

s172(1) Statement

The Board of Directors, in line with their duties under s172 of the Companies Act 2006, act in a way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole and in doing so have regard to a range of matters when making decisions.

Key decisions and matters that are of strategic importance to the Company are appropriately informed by s172 factors. The Board makes decisions with a long-term view in mind and with the highest standards of conduct. Where possible, decisions are discussed with the affected groups and therefore fully understood and supported when taken.

Reports are regularly made to the Board from the Executive Management Team about the Company and the strategy and key performance decisions which are made. Regular reporting enables the Board to stay in touch and make the decisions with the best interests of the Company in mind. In addition, the Board contains members from each of the shareholders so that their views are constantly considered when long term decisions are made. The Board is aware of the impact decisions may have on the wider community and holds our reputation to the highest standards as the market leader in cheque processing, ensuring that the Company is compliant with laws and regulations whilst delivering the best service possible to our customers. We engage with key external stakeholders through a range of industry consultations and meetings and keep up to date with government regulations ensuring that any changes are acted on swiftly. In addition, we have regular regulatory audits to ensure that the controls operating within the Company are operating effectively. The Board is updated on legal and regulatory requirements and any control deficiencies on a regular basis and takes these into account when considering future actions.

Community and the Environment

iPSL has policies in place aligned to the parent Company, Unisys Limited, which consider the Company's impact on the environment, social matters, human rights and anti-corruption and anti-bribery including the global environmental, safety, health, security and energy/resource conservation policy, the code of ethics and business conduct, the anti-bribery policy and the global respectful workplace policy. These are all available on the internal internet home page and can be accessed by all employees and contractors at any time and take into consideration the impact of the Company's activity on these areas. Training is mandatory in all areas for all employees and is refreshed on a regular basis. iPSL works with the community throughout the year facilitated by our Corporate Social Responsibility team which organises events and fundraisers to support the community.

iPSL meets its statutory reporting duty to report on payment practices and performance twice a year, uploading payments data to the GOV.UK portal which is publicly available to view.

Streamlined Energy and Carbon Reporting (SECR)

The Executive Management Team is constantly working with the Facilities team to ensure that iPSL is considering the environment when carrying out day to day services and that the facilities used enable employees to contribute. iPSL continues to achieve direct savings in energy and associated carbon emissions, through operational and technological improvements.

The SECR disclosure presents iPSL's carbon footprint within the United Kingdom across Scope 1, 2 and to some extent scope 3 emissions, an appropriate intensity metric, the total energy use of electricity, gas and transport fuel and an energy efficiency actions summary taken during the relevant financial year.

Metric	2024	2023
Energy consumption used to calculate emissions (kWh)	5187751	5558593
Emissions from combustion of gas (Scope 1) tCO ₂ e	297	318
Emissions from combustion of fuel for transport purposes (Scope 1) tCO ₂ e	5	5
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3) tCO ₂ e	4	3
Emissions from purchased electricity (Scope 2, location-based) tCO ₂ e	730	786
Total gross tCO ₂ e based on above (location-based)	1036	1112
Intensity ratio No. 1 (tCO ₂ e/Million Cheques) (location-based)	7.93644	6.92449
Intensity ratio No. 2 (tCO ₂ e/Floor area m ²) (location-based)	0.06371	0.06838
Emissions from purchased electricity (Scope 2, market-based) tCO ₂ e	-	-
Total gross tCO ₂ e based on above (market-based)	306	326
Intensity ratio No. 1 (tCO ₂ e/Million Cheques) (market-based)	2.345	2.02868
Intensity ratio No. 2 (tCO ₂ e/Floor area m ²) (market-based)	0.01883	0.02003

Employee Engagement

We use a range of regular communication channels to keep employees briefed on the strategic and financial progress and any ongoing initiatives that may affect them. This is a two-way process, and employees are actively encouraged to share ideas and opinions with senior management. All our employees, at all levels, attend one to one meetings with their line managers to discuss their career progression and individual opinions further.

Directors liaise with employees through the Executive Management Team who are on-site and part of the individual teams throughout the business. During 2024, all employees were encouraged to take part in a company-wide staff engagement survey which was run by an independent third-party provider and had full support from the Board. Since the results of the survey, the Executive Management Team has been working with employees from all areas of the Company to implement improvements based on employee feedback. Management also hold Town Hall meetings (via video conferencing) to ensure employees are up to date with principal decisions taken by the Company during the financial year, and regular internal communications are shared as and when important decisions are made.

In 2024, iPSL began to deliver of a series of workshops to managers, focussed on leading people through change, which will continue into 2025. These workshops aim

to ensure business leaders are prepared to support their teams through future changes to the business, including the upcoming relocation project, and changes to ways of working due to the Cloud migration. iPSL also continues to focus on Diversity and Inclusion initiatives, with the aim of cultivating the best possible environment for all employees, whatever their physical ability, age, gender, sexual orientation, religion or ethnic origin.

Business Relationships

The success of our business is dependent on the support of both customers and suppliers, and in order to keep the services to the banks operating effectively, it is essential the Company fosters business relationships with them and works together with both towards shared goals. Consideration at Board level and throughout the Company is made on a regular basis.

The Company only trades with reputable high street banks, large financial institutions and fellow group companies, and has a contract in place with each of the four shareholders of the Company who are also its customers. Meetings have been held with all of the shareholders on a regular basis throughout 2024 (continuing through into 2025) to ensure the relationships continue to be successful. In addition, the Client Relations team review the Service Level Agreements in place and ensure any issues are dealt with. The Procurement function liaises with our suppliers on a regular basis to ensure they are meeting the Service Level Agreements that they have in place and will follow up on any suppliers where the service provided is not meeting the agreed targets. When suppliers are consistently not meeting the standards required, action plans will be put in place to rectify this or change the supplier where possible.

The Company sets goals and measures performance using the “5C” methodology, considering performance through the lenses of Cost, Client, Change, Control and Colleague. This method provides a balanced view of performance, and is used consistently across internal communications, client updates, and reporting at Board level.