



ESG Report 2025

A helpful companion to quickly transform the way you connect, create and collaborate on Microsoft Teams.

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Zensai ESG Report 2025

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About this report

The 2025 ESG Report for Zensai covers the financial year 2025. The report includes all activities of Zensai and presents data at the company level, unless otherwise stated.

This report is inspired by Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME) and Corporate Sustainability Reporting Directive (CSRD) standards to enhance comparability and provide a transparent overview of Zensai's approach to environmental, social, and governance responsibilities during the reporting period.

By applying these frameworks, Zensai reaffirms its commitment to ethical practices, responsible management, and continuous improvement, ensuring stakeholders have clear insights into company performance, strategy and impact.

Message from the CEO & CHSO

As we embark on the first edition of Zensai's ESG Report, we are proud to share our strategy, ambitions, and roadmap for ESG at Zensai. Our commitment to environmental, social, and governance principles is integral to how we operate, innovate, and grow. We believe that responsible business practices not only underpin our company's long-term success but also foster trust and transparency across our entire ecosystem.

Our ESG strategy is built upon three key pillars: advancing sustainable operations, nurturing an inclusive and engaged workplace, and upholding robust governance standards. Our ambitions include reducing our environmental footprint, championing diversity and wellbeing, and ensuring ethical conduct throughout our value chain. We are implementing a structured roadmap, drawing inspiration from VSME and LSME standards, to continuously measure progress, set ambitious targets, and report transparently on outcomes.

Having a clear ESG policy and reporting framework is crucial for all our stakeholders. For employees, it provides a sense of purpose and demonstrates our dedication to creating a supportive and safe work environment. Owners benefit from enhanced risk management and long-term value creation. Customers and suppliers can trust that we operate ethically and sustainably, making us a reliable partner. Authorities and regulators gain confidence in our compliance and accountability. By embedding ESG into our strategy, we ensure that Zensai remains resilient, competitive, and a force for positive impact in the Age of AI.

Together, we will continue to build a company that not only achieves commercial success, but also makes meaningful contributions to society and the planet. Thank you for joining us on this journey.



Ramus Holst
CEO, Zensai



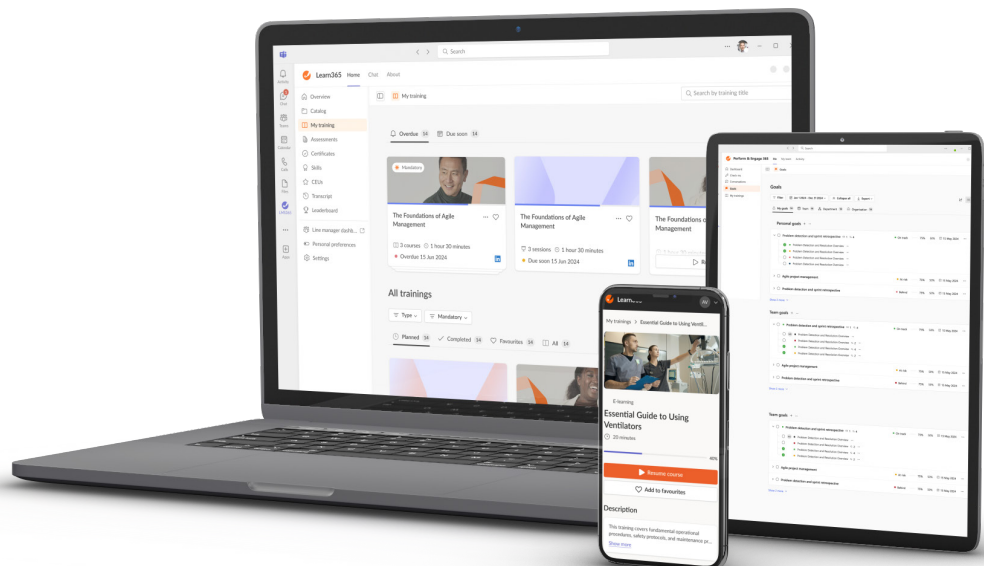
Nina Carøe
CHSO, Zensai

About Zensai

Zensai stands at the forefront of HR innovation for the Age of AI, serving as a trusted partner to millions of users across more than 60 countries. Our mission is to empower organisations to unlock the full potential of their people by offering a comprehensive suite of solutions—Learn365, Engage365, and Perform365. These products support every phase of the employee journey, from compliance and onboarding to career development and the cultivation of high-performing teams.

By seamlessly integrating learning, employee engagement, and performance management into a single AI-powered platform within Microsoft 365, Zensai ensures that personal growth goes hand in hand with business success. We are proud to support over 6,000 customers worldwide, helping them create workplaces where talent thrives and organisational goals are realised.

Our commitment to responsible business practices and continuous improvement is reflected not only in our technology but also in our approach to environmental, social, and governance responsibilities. At Zensai, we believe that fostering diversity, wellbeing, and ethical conduct are fundamental to driving long-term value and building a resilient, future-ready organisation.



ESG governance

The responsibility for ESG is anchored in Zensai Board of Directors and Executive Leadership Team (ELT). ELT is responsible for:



Strategy



Policies



Reporting



Governance

Chief Human Success Officer as Exec. sponsor and VP Compliance & ESG as project owner are responsible for implementation of ESG Framework, systems, reporting and adoption throughout the organization.

**Board of
Directors**

**Executive
Leadership**

**Chief Human
Success Officer**

**VP Compliance
& ESG**

Looking ahead

This first ESG Report marks an important milestone for Zensai, but it is only the beginning of our sustainability journey. As a growing technology company operating in a dynamic global environment, we recognise that our ESG framework, data quality, and ambitions will continue to evolve over time.

In the coming years, our focus will be on strengthening the foundations we have established, improving transparency, and translating insights into concrete actions. Based on our double materiality assessment and the learnings from this first reporting cycle, our key priorities include:



Enhancing environmental data quality and target setting, including further refinement of our Scope 1, 2, and relevant Scope 3 emissions, in close collaboration with key suppliers.



Embedding ESG governance more deeply into our operating model, with clear ownership, regular reviews at executive level, and ongoing alignment with emerging regulatory expectations.



Advancing diversity, equity, and inclusion, supported by improved data, clear objectives, and initiatives that foster an inclusive and supportive workplace at all levels of the organisation.



Continuing to invest in learning, development, and well-being, ensuring that our people are equipped to thrive in the Age of AI and that Zensai remains a great place to work.



Strengthening responsible business conduct across our value chain, including supplier engagement, ethical standards, data protection, and customer trust.

06

A close-up portrait of a woman with long, wavy brown hair, smiling warmly at the camera. She is holding a pair of thin-framed glasses in her right hand, near her chin. She is wearing a light-colored, possibly white, collared shirt. The background is a soft-focus indoor setting with green and blue tones.

As our ESG maturity grows, we aim to further align our reporting with recognised sustainability frameworks and to publish regular updates on our progress. By taking a structured and transparent approach, we seek to create long-term value for our employees, customers, partners, and owners, while contributing positively to society and the environment.

Double Materiality Assessment

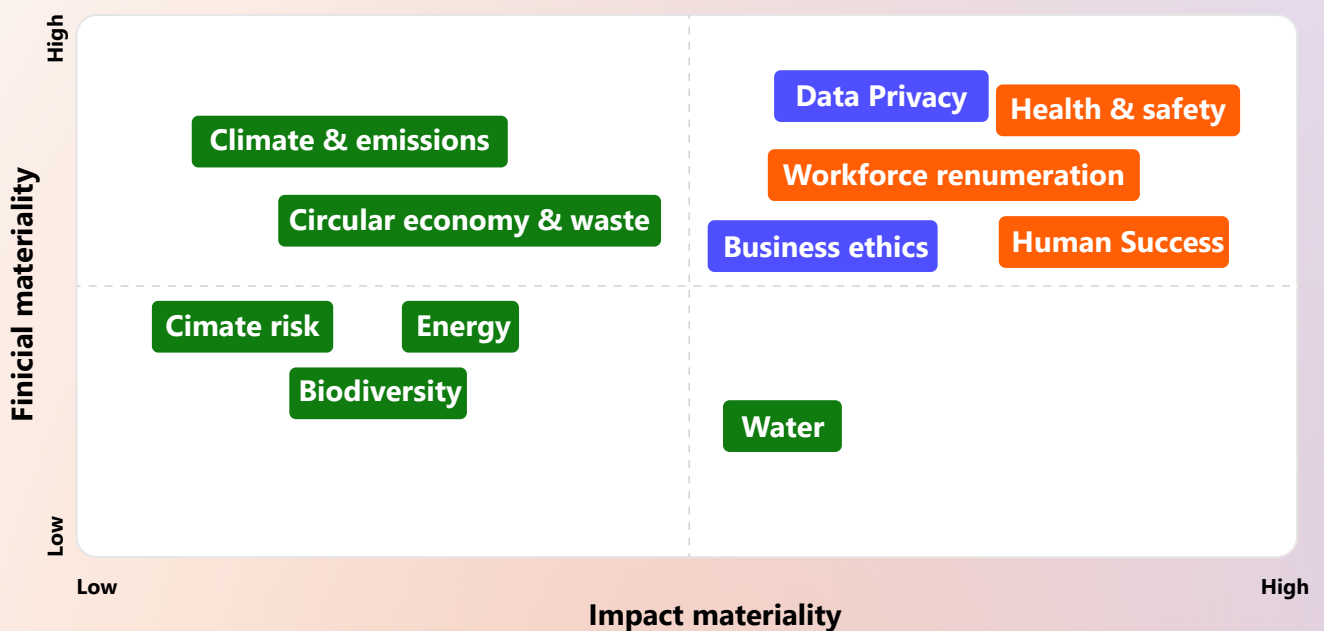
This year, we carried out our first Double Materiality Assessment (DMA), based on the principles in the CSRD methodology, to ensure a strong foundation for our sustainability priorities. The assessment considered both impact materiality, to understand how our activities may affect people and the environment, and financial materiality, to understand how sustainability-related risks and opportunities may influence our business.

The assessment combined peer benchmarking, supplier and customer analysis, and stakeholder insights to identify key value chain impacts, risks and opportunities. We also considered industry, country, geopolitical, and regulatory factors, including emerging sustainability requirements, to understand the broader context affecting our business.

The key reporting areas identified from the DMA were based on VSME topics and KPIs. This combined approach enabled us to prioritize the ESG issues most relevant to our impact and long-term business value, while providing a structured framework suited to the scale of our company and ensuring strategic priorities.

ESG Focus areas / DMA Results

The diagram provides a visual overview of Zensai's ESG focus areas identified through the Double Materiality Assessment. The positioning of topics reflects their relative materiality based on both impact and financial considerations and highlights the sustainability areas prioritized for action and reporting. The diagram does not assess performance, but illustrates Zensai's strategic ESG focus.



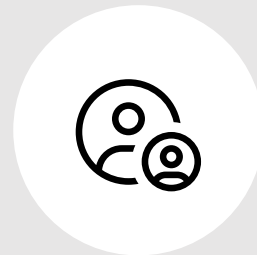
Environment and climate

- CO2 emission and energy use



Social & Human Success Conditions

- Health & Safety
- Diversity
- Training
- Weekly check in
- Human Success Score



Governance

- Corruption and bribery
- Service uptime
- Breaches Personal Data



Environment and climate

Energy and Scope 1, 2 and 3

Actions and results in 2025:



Established Power BI for data from Supplier



Implement Supplier Code of Conduct



Collaboration with supplier on measurements



Establish baseline for measurements

Our commitments and policies

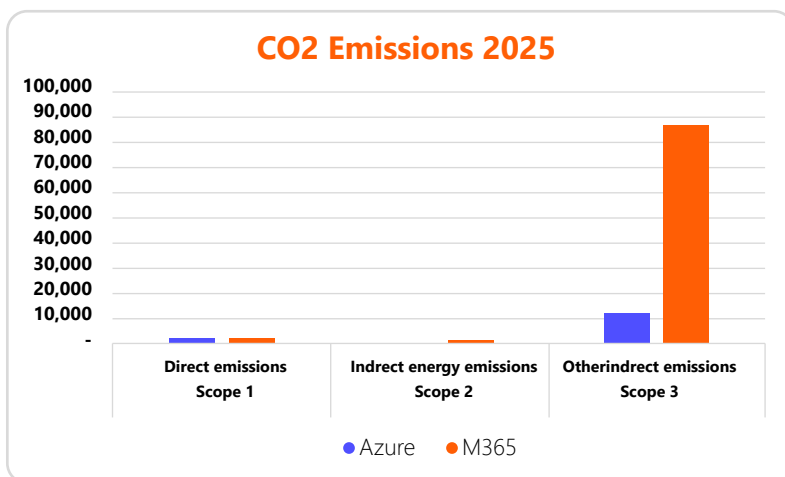
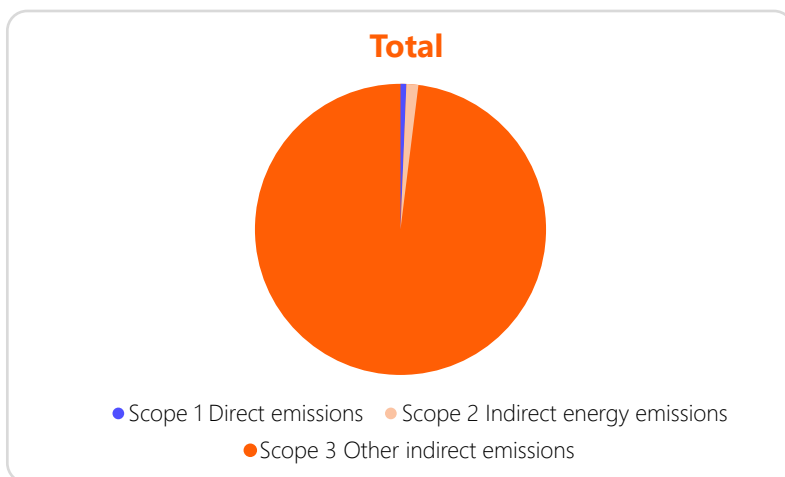
Zensai is firmly committed to environmental stewardship and climate action. Through ongoing collaboration with suppliers, the implementation of a Supplier Code of Conduct, and the establishment of robust measurement baselines, we strive to reduce our environmental impact and promote sustainability across our operations and value chain. These efforts reflect our dedication to responsible ESG practices and continuous improvement in our environmental performance.

Actions and results in 2025

In 2025, we began collecting and tracking progress by establishing clear responsibilities for environmental reporting and data collection, guided by the outcomes of our DMA and the identified key KPIs. We also strengthened our ESG framework and updated our Supplier Code of Conduct to formalize our commitment to environmental stewardship and climate action across both our operations and supply chain.

Due to the nature of our business and the fact that our offices are leased, the largest share of our CO₂e emissions arises from the use of our services. Our emissions data for 2025 is therefore based on figures provided by Microsoft relating to our products and services. In the coming year, we will focus on improving the completeness and quality of our data by including additional activities in our emissions overview.

Once we have established a baseline for our environmental KPIs, we plan to set relevant targets and implement actions to drive progress in our key focus areas.



CO2 Emission (mtCO2)**2025
(last 12
months)**

Scope 1 – Direct emissions

Scope 1 includes direct greenhouse gas emissions from sources owned or controlled by Zensai. Examples

- Refrigerant leaks from air conditioning systems in data centres used to deliver Azure and Microsoft 365 services
- Other direct emissions reported by Microsoft that are attributable to Zensai's cloud usage

Azure	0,140
M365	0,447
Total	0,556

Scope 2 – Indirect energy emissions

Scope 2 includes indirect emissions from the generation of purchased energy, such as electricity, heating, cooling, or steam consumed by Zensai.

Examples

- Electricity consumption associated with running Microsoft Azure and Microsoft 365 data centres used by Zensai
- Indirect energy emissions allocated to Zensai based on its cloud service usage

Azure	0,000
M365	1,342
Total	1,339

Scope 3 – Other indirect emissions

Scope 3 includes all other indirect emissions across Zensai's value chain, both upstream and downstream, and represents the largest share of total emissions.

Examples

- Purchased goods and services, including cloud infrastructure and software services provided by Microsoft
- Emissions from the use of Zensai's products by customers, based on energy consumption of the underlying cloud services

Azure	11,200
M365	85,859
Total	94,947

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M365	87,648
Total	98,988

Environment and climate

Circularity

Actions and results in 2025:



Policy in place



New sourcing policy



Identify responsibilities



Circularity in place in all office

Our commitments and policies

Zensai is dedicated to advancing circularity across all aspects of our operations and value chain. We are committed to reducing waste, optimising resource use, and embedding sustainable practices throughout our offices and in our purchasing practices. By implementing clear policies, assigning responsibilities, and adopting innovative sourcing strategies, we aim to create lasting positive impact for our business, our communities, and the environment. Our commitment to circularity reflects our belief in responsible growth and our duty to future generations.

Actions and results:

In 2025, we adopted a new Waste and Circularity Policy to ensure alignment in our business practices related to waste management and circularity. This policy is designed to guide our employees and key stakeholders in acting in accordance with our business values and integrating circular thinking into our processes wherever possible.

We also developed a Supplier Code of Conduct that sets clear expectations for our suppliers, reinforcing our commitment to advancing circularity across the value chain.

In 2026, we plan to establish clear purchasing guidelines for IT equipment, including agreements with our IT suppliers for providing used equipment, provided our data security standards can be maintained.

We also plan to integrate circularity into our onboarding and offboarding processes by allowing new employees to choose a used phone or computer over a new one, depending on their role and data security requirements. Additionally, we will offer departing employees the opportunity to purchase their phone or computer at a reduced price, helping to minimize the storage or disposal of old equipment

Social conditions

Health & safety

Actions and results in 2025:



Establish and implement new policies for Health & Safety



Assign policies for training for all employee



Webinar / Town-hall meetings for all employee's



Define and implement measures to be integrated part of ESG reporting

Our commitments and policies

At Zensai, we are committed to fostering a safe and healthy workplace for all employees. We prioritize the well-being of our teams by implementing robust health and safety policies, promoting continuous training, and encouraging open communication. Our goal is to ensure every individual feels protected and empowered to thrive at work as part of our broader ESG responsibilities.

Actions and results:

Throughout 2025, we continued to focus on fostering an inclusive workplace for all of our employees and launched a company-wide training program to raise awareness, encourage inclusive behaviors, and strengthen our culture of belonging.

We also established key targets for employees, management, and the board to advance gender diversity across all levels of the organization. In addition, employee resource groups were established to support underrepresented communities and promote equitable opportunities, creating a more connected and empowered workforce. These initiatives reflect our ongoing commitment to diversity, equity, and inclusion as core elements of our organizational values.

In 2026, we will continue to analyze the results of our efforts and define additional actions and targets to advance our commitment to fostering an inclusive workplace.

Table 1:

KPI	Unit	2025
Number & rate of recordable work-related accidents	Number	0
Number of fatalities	Number	0
Average number of training hours per employee	Number	40

Social conditions

Diversity

Actions and results in 2025:



Establish measures for both employee's, management and board for gender diversity



Launched a company-wide diversity training program to raise awareness and foster inclusive behaviors.



Increased the representation of women in management positions by 10% through targeted recruitment and development initiatives.



Established employee resource groups to support underrepresented communities and promote equitable opportunities

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In 2026, we will continue to analyze the results of our efforts and define additional actions and targets to advance our commitment to fostering an inclusive workplace.

Table 2: Diversity - gender

KPI	Unit	2025
Gender diversity	%	41%
Gender diversity ratio at management level	%	35%
Gender diversity ratio in the governance body	%	0
Seniority	Average	3y - 10mth

Actions and results:

Table 3: Employees

KPI	Unit	2025
Type of employment contract	%	16,7% contractors 83,7% employee
Country of employment contract	%	Aus: 3,7% DK : 25,7% DE : 11,6% PL : 19,0% RO : 9,7% UK : 11,1% US : 23,6%
Women/ men	%	40,7% / 59,3%
Employee turnover	Rate	1,88
Attrition	Rate	0,86

Social conditions

Training and development

Actions and results in 2025:



Increased average training hours per employee, with measurable improvements in performance and engagement across teams.



Introduced individual development plans and mentorship opportunities to foster talent retention and career progression.



Launched a comprehensive training programme focused on upskilling employees in digital competencies, sustainability practices, and leadership development.



Implemented regular workshops and e-learning modules to support continuous professional growth and align with Zensai's ESG objectives.



Monitored and reported on training KPIs, using feedback to refine future learning initiatives and ensure alignment with organisational goals.

Our commitments and policies

Zensai is dedicated to fostering a culture of continuous learning and professional growth. We prioritize training and development to empower our employees, ensuring they have the skills and knowledge needed to excel and support our long-term sustainability goals.

Actions and results:

In 2025, we launched a comprehensive training program focused on digital skills, sustainability practices, and leadership development. We also conducted regular workshops and e-learning modules supported continuous professional growth and aligned with our ESG objectives.

We increased average training hours per employee, resulting in measurable improvements in performance and engagement. In addition, we introduced individual development plans and mentorship opportunities to foster talent retention and career progression.

We have closely monitored training KPIs, with feedback used to refine initiatives and ensure alignment with organizational goals.

In the coming year, we will continue to reassess our efforts and refine our initiatives based on feedback and KPI performance.

Table 4: Training hours

KPI	Unit	2025
Percentage of employees that participated in regular performance and career development reviews	Number	98%
Weekly employee check-in	Ratio	75%
Management review check-in		77%
Human success score	Score	71

Social conditions

Employee and Human rights in our supply chain

Our commitments and policies

Our company is committed to promoting fair labour practices and respecting human rights throughout our entire supply chain. We believe that responsible business conduct begins with setting clear expectations for everyone we work with.

To support this commitment, we have formalised a Supplier Code of Conduct that outlines our standards related to working conditions, ethical behaviour, and the protection of human rights. All suppliers are required to review and sign this Code of Conduct as part of their contractual agreement with us.

By doing so, we aim to build strong, transparent, and responsible partnerships. Working together, we can help ensure that our products are made under conditions that uphold dignity, fairness, and respect for all individuals involved.

In the coming years we will evaluate if additional initiatives and metrics are needed to ensure progress and compliance with our expectations.

Governance

Corruption and Bribery

Actions and results in 2025:



Implemented new
ESG Policy



Implemented new
Supplier Code of
Conduct



Maintained a
zero-tolerance stance on
corruption and bribery
across all operations and
partnerships.



Strengthened internal
policies to further embed
integrity in the
company's culture.

Our commitments and policies

We are firmly committed to upholding the highest standards of integrity and transparency in all aspects of our business. As part of our ESG initiatives and reporting, we maintain a zero-tolerance policy toward corruption and bribery, ensuring that ethical conduct guides every decision and partnership.

Actions and results:

In 2025, we introduced our ESG Policy and Supplier Code of Conduct to reinforce our commitment to ethical conduct and responsible business practices. The Supplier Code of Conduct was implemented to uphold integrity throughout our supply chain, ensuring that our partners align with our values.

We maintained a zero-tolerance stance on corruption and bribery across all operations and partnerships, while strengthening internal policies to further embed integrity into our company culture. These initiatives have reinforced accountability and transparency, reflecting our dedication to responsible business practices.

In 2026 we will evaluate if further initiatives and KPIs are needed to ensure our commitment for responsible business conduct across our value chain.

Table 5:

KPI	Unit	2025
Number of convictions	Number	0
The total amount of fines	Number	0

Governance

Customer Success (Relationship)

Actions and results in 2025:



Integrated measurement
for ISMS/PIMS/QMS



Implemented Zensai
ESG Policy



Implemented NPS as part
of overall Compliance
measurement



Further quality improvements
through stronger
customer-involvement

Our commitments and policies

We are dedicated to fostering strong, transparent, and lasting relationships with our customers. Our commitment is to provide exceptional support, prioritize customer needs, and continuously improve our services to ensure their ongoing success and satisfaction. This approach aligns with our ESG values, promoting trust, accountability, and positive outcomes for all stakeholders.

Actions and results:

In 2025, we successfully integrated measurement and monitoring across our ISMS, PIMS, and QMS frameworks. This approach enhanced alignment between information security, privacy, and quality management processes, enabling more effective risk management, compliance tracking, and continuous improvement across the organization.

In 2026, we will assess the need for additional initiatives and KPIs to further strengthen our commitment to building strong, transparent, and enduring relationships with our customers.

Table 6:

KPI	Unit	2025
Service uptime	%	99,97
Breaches personal data	No	0

CO2 Emission (mtCO2)**2025
(last 12
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Scope 2 – Indirect energy emissions

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Examples

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Scope 3 – Other indirect emissions

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Table x:

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Accounting practice

For the VSME and CSRD-related KPIs highlighted in the overview, we refer to the specific methodological guidelines that outline our calculation approaches.

GHG emissions

Our greenhouse gas emissions data is provided by Microsoft. For detailed information on the underlying assumptions, methodologies, and emission-factor selections used in these calculations, please refer to Microsoft's official documentation:

[Azure Emissions Calculation Methodology - Power BI | Microsoft Learn](#)

Social data

Our social data points are based on total headcount and include all individuals working for the organization including interns, student workers, contractors, part-time, and full-time employees.

<https://learn.microsoft.com/en-us/power-bi/connect-data/azure-emissions-calculation-methodology>