

Sustainability and Section 172

Bango approaches sustainability and social responsibility from a pragmatic standpoint. The Bango ESG focus is not viewed as a separate exercise to be “completed”, but as a core part of the Bango strategy and integrated into work life and management processes. Through this integrated approach, Bango ensures every area of the business delivers sustainable benefits for our customers, employees and investors.

The four major areas of focus for Bango’s sustainability plan are:-

- Protecting the environment
- Employee engagement, diversity and inclusion
- Data security
- Governance

Protecting the environment

Bango is committed to reducing the environmental impact of its business and encouraging our partners and investors to take the same initiatives.

Bango has been certified as a carbon-neutral business to the PAS 2060 standard for the baseline period 1 January 2020 to 31 December 2020. The certification was provided by Go Green Experts Ltd who are an environmental consultancy. This is an important milestone that many of the largest technology companies have yet to obtain.

Bango has offset emissions in 2020, using Rimba Raya Biodiversity Reserve Project, Indonesia forestry scheme with 321 Verified Carbon Units (VCUs) carbon credits. Scope 1 & 2 emissions plus material scope 3 emissions were considered within the scope.

In 2021 Bango has a target to lower the total of scope 1, 2 and material scope 3 emissions by at least 7%. Progress will be reported to the Board regularly throughout the year. For more details please see the PAS 2060 Qualifying Explanatory Statement which contains information pertaining to Bango’s carbon neutrality - <https://bango.com/investor/environmental-corporate-social-responsibility-and-governance-policies/>

To reduce waste, Bango is introducing paperless systems. All Bango employees are provided with reusable, personalized and Bango branded hot and cold drinks bottles and coffee cups, eliminating the demand for disposable vessels.

During 2021, Bango will make a further drive to encourage 100% of Bango investors to switch to paperless communications. Bango already provides the majority of shareholders with electronic communications – including statutory notices – and with digital reports, such as this Annual Report. We will encourage those remaining investors that receive paper to switch to digital



only. Any investor that wishes to continue receiving printed paper through the post will be invited to make a small donation to cover production and mailing costs and contribute to carbon offset.

Bango adopted an electric car scheme so that employees can secure competitive financing to replace vehicles using carbon-based fuels with electric vehicles. This operates alongside a longstanding initiative to encourage bicycle and e-Bike usage.

Employee engagement, diversity and inclusion

Bango is a special place to work. The THRIVE values set high standards for everyone at Bango to hold themselves to. Each year employee engagement is measured against each of the THRIVE values. In 2020 Bango recorded its highest engagement score and biggest year on year increase, with an overall score of 78%. The process is administered by Unicus; a highly respected leadership development organization who work with some of the UK’s leading companies.



Commenting on employee engagement at Bango, Ian Palfreyman, Unicus CEO, said: “Bango’s Employee Engagement score reached a company record high in 2020 at 78%. This represents the biggest single annual increase of 7% since the survey was launched in 2013. The leadership team is committed to continuously improving the culture, workplace, and opportunities for its people, to ensure working at Bango is a place where people can Thrive. Bango significantly outperforms the overall tech sector score of 69%. A culture of openness and transparency, a belief in the power of diversity, promoting self-sufficiency and a wide variety of development opportunities are seen as the key drivers for engagement in the sector. The 2020 score is one the whole company can be proud of”.

Even such a high score provides opportunity for improvement. Actions coming out of the Engagement Survey are closely monitored by the Head of People and the CEO, and the Bango Board is presented with a detailed update twice a year on engagement measurement and actions.

Bango is a highly enjoyable business to work for and attracts talent in all areas. Bango is equally proud of the long-term commitment many employees make to the business. In 2020, Bango introduced employee long service awards to recognize people who have dedicated many years to the success of Bango. A total of 20 x “5 year”, 4 x “15 year” and 2 x “20 year” awards were made, with each employee presented with a special edition Bango hoodie.

Happy

The past 12 months have been most unusual, with lockdown restrictions dramatically changing the working environment however, across Bango the focus on communication, support and social interaction has been constant.

Bango has always endorsed a flexible working culture. During lockdowns Bango managers exercised this flexibility with their teams, so that home schooling commitments could be met, and single person households could socially interact with colleagues, friends and family during the working week. Weekly events that stimulate social interactions have been delivered to maintain the incredible social environment Bango is known for. In addition to the virtual events, gifts including a Fortnum & Mason Christmas



Hamper and surprise packages were sent to home addresses, recognizing the importance of people to the success of Bango.

In January 2020, before the world shut down, Bango was 20 years old. The 20 year anniversary was celebrated with a Mad Hatter’s Tea party themed carnival extravaganza. This turned out to be the last time all employees would be able to celebrate together in person in 2020, making it even more memorable.

Wellbeing

Bango employees dedicate a significant proportion of their time to Bango, which means people need to be able to take

care of their health and wellbeing – mental and physical – when working.

As people moved to working from home, Bango has provided ergonomically efficient chairs, desks, lights, monitors, webcams etc. and provided expert 3rd party advice on productive working patterns and routines. Everything that people need to allow them to work safely and productively from home is offered by Bango.

The additional pressures of lockdown impacted everyone differently. In line with the “Expressive” value, Bango created a broad range of support “tools” that people can use. These include: -

- Additional flexible Bendi-time to help with the challenges of home schooling.
- A running club where friendly competition encourages everyone to get outside and enjoy fresh air on a run or a walk.
- Weekly lockdown challenge encouraging everyone at Bango to step away from their desk for yoga, meditation or to start a new hobby.
- Promotion of the employee support facility so everyone knows help is close by if needed.
- Training for people managers on supporting their teams through remote working including training aimed to raise awareness of people presenting signs of mental health challenges.
- Planning post-lockdown events that we can all look forward to in the coming year

Giving back

Bango recognizes that the local community is a key part of the infrastructure that

enables us to succeed. Bango supports the communities in which we work through a variety of means. Rather than select one charity, Bango supports employees to raise money for a range of charities that are important to them, matching personal donations raised.

In 2021 Bango is committed to encouraging its people to do more work with the charities of their choice, and is aiming to increase this matched funding program by 5x.

Learning & Development

Bango designs development paths to support the individual through a combination of digital-learning formats and in-person sessions. While L&D in the classroom still has immense value, COVID-19 has pushed Bango to find new creative ways of learning away from in person settings. Despite lockdown, the Bango Buddy scheme has remained in place for new employees to have a “go to” person that will help them get up to speed quickly, find anything they want to know and get the most from their life at Bango.

Diversity & Inclusion

Expressive - We value difference, and we value choice as part of our day to day working. We embrace difference and focus on talent that everyone at Bango possesses.

With Expressive as a core THRIVE value, diversity is at the heart of the Bango culture. Bango believes that equality, diversity, and inclusion are three vital ingredients for a thriving, vibrant company. All Bango employees are encouraged to spend a few days visiting and working from regional offices if they can, to better understand the workplace and social cultures of the countries from which we operate.

With people from 18 different countries and 52% of managers and leaders identifying as non-male, Bango benefits from different backgrounds, perspectives, and talents. Bango is a global company

whose technology benefits hundreds of millions of people around the world, and we want to reflect that in the make-up of our workforce, partners and stakeholders.

Data security

Data security is core to the Bango Platform and services, and a key element underpinning the trust our partners and customers place in us. In 2020, there were no reported data breaches.

Bango applies appropriate data labeling, encryption and segregation to all app store, operator and other third-party data. All confidential data (Bango secret data) is stored encrypted and is only accessible with appropriate security granted permissions governed through strict Bango access control using Role Based Access multi factor authentication. The Bango Platform Operations Centre ensures the integrity and security of encryption keys with role-based access control and privileges verified at least annually.

Bango employs network protection as required by each partner and all data in transit is encrypted. Bango never stores or transports data on portable media. Core platform data and all associated payment and transactional data relating to app stores, operators and other third parties is never available outside of Bango datacenters. It is never copied to staff hardware, such as laptops, tablets or smartphones.

During 2020 Bango migrated to a new corporate platform providing best in class

security, with comprehensive protection that meets National Cyber Security best practices, with added protection from Microsoft's Enterprise Mobility and Security suite.

Bango operates in-line with the ISO27001 standard using equivalent controls and is also informed by other standards and best practice guidance where appropriate including ISO27002, ISO29147, Cloud Controls Matrix (CCM), OWASP and Centre for Internet Security (CIS) benchmarks. Bango aims to secure formal ISO27001 certification in 2021.

Bango commissions regular third-party penetration tests alongside routine vulnerability testing. All generated alerts are categorized based on business risk and dealt with by our 24x7 operations team.

There are mandatory security training programmes in place depending on employee role within the business. Bango achieved 100% against this objective.

Governance

Continuous measurement and reporting are key to continuous improvement. In each of the areas described above regular measures and reports are provided to the Board in the monthly management packs. These reports clearly document the actions being taken to improve and are visible not only to the Board to across the entire company. How the Board uses this data and the structure around corporate governance is described in the Corporate Governance Report on page 28 and in the Section 172 statement.

“I feel extremely lucky that Bango matches whatever I raise for charity. I raised over £900 for the Blue Cross including Bango's contribution. It has been nice knowing the company I work for is supporting the charities I value”.

Neena Patel, Digital Campaign Strategist at Bango

Section 172 statement

Decisions of the Board take into account not just short-term, but also medium- and long-term consequences, which are carefully considered and balanced, having regard to the various needs and priorities of Bango, our customers, partners, employees and other stakeholders.

The Board adopts and reports to the QCA Corporate Governance Code to further support these principles, with more detail of the steps Bango has taken set out in the QCA website disclosures against Principles 3 and 9 to the Code, which can be found on the Bango website at:

<https://bango.com/investor/aim-rule-26/>. Bango works with the global leaders of the technology and telecoms industries. Accordingly, the highest standards of business are demanded. Bango works with these global leaders, at the forefront of business, industry and technological innovation, to ensure these standards are constantly challenged and improved.

The competing needs of the various stakeholders of Bango are monitored and reviewed at management and Board level. Where conflicting needs arise, advice is sought from the wider Board and, as necessary, from Bango advisors. Through the careful balancing of stakeholder needs, Bango seeks to promote success for the long-term benefit of shareholders.

Examples of how Section 172 factors have been considered by the Board in 2020 include:

- Decision to invest cash generated from the payments business into the data business is based on the view that this strengthens customer relationships, creates a new revenue stream and boosts the value of the payment business in the long-term.
- Decision to divest the Audiens Customer Data Platform (CDP) business was taken to provide

additional investment allowing the growth of the business to be accelerated. The creation of a JV (NewDeep) in which Bango retained a 40% stake, with South Korea's NHN having a 60% stake, provided an opportunity for Shareholders to benefit from the long term growth while allowing Bango management to focus on the Payments and Data Monetization business. The JV also provided the best mechanism for Audiens employees to retain some connection with Bango as the transition occurred.

- Decision to partner with TPAY mobile for expansion into the Middle East, Africa and Turkey was taken as it provided the fastest possible way for Bango merchants to capture new customers and payment methods, and leverages Bango technology in markets that are more expensive to enter remotely.

The key stakeholder groups considered by the Board in decisions are:

Customers

Bango customers and partners are diverse. Large global merchants connect to the Bango Platform to reach new customers, and payment providers connect to offer a broader range of services to their customers. Bango Marketplace gives marketing teams in large and smaller companies the ability to target their marketing campaigns based on purchase behavior, to gain a higher ROI. In all cases our focus is to help our customers grow, which inevitably means Bango grows.

Communication:

- Monthly/quarterly business reviews are held with all major customers
- The Bango Dashboard provides a real-time view in to the Bango Platform
- Bango Boost provides quarterly reports to all payment providers and merchants with actions and results to further increase the EUS over the route.
- For Bango Marketplace, monthly data supply revenue reports are provided to all data suppliers.
- Support tickets provide an audited track of all customer communications for both outbound and inbound support requests.
- Newsletters and social media provide a regular mechanism for updating customers on the latest developments in Bango.

Measures:

- The ultimate measure is the End User Spend per customer. Good growth across all major merchants in 2020 saw total EUS rise to almost £2B.
- Support and performance key performance indicators (KPI) are reported quarterly to the Board
- Customer performance reports are reviewed quarterly, with issues and improvement actions reported to and tracked by the Board.

Employees

People are the heart of Bango and are critical to its success. The Bango values spell out the high standards we hold ourselves to that make Bango such a special place to work. A company-wide share option scheme means that all employees feel connected to, and benefit from, the growth of the company.

Communication:

- Monthly all staff meetings provide a regular engagement point to discuss the progress across Bango. With COVID-19 these have moved to be 100% virtual but remain a key forum for new starters to meet the wider team and for people to raise questions.
- All staff receive the monthly management pack that the Board receives. This is publicized and people are encouraged to read and raise questions from the report.
- Feedback forums in tools such as slack provide a more informal but rapid means of communication.

Measures:

- Bango conducts an annual engagement survey. For more details see the Sustainability section.
- Ad hoc Bango “Circles” provide a more regular and informal measure of employee engagement. These are usually completed within teams.
- Staff retention and churn measures are tracked with all leavers and starters reported to the Board.

Shareholders

Bango shareholders play an important role in monitoring the performance of the company.

Communication:

- In 2020 the bango.com/investor website was refreshed to provide easier access to the latest company information
- Regular RNS Reach and social medial communications are used to communicate the latest developments.
- Results videos have been used to support investor communication during lockdown and the AGM in May 2020 moved online. Regular in person AGM and Strategy Days are expected to resume in 2021
- investors@bango.com provides a simple way for all shareholders to raise questions with management. Common Q&A are posted on the investor website.

Measures

- All resolutions put to shareholders at the AGM in May 2019 passed with over 99.8% approval.
- A consultancy was used to conduct an investor perception study with four large investors. This, along with the regular feedback through Bango’s broker, helps inform the Board decisions.

Suppliers

Key suppliers to Bango have executive sponsors to ensure a close partnership exists in preference to a customer<->supplier relationship.

Communication:

- Regular business reviews are held with strategic suppliers.
- Clear escalation channels are in place for all suppliers providing for rapid resolution of any challenges.

Measures

- Key actions and issues from supplier reviews are reported to the Board in the monthly management reports.
- Regular security and process audits are carried out on critical suppliers when deemed necessary. Major non compliances are reported to the Board.

Community and environment

Bango is committed to making a positive contribution to the communities within which we operate, including supporting the local community and reducing our environmental impact and creating employment opportunities.

Communication:

- Bango is an active member in Cambridge Network (www.cambridgenetwork.co.uk) this provides excellent opportunities for sharing of information and best practice in the Cambridge area.
- Charities benefit from fundraising as employees select their own charity to raise money for, and Bango matches all funds raised.

Measures

- In 2020 Bango was certified as carbon-neutral, a scheme that will be extended to suppliers in 2021.
- Matched fundraising is measured and reported to the board. Bango aims to increase these funds raised year on year.