# TSYS Global Citizenship

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YEARS

2017 Report



# **TSYS Global Citizenship**

Putting people at the center of everything we do is the core of TSYS' purpose to improve people's lives and businesses in the communities where we work and live. We call it **People-Centered Payments**, and it serves as the foundation for the TSYS Global Citizenship program, which is our commitment to doing all we can to make our world a better place in addition to creating long-term consumer and team member value.

Through our Global Citizenship efforts, we believe our social environment, our cultural environment, the natural environment and our economic environment are enhanced by focusing on the various components of our program:



# **Ethics and Compliance**

Managing an open, honest and ethical atmosphere is not only the right thing to do, it also minimizes risk and promotes a secure and compliant environment that helps us stay focused on growing our business.



# TSYS in the Community

Being active by volunteering and giving back helps us contribute to the success and growth of our communities.



# TSYS and the Environment

TSYS promotes environmental responsibility among individual team members and within the communities where we do business.



# **TSYS and our Team Members**

Career development and personal and professional growth are essential parts of every team member's career at TSYS.

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Our world is continually changing and so is our business, but our commitment to maintaining the highest ethical standards remains steadfast. TSYS was founded on a people-centered and performance-driven corporate culture that embraces doing what's right and treating people fairly. That culture is stronger than ever today and continues to inform our thoughts and actions.

# At TSYS, we make managing ethics, risk and compliance a priority by placing it at the center of our organization.

Our reputation for being an ethical company creates long-term value. Prospective clients want to do business with a company that puts doing the right things above profits. Customers stay with us as a result. The best and brightest come to work for us. Communities welcome us. Investors place their faith in us. All of these are the result of our reputation of honesty, integrity and fairness.

Doing what's right goes beyond mere compliance with laws and regulations – it's the basis for every decision we make. In the long run, doing the right thing for the right reason earns us the trust and respect of our clients, and ultimately benefits our company, our team members and our shareholders.

To ensure an ethical culture, TSYS Risk and Compliance works to maintain a safe, secure, compliant and ethical environment in which risk is effectively managed so business can flourish.

## **Our Objectives are Clear**

- Protect team members, visitors, client data and physical assets.
- Ensure compliance with legal and regulatory requirements.
- Reduce risk associated with business continuity and disaster recovery.
- Identify and mitigate risks which could result in financial or reputational losses while optimizing capital growth.
- Reduce the risk and severity of non-malicious actions which could result in lost revenue or disruption of services.
- Develop and rehearse responses to adverse events related to the safety and security of personnel, property, data and potential for reputational damage.

At TSYS, we make managing ethics, risk and compliance a priority by placing it at the center of our organization. This important work is supported and directed by top executive leaders and our board of directors. It touches every area of the company and is a frequent topic of discussion, planning and development.

We believe team member engagement is the key to maintaining high ethical standards as well as managing the company in a way that minimizes risk and encourages compliance in all areas.

Examples of how TSYS fosters engagement and supports ethics and compliance initiatives include:

- Annually, TSYS team members receive training as part of our corporate governance program: Risk Awareness, Ethics Challenge, Information Security and Compliance Awareness.
- More than 1000 team members each year complete Enhanced Anti-Corruption training.
- As a company, TSYS annually spends over 100,000 hours across all platforms to ensure we are in compliance with local, national and international regulations.
- TSYS maintains a Compliance / Ethics Helpline, which is administered by an independent third party that takes anonymous calls related to ethical and other issues, and assigns each call a unique identification number to which anonymous callers can refer during any follow-up calls. The Helpline is staffed 24 hours a day, seven days a week.
- Team members acknowledge on an annual basis the provisions of the Team Member Guide, the Corporate Security Acceptable Use Policy and TSYS Code of Business Conduct and Ethics, which further drive team member accountability for minimizing risk.
- In 2017, TSYS introduced the TSYS Sales Code of Ethics, as well as Sales Ethics Training to all team members.

Networking with other organizations is an essential way for TSYS to draw from existing knowledge and expertise in the areas of risk management and compliance. Through these associations, TSYS remains on the leading edge and helps drive new industry standards for excellence. TSYS is a member of:

- Association of Certified Anti-Money Laundering Specialists (ACAMS)
- Financial Services Information Sharing and Analysis Center (FS-ISAC)
- Payments Processing Information Sharing Council (PPISC)
- Financial Services Roundtable
- Society of Corporate Compliance and Ethics (SCCE)
- International Association of Privacy Professionals (IAPP)

TSYS Risk and Compliance team members hold various certifications, gaining important education and training that enhance their ability to minimize risk. TSYS team members' certifications include:

- Certified Compliance & Ethics Professional (CCEP)
- Certified Anti-Money Laundering Specialist (CAMS)
- Community Emergency Response Team (CERT)
- Certified Information Systems and Security Professional (CISSP)
- Certified Business Continuity Professional (CBCP)
- Member Business Continuity Institute (MBCI)

As a result of our corporate efforts to focus on ethics, risk and compliance, TSYS is frequently recognized as being a leader in the industry.

- TSYS has been recognized by the Ethisphere Institute, a leading business ethics think tank, as one of the World's Most Ethical Companies<sup>®</sup> six times in the past seven years. TSYS was honored for implementing progressive and conscientious business practices and initiatives, which raise the bar for ethical standards in the payments industry.
- TSYS has been recognized for the last four years as one of America's most community-minded companies in The Civic 50, an annual initiative that identifies and recognizes companies for their commitment to improve the quality of



life in the communities where they do business. The survey was conducted by the National Conference on Citizenship (NCoC) and Points of Light, the nation's definitive experts on civic engagement, and published by Bloomberg News.

- TSYS' International Legal team was awarded the 'Silver' Award for the best in-house team in the UK at the International Legal Alliance Summit & Awards 2012.
- TSYS Information Security was awarded the "2013 ISE (Information Security Executive) Security Project of the Year" award for information security teams that have demonstrated outstanding leadership in risk management, data asset protection, regulatory compliance, privacy and network security.

Nothing is more important to TSYS, its team members and shareholders than maintaining the highest levels of integrity and trust by operating within the boundaries of ethics and compliance. Not only is it the right way to manage our business, it's the smart way.

# **TSYS in the Community**

Service to others is more than a philosophy at TSYS; it is our responsibility as a people-centered company. Through corporate community initiatives and other volunteer activities, TSYS team members everywhere have opportunities to contribute to the well-being and growth of their communities. TSYS donates funds, time, resources and services to charitable, non-profit, and community initiatives with the intention of 'giving back' for the greater common good.

# Service to others is more than a philosophy at TSYS; it is our responsibility as a people-centered company.

# We are the Heart of TSYS

One of our primary responsibilities is to help team members understand the importance of their involvement in our community outreach programs:

- Every TSYS team member is given 20 hours of paid time away from work each year specifically to volunteer in their communities.
- The Heart of TSYS Committee comprises representatives from every area and location of the company to determine the community engagement focus for the year and to make sure we maintain a global perspective on all activities.
- TSYS team members are actively encouraged to be involved with their child's school or take an active role at one of the schools / universities supported by TSYS.
- Across North America, we focus on United Way during the month of October for the specific purpose of gaining team member participation. In 2017, TSYS team members raised over \$1.785 million to support local community agencies.
- The TSYS Future Scholars Foundation, Inc. was established in 2008 and represents our commitment to support higher education through an annual scholarship program for the children of TSYS family team members.
  Each year, we encourage team members to support the TSYS Future Scholars program, and in 2017, TSYS team members raised more than \$130,000 through a variety of fund-raising efforts, and TSYS donated \$100,000 to provide scholarships to 50 students.
- TSYS subsidiary Netspend created the Netspend Foundation which provides scholarships to their customers each year.
- Several times a year we invite community advocates to share information regarding their programs with

our leadership groups and individual teams at each location. This promotes awareness as well as provides opportunities for team members to get involved in new community support activities.

- We solicit departments and workgroups to share their fundraising activities and volunteer opportunities, which we post for team members' reference on our intranet site.
- Annually we produce fun, educational videos to educate team members on the organizations that we support.

We also are focused on increasing team member participation in community outreach programs. Some examples include:

- Our leaders "walk the talk" by serving our communities in a variety of high-profile fundraising activities as well as non-profit committees.
- Team members can volunteer during business hours in addition to the 20 hours referenced above through onsite blood drives, bone marrow drives, food and toy drives and month-long United Way campaign activities.
- Annually, The Phil Tomlinson Heart of TSYS award is given to recognize team members who have a heart for giving in their communities. Named in honor of Phil Tomlinson, retired Chairman and CEO of TSYS who has personified the Heart of TSYS through a lifetime of selfless service to others and his community, this award focuses on everything team members do to make their communities better places to live and work.
- We utilize our intranet and social media outlets to publicize team members' contributions to their communities, which gives other groups ideas of how they can give back, too.

# Making an Impact on the Lives of People in Our Communities

On an annual basis, TSYS funds a variety of programs supporting schools, non-profit organizations and the arts both on a corporate level and on a per-location basis across the U.S. Some key highlights from 2017 include:

## • Sharing the Spirit of the Season:

TSYS team members focus extra attention on supporting those in need during the holidays in the communities where they live by Sharing the Spirit of the Season. TSYS offices organize food and gift drives across the world with the collected items going to local charities, ensuring that the items stay in the local community. Our Sudbury, Canada office participates in the Edgar Burton Food Drive, and both our York and Knaresborough offices bring food for holiday meals served by the Salvation Army in the UK. Our Cyprus team is particularly attached to a children's shelter in Nicosia, where they donate toys every holiday season to brighten the day for those children. From Christmas baskets in Brazil to Project Elf in Omaha, Neb., to Angel Trees in Columbus, Ga., and Tempe, Ariz., TSYS team members give to those less fortunate to make Christmas a reality for children in their communities. In both Columbus and Tempe, each year team members ask for an increasing number of angels to sponsor, and we have found that no matter how many trees need sponsoring, TSYS team members step up to fulfill the needs and wants of these children.

### • Strengthening Local Education:

The TSYS team around the world has identified local schools where team members can volunteer and various other ways that we can support students.

In 2017, TSYS team members collected school supplies to donate to children in need in the Chattahoochee Valley of Georgia and Alabama through a United Way program called "Stuff the Bus." Enough school supplies were collected for 2,771 children. Similar drives took place in our Atlanta, Ga., Tempe, Ariz. and Omaha, Neb. offices. Team members in various locations with colder climates such as Sudbury, Canada and Omaha, hold coat drives to donate coats for kids to wear as they travel to and from school. TSYS also created in 2017 the 'TSYS School Supply Closet' for local schools, and collected or donated school supplies for teachers to access and lessen the burden on them to purchase needed supplies with their own money.



Our New Delhi, India team has created a volunteer group called Personal Responsibility Social Group (PRSG) that helps non-profit schools, orphanages and names for seniors. This group is most committed to the Yash Memorial School, a school for under-privileged children and Mala Smriti Home, a home and school for orphans.

As a proud sponsor of the Partners in Education program in Columbus, Ga., TSYS partners with two local schools: Downtown Elementary Magnet Academy (DEMA) and Shaw High School. In support of DEMA, our departments "adopt" classes to visit throughout the school year; our Toastmasters Group mentors fifth graders on leadership and speaking skills; and our leaders serve as mentors and classroom visitors regularly. The TSYS Women's Network and Heart of TSYS volunteers also team up to promote financial literacy and education to grade school students. Additionally, team members work in the partner schools to assist with recognition and crafts as well as in the classrooms of children throughout the community. At Shaw High School, team members help students prepare for college and job interviews and tutor students in math. Team members also regularly serve as judges at academic competitions and school spirit contests.



Project Search, based in our card and statement production center in Columbus, Ga., provides on-the-job training and internships to high school students with developmental disabilities. The Output Services team works with local schools, Easter Seals and vocational rehab groups to help participants secure competitive employment, while building interpersonal and communication skills.

The TSYS Technology Education council is a new initiative that places team members in local schools to strengthen relationships and encourage students to pursure careers in technology.

## Getting Healthy:

Our team members are the heart of TSYS, and making sure they stay healthy is not only the right thing to do but also a smart way to make sure our business stays healthy. From industry-leading benefits programs to education and support programs, TSYS helps our team get healthy.

We offer health assessments to every team member annually. TSYS offices offer a variety of health programs,

and health clubs (or memberships) in major cities where TSYS is located.

Health awareness is another way that TSYS supports our teams in getting healthy. The TSYS Russia office in Moscow has supported an organization called "Gift of Life" for the past six years. This group is dedicated to supporting families who cannot afford the treatment for cancer and other life-threatening illnesses for their children. Our offices hold blood drives for local blood charities throughout the year, exceeding goals with every drive, in cities around the world, from Nicosia, Cyprus to Pune, India.

In Columbus, Ga., TSYS has donated \$1 million to create the TSYS Mother and Baby Center at Piedmont Midtown Medical Center, \$1 million to St. Francis Hospital and financial support to Valley Healthcare and Mercy Med, which treat and care for a large population of rural, low-income patients.

Every June and October, TSYS dyes the main Campus facility fountain in Columbus, Ga., blue or pink, to raise awareness for Men's Health and Women's Health



month, respectively. TSYS teams participate in Walk for Life relays and sponsor the Lucius Powers Memorial Golf Tournament to raise money for cancer research. The golf tournament is named for a TSYS team member who passed away from cancer. It's raised over \$45,000 for the American Cancer Society. TSYS also partners with NAMI (National Alliance on Mental Illness) to provide team members with training programs, certifications and fundraising opportunities.

### Connecting With Our Community:

Each winter, our Netspend team holds Community Connect, which is a combination product immersion session, team-building event and community engagement activity. In 2017, more than 500 team members on 50 teams in Austin, Tex.; Atlanta, Ga. and San Mateo, Ca., used Netspend products to complete challenges, requiring them to step into their customers' shoes and walk through their communities. Along the way, the team distribute gifts and funds to people they meet as random acts of kindness.

# Health awareness is another way that TSYS supports our teams in getting healthy.

Additional ways TSYS team members support their communities each year include:

- Tempe has an annual water drive, and set a goal to collect 20,000 water bottles for the 2016 Water Drive benefiting St. Vincent de Paul. Not only was this goal achieved, it was exceeded. Donations in 2016 totaled a whopping 50,134 water bottles – more than doubled the goal!
- In the UK, the York team raised funds for The BBC Children in Need fundraiser through rattles, auctions and other local events. Through their efforts, more than L 2,708 was raised for the cause.
- Across Columbus each year, teams help build and renovate houses for House of Heroes, benefiting veterans and their families. During 2016, Columbus teams sponsored and worked on seven houses.
- Each year, TSYS donates corporately to local, national and international organizations through sponsorships and in-kind gifts. In 2017, more than 250 organizations were supported by TSYS.
- In addition to the formal programs supported by TSYS, the team actively participates informally by volunteering for organizations that interest them. Since 2010, team members have used an optional online process to log their volunteer hours.
- TSYS team members from entry-level to executives serve on boards in their various communities and participate in activities to actively support those organizations.



TSYS' strength has always been our team members and their relationships with the people we serve. As a global payments solutions company, with offices and customers around the world, the wellbeing of our communities and the environment are of critical importance to us. Our 11,500 team members support our People-Centered Payments® brand, reputation of integrity and commitment to 'doing the right thing' by putting people at the center of every decision they make. We take global citizenship and sustainability very seriously, and place them at the forefront of our corporate ideals.

# Environmental responsibility is a global effort.

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# Special Efforts to Recycle Paper

TSYS recycles many materials, but paper is by far the largest in volume. TSYS has created an in-house paper recycling program to ensure that sensitive material is collected and destroyed appropriately by our own team members. To begin this in-house recycling effort, TSYS purchased the necessary recycling equipment and renovated a portion of one of our buildings to accommodate the new equipment.

### **Total Energy Consumption**

In 2017, our total energy consumption reduced by 2.67%, exceeding our published target of 1.5%, and demonstrates our ongoing commitment to improving our energy efficiency and reducing our KWh per transaction.

#### PLEX vs. Total Energy

YEAR	kWh per year	PLEX Jobs	kWhper PLEX	Reduction
2015	56,721,308	87,273,771	0.6499	
2016	55,144,368	90,299,790	0.6107	-6.04%
2017	53,663,712	96,533,444	0.5559	-8.97%

As part of our commitment to maintain our "People-Centered Payments" brand, and our reputation of integrity and doing the right thing, we take environmental consciousness seriously and place it at the forefront of our corporate ideals.

# **UK Electricity Usage**

In 2017, the combined electricity usage from the York, Knaresborough and London offices fell by 4.87 percent. In addition, our gas usage fell by 38%, following the removal of gas from our York office as part of a planned refurbishment, which saw the replacement of most building-wide mechanical and electrical infrastructure. The combination of both has achieved a total energy reduction of 10.43%, compared to our target of 5.46% for 2017.

#### Monthly UK Electric Usage 2012-2017



### Annual UK Electricity Usage 2012-2017



# **UK Accreditation**

TSYS has maintained certification to ISO14001: 2015 (Environmental Management) and BS OHSAS18001: 2007 (Occupational Health & Safety Management) and have been recertified to ISO50001: 2011 (Energy Management).



## Making a Difference With Recycling

In the UK, our York office has undergone major building works to facilitate the introduction of our Better Ways of Working initiative. We worked with our fit out contractor, TSK, to minimize waste created during the period, and they have come up with an innovative way to recycle carpet tiles from the office. These have been reworked into rubber flooring for use within children's outside play areas, which cushion any falls to help reduce injuries.

We also teamed up with a local charity, Chill in the Community, who could make use of our redundant catering equipment in their community kitchen. They offer free cooking classes for adults and teens with additional needs. Everything they cook is served in the Community Café, where people pay what they want/can for the meal they eat, which also acts as an outreach service to support families in need.

# TSYS and Our Team Members

Employing, developing and recognizing highly engaged team members are essential components of our overall approach to Global Citizenship. TSYS team members are the face of our brand and bring People-Centered Payments to life. Our success as a company and as a service provider to millions of people around the world is dependent on our well-trained, competitively rewarded and greatly valued team members. The TSYS Talent Management program is focused on creating and executing our global talent strategy. Through this program we execute solutions to hire, retain and develop our global workforce through value-added programs such as career growth opportunities, leadership development, focused engagement programs, and other services to further enhance the team member experience. Our program has a number of important objectives:

## We Value Our Employment Brand

We take our brand seriously. Living up to the People-Centered Payments brand promise is important to our Talent Management team, and we work hard to ensure that those we serve know we care about their TSYS experience. Others notice our commitment. TSYS was named in 2017 to the Forbes List of America's Best Employers.

- We want to differentiate and promote TSYS as an employer of choice to current team members as well as potential team members, vendors, clients and others. To be attractive as an employer, we provide a competitive benefits package, salaries and meaningful work for our team members.
- TSYS is a fun place to work and play. We host an annual Team Appreciation Week each year in all locations across the company to let our team members know how important they are to the success of TSYS. And team lunches and activities are common throughout the year.
- We care about the hiring experience for applicants to our company. Regardless of whether an applicant is hired or not, each encounter is an opportunity to create an opinion about our brand and our people. We ask for feedback on every interaction and continuously work to create an ever-improving experience.
- We want to be an employer who makes a difference in the lives of others.
- For several years, TSYS has been recognized by the Dave Thomas Foundation as one of the Best Adoption- Friendly workplaces.
- We recognize the sacrifices of our service men and women. TSYS provides significant support to team members who are called to active duty and looks for opportunities to hire former military personnel. TSYS is part of the Veteran's Jobs Mission, adding an average of 100 former military and active reserve or guard hires

each year. For the past six years, TSYS was the recipient of the "Best for Vets" designation by the Military Times EDGE magazine that recognizes companies that go over and beyond the call of duty for their military and veteran employees. Additional awards received by TSYS for their support of our military include:

> 2008: Above and Beyond Award 2011: Patriot Award 2013: 7 Seals Award 2014: Pro Patria Award

# We Fuel the Workforce by Developing Our Team Member's Skills and Capabilities

- Having a clear vision and path to get there is critical to success. Talent Management integrates with our business teams to align human capital goals with strategic business goals. We remain forward-looking to address predicted workforce needs and trends.
- We encourage a culture of learning. TSYS offers our team members more than 6,000 virtual courses and 400+ instructor-led courses. Courses are curated in our learning management system to help point team members in the right direction.
- Building a career requires developing skills and capabilities. We have a very diverse team member population, which requires many different skills to successfully do their jobs. We customize multi-week immersion programs to develop focused skills for teams.
- We leverage subject matter experts from the business to provide delivery of highly technical topics to internal team members across the enterprise. Team members must apply to be considered as instructors and are chosen based on their content knowledge and ability to effectively deliver the subject matter. Approximately 300 courses are made available annually to our teams using this approach.
- We want our team members to have a career, not just a job. We encourage career development and progression and offer resources to help team members identify future opportunities for growth.
- Not all development takes place in a formal setting. Team members are continuously offered on-the-job opportunities to build their skills. "Stretch" assignments are often provided to high performers, while many team



members experience the opportunities to travel to other countries and work with different cultures as part of their daily routine. Internal job postings allow team members seeking different or increased responsibilities to explore new career options.

- Beginning in 2013, TSYS invested in a program to bring new technical talent into the company. The IT ED (IT Education) New Hire Program consists of an immersion experience for new hires who are either recent college graduates entering the workforce, or people who are new to the job role. To date, we have had more than 100 graduates from the IT ED program.
- We're proud of what we do to develop and support our team members – and we have the accolades to prove it. A few of our most recent honors include:
- TSYS won honorable mention as a 2015 Skillsoft Innovation award winner for Best IT and Technical Skills Development Program.
- In 2014, TSYS was recognized by CUBIC (Corporate University Best in Class) by placing as a Top 5 finalist for Learning Organization of the Year and by HR.com's Leadership 500 as a top 10 finalist in the Large Company category.

- In 2014 and 2015, TSYS was recognized by HR.com's Leadership 500 as a top 10 finalist in the Large Company category and Innovation in Leadership categories, respectively.

## We Understand the Importance of Great Leaders

TSYS is dedicated to developing our current and future leaders.

- In 2016, TSYS won the 2016 Leadership Excellence Award by HR.com, for our Leadership in Action program for innovation in deployment of leadership programs.
- We share our leadership values and language. Our worldclass leadership development programs give leaders the tools to understand their role in bringing People-Centered Payments to life for our team members, shareholders and customers.
- We achieve more when we share a future vision. Each year, we host an annual Global Leadership Summit for our top leaders in the company, which focuses on corporate strategy and goals.
- We bring development to each leader's mobile device or desk. Leaders are busy, and our leaders are located globally, so we provide in-place learning opportunities delivered through email and our learning management system. Our Leadership in Action program provides bi-weekly focused content to leaders on a topic chosen by quarter.
- We plan for our future. We make sure we maintain our leadership pipeline by conducting a yearly leadership continuity exercise to ensure that the successors for key roles have been identified and are working on honing their skills to move to the next level. We want to groom our best and brightest for bigger things and our high potential program is focused on selecting key talent and helping them reach their potential.

# រំ TSYS and the Future

Global Citizenship is a never-ending process and corporate responsibility. As the world changes, so will our program and plans. The TSYS Global Citizenship program will grow into the future by continually looking for ways to add to and strengthen our efforts – ensuring our long-term viability and sustainability. We put people first, and we want to form relationships with people who share that philosophy and who can help us better fulfill our purpose of improving people's lives and businesses.

In 2017 and beyond, TSYS is taking a proactive stance on seeking additional ways to enhance our Global Citizenship efforts that will strengthen our commitment to People-Centered Payments and our focus on improving the lives of people and businesses around the world. We look forward to announcing our progress in future TSYS Global Citizenship reports.



# **ABOUT TSYS**

TSYS® (NYSE: TSS) is a leading global payments provider, offering seamless, secure and innovative solutions across the payments spectrum – from issuer processing and merchant acquiring to prepaid program management. We succeed because we put people, and their needs, at the heart of every decision. It's an approach we call 'People-Centered Payments®'.

Our headquarters are located in Columbus, Ga., U.S.A., with approximately 12,000 team members and local offices across 13 countries. TSYS generated revenue of \$4.9 billion in 2017, while processing more than 27.8 billion transactions. We are a member of The Civic 50 and were named one of the 2018 World's Most Ethical Companies by Ethisphere magazine. TSYS is a member of the S&P 500 and routinely posts all important information on its website. **For more, visit tsys.com.** 



For the fourth time in a row, TSYS was named to The Civic 50 in 2017, an annual initiative that identifies and recognizes companies for their commitment to improve the quality of life in the communities where they do business. The survey was conducted by Points of Light, the nation's definitive experts on civic engagement.



For the sixth time in seven years, TSYS was named one of the 2018 World's Most Ethical Companies by Ethisphere, a global ethics think tank.



TSYS was named as a Top 100 Global Technology leader by Thomson Reuters for 2018. This recognition honors a select group of companies that have demonstrated a commitment to leadership across eight pillars of performance: Financial, Management and Investor Confidence, Risk and Resilience, Legal Compliance, Innovation, People and Social Sustainability, Environmental Impact, and Reputation.



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