94	Greater than previous year
• LinkedIn followers	12,100	15,000
• # global media pieces	377	400+
• Charitable donations	EUR 4K	Greater than previous year







## “Own it” and looking ahead

**“** Our goal is to empower every member of our global team so they can shape and drive our ESG work. **”**

**We want our commitment to our people and planet to be intertwined with the very fabric of this company; to become a compelling reason why others would want to join and invest in us; to be a real source of pride for everyone who works here.**

Looking at the year ahead, we will continue to deepen this commitment. But it won't just be a top-down thing. We believe everyone at PPRO should have a real say in shaping and driving our ESG work.

So in early 2022, we launched Own it, a company-wide initiative designed to empower every member of our diverse global team. Thus far, we have assembled an internal task force of volunteers to lead Own it, and we have begun inviting staff to submit their ideas on how PPRO can help create a better world.

Throughout the coming year, we'll implement the best of these ideas and roll them out in each of our nine global locations. We'll report back on the progress of Own it and our other ESG efforts in next year's report.

Until then, we'd like to thank you for reading this year's ESG report. We hope you found it useful.





## Digital payments infrastructure

We're PPRO (pronounced "p-pro"). We globalise payment platforms for businesses so they can offer more choice at the checkout and boost sales.

## Get in touch



[ppro.com/contact](https://ppro.com/contact)



[linkedin.com/company/ppro](https://linkedin.com/company/ppro)



[twitter.com/ppro\\_payments](https://twitter.com/ppro_payments)

