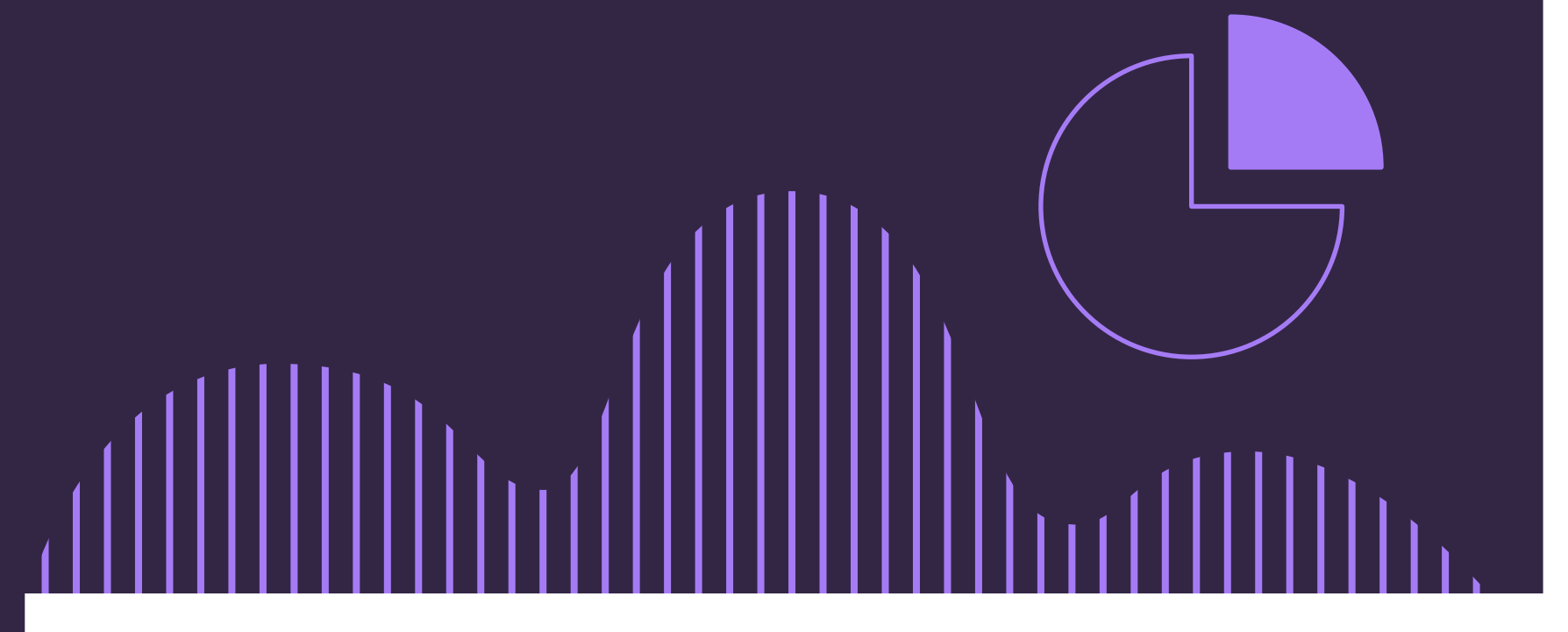
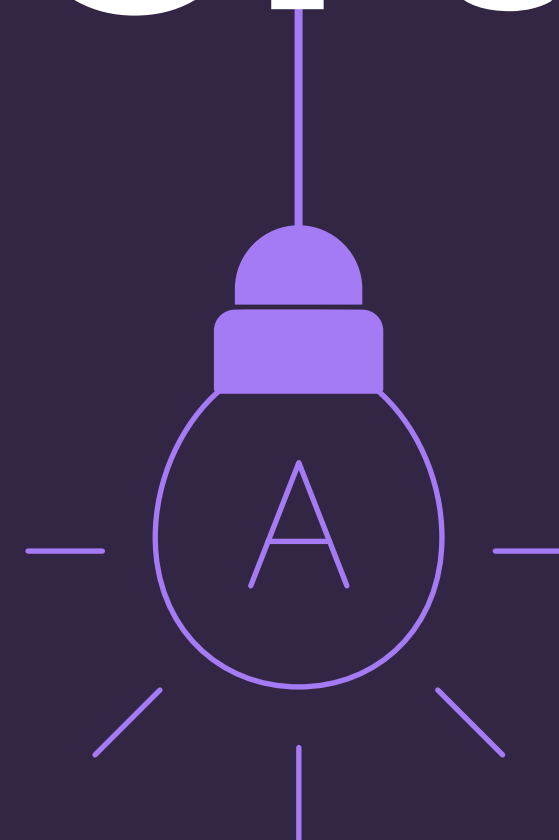
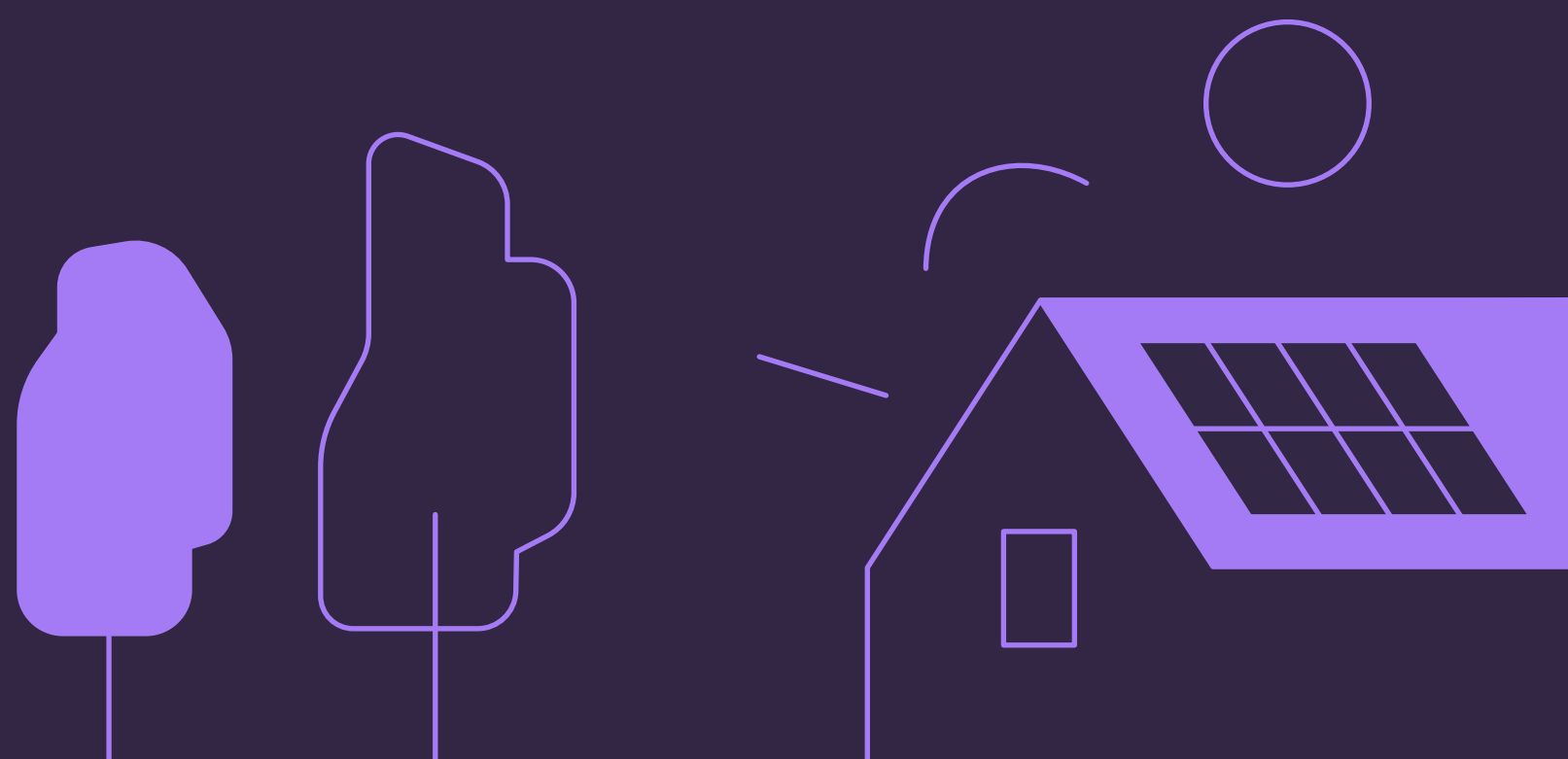
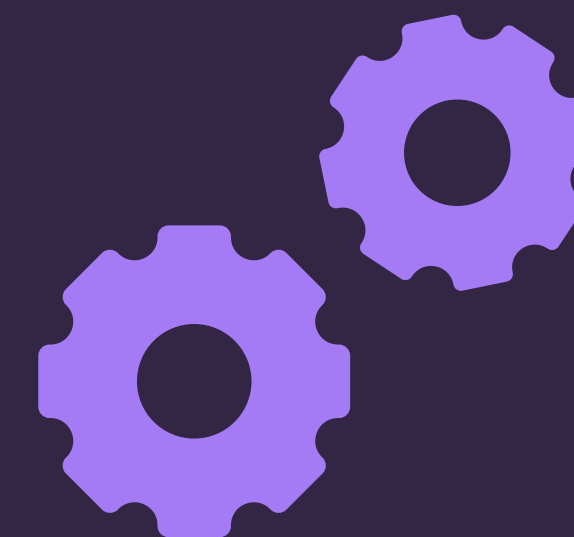


ESG Report 2022



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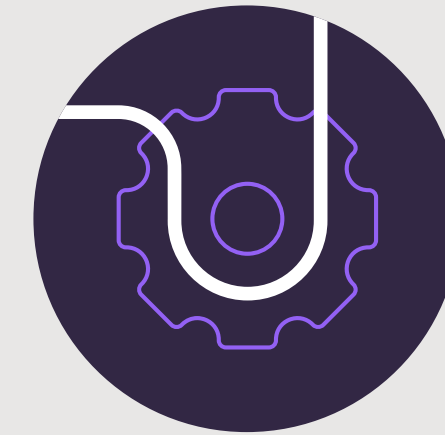
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At Zoopla...

...we are passionate about helping everyone make better housing decisions in what is very often a hard-to-navigate process. Buying a home is one of life's biggest events and the nation's homes account for 75% of national wealth.

Zoopla is the first place households go to inform their next housing decision and to find the services they need to support them. We connect households with businesses that operate right across the housing and mortgage ecosystem.

The combined capabilities of our two divisions – that focus on empowering household property decisions and providing key solutions to property professionals – put Zoopla in a unique position to truly revolutionise the property market. For households, we are on a journey to be the leading destination for trusted home information and for businesses, we can help them unlock greater efficiencies and value-creation opportunities. We are a market-leading software provider to businesses across the property industry. A large proportion of estate agents, housebuilders and mortgage lenders rely on our software and analytical platforms to run their most important transactional decisions and power enhanced journeys for their customers.



Homes division

Consumer internet

ZOOPLA

PrimeLocation.com

Mojo

Professionals division

Software

alto

expertagent

yourkeys

JUPiX

cfp software

Analytics platforms

hometrack

CALCASA®

Homes

Professionals

Households

Zoopla.co.uk, including the Zoopla app, is our primary platform to engage UK households. The platform attracts over 50 million visits per month. With over 1m property listings and 26.7m live house price estimates, it is the UK's most comprehensive property destination to make home decisions. My Home, launched in 2022, provides homeowners with a personal understanding of their home's value, empowering them with unique insights throughout their homeownership and moving journey. In My Home users can view and refine their house price estimate, understand local market trends over time, get local market updates as well as access a suite of content and tools including an equity calculator. A rapidly rising number of homeowners are tracking their home every day.

Housebuilders

Zoopla for Housebuilders is a software proposition that transforms and simplifies the consumer journey when buying a new home. The solution offers a purpose-built CRM for housebuilders, a reservation engine and buyer portal, an anti-money-laundering solution and industry-first sales progression portal that links to brokers and conveyancers. Our software enables the new homes industry to improve a buyer's experience of purchasing a new build property. Our software and services enable builders to meet the requirements of the new industry regulator, launched in 2022, focusing on improving buying experience.

Estate agents

Over half of UK estate agents use our established software to run and grow their businesses. **Alto** is the leading cloud-based estate agency and property management software system that agents use for managing inventory, marketing and communications. Our new integrations allow other prop tech businesses to integrate with Alto offering a greater array of services for our customers to run their business and benefit from industry-wide innovations.

Our digital classifieds platform is the place thousands of UK estate agents and housebuilders choose to list their properties on. Why? Because our platform has the highest brand awareness among homeowners who want to understand the value of their home, get information on selling, or find an agent. Once estate agents and housebuilders have listed with us, they can add to them from a portfolio of tools and products aligned to their specific goals – whether they want to attract more applicants or vendors, or grow their own brand awareness.

Financial services

In financial services, **Hometrack** and **Calcasa** are leading providers of software and valuation services that are critical to mortgage lenders in the UK and the Netherlands respectively, who are making secured lending decisions as well as managing risk across their mortgage portfolios.

Homes

Professionals

ESG at Zoopla

How we do things at Zoopla is as important as what we do. Ensuring that we're showing up for people and the planet is not only core to our identity, but a critical step in ensuring Zoopla is set up for success in the future.

Shortly after the appointment of our Director of ESG in 2021 we got to work defining our ESG structure as well as the key ESG factors we identified as important opportunities for the business.

We completed a piece of benchmarking analysis to determine in which areas of ESG Zoopla were already delivering at pace, and opportunities for further focus and development.

This benchmarking analysis supported our work to build our ESG structure. Each area of Environmental, Social and Governance has been split into 2 pillars that are home to a specific focus area. Each pillar has an owner accountable for achieving the yearly KPIs that act as a pathway to our defined long-term vision.

This report details the 2022 deliverables of each ESG pillar, what we've focused on and why, as well as what we've achieved throughout the year and the learnings we'll take into 2023.

Environment

Property Decarbonisation Sustainability

Summary
Zoopla's role in the decarbonisation of property in the UK

Summary
Our focus on becoming a more sustainable business

Long term vision
Support the decarbonisation of residential property in the UK

Long term vision
Operate as a net-zero business

2022 focus
Educating the business and stakeholders on key information regarding the decarbonisation of property and government policy changes to support

2022 focus
Committing to the Science Based targets Initiative and building out our plan to achieve net-zero

Social

People Community

Summary
How we support and engage Zoopligans

Summary
Engaging and impacting our communities

Long term vision
Creating and facilitating a culture of belonging

Long term vision
Supporting the end of homelessness

2022 focus
Diversifying our talent pools, developing internal talent, strengthening reporting and deepening employee understanding of DE&I

2022 focus
Evolving our new Community Programme and achieving 'Days in Community' and 'Fundraising targets'

Governance

Data Governance Policy & Compliance

Summary
How we manage our data and data partners

Summary
Ensuring we comply with the law and with our own business standards

Long term vision
Achieve a security certification from an external verifier

Long term vision
Achieve a security certification from an external verifier

2022 focus
Enhancing our cyber security and developing a governance framework in alignment with our new data strategy

2022 focus
Aligning group policies and procedures, achieving 100% pass rates for our compliance training and evolving supplier processes

A note from our Director of ESG

With homes a key contributor to UK emissions and the lack of new housing supply adding to affordability challenges for many households who own or rent, we have a real opportunity to deliver against an ESG strategy that is focused on issues that matter.

Given the diverse breadth of the business, all the consumer and property data we hold and process, as well as the services we provide to our industry customers, I believe Zoopla is in a unique position to play a truly important and impactful role in solving some of the challenges related to future proofing housing in the UK.

Both our internal and external commitment to environmental, social and governance factors grows greater with each passing year as we continue to invest in our ability to execute the work required to increase our business sustainability. This report, our first external report of this kind, is an outcome of our desire to build greater transparency of our ESG KPIs and commitments.



Ana Brenikov, Director of ESG

ESG governance

We established Zoopla’s ESG Committee in 2021 to develop transparency, increase ESG focus across the business and ensure progress across all ESG factors.

It’s made up of 11 senior leaders, each responsible for delivering against one or more ESG-related areas.

Chaired by our Director of ESG, the committee is accountable for defining, embedding and activating our ESG deliverables. The committee meets monthly to review progress against ESG goals and discuss any relevant ESG issues or risks raised via escalation. This committee has proved crucial in embedding a sustainable approach to our business strategy.



Amelia Guilfoyle
General Counsel
ESG



George Robbins
VP Commercial
ESG



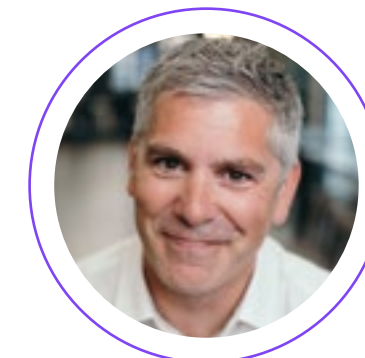
Sam Fletcher
CFO
Governance



Paul Hammond
Chief Technology
and Data Officer
Governance



Nat Allen
Head of Employee Engagement
People



Luciano Repetto
Head of Workplace
Sustainability



Ana Brenikov
Director of ESG
ESG



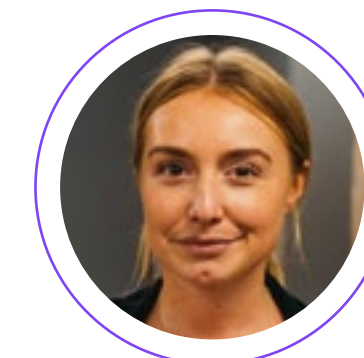
Chrisna Stafleu
Head of Financial
Reporting & Treasury
ESG



Richard Donnell
Executive Director, Research
ESG



Catrin Anderson
Chief People Officer
Social



Emily Deeks
Head of Product Marketing
Community

Environment

ment



Property decarbonisation

👁 Long-term vision:

**Support the decarbonisation
of property in the UK**

2022 target:

Educate internal stakeholders on the challenge of decarbonisation and define our long-term vision

Actual:

**Achieved
and ongoing**



2022 target:

Identify opportunities to guide, support and/or influence consumer and/or customer behaviour

Actual:

**Achieved
and ongoing**



Overview

The UK has some of the oldest houses in Europe, 60% of which are not energy efficient.

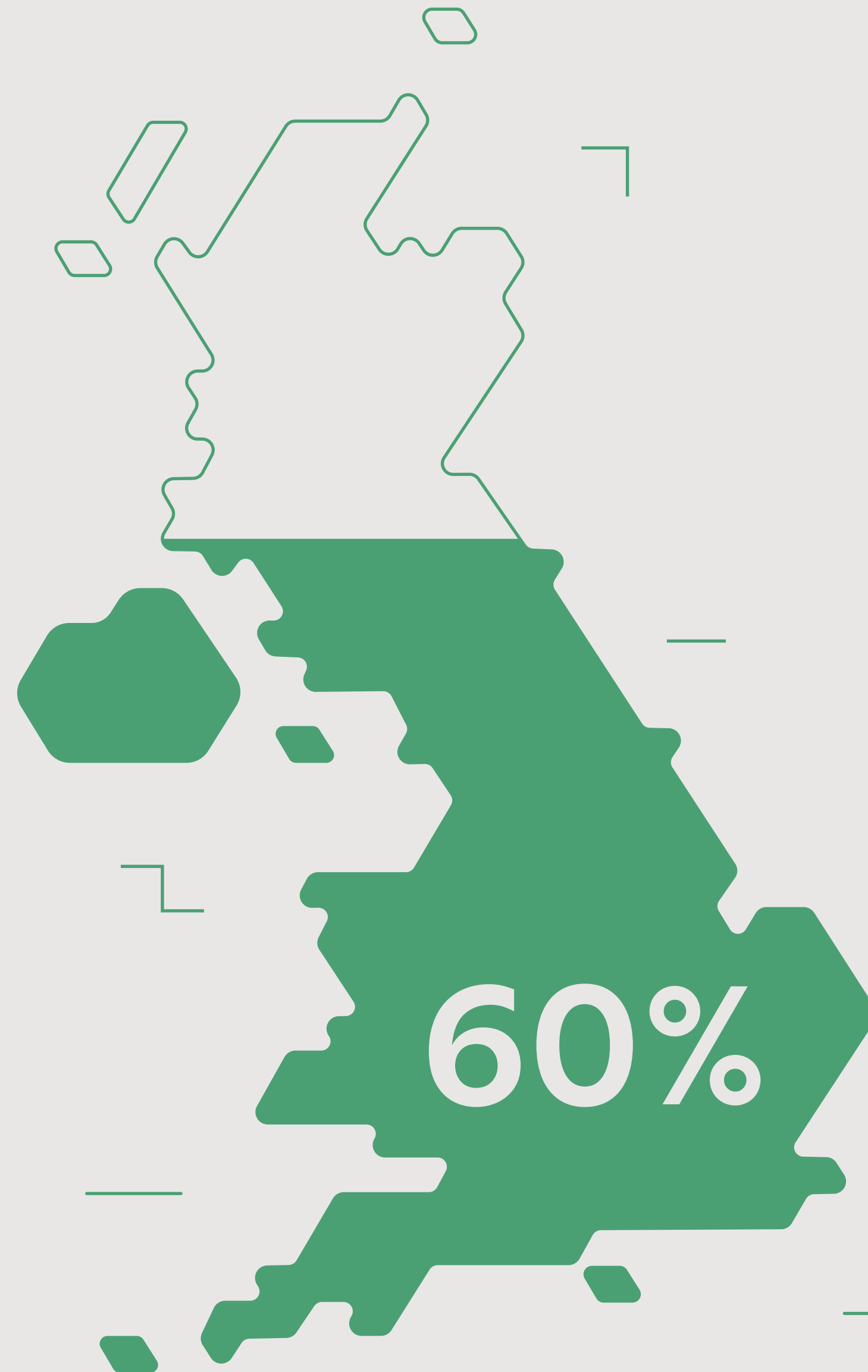
Almost every UK home is heated by a gas boiler. This means we're heating our buildings with fossil fuels and not retaining the heat we create.

These homes will need to be decarbonised by 2050 to support a net zero future and avoid the heaviest impacts of global warming.

This is a large and complex problem, and the property industry will need to evolve rapidly over the next decade to solve it. At Zoopla, we're keen to be part of the decarbonisation journey, providing intelligence-based insights that will drive the industry towards a greener future – supporting the government's net zero strategy.

Initially, we needed to understand which insights to provide to which audiences – at which stage in their journey – to yield the most impact. (Impact, in this case, refers to influencing people to take action and reducing household emissions.)

In late 2021 we identified our desire to support property decarbonisation in the UK as one of our 2 focus areas under the Environmental category of ESG. In 2022 it was important that we took the time to review where Zoopla could play an impactful role in the carbon transition of residential properties and if there were any related commercial opportunities that should be explored.



“Our unique market and industry position means we have an important role to play in the UK’s decarbonisation journey.”

Richard Donnell, Executive Director - Research

of UK homes are not energy efficient

Goal 1:

Educate internal stakeholders on the challenge of decarbonisation

Educating everyone at Zoopla on the importance and challenges of property decarbonisation was – and remains – a key focus of our environmental efforts. It's crucial in ensuring that we evolve our collective mentality to consider the industry's route to net zero when making business decisions.

We're committed to broadening our expertise and adapting our thinking to prepare for and support a greener housing market.

Ultimately, 2022 saw us focus on becoming a company of advocates.

Things we're proud of

At the beginning of the year we launched our new **Sustainability Hub** on our intranet. The hub includes our **Sustainability Series**, which uses explainer videos and interviews focused on the topic of property decarbonisation to educate everyone across the business.

We published and distributed our first **internal whitepaper** documenting the challenges of decarbonising homes in the UK. This key paper summarises the government's plans for property decarbonisation, (detailed in their Heat and Buildings Strategy), as well as views from banks and broad consumer research on attitudes around green home initiatives.



Goal 2:

Identify opportunities to guide, support and/or influence households in the journey to decarbonise their homes

In 2022, we kicked off a collaboration between our Product and ESG leadership to explore how we could support households on the journey to decarbonise their homes. This collaboration resulted in a commitment to develop specific user experiences that focus on surfacing climate related property data to Zoopla's users. These new experiences have been included in our 2023 ESG KPIs.

Things we're proud of

We established a **Decarbonisation Crew** with the purpose of sharing key insights on property decarbonisation. Members included people from every area of the organisation – as well as representatives from our sister business RVU – to maximise the quality and breadth of discussion.

This forum has created a useful catalogue of research, policy and market decisions from across the UK. This information supports us to make effective decisions on how best to evolve our offering to consumers and customers.



Our climate change solution for banking customers

Companies operating within the property industry must consider the impact homes have on the environment.

The Climate Change Committee, the UK government's advisory body on climate change, estimates household energy consumption and waste generates 40% of UK emissions. And while the average household carbon footprint has dropped from 12.8 tonnes in 1990 to 8.1 tonnes in 2014, a big push is still needed to hit the UK target of 4.5 tonnes by 2030.

Companies who own or finance property also need to protect these assets from climate change. They are at increasing risk from river, coastal and general weather-related flooding – and from ground risks, such as subsidence, coastal erosion and mine collapse. Experts suggest an extra 1% of UK properties will be at very high risk of flooding by 2050. (That's an additional 300,000 family homes, joining the 1.5 million properties already at risk.)

Regulation has evolved in response to these threats. Property must now have an Energy Performance Certificate (EPC) to be rented or sold. Banks must manage their climate change risk in the same way that they manage credit risk.

To support these obligations, Hometrack launched its climate change risk solution. This solution collects data from several specialist climate data providers. Hometrack uses the data to create a unique risk assessment for every individual home in the UK. Five of the top ten mortgage lenders use it to measure and mitigate the risk to more than 3 million UK households.





In April 2022, the Bank of England highlighted the lack of energy efficiency data against mortgaged properties in the UK. 60% of homes have never had an EPC assessment. Lenders have no accurate measure of emission levels for 40% of mortgaged properties.

In response, Hometrack developed an EPC prediction model. It's similar to our Automated Valuation Model, which is used by nine of the ten largest mortgage lenders in the UK. The new EPC model predicts the EPC band for a property where there has been no physical inspection. This closes a gap in vital data and supports the provision of green mortgages. It can also inform consumers on the property retrofit decisions available to them.

Measuring risk is admirable, but reducing it is better. The Hometrack solution also supports new mortgage application decisions. Lenders use our technology to assess mortgage applications in just a few minutes. This now includes flood and subsidence risk, as well as energy consumption for the property in question.

HSBC was the first UK lender to adopt Hometrack's solution at mortgage origination. (The two companies were co-winners of the Credit Strategy Best Use of Technology award.)

Climate and emission risk remains an area of concern and there is more to achieve. We are improving our understanding of how property upgrades can reduce emissions. We're also improving our timeliness of key data – and looking at how best to present this information to consumers to help them make smarter property decisions.

2023

ambitions

- Focus on bringing to life specific consumer experiences that support a homeowner's decarbonisation journey.
- Use our unique position in the industry to support new policy decisions that will enable the infrastructure evolution required to decarbonise residential property.
- Increase the awareness of energy efficiency within the decision-making of homeowners and home movers.

Business sustainability

👁 Long-term vision:

Operate as a net zero business

2022 target:

Identify our ability to report on Scope 3

Actual:

Achieved



2022 target:

Establish our net zero commitments and plan our sustainability strategy

Actual:

Ongoing



2022 target:

6% reduction in energy consumption across Scope 1 & 2

Actual:

2% reduction



Overview

In compliance with the Streamlined Energy and Carbon Reporting (SECR) regulations, we have monitored and disclosed both our Scope 1 and Scope 2 emissions annually since 2018.

To support our longer-term ambition to operate as a net zero business, we also needed to gain a detailed understanding of our Scope 3 emissions. In 2022, we completed our first full carbon footprint analysis.

Selecting 2021 as our benchmark year, we worked with an external specialist to identify and analyse our annual Scope 3 emissions. The results were reviewed by Zoopla's C-suite Executive team, and we can now start to build out a clear, targeted and ambitious pathway to net zero operations.

“We’re excited about the opportunities ahead of us to continue to reduce our energy consumption, wherever our people work.”

Luciano Repetto, Head of Workplace

In 2022

we completed our first full carbon footprint analysis



Things we're proud of

Reduction

We reduced the number of hours we keep our heating, ventilation and air-conditioning (HVAC) system operation by 43 hours per month. This, in turn, reduced our energy consumption.

Efficiency

As part of a focus to reduce energy and food wastage we reprogrammed occupancy sensors in our meeting rooms to maximise their efficiency and reduced our number of food deliveries by adjusting our requests to align to office occupancy levels.

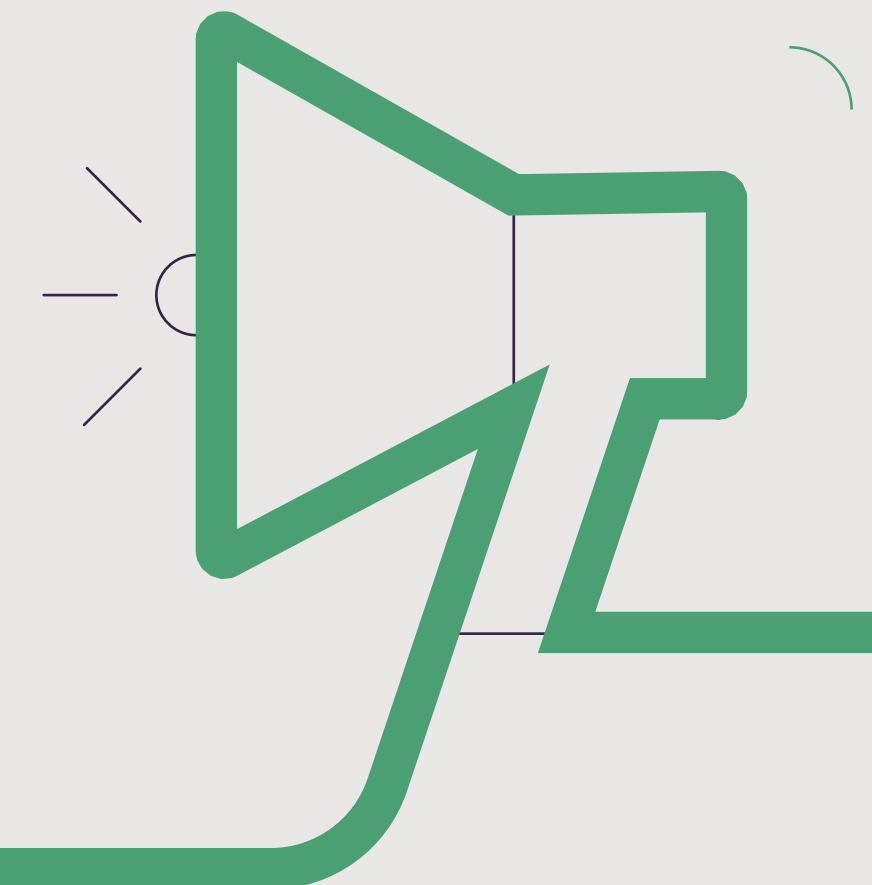
All London-based staff were relocated to a single building to maximise the use of our main office and reduce unnecessary energy consumption.

Emissions data enrichment

An employee sustainability survey was launched to support our understanding of our Scope 3 business emissions. This new data collection enables us to have more accurate and relevant emissions data, crucial in understanding our carbon footprint.

Sustainable procurement

We created a new sustainability policy within our supplier code of conduct, a first step in our 18 month plan to adopt more sustainable procurement practices.



2023

ambitions

- Plan and launch our net zero strategy and targets.
- Invest in a carbon accounting tool to enable the ongoing measurement of our carbon emissions and reduction targets.
- Begin annual carbon emissions disclosure via the Carbon Disclosure Project (CDP) to increase visibility of our emissions to our customers.

Sociaid



People

👁️ Long-term vision:
A culture of belonging

Culture

2022 target:

Employee 'DE&I Satisfaction' NPS of **61+** (top 10% of tech industry benchmark)

Actual:

66 (+8 points YoY) top 5% of tech industry benchmark



2022 target:

Employee 'Belonging' NPS of **48+** (top 10% of tech industry benchmark)

Actual:

32 (+14 points YoY) 7 points above tech industry benchmark



Gender Diversity

2022 target:

Reduce median hourly gender pay gap to **<20%**

Actual:

22.5% (+1.1% vs. 2021)



Broader Diversity

2022 target:

Increase employee completion of optional personal information fields to **80%+**

Actual:

87.7% Ethnicity (vs. 76% in 2021)



61.1% Sexual orientation (vs. 23% in 2021)



61.3% Gender identity (vs. 24% in 2021)



Overview

Our DE&I mission is to become more welcoming, fair and representative every day. We want to create a place to work where people feel at home, regardless of their background or identity.

We pride ourselves on our unique culture – one that celebrates individuality, while fostering a strong collective sense of community, support and kindness through our shared ambitions and behaviours.

When we created our first DE&I strategy in 2021, we set out to focus on the areas we had the most insights on at that time. Our intent was to be the change that we want to see in the world.

Having started to build real momentum around our DE&I journey in 2021, 2022 presented us with a series of unique and largely unexpected challenges – which had a direct impact on our business.

Like many other organisations, we were forced to prioritise operational efficiency. We had to focus on ensuring our teams were set up in the right ways to continue delivering for our customers and consumers during this time. There was also a natural evolution of our business priorities, as some key foundational work reached completion.

Inevitably, hiring across 2022 slowed. And regrettably, in some instances, we made the difficult decision to reduce headcount across certain functions. This had a direct impact on our ability to fulfil certain DE&I commitments – in particular around increasing our diversity. These commitments were based on very different expectations for how the coming years would unfold.

Despite these challenges, we have continued to make meaningful progress in terms of our inclusion and equity agenda – and in building on the foundations set in place throughout 2021. We have also vastly improved our DE&I data and insights, helping us better understand and predict trends, as well as identify where we should be focusing our efforts for the greatest impact.

Within the context of our DE&I journey at Zoopla, we're not where we would like to be yet in terms of our representation – particularly at the more senior levels of our organisation. We also recognise that change of this nature can take years to affect. But, we wholeheartedly believe progress is better than perfection – and we are continuously moving forwards.

In 2022 we are proud to have delivered many initiatives that are helping to foster an inclusive, welcoming culture where everyone truly feels at home.



Culture

Put DE&I at the heart of our decisions

DE&I Champion Networks

Established and launched four DE&I Champion Networks, voted for and led by employees: Bridge (ethnic diversity), EmPower Parents, Minds of all Kinds (neurodiversity), and Women's Impact Network (WIN).

These are communities of belonging whose focus in their first year has been to raise awareness, create safe spaces for conversation, celebrate the communities they represent and champion their agendas for positive change.

Notable activities to date include:

- Awareness/educational campaigns such as Neurodiversity Celebration Week.
- Panel events with inspirational guest speakers (in aid of International Women's Day, for example).
- A new Fireside Chat series created and hosted by WIN, offering safe spaces for sharing personal experiences and candid conversation around difficult or taboo topics (including the menopause, involuntary childlessness and sexual discrimination).
- Family Day at our head office – bringing together parents and their little ones from across the business for a guided tour, a 'Coding for Kids' tutorial, a special storytime session with a children's book author and – of course – pizza (lots of pizza).

Exec Mentoring Scheme

We ran our first ever exec reverse mentoring scheme, pairing each of our executive team with a volunteer from an under-represented background or identity for a series of 121 reverse mentoring conversations.

Be The Change behaviour

We evolved our Zoopla 'behaviours'. This included launching our new Be The Change behaviour at the start of 2022, which is specifically linked to creating a more welcoming, fair and representative place to work. It helps us celebrate and recognise individuals who are role models for inclusive behaviour, and provides the basis for greater individual accountability and self-improvement. Our behaviours form a core part of our annual performance conversations and 360 feedback, so they are fundamental in driving progress across the organisation.

Gender diversity

Close our gender pay gap by 2026 by increasing gender diversity in senior roles

More equitable hiring processes

We stopped asking candidates to disclose their current remuneration package, as we believe that this perpetuates systemic inequalities.

We rolled out Conscious Inclusion training for all of our Talent Acquisition team and hiring managers across a further 3 teams. We have made subsequent improvements to our hiring processes, most notably:

- Using gender neutral language and pronouns to refer to and address candidates, until/unless they've been confirmed to us.
- Proactively checking for and support any adjustments our candidates may need, including regular breaks for longer interviews and the option to have their camera off during virtual interviews.

We also provide different options for the completion of technical tasks to suit different working and thinking styles.

Diversified talent pools and pipelines

We reviewed and launched several new benefits and policies to better support minority and under-represented communities (and attract a more diverse range of applicants), including our:

- Domestic Abuse Policy.
- Menopause Support Policy.
- Fertility Treatment Support Policy (up to 10 days' leave and an interest-free loan to pay for treatment).
- Enhanced Paternity Leave (doubled entitlement to 8 weeks at full pay, plus additional 4 weeks at half pay).

We partnered with Hackajob, to focus on diverse hiring across our Product and Technology teams.

Develop internal talent to increase diversity across senior roles

We're delighted to have been able to keep developing and promoting some of our female apprentices (who joined us through the Tech She Can Apprentice Programme in 2020) from Apprentices to Associates in 2021, and now to Engineers in 2022.

We've actively promoted and supported internal mobility and career changes for existing employees. For example a female member of our People Operations team moved across to the Data Analytics team in 2022 to retrain as a Software Engineer Apprentice.

Learnings:

- We trialled a partnership with Coding Black Females in 2022, but regrettably this did not lead to an increase in diverse hiring due to the specific skills and job requirements we were hiring for at the time. We still hope to explore similar partnerships again in the future.
- We had intended to roll out another apprenticeship scheme, following the success of the Tech She Can Programme in 2020. However we did not have the capacity or required entry-level roles to be able to deliver this.

Broader diversity

Better reflect the diversity of our communities

Diversity levels

We created a number of diversity data reports and dashboards within our human resources information system (HRIS) in 2022, and saw increased completion rates for personal information. That means we're now able to better understand our current diversity levels, as well as broader diversity trends relating to hiring and attrition.

Compare employee experience

Having introduced the self-selection of protected characteristics at the start of all employee engagement surveys, we're now able to view and compare the aggregated experience of employees, from multiple identities across all engagement and DE&I-related questions. This means we can answer questions like:

- 'Does someone who is neurodiverse feel as supported by their manager compared to someone who identifies as neurotypical?'
- 'Do all employees at Zoopla feel equally satisfied with their career progression, regardless of gender or ethnicity?'

In turn, we're able to spot areas that may need to be addressed and track trends over time.

Learnings:

- The release of the 2021 UK Census data provided us with invaluable benchmarks to aspire to in terms of representing the communities in which we operate. Using our improved data, we've been able to compare our current ethnic diversity, particularly by working location, which has allowed us to better understand and baseline our current ethnic representation and - more specifically - where we need to focus our efforts to become more representative in 2023 and beyond.
- Whilst we had intended to publish a diversity report in 2022, we made the decision towards the end of the year to delay this into 2023 to coincide with the imminent creation of a new corporate website and the launch of our refreshed DE&I strategy.

2023

ambitions

- Increase the representation of London-based employees from ethnic minorities from 23% to 28%
- Increase representation of women from 42% to 44% in 2023 (in our journey towards 50%)
- Reduce median Gender Pay Gap to from 22.5% to 15% (by Dec 2024)
- Create a more consistent DE&I experience for all employees regardless of identity or background

Community

👁 Long-term vision:

Supporting the end of homelessness

2022 target: 300 days in community

Actual: **219** (target rolled over for 2023)

↓

2022 target: £50,000 funds raised

Actual: **£65,917**

↑

2022 target: 45 STEM ambassadors

Actual: **19** STEM ambassadors

→

2022 target: 30 Future Frontiers coaches

Actual: **37** Future Frontiers coaches

↑

Overview

In 2022, we launched our new Community Engagement Programme centred around supporting people experiencing homelessness.

Our Community Engagement Programme focuses on supporting three areas of change:

- **Making change for today:** Fundraising and volunteering our time.
- **Making change for tomorrow:** Working with our partners and using our skills to educate and mentor vulnerable young people – in turn, reducing their risk of experiencing homelessness.
- **Making change for good:** Using our data, insights, reach and influence to raise awareness of and recommend relevant changes to the system that can end homelessness.

Our partnership with Crisis



So we were focusing our community efforts in the areas we could have the most impact, we knew it was essential to collaborate with experts.

In January 2022, we entered into a long-term partnership with Crisis – the national charity for people experiencing homelessness in Great Britain.

Our core beliefs in bringing this partnership to life:

- We can best support the mission to end homelessness by using our unique market position and data insights to drive greater public understanding of homelessness.
- We can use our national reach and the power of our brand to surface and support the national conversation around homelessness, side by side with Crisis.
- We can use our role within the industry to influence how landlords, agents, lenders and housebuilders understand the part they can play in making homelessness a thing of the past.
- We want to collaborate with industry and policy makers to improve standards within the housing market – to evolve and improve consumer choice, and to fulfil our mission to reimagine intelligent home decisions for all.

Our approach throughout 2022

During the first phase of the partnership, we focused on leveraging our data to better understand the current housing crisis – and to identify where the pressure points are that contribute to increasing levels of homelessness. We also looked at how we can best support Crisis in their research to influence meaningful policy change.

Research

Through our first joint market analysis, we used our unique data to shine a light on the availability of low-cost rented accommodation for people claiming housing benefit in England.

Awareness

In November, we supported the Crisis at Christmas campaign across the Zoopla website and via marketing channels delivering 24 million impressions.

Volunteering and fundraising

We created an organisationally representative committee to deliver on our volunteering and fundraising commitments resulting in 207 employee volunteer days and over £60,000 raised.

Making change for today

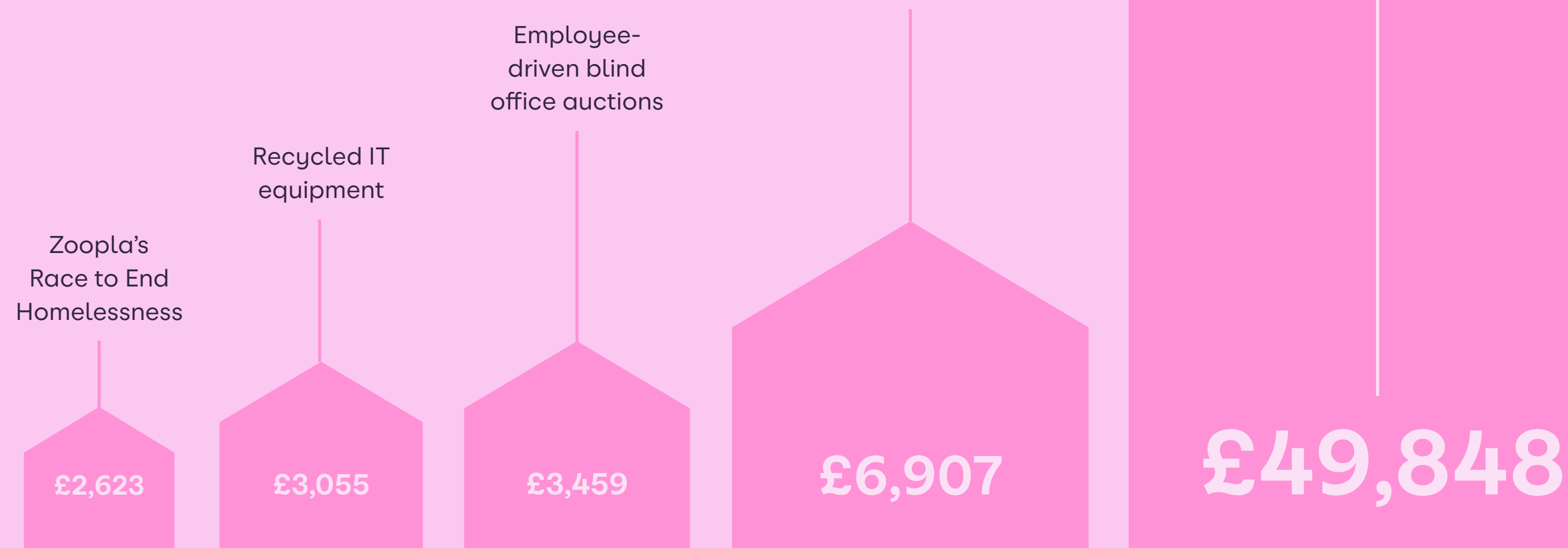
‘Making change for today’ is all about partnering with Crisis to support those who are at risk of or facing homelessness right now through raising funds and volunteering.

Over the past year, employees were keen to get involved however they could. In addition to volunteering for Crisis, our teams also volunteered for other great causes focused on homelessness, including the Whitechapel Mission, Ace of Clubs and The Felix Project.

Funds raised for Crisis

£65,917

£65,000 could provide places for **2,235 guests** at Crisis at Christmas – where they receive food, companionship, care and the chance to start their journey out of homelessness.



Individual employee fundraising events:

Employees committed their time to a range of events including Ride London-Essex 100, the London Marathon, the Royal Parks Half and Tough Mudders

Payroll giving:

18% of employees signed up to donate a proportion of their salary to a charity close to their heart through PRG. In 2022 we received a gold PRG award for having over 10% of our employees participating.

Things we're proud of

Zoopla's Race to End Homelessness

In August our **100-strong team** of employees completed an epic **10,000km** race in support of Crisis. 'Starting' at our Head Office, we embarked on the mission to 'move' our way round the coastline of Great Britain.

The mission took less than two weeks, and employees contributed to the total distance by recording their movements on an app and engaging in all kinds of physical activity, from gardening and running, to cycling, walking and even skydiving!

Along the route, the team 'stopped off' at multiple checkpoints – including our regional offices and several Crisis Skylight Centres (where we saw the incredible work that goes on behind the scenes to help people facing homelessness turn their lives around).

Crisis Lunch and Learn

To celebrate our new partnership, we hosted an all-employee **Lunch and Learn** session, where we were joined by senior representatives from Crisis.

We heard about the crucial work the charity undertakes to support those at risk of – or currently experiencing – homelessness, and how Crisis plans to end homelessness for good. We learned how we can all play our part, by sharing our time and expertise, as well as donating to Crisis through payroll giving and other fundraising activities.

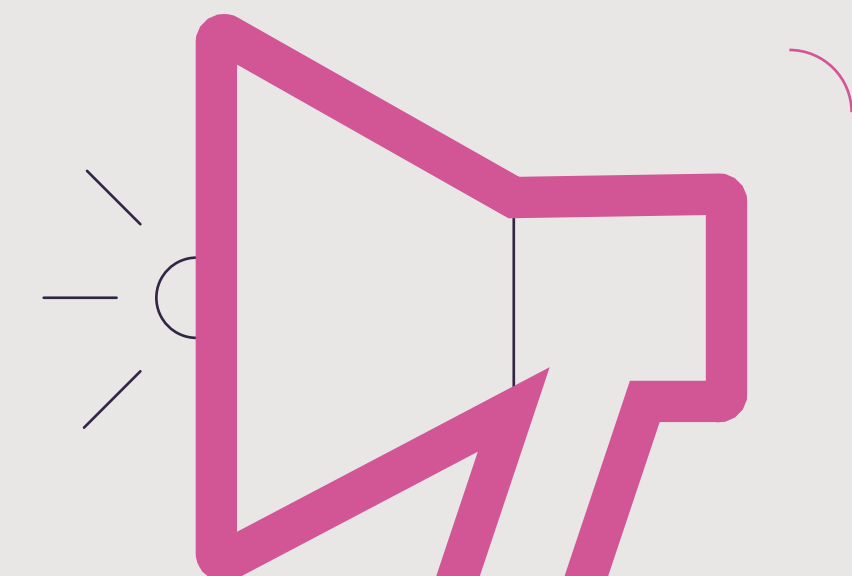
Pride podcast

During Pride Month, we recorded a **Zoopla podcast (Z-Cast)** which explored the complex, and often hidden, correlation between sexuality, gender and homelessness.

This special Z-Cast focused on the experiences of an employee who was pushed into homelessness at the age of 16, after coming out to their family. The employee highlighted how this is still an all-too-common occurrence for young members of the LGBTQ+ community – and how securing an entry-level role in the mortgage industry turned their life around. A key message they shared was to ensure something good comes from their experience, by us all being the change for future generations and becoming better allies every day.

Crisis coat collection

Employees brought coats and other warm clothing into our London office to donate to the cause. Crisis then distributed these items to people in need or sent them to their shops to raise additional funds.



2023

ambitions

- **£60,000** funds raised for Crisis.
- **300** employee volunteering days utilised.
- **22.5%** employees donating to payroll giving.

Enabling change for tomorrow

We understand systematic issues can create a cycle of poverty that often results in vulnerable young people not having access to certain careers and their earning potential being capped. These factors can increase the risk of experiencing homelessness at some stage in life.

We feel we have a responsibility not only to improve the diversity of our talent pipeline, but also to educate disadvantaged young people about reaching their potential within a career in technology. Our work with our education partners allows us to volunteer across local school communities, with a focus on skill-sharing and coaching.

In 2022, we continued our work with Tech She Can. And as part of the overall Community Engagement – Change for Tomorrow programme, we added two new education providers: Future Frontiers and the Mayor's Fund for London.

Future Frontiers

<https://www.futurefrontiers.org.uk/>

STEM Ambassadors

<https://www.stem.org.uk/stem-ambassadors>

Tech We Can (part of Tech She Can)

<https://techshecan.org/>

A big part of our work enables employees to undertake specific training on how to become effective coaches and mentors to young people.

In addition to 1-2-1 career sessions, employees got the chance to run and support CV workshops, host work experience/ careers insights programmes and deliver group lessons for the students – to educate them on the range of opportunities available in tech careers.

Ultimately, our programme helps empower young people to achieve their potential – regardless of their background. It illuminates career opportunities through sharing journeys and lived experiences.

Tech She Can

Their focus

Tech She Can is a charity, working together with industry, government and schools to improve the ratio of women in technology roles. The team created the programme 'Tech We Can' to educate, equip and inspire young people – especially girls – to study tech subjects and choose a career in this field. It includes free school resources and lesson plans for use by teachers, parents and Tech We Can Champions to improve literacy and inspire young minds about what a career in tech could look like.

Our work together

As a founding member of Tech She Can, we are a committed strategic partner – with our Chief Technology Officer, Paul Hammond acting as a trustee of the charity.

Achievements

18 Tech We Can Champions trained and 18 lessons delivered.

Future Frontiers

Their focus

Future Frontiers is an award-winning education charity. They work with schools and businesses across the UK to provide a programme of coaching and access to professional role models for young people aged 14-16.

Our work together

We initially planned to support 30 employees through the Future Frontiers programme – but interest was so high we increased our initial commitment.

The programme trains employees how to coach young people and requires them to provide careers support over four 1.5-hour sessions. Those who took part said they found the experience rewarding and inspiring. They also reported that the training added to their own skill-sets – and they are now applying it to their roles at Zoopla.

Achievements

- 37 Zoopla volunteers trained as coaches and mentors.
- 41 students coached.
- 246 hours of coaching delivered.

STEM Ambassadors

Their focus

STEM Learning is the largest provider of STEM (science, technology, engineering and mathematics) education and careers support. STEM Ambassadors are volunteers from the industry who are truly passionate about their work. They want to pass on that enthusiasm and inspire the next generation of STEM professionals.

Achievements

- 19 STEM Ambassadors trained and DBS cleared.
- 15 STEM sessions delivered to students.

Mayor's Fund For London

Their focus

Mayor's Fund for London charity that champions opportunities for young Londoners from low-income backgrounds.

They focus their efforts in three key areas:

- **Wellbeing:** supporting children to be happy, healthy and motivated to learn.
- **Skills:** helping young Londoners to stay on track at school.
- **Employment and enterprise:** increasing awareness of opportunities, preparing young people for employment and giving them better access to employers.

Achievements

- 7 Zoopla volunteers involved.
- 22 hours of careers talks and presentations delivered.
- 260 students reached.

2023

ambitions

- 60 Zoopla Community Coaches.
- 840 hours of coaching delivered to students.

Influencing change for good

This year, we leveraged our unique data and insights to work with Crisis on a number of joint research projects. The aim? To raise awareness of homelessness and the barriers to boosting the supply of rented homes for those on low incomes.

Our work has been published over the course of 2022 and used by Crisis as part of their engagement with senior officials in Government. Specifically, there is a real need to boost the supply of affordable homes. For people in receipt of housing benefit, there is also a need to reset local housing allowance in line with the market.

In addition, in order to ensure we are supporting the long-term change required to end homelessness for good we have worked with Crisis in numerous other areas of work. This included supporting their Housing Board and Christmas campaign with data and insight to support their fundraising and campaigning on policy measures to reduce homelessness.

Key achievements:

- Summer 2022 – Launched joint report 'Falling short: Housing benefit and the rising cost of renting in England'. Our unique methodology enabled reporting at local authority level, and there has been strong demand for the data and analysis from housing providers, charities and corporate investors.
- Autumn 2022 – Updated our housing benefit analysis with the most recent property data in order to engage with Government, ahead of the October 2022 Fiscal Statement, and encourage an increase in housing benefit in line with inflation. This benefit increase was agreed and announced in the Autumn budget.
- Winter 2022 – Data supplied to support Crisis at Christmas campaign, with a focus on cost of living and home-running costs.
- Winter 2022 – Presentation to Crisis Housing Programme Board on market outlook and ideas for how they can driver greater direct impact for members on the ground.
- Winter 2022 – Leveraged owned Zoopla channels to support the Crisis at Christmas campaign, producing guides on how our users can support people experiencing homelessness and how landlords can help vulnerable tenants. To increase awareness and drive fundraising, we donated £72,000 worth of our advertising inventory to the Crisis campaign.

“The work we have undertaken with Zoopla has been very compelling. It has given Crisis a real point of differentiation when engaging with civil servants and ministers about policy actions on homelessness.”

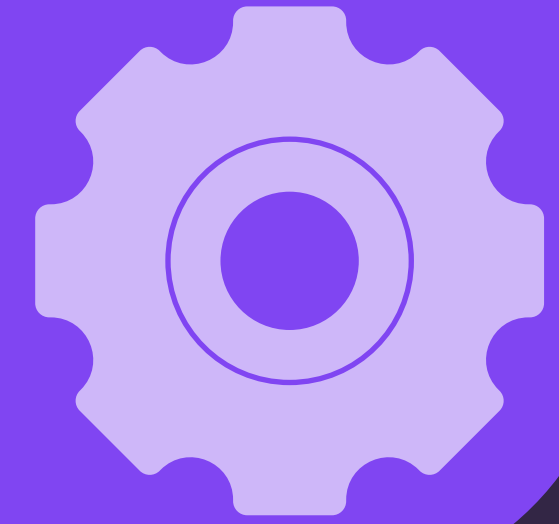
Matt Downie, Crisis CEO

2023

ambitions

Building on the work and momentum of 2022 with an update of the housing benefit work and exploring new areas of insight including the use of discriminatory language in property adverts.

Governance and Finance



Things we're proud of

Over and above policies, training and knowing our roles and responsibilities, we have further measures and controls in place governing our data.

Confidentiality

We have ensured our data is secure from unauthorised access by:

- Undertaking routine information security processes such as penetration tests and vulnerability scanning.
- Having supporting infrastructure built in line with good industry practice, including Firewalls, VPNs.
- Ensuring access control systems are in place with multi factor enabled, where supported.
- Deploying software from carefully selected vendors to help audit our data landscape and risk exposure such as our SIEM and mSOC.
- Ensuring we have asset management and joiner, mover leavers process in place to control access to our data.
- Obtaining certifications such as ISO27001 where relevant, to further protect and evidence we take the security of our data seriously.

Integrity

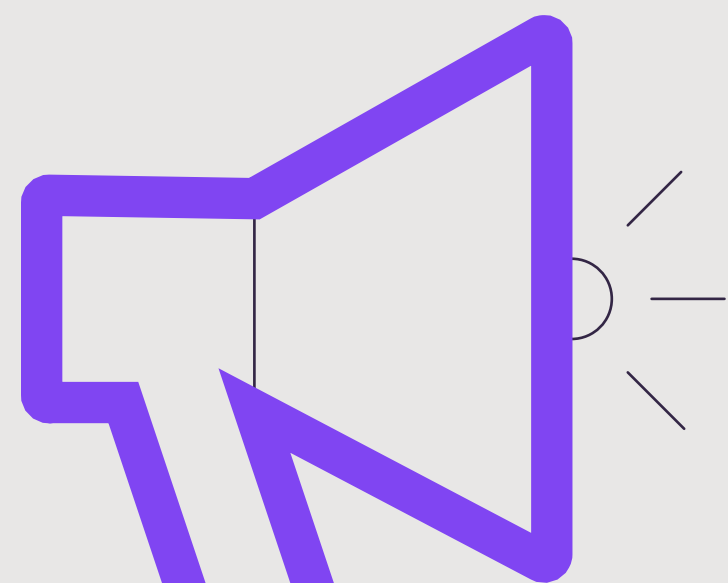
We have ensured our data is accurate and remains up to date by:

- Standardising and simplifying our data entry processes.
- Ensuring that admin access and privileges are in place to only allow for authorised changes to data, also preventing the loss of data.
- Successfully completing our project focused on data sanitisation.
- Meeting, where applicable, the right to rectification and complying with the principles of data minimisation and limitation.
- Enabling good housekeeping practices to help ensure the secure erasure or destruction of data over retention, whilst maintaining for example, anonymised data to ensure we retain any commercial value in the further analytics of the data.

Availability

We have ensured our data remains available for use by data subjects, our employees and our partners/customers by:

- Ensuring business continuity plans and procedures are in place, such as backup internet connections and cyber response plans.
- Having disaster recovery procedures in place, such as remote working and cloud hosting.
- Maintaining our IT hardware and software - we have timely data back ups and up to date operating systems.
- Planning for any change that may impact the availability of our data by having roll back plans and attending to IT infrastructure maintenance out of hours.
- Ensuring our bespoke software applications are scanned by automated quality checking tools such as the SDLC.



Data governance

👁 Long-term vision:

External Security Certification

2022 target:

Improve our data governance framework to support our new data strategy

Actual:

Ongoing



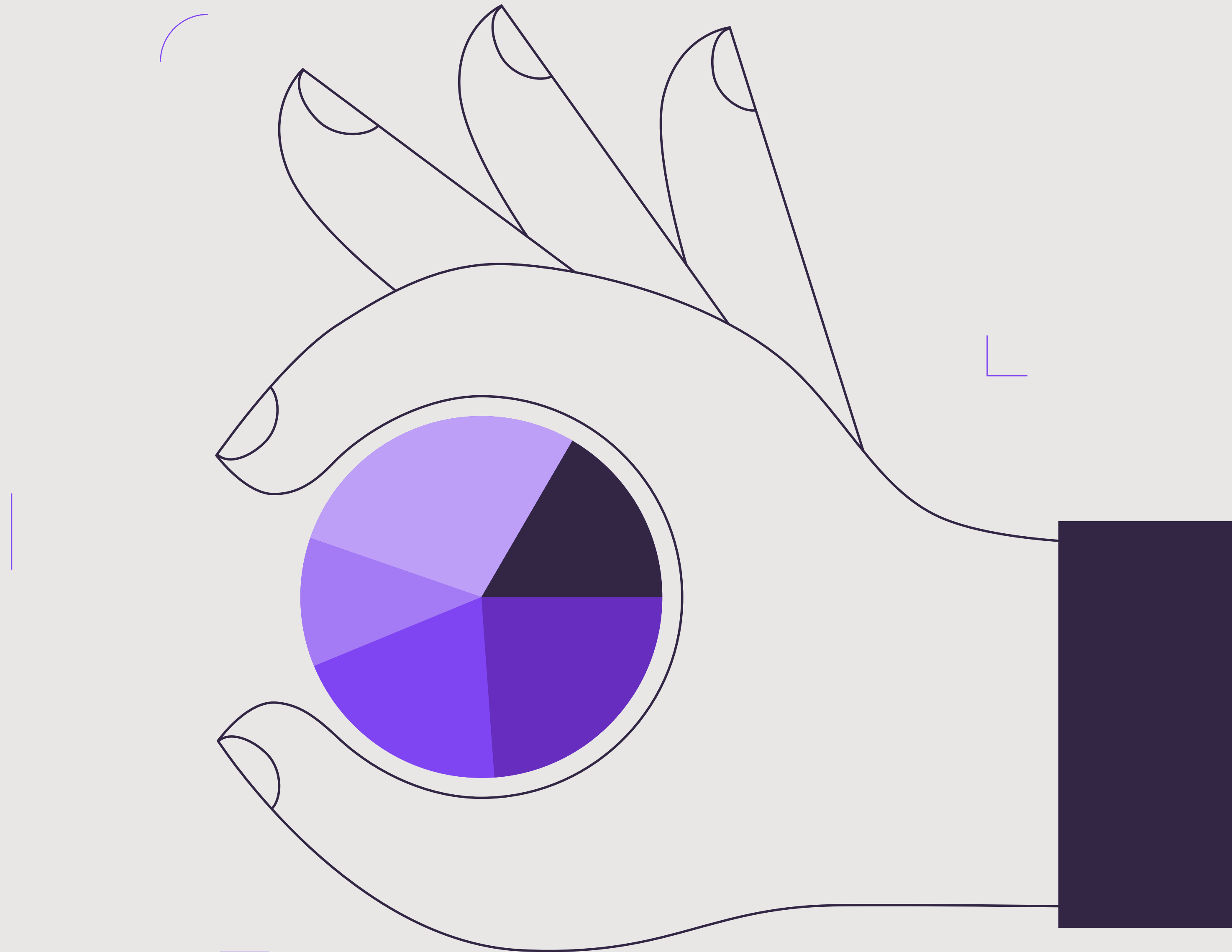
Overview

Data is at the heart of everything we do. So, ensuring we have effective processes and systems in place to maintain data quality, manage data security and safeguard our users is a top priority at Zoopla.

Our data governance framework not only ensures our data practices are compliant, but that everyone knows their role in protecting the **confidentiality, integrity** and **availability** of all our data, whilst allowing Zoopla to lawfully monetise data and use it to better our products and services.

Key achievements:

- This year we completed a data-mapping exercise that identified and documented data flows and data owners across the company. Our work in this area has enabled us to build a clear process for assigning roles and responsibilities to data producers and data consumers.
- We also successfully completed our data sanitisation project in line with GDPR.



Our Journey to ISO 27001

In July 2022 Hometrack achieved ISO 27001 certification and successfully passed the first annual surveillance audit, a requirement of the certification.

At Hometrack we are committed to ensuring we mitigate any potential risks when it comes to the security of the information we hold and process on behalf of our clients. This, along with Hometrack’s purchase of MLS in late 2020, created an internal driver to achieve the ISO 27001 standard.

Although Hometrack primarily deals with property data, we also hold the personal data of our lender’s mortgage customers in order to support their mortgage journey. As such, it’s vital that we continue to evolve our approach to data governance and have a structure in place that is externally verified to keep that data safe, and our processing compliant.

One of the first steps we took towards the certification was to recruit an experienced Information Security Manager (ISM) to increase our internal knowledge of the ISO standard. We then began the process of analysing the gap between our existing processes and the ISO guidelines. The results of this analysis determined that the gap was small, due to the solid processes and controls already in place.

A main focus was ensuring we created core documentation needed for the ISO, such as the Information Security Management Manual, the Statement of Applicability, as well as to improve existing documents, such as the risk register. Once this work was complete and the team was ready, NCC Group facilitated an internal audit to run through all areas relevant to ISO accreditation and highlight any areas of improvement needed before the certification process occurred.

A few months after the internal audit took place, we conducted an external audit. The external audit involved around 18 employees who worked diligently to review our policies, procedures and processes in each of the specific audit sessions. The final report concluded the external audit had been a success and Hometrack achieved the ISO 27001 certification.

At Hometrack we are committed to ensuring we mitigate any potential risks when it comes to the security of the information we hold and process on behalf of our clients.



Benefits of ISO 27001

ISO certification has brought a number of improvements to Hometrack, including:



We launched a Change Advisory Board (CAB) to ensure that software releases had adequate controls in place. This has helped make notable improvements to the quality of the application releases.



Greater awareness of data security risks and mitigations across Hometrack's senior leadership.



A New Supplier Assurance process has been put in place to help measure and mitigate any potential risk surrounding onboarding new clients – as well as keeping more effective records of existing suppliers.



Business continuity processes have been improved and now run with greater efficiency.



Improvements have been made to ensure that security is considered in all parts of the software delivery cycle, with the engineering team bringing in new automated security testing software to identify potential risks.



Labour-intensive Client/Lender Assurance Audits can be filled out more efficiently, because having the ISO standard brings a level of confidence in the quality of controls and processes.



Having the ISO 27001 certification further supports our reputation as a business that takes data production and information security obligations seriously, and embeds the relevant data governance considerations into all its business operations.

2023

ambitions

- Roll out a policy framework designed by stakeholders to outline how data will be treated.
- Agree on an actionable implementation plan, defining tools and technology, and assigning responsibility to data stakeholders.
- Evolve our process, and commit to ongoing assessment of policies and plans against business objectives.

Policy and compliance

👁 Long-term vision:

External security certification

2022 target:

100% training completion rate for eligible employees

Actual:

93%

2022 target:

Aligned governance policies and procedures across the business group

Actual:

Achieved



2022 target:

Updated supplier process and code of conduct

Actual:

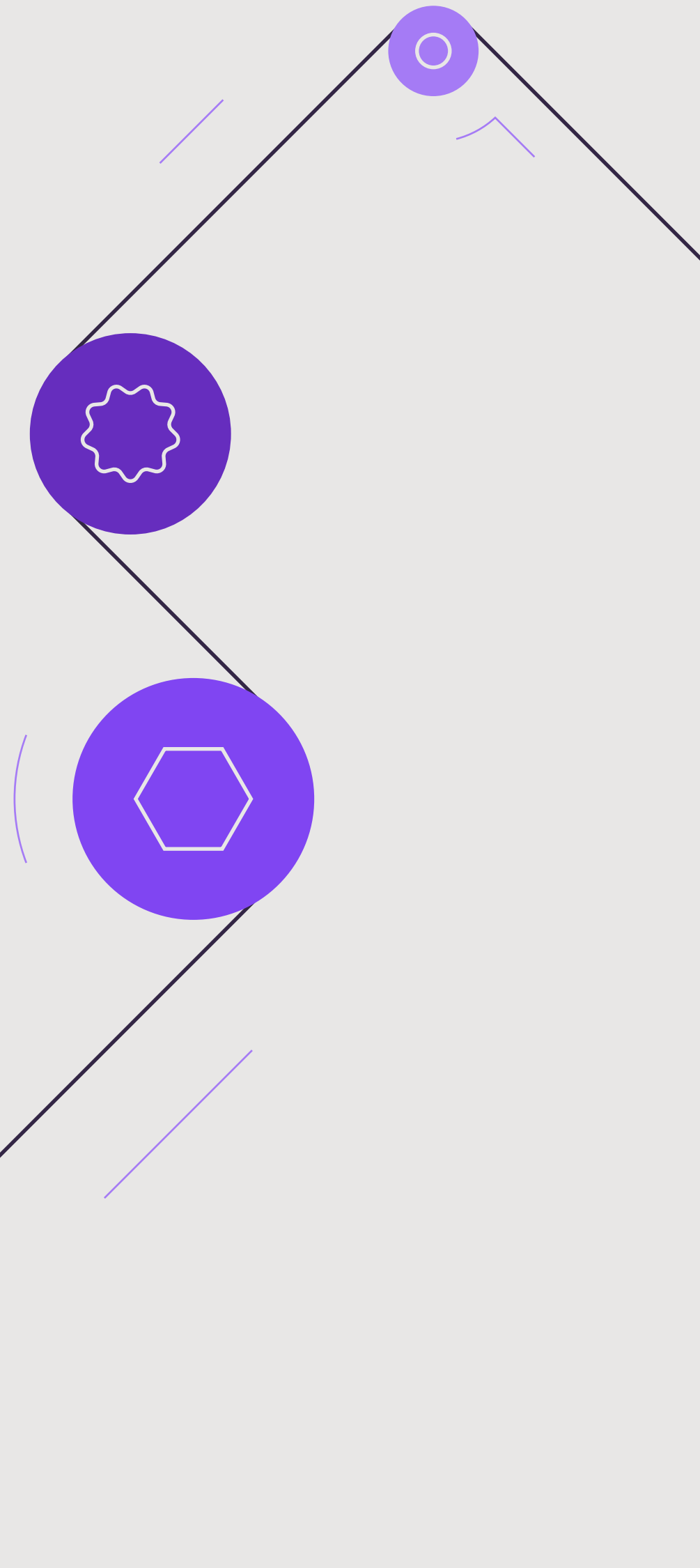
Achieved



Overview

Zoopla is the property division of our parent company ZPG Group, operating alongside our sister business RVU, which delivers comparison services for consumers relating to insurance, mortgages, energy and telecoms via its brands Uswitch, Confused.com, Tempcover, money.co.uk and Mojo.

In 2021 it was agreed an effective way to increase governance across the Group would be to align all relevant policies. During 2022 the legal teams across the group reviewed our compliance policies. They identified where a baseline ZPG Group-level policy was needed across the Group and launched a project to update and renew each relevant policy.



Key achievements:

- We rolled out 10 new ZPG Group level baseline policies, with 3 additional remaining for completion in 2023, and we adopted a new sanctions tool across the Group. This is an important achievement as it sets a consistent set of standards for compliance across the group, increasing transparency and streamlining process.
- In 2022, we introduced an enhanced set of training modules for all staff to complete: GDPR, Anti Bribery and Corruption, Anti Facilitation of Tax Evasion, Whistleblowing and Cybersecurity. The compliance training programmes were also updated to make the content more relevant and user-friendly.
- A new supplier due diligence process was adopted, as well as a new group-aligned supplier code of conduct, which will be utilised for all new suppliers. This not only improves our risk management but also provides a foundation of the clear expectations we have of our suppliers. We can build upon these expectations over time as we continue to deliver our ESG strategy and ESG requirements become more prevalent in our procurement.

Learnings:

- Adopting consistent cyber and risk policies is a challenge due to Zoopla and RVU - the group divisions - having different business models. This challenge has already been identified as a key area to resolve in 2023 via our group functions and ESG alignment.
- As we were not able to achieve the 100% compliance training completion rate across our employee base, we launched an end-to-end review of our training process. In late 2022 a working group of employees from IT, people, and legal teams began to identify the relevant improvement necessary across our; learning platforms, how we track training completion and employee accountability (e.g. ensuring that completion of training is factored into an employee's performance rating). The outcome of the review and next steps to be taken will be internally published in January 2023.

2022

In 2022 the Group has focused on a number of areas of improvement. Zoopla has leveraged this Group work, which has included:

- Group team grew to include Procurement. It also enhanced its Governance and Compliance capabilities. The Group team has established core Group-level policies and procedures, a Group register of legal and regulatory reporting requirements and a refresh of statutory appointments and Board requirements, including the constitution and remit of the Group Audit Committee.
- As part of its insurance renewal, the Group has focused on cyber security and has sought external guidance to further develop its cyber strategy. The Group has also established a core cyber team which includes representatives from Zoopla. cyber reporting is a standing agenda item for the Group Audit Committee.

2023

In 2023, the Group team focus areas that will impact Zoopla, will include:

- The development of final core Group-level policies.
- A refresh of the Group Tax strategy reflecting changes in the composition of the Group and changes in tax requirements.
- Group-wide ESG Committee, reporting directly to the Group Audit Committee.
- The development of a Group-wide internal controls framework to ensure appropriate and consistent controls are in place across the Group, with a testing programme to ensure controls are working effectively.
- A refresh of the risk management framework to ensure consistency across the Group with appropriate escalation and reporting to the Group Audit Committee.
- Expansion of the Group Procurement remit to cover wider areas of the business and the development of a Group-wide Procurement strategy.

2023

ambitions

- 100% completion rate for training.
- Roll out of employee code of conduct and system to measure employee engagement with the code.
- Remaining Group policies approved and adopted.

ZOOPLA

