



**ZEP-RE**  
(PTA Reinsurance Company)

A Leading Partner in Growing

# Africa's Resilience

Sustainability  
Report 2024



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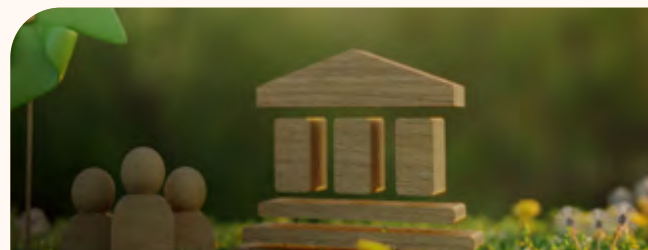
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## About this Report

### Report Overview

This is ZEP-RE's (PTA Reinsurance Company) Second Annual Sustainability Report for the reporting period 1st January 2024 to 31st December 2024. Specific 2025 items have been included in the report such as ZEP-RE Board Directors elected in 2025 and ZEP-RE senior management who joined in financial year 2025.

The report is grounded in our commitment to promoting sustainable development and contributing to environmental conservation and social equity within our spheres of operation. We strive to openly share our achievements, as well as the challenges we face, in our sustainability journey, enabling our stakeholders to support us and hold us accountable.

This report covers ZEP-RE (PTA Reinsurance Company) and its subsidiary ACRE Africa, reflecting our approach to ESG performance and risk management across our operations.

### Sustainability Data

The information presented in this report is derived from a comprehensive review of ZEP-RE's policy documents, operational records, and input from personnel responsible for key sustainability areas. Where exact data was not accessible, estimations were applied and rigorously validated to ensure consistency with the company's business activities and operational context. All monetary values in this report are stated in United States Dollars (USD), unless indicated otherwise.

No restatements of previously reported information were required during the reporting period.

**Assurance:** This Report has not been subjected to any external assurance.

ZEP-RE recognizes the support from our esteemed partners DEG Impulse and AFD in the preparation of this report.

### Reporting Universe

We encourage you to read our 2024 Sustainability Report in conjunction with our other reports, available on our [website](#)

### Going Forward

Recognising that continuous improvement is essential, we are actively implementing measures to expand and strengthen our reporting efforts. Updates on our progress toward these goals will be shared in subsequent editions.

### Guiding Global Reporting Frameworks

This Report was compiled with due consideration of the following globally recognised reporting frameworks:



Any questions and comments can be directed to [esg@zep-re.com](mailto:esg@zep-re.com).



# Statements from Our **Leadership**





## Statements from Our Leadership

### Board Chairperson's Statement



**It is with great pride that I present our Second Sustainability Report — a milestone that reflects not only our progress, but our deepening commitment to embedding sustainability at the heart of our mandate. ZEP-RE continues to fulfil its development mandate with purpose - advancing growth in the (re)insurance sector, supporting vulnerable and undeserved communities, and enabling cross-border trade and regional integration.**

The organisation is uniquely positioned to drive sustainable growth and build resilience across Africa's evolving landscape.

2024 presented both remarkable opportunities and pressing challenges as climate change shocks, economic shifts, and social inequalities continued to test the adaptability of the insurance sector and the communities we serve. Through it all, however, we have remained steadfast in its commitment to catalysing inclusive growth, advancing climate-smart insurance products, and promoting financial inclusion across the COMESA region and Africa at large.

The Board is particularly proud of initiatives such as the DRIVE project, and our subsidiary ACRE Africa's work, which demonstrates the transformative power of partnerships in protecting livelihoods, especially for smallholder farmers and vulnerable populations through financial inclusion. The ZEP-RE Academy also

continued to execute its mandate – capacity building and thought leadership across Africa for our valuable stakeholders. These achievements show the company's ability to translate strategy into measurable impact.

Sustainability is firmly embedded in our governance framework. Through the Governance and Human Resources Committee, the Board monitors our ESG journey, ensuring alignment with global best practices, regional priorities, and stakeholder expectations. This includes strengthening ESG risk oversight, integrating climate considerations into enterprise risk management, and maintaining transparency in measuring and reporting progress.

Capacity building on ESG and climate risk is a strategic priority - internally through Board and staff training, and externally via the ZEP-RE Academy, which supports clients and partners to integrate ESG principles into insurance practice. This focus ensures sustainability is a shared commitment across the organisation and its value chain.

On behalf of the Board, I thank our partners, clients, regulators, the ZEP-RE executive team, and staff for their commitment, dedication, trust and collaboration. Together, we will continue to shape a future where insurance empowers communities, builds resilience, and drives sustainable and inclusive development across Africa.

**Chileshe Mpundu Kapwepwe,**  
Board Chair ZEP-RE (PTA Reinsurance Company)

# Statements from Our Leadership

## Managing Director's Statement



**Welcome to ZEP-RE's Second Sustainability Report. In 2024, ZEP-RE reinforced its role as a driver of inclusive growth, economic resilience, and climate-smart innovation across Africa. Guided by our mandate and values, we delivered strong financial performance while deepening our impact through innovative and digital sustainable insurance solutions, expanded financial inclusion, and robust governance.**

Our ESG and Sustainability journey demonstrates that profitability and purpose/impact are not opposing forces - they are mutually reinforcing drivers of long-term value that boost development on our continent, that is disproportionately affected by climate shocks, challenging Africa's resilience.

### Economic Value Creation and Financial Inclusion

We delivered a strong financial performance in 2024. Our direct economic value is primarily generated through our core reinsurance operations and strategic investments. In 2024, ZEP-RE recorded gross reinsurance revenue

of US\$338.4 million, up from US\$290.2 million in 2023, representing a 16.6% increase. Net investment income rose sharply to US\$18.2 million (2023: US\$7.5 million), reflecting improved market performance and portfolio yields. Share of associates' results was US\$2.9 million (2023: US\$1 million), while other income rose to US\$1.6 million, up from US\$1 million the prior year. Altogether, the total economic value generated increased to US\$361.1 million in 2024, compared to US\$299.7 million in 2023, a year-on-year growth of 20.5%.

Our role extends beyond financial results - we enable growth through tailored solutions:

- a. Renewable Energy:** Over the past three years, we have provided reinsurance for over 100 renewable energy projects in 12 countries, with gross premiums in renewables up 65% in 2024 to USD 7.1 million
- b. ACRE Africa:** Through our subsidiary ACRE Africa, we insured 872,000 smallholder farmers across Kenya, Uganda, Tanzania, Somalia, Rwanda, Zambia, Malawi, Zimbabwe and Nigeria in 2024, up from 680,000 in 2023.
- c. DRIVE:** Since project inception, the DRIVE project has cumulatively secured 470,000 drought index insurance policies as of 2024. We reached over 3 million people with financial literacy and climate adaptation support, 55% of whom are women. This has also resulted in up to 412,000 digital accounts opened and actively in use, and \$298 million mobilized to secure 470,000 policies across the three countries.
- d. Microinsurance** Our Gross Written Premium under Microinsurance business reached USD 6.16 million bolstering rural resilience, reaching last mile individuals and their families and helping narrow the protection gap. Through our Collateral Replacement Indemnity product, we helped over 6,100 lower income families unlock USD 58 million in affordable housing finance in 2024.

### Climate Action and Environmental Stewardship

Climate change remains both a challenge and an opportunity for ZEP-RE. In 2024, we delivered over USD 5 million in insurance payouts to farmers and pastoralists affected by drought, safeguarding livelihoods. We mobilized USD 254 million in private capital for climate risk solutions.

We planted 12,870 trees in Kenya in 2024, with the planting undertaken by our employees in collaboration with the local community. Across all markets that we operate in, we have planted over 20,000 trees. In our office buildings, we are reducing our footprint through energy-efficient lighting, water-saving fixtures, and a ban on single-use plastics.

### Empowering People and Communities

Diversity, equity, and inclusion (DEI) remain key priorities for ZEP-RE, internally for our employees and externally for the clients that we serve.

Internally, DEI is reflected in our gender-balanced employees and the Board. Our employees are drawn from over a dozen nationalities, with women comprising 49% of employees and 46% of senior management. Externally, our financial inclusion efforts continue to focus on the underserved and vulnerable groups such as women and underdeveloped communities.

As a Pan-African reinsurance institution with a mandate to promote the development of the region's insurance sector, we have been keen to train industry players through various forums. Our capacity-building platforms trained over 10,000 people (DRIVE & ACRE Africa in all the markets) in 2024. The ZEP-RE Academy is a leader in the thought leadership space in the insurance industry in Africa, offering professional training in insurance-related modules, and increasingly innovative modules in climate risk management and agricultural insurance, among others. It has trained over 9,000 participants, building financial and technical skills and leadership capacity across Africa.

## Statements from Our Leadership

Managing Director's Statement continued

### Responsible Governance and Risk Management

Strong governance underpins our long-term value creation at ZEP-RE. The ZEP-RE 2024 Board had 10 nationalities representing our geographical diversity. Further the gender balance at the board level was 50/50. The Board oversees strategy execution, ESG integration, and rigorous risk oversight. In 2024, we also updated our Board Charter and conducted independent governance reviews.

Risk management is embedded across the organisation through our robust Enterprise Risk Management framework.

“

### Looking Ahead

In 2025 and beyond, our focus remains clear: deliver strong financial performance, expand inclusive insurance solutions, accelerate climate resilience, and uphold the highest standards of governance and risk management.

*Hope Murera*

**Hope Murera**

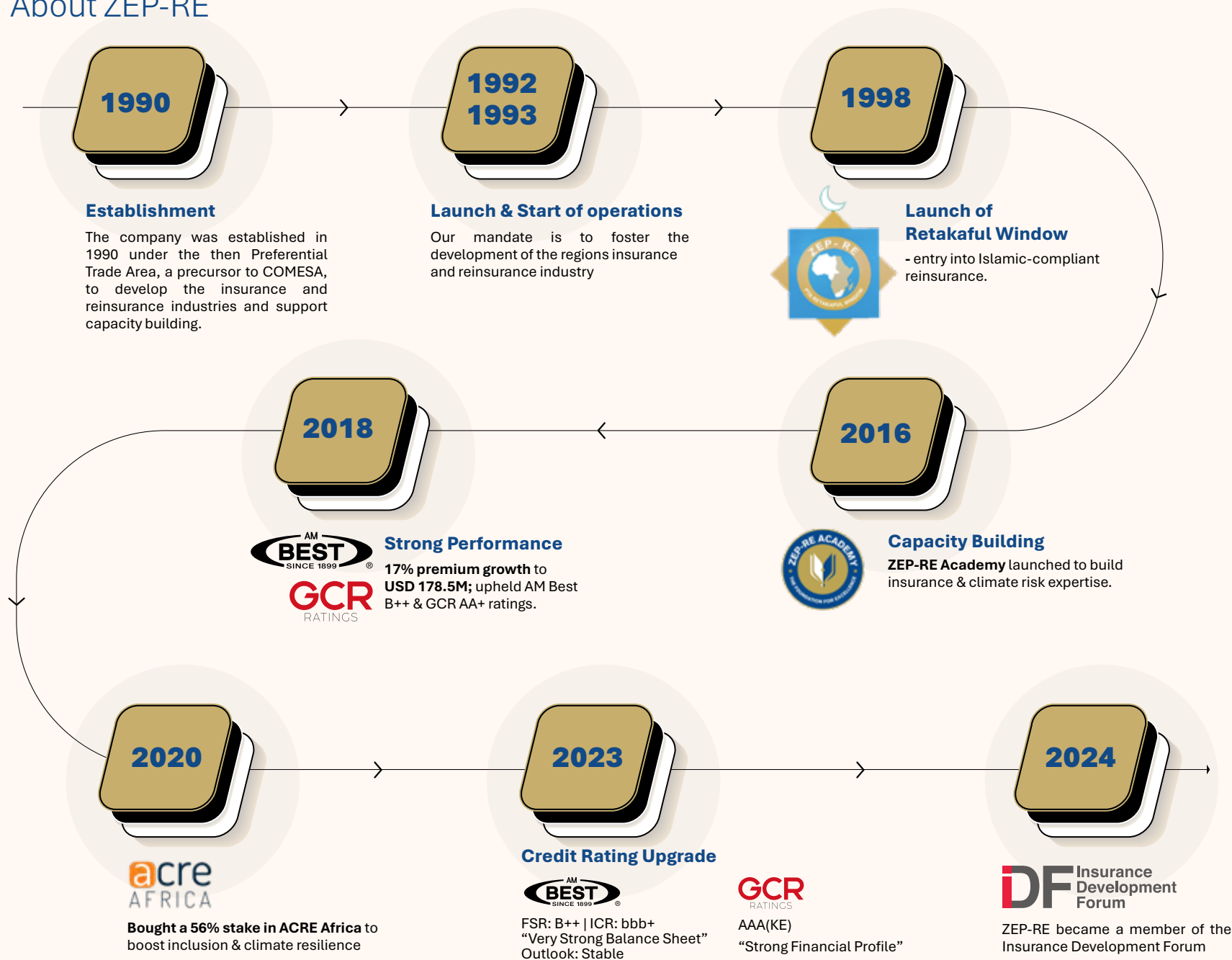
Managing Director & CEO





# About **ZEP-RE**

## About ZEP-RE



### Our Reinsurance products



Property



Casualty



Medical



Life



PVT



Aviation



Microinsurance



Agriculture



Marine



Motor

## About ZEP-RE continued

For over **3 decades** the company has played a leading role in advancing the insurance and reinsurance sectors across COMESA markets and Africa at large through:

- Promoting the development of the region's insurance and reinsurance industry.
- Expanding the growth of national and regional underwriting and retention capacity.
- Supporting sustainable economic development across the region.

**These objectives are achieved by:**



Delivering tailored, world class solutions that are designed to meet our clients' and the region's needs.



Implementing capacity-building programmes to enhance the skills of the region's insurance professionals.



Reinvesting premium funds within the region to stimulate development.

### Our Philosophies:



**Mission:** To provide first-class security and quality services to our clients



**Vision:** To be a world class leading reinsurer in Africa

### Our Values



Customer-driven



A professional team:



Committed to our work



We act with integrity



We are a responsible corporate citizen

### Our Industry memberships



Uganda Insurers Association



African Insurance Organisation



Organisation of Eastern & Southern Africa Insurers



iISA  
The Insurance Institute of South Africa





## About ZEP-RE continued

While ZEP-RE began with a shareholder base primarily composed of COMESA member states or state-nominated institutions, we have evolved to attract new investors, diversify our shareholder base, and forge strategic partnerships with Development Finance Institutions. Together, we have strengthened our position as a premier reinsurer in Africa, expanding our reach and influence in over 50 countries across the continent.

ZEP-RE categorizes its shareholders into four distinct **Classes**, namely:



This category consists of Member States, designated institutions, and institutions owned by Member States, COMESA institutions, and signatory States that hold Class A shares

This class comprises:

- 8 Governments
- 17 Government- related entities
- 2 COMESA organisations



Class B shareholders include signatory States (other than those holding Class A shares) and a range of designated regional institutions. These include:

- Institutions owned by Member or Signatory States and COMESA institutions
- Designated Institutions
- African institutions and Regional Economic Organisations



This category comprises private sector players within the region's insurance and reinsurance markets. Eligible entities include regional private insurance and reinsurance companies, as well as other legally recognised bodies or institutions. Currently, this class is made up of:

- 13 insurance companies
- 1 re-insurance company



This class includes international development financial institutions that hold equity in ZEP-RE. At present, the category comprises:

- 2 development finance institutions

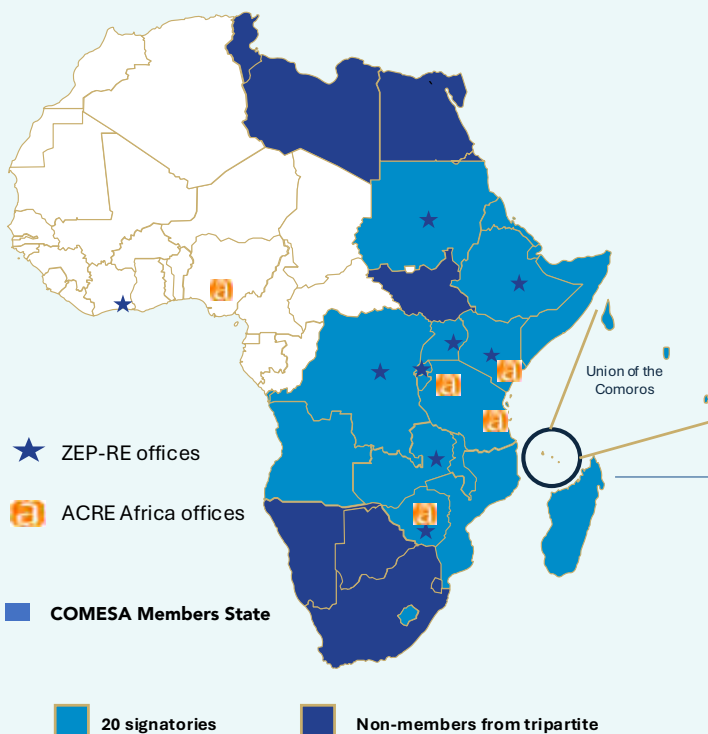
## Our Geographical Footprint

ZEP-RE has established a strong and expanding regional presence, with its headquarters in Nairobi, Kenya, with regional hubs in Côte d'Ivoire and Zimbabwe, and country offices in Sudan, Zambia, Ethiopia, Uganda, the Democratic Republic of the Congo (DRC), and Rwanda. To date, ZEP-RE has underwritten businesses in 50 countries across the continent, serving more than 700 companies.

The Company's business remains primarily anchored

in the COMESA region, which contributed 89% of gross premiums in 2024 (2023: 87%). ZEP-RE's top 10 markets; Kenya, Uganda, Zimbabwe, Ethiopia, Zambia, Tanzania, DRC, Rwanda, Mauritius, and Mozambique accounted for 92% of premiums (2023: 86%), reflecting both market depth and concentration. Alongside this, ZEP-RE continues to diversify by selectively expanding into high-potential markets, while exiting or resizing underperforming ones to strengthen overall portfolio quality.

The acquisition of ACRE Africa has further extended ZEP-RE's reach and capabilities. ACRE maintains a local presence in Kenya, Tanzania, Zambia, Rwanda, and Nigeria, with a strategic focus on climate-smart agricultural insurance, financial inclusion, and risk mitigation solutions tailored for smallholder farmers.

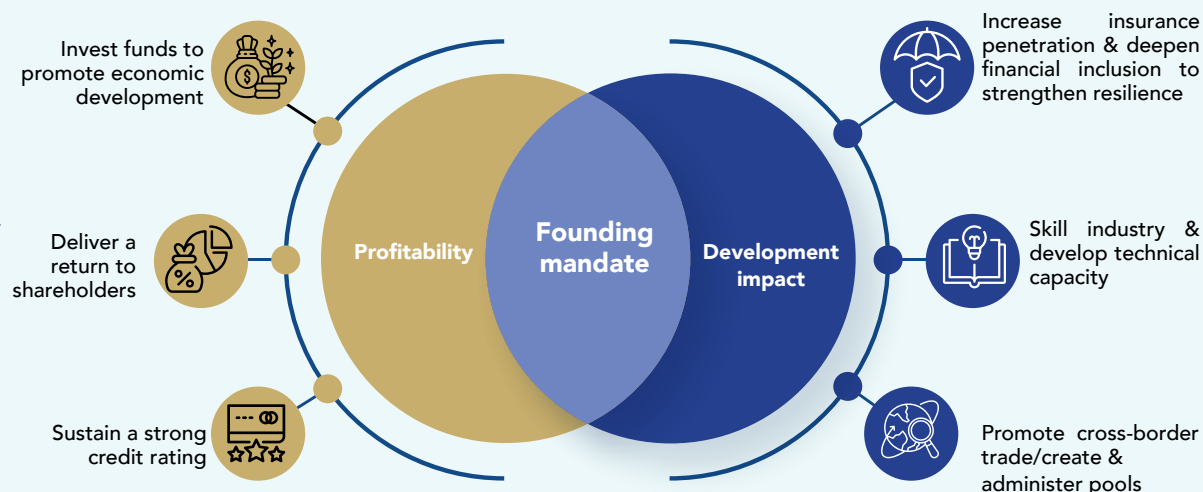


7 Country offices, 2 regional hubs and Retakaful Window in Sudan serving clients within Africa.

ACRE Africa has local presence in Kenya, Tanzania, Zambia, Rwanda, and Nigeria

### Dual mandate of ZEP-RE

Profits & Purpose



## Our Business Model

ZEP-RE is a specialised institution of the Common Market for Eastern and Southern Africa (COMESA) and a leading pan-African reinsurer with operations spanning Eastern, Southern, and Western Africa. The Company's core mandate is to provide reinsurance and related insurance services, covering property, casualty, life, health, marine, motor, agriculture, microinsurance, and climate risk, to both public and private sector insurers. Through these services, ZEP-RE plays a critical role in enhancing the stability of the insurance sector by spreading risk and strengthening regional underwriting capacity across the continent.

Our value chain is supported by a range of upstream partners, including actuarial firms, ICT and legal service providers, and training institutions, who enable us to deliver high-quality, data-driven, and compliant reinsurance solutions. Downstream, we support national insurers, public insurance pools, and regional initiatives such as the COMESA Yellow Card Scheme and the DRIVE Project. We also maintain strategic partnerships with various organisations. These collaborations enable us to expand access to inclusive

insurance, particularly for underserved groups such as smallholder farmers and small and medium-sized enterprises (SMEs).



### Financial ratings AM Best and GCR Ratings

Our performance continues to be validated by credible international rating agencies and industry awards. These independent assessments affirm our sound financial position, effective risk management, and strategic leadership across the continent.

ZEP-RE's Issuer Credit Rating was upgraded to **'bbb+'** with a stable outlook, following an improved assessment of the Company's enterprise risk management (ERM) framework.



AM Best, a leading global credit rating agency, revised its ERM assessment from 'marginal' to 'appropriate', recognising the significant efforts undertaken by management to enhance the Company's risk management capabilities.

Although AM Best noted ZEP-RE's exposure to elevated country risk, reflecting the economic, political, and financial system vulnerabilities present in some of our operating markets, the agency acknowledged that this risk is partially mitigated by our broad geographic diversification and prudent asset management strategy. AM Best further recognised ZEP-RE's strong competitive position in markets identified as having attractive profit potential.

Management remains firmly committed to advancing the evolution of our enterprise risk management (ERM) framework to more effectively identify and respond to risks and opportunities. This approach takes into account the

environmental, social, and economic priorities of the African continent, particularly in the face of pressing challenges such as climate change, environmental degradation, and social inequalities.



#### National Scale Rating

GCR Ratings, an affiliate of Moody's, affirmed ZEP-RE's National Scale Financial Strength Rating of AAA<sub>(KE)</sub> with a "Strong Financial Profile". The rating reflects the Company's strongest-level risk-adjusted capitalisation, broad and diverse membership base, strong market influence within the COMESA region, robust liquidity coverage, and overall sound financial profile.



## Our Leadership - Board of Directors



**Ms. Chileshe Kapwepwe**

Chairperson, Zambian



**Mr. Simon Chikumbu**

Vice-Chairperson,  
Zimbabwean



**Ms. Hope Murera**

MD & CEO of ZEP-RE,  
Rwandan



**Mr. Abdul-Razaq Badru**

Tanzanian



**Ms. Joy Ntare**

Rwandan



**Dr. Grace Muradzikwa**

Zimbabwean



**Ms. Nnenna Mwabufo**

Nigerian



**Ms. Jeanette Rwigamba**

Rwandan



**Mr. Jan Gross**

German



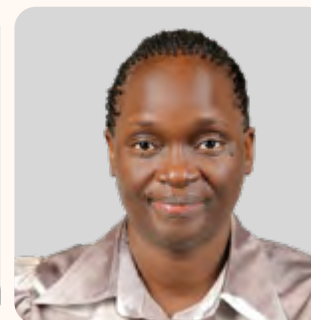
**Ms. Namakau Ntini**

Zambian



**Mr. Eric Gumbo**

Kenyan



**Ms. Ruth Namuli**

Ugandan

### 2024 BOARD DIRECTORS

Mr. Admassu Tadesse – retired June 2025

Mr. Hosea Ezekiel Kashimba – retired May 2024

Dr. Hillary Maina Wachinga – retired April 2024

Dr. Frederic Ntimarubusa – retired June 2025

Mr. Mohammed Satti Ali Hamad -retired Aug 2024

Ms. Rehemah Namutebi – retired March 2024

Mr. Pritesh Hemendra Modi – retired July 2025

Hon. Dr. Catherine Kimura – retired June 2025

## Our Leadership - Executive Management



**Ms. Hope Murera**  
MD & CEO



**Mr. Benjamin Kamanga**  
Executive Director & Senior Advisor to MD



**Mr. Jephitha Gwatipedza**  
Executive Director & COO



**Ms. Deniese Imoukhuede**  
Chief Risk Officer



**Dr. Rachael Gitonga**  
Chief Finance Officer



**Ms. Miriam Magala**  
Company Secretary & Head of Legal/  
Regulatory Affairs



**Ms. Albena Melin**  
Director, Partnerships



**Mr. Bernard Katambala**  
Director, Non-Life Underwriting



**Mr. Alexio Manyonde**  
Chief Technology &  
Digitalisation Officer



**Ms. Jean Mutabazi**  
Chief People & Culture Officer



**Ms. Jaskiran Sandhu**  
Chief of Staff



**Ms. Linet Odera**  
Chief Officer, Public Sector  
& Inclusive Solutions

# Governance

A conceptual photograph featuring a miniature wooden building with a triangular roof and three pillars, standing on a grassy field with small yellow flowers. To the left of the building are three wooden human figures of varying sizes. The background is a soft-focus green field. The word 'Governance' is overlaid in large white text.



## Governance Structure



*ZEP-RE Board and management at the 33rd AGM held at Victoria Falls, Zimbabwe*

ZEP-RE has three primary governing bodies: the General Assembly, the Board of Directors, and the Management Team.

The General Assembly is the highest governing body of the Company and is composed of shareholders. All powers of the Company are vested in the General Assembly. The composition of the General Assembly and its non-delegable roles are as detailed below.

- The Board is ZEP-RE's highest governance body and currently consists of twelve (12) directors, one of whom is independent. The Board holds regular scheduled meetings and may convene special meetings whenever necessary.
- The Chairperson of the Board is a non-executive director, separate from the Managing Director. In our governance model, the Board Chair provides independent leadership, while the Managing Director,

sits on the Board while overseeing the execution of strategy. The Board Charter explicitly defines these roles, stating that the Chairperson must be a non-executive director.

### Non-delegable powers of the General Assembly

Under the Charter, the following key powers are reserved for the General Assembly and may not be delegated under any circumstances:

- Increasing of the authorised Share Capital of the Company.
- Electing and removing Directors and their Alternates and determining their allowances.
- Appointing and dismissing the Managing Director.
- Selecting external auditors of the Company and to certify the balance sheet and the statement of profit and loss of the Company.
- Allocating and distributing the net income of the Company.
- Terminating the operations of the Company and distributing its assets.
- Admitting new Members.

### Board Responsibilities

The mandate of the Board of Directors is derived from the Agreement establishing ZEP-RE and articulated in the Board Charter. The Board is responsible for setting the Company's strategic direction, providing financial leadership, and overseeing the implementation of strategy, including impact, sustainability, and social responsibility initiatives. The Board Charter is reviewed every two years to ensure its continued relevance in light of emerging issues and the evolving socio-economic context.

The Board is responsible for the overall direction of the Company business and remains accountable to shareholders for its operations. The key responsibilities of the Board, as set out in the Board Charter, include the following:

- Overseeing the organisational structure and determining the responsibilities associated with all positions within the Company.
- Determining the terms of service of the Managing Director.
- Approving the budget of the Company.
- Providing guidance and ensuring that the Company operates on sound reinsurance principles.
- Submitting the annual financial statements and the annual report to the General Assembly for approval.
- Preparing for meetings of the General Assembly and ensuring the dissemination and implementation of its decisions.

## Board Appointment

The positions of Director and Alternate Director are filled through nominations open to all Members of the Company. This demonstrates our commitment to fair and inclusive processes in board appointments. Directors serve for a term of between three and nine years, or a shorter period as deemed appropriate by stakeholders in a General Assembly.

The appointment of Board Members takes place every three years through a formal and transparent election process involving the entire membership of the company. Each member can nominate candidates for the positions of Director and Alternate Director, and all members participate in voting to appoint the directors. Mid-term replacements are conducted via transparent by-elections.

We have recently revised our Board Rotation Plan to ensure that at each General Meeting, at least one-third of the longest-serving Directors retire by rotation.

To maintain high standards of governance, the Governance & HR Committee functions as the nominations committee, evaluating new appointees against “fit and proper” criteria and a board skills matrix.

The General Assembly appoints the Managing Director upon recommendation of the Board and serves on a fixed-term, renewable contract. Ultimately, these procedures ensure that Board selection is fair, inclusive, and aligned with our strategic objectives.



### Board Directors Categorisation

Executive **1** | Non-executive **10** | Independent non-executive **1**

## Board member qualifications.

We pride ourselves on having a Board of Directors that is not only diverse and inclusive but also has the necessary qualifications and skills to provide oversight and ensure accountability. The board plays a crucial role in enabling ethical, sound, and independent decision-making that is in line with the business's needs.

ZEP-RE Board is an assembly with a balanced blend of managerial expertise and technical knowledge from various fields such as insurance and reinsurance, finance, audit and accounting, capital markets, risk management, sustainability, business strategy, development, digitalisation, legal and regulatory affairs, tax and partnerships, among others.

### Our Board's sustainability competence

is reinforced through a structured approach to continuous learning. Directors regularly participate in capacity-building sessions to deepen their understanding of ESG matters, stakeholder expectations, and their role in governance of sustainability-related risks and opportunities. These include expert-led sessions, internal briefings, and exposure to global best practices. This ongoing learning process ensures the Board remains well-positioned to guide the Company's long-term ESG integration and strategy.



Some of ZEP-RE 2024 Board Directors.

## Board Diversity

We are committed to enhancing board diversity to ensure representation of our operational footprint. We also place a strong emphasis on fostering diversity and inclusion throughout the organisation. We define diversity as the presence of a broad range of perspectives, backgrounds that strengthen the resilience of decision-making processes, and promote innovation.

**2024**  
Board Diversity



**10 Nationalities**



**6 Male 6 Female**



**56 Average Age**

We are also committed to achieving gender equality on the board to benefit from the diverse perspectives of both men and women. A diverse board also ensures that we address the concerns of all stakeholders, including our employees, clients, investors, and the communities in which we operate.

## Board Evaluation

Our Board consistently reviews its performance and structure. According to our charter, the directors commit to an annual evaluation of the Board's effectiveness and its committees at least once every twelve months. We engage an external consultant to provide an independent perspective. The full Board considers the outcomes, identifying opportunities to enhance efficiency, skills, and processes.

## Board Remuneration

The board remuneration policy is developed by the Board and approved at the AGM. The current remuneration structure for the Board of Directors of ZEP-RE is as follows:

- 1. Directors' fees:** Amounts paid to a director for attending a Board and/or Committee meeting.
- 2. Daily subsistence allowance (per diem):** Amounts paid to directors to enable them to meet their daily expenses incurred while attending to ZEP-RE business.

- 3. Service allowance:** Allowance payable to Directors in recognition of service rendered to ZEP-RE. It is paid to the Director upon exiting from the Board or upon completion of their service terms.
- 4. Insurance cover:** we secure insurance covers for directors while they attend to ZEP-RE business.
- 5. Executive Director** (Managing Director) is an employee of ZEP-RE.

The General Assembly determines the terms of service and remuneration of the Board, based on terms approved by the shareholders. The Board's Governance & HR Committee develops proposals for director fees and key management compensation. The overall remuneration policy, as overseen by the Board, aims to attract and motivate qualified leaders while linking compensation to performance.

Director and executive remuneration are determined through a combination of committee recommendations, Board review, and shareholder approval, ensuring an objective and transparent process. The General Assembly ultimately approves directors' allowances. Shareholders approve an annual schedule of fees. For executive management, including the Managing Director, the Board sets terms of service based on advice from the Governance & HR Committee.



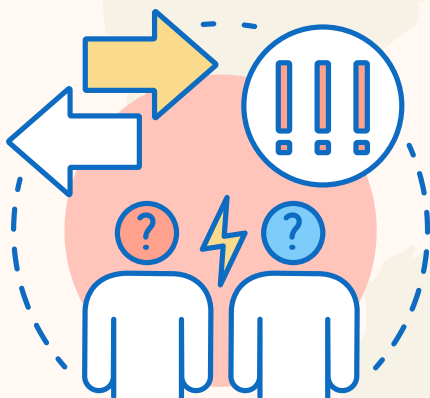
We are committed to enhancing board **diversity** to ensure representation of our operational dynamics.



## Conflict of Interest

We enforce strict rules to prevent conflicts of interest at the governance level. The Board Charter and company policy require each director to disclose any actual or potential conflict of interest immediately and to act in the best interests of ZEP-RE. A conflicted director must recuse themselves from discussion and voting on the related matter. The Company Secretary is required to keep updated records of other directorships or similar positions held by the directors on an annual basis. This helps to identify, track, and address any apparent conflicts of interest over time.

## Communication of Critical Concerns



We offer multiple channels for raising serious concerns about governance, including whistleblower and grievance mechanisms. Employees and external stakeholders can report issues such as fraud, corruption, or other misconduct via a 24-hour hotline, email, or web portal. The Internal Auditor or the Managing Director initially receives reports. If the reporter fears a conflict of interest, they may bypass management and report directly to the Board's Risk & Audit Committee. Specifically, the Whistleblower Policy states that in some instances, a concern will be raised with the Chairperson of the Risk and Audit Committee of the ZEP-RE Board through the designated hotline or

email. This process ensures that critical concerns reach the highest governance body or its audit committee without undue filtering and that whistleblowers receive feedback.

## Board Oversight on Sustainability Matters

Our Board of Directors is responsible for ZEP-RE's economic, social, and environmental impacts. It oversees the development and adoption of the Company's sustainability strategy and related policies. In practice, the Board provides overall direction and strategic leadership on impact and sustainability. Through its committees, especially the Governance & HR Committee, the Board consistently reviews ESG performance and integration. This active oversight ensures that sustainability impacts, risks, and opportunities are managed alongside financial and operational risks at the highest level.

While the Board retains ultimate oversight of sustainability matters, it delegates day-to-day responsibility to management and Board committees. The responsibility for executing the strategy has been delegated to the Managing Director and her executive team. The Board has, in addition, empowered the Governance & HR Committee to oversee the implementation of ESG and responsible business practices. That committee leads the development of sustainability policies and monitors their integration across our operations. The Board's Strategy & Investments and Risk & Audit Committees also evaluate ESG risks and strategic alignment as part of their remits.

Our Board explicitly oversees the integrity of its sustainability disclosures. As outlined in the Board Charter, the full Board is required to review and approve the annual sustainability report prior to publication. The Board also maintains and approves the ESG and Impact policy framework, along with any amendments to it. By formally ratifying the sustainability report and policy documents, the Board ensures accountability in sustainability reporting.

The Board maintains strategic oversight to ensure effective alignment between the Environmental and Social Management System (ESMS) and the company's long-term strategy. This includes:

### 1. Policy Implementation Oversight:

- Supervising the rollout and operationalisation of the ESG & Impact Policy across business units.

### 2. Approval Duties:

- Formal sign-off of the company's ESG Annual Reports.
- Approval of the ESMS and its associated policies.
- Endorsement of amendments to both the ESG & Impact Policy and the ESMS framework.

### 3. Quarterly Governance Engagement:

- Active engagement with the designated Board ESG Committee on a quarterly basis.
- Reviewing progress on ESG Scorecard implementation and addressing key ESG related matters.
- Assessing performance of the board and committees on an annual basis to ensure oversight on the progress of ESG scorecards and KPI's are met.



## Delegation of ESG-Related Roles

To accelerate the incorporation of sustainability and ESG principles within all operations, we have pinned our senior management roles to ESG-related responsibilities as follows:

- **The Managing Director** - oversees our overall strategy and guides the executive team, emphasising the importance of ESG.
- **The Director of Partnerships** – ensures the ESG considerations align with the Company’s strategic and investment policies and are approved by the Board.
- **ESG Manager** - coordinates the integration of ESG considerations into business operations and reporting to drive sustainable performance and regulatory compliance

## ESG Oversight at the ZEP-RE Board level

The Board has three main committees with separate but aligned mandates that contribute to our financial performance and sustainability. These include:



### a) Governance and Human Resources Committee

This committee is mandated to provide oversight of sustainability issues by approving, reviewing, and guiding the implementation of sustainability-related policies and processes that promote long-term value for stakeholders.

It is composed of at least three non-executive directors, and the Board appoints the chairperson of the committee. The Chief Officer People & Culture serves as the secretary to this committee.

The Committee’s responsibilities include:

- Assisting the Board in discharging its responsibilities and overseeing the implementation of ESMS.
- Oversight of the company’s ESG compliance internally and with partners.
- Continuous review of the company’s corporate governance standards to ensure compliance with best practices. This includes examining and reviewing the selection and appointment of directors, appraisal standards, remuneration, incentive proposals, and training programmes.
- Examining and reviewing hiring practices, remuneration and incentive structures, and performance appraisal standards for senior management.
- Monitoring, evaluating, and advising the board regarding employees’ working conditions.
- Providing oversight of the activities of the Development Impact Fund.

### b) Strategy and Investment Committee

The Strategy and Investment Committee consists of at least three non-executive Directors and the Managing Director, with the Chairperson of the committee appointed by the board. This Committee is responsible for ensuring that ESG considerations are integrated into the Company’s strategy, vision, mission, and goals.

- The responsibilities of this committee include:
- Implement and or revise all Company strategy initiatives,
- Provide guidance and oversight on the investment policy and strategy of the Company and all major investment transactions.

- Monitor the effectiveness of strategic plans and investment policies.

### c) Risk and Audit Committee

The Risk and Audit Committee oversees ZEP-RE’s ESG risk management activities through centralised supervision, establishing policies, collecting information, and reporting to the Board on the company’s principal risks and the proposed procedures to manage them.

The Committee consists of two non-executive Directors, with the stipulation that at least one member must possess expertise in audit and financial matters. The Board appoints the Chairperson, and the Chief Risk Officer serves as the secretary to this Committee.

Upon invitation by this committee, the Managing Director, Chief Operations Officer, Chief Finance Officer, and Chief Technology Officer may occasionally participate in this committee’s meetings.

The responsibilities of the Risk and Audit Committee include:

- Identifying potential ESG risks that could impact the Company’s operations and performance.
- Assessing potential ESG risks in terms of their impact on operations and performance.
- Continuously monitoring potential risks that may affect our operations and performance.

To further facilitate a robust and effective risk culture and support the Executive Committee and Board’s oversight of risk-related issues, we also have a management-level Risk Management Steering Committee chaired by the Chief Risk Officer. This committee meets at least once every quarter, and its meeting outcomes are shared with the Executive Committee, which consists of the Managing Director and respective Heads of Department.

## Driving Sustainability Through Governance Policies



Our governance framework is operationalised through a set of clearly defined policies that articulate the standards, behaviours, and controls expected

throughout the organisation. These policies establish a common ethical foundation, define roles and responsibilities, and set up mechanisms for accountability and continuous improvement. By embedding clear principles on ethics, compliance, human rights, data privacy, and stakeholder protection, our policies improve governance effectiveness, minimise risk, and build trust with stakeholders. Collectively, they ensure that sustainability is not just an aspiration, but a consistent practice across all areas of our operations.

### Overarching Code of Conduct

Our Code of Business Conduct and Ethics is founded on the principles of fiduciary responsibility, mutual respect for all involved, transparency, fairness, and responsible citizenship.

This sets out the high standards of behaviour and the strong ethical foundation on which we are built. At the core of our mission is the value we place on maintaining professional and meaningful relationships with our stakeholders, including customers, law enforcement and authorities, clients, employees, business partners, the public, and competitors.

We are also committed to transparently reporting on these relationships and investigating any cases of non-compliance in accordance with the organisation's guidelines.

The Code applies to the Company, all directors, officers, employees, and agents connected to ZEP-RE. It is supplemented by other company policies, guidelines, and procedures that fully explain the application of these values and underpin the Code. The implementation and interpretation of the Code lies with the Managing Director and the Board of Directors, respectively.

## Policies against financial crimes

### Anti-Money Laundering and terrorism

We are committed to the highest standards of anti-money laundering (AML) compliance and preventing the financing of terrorism. We have an AML Policy that clearly outlines the responsibilities of the Board, Management, and employees to avoid using our products and services for money laundering purposes. We also have an AML Executive Committee, chaired by the Managing Director.

We are committed to adhering to the Financial Action Task Force (FATF) standards, which provide a comprehensive and consistent framework of measures to combat money laundering, terrorist financing, and the financing of the proliferation of weapons of mass destruction.

FATF recommendations are premised on our risk-based approach, which is summarised below:

- Risk mapping to identify, assess, and understand the money laundering and terrorist financing risks the business faces.
- Risk prevention through practices that help to identify and mitigate money laundering instances.
- Know your customer practices aligned with the proportion of money laundering and terrorist financing risk presented by specific customers.
- Continuous monitoring and immediate reporting of any suspected money laundering and/or terrorist financing cases to the relevant Financial Intelligence Units.

### Anti-Bribery and Corruption

We are firmly committed to combating all forms of corruption. The Company strictly prohibits employees from offering or accepting bribes, gifts, or any form of undue compensation in the conduct of business.

All reported acts of bribery, fraud, and corruption will be investigated following our disciplinary hearing process, and disciplinary action will be taken commensurate with the severity of the allegation.



## Policies on Human and Labour Rights



### Human Rights

We uphold the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. We are committed to recognising and respecting the fundamental rights of all our stakeholders. We see this as an important responsibility that must be integrated into our business operations as a core part of our vision and values, and as a vital enabler to building a principles-based, values-led organisation.

Our commitment is outlined in our Human Rights Policy Statement and is entrenched on the following guiding principles:

- Prohibit discrimination based on race, colour, gender, disability, language, ethnicity, nationality, and other distinguishing characteristics.
- Ensure a safe and healthy working environment to prevent occupational risks to employees' lives and well-being.
- Protect against physical, verbal, sexual, or psychological harassment in the workplace.

### Labour rights

We recognise that human values are essential for leading meaningful social and economic lives and that employer-employee relationships must uphold these values. Our policies, values, and corporate culture are based on the ILO Declaration on Fundamental Principles and Rights at Work and the labour laws of the countries where we operate.

We support:

- Freedom of association and the right to collective bargaining amongst our employees.
- Complete elimination of all forms of forced or compulsory labour
- Abolition and prevention of child labour
- Protection against discrimination in respect of employment and occupation.

We also empower and support employees to thrive in their roles by dedicating up to 40 hours of capacity building per person per year, enhancing transparent and objective performance appraisals, and providing clear promotion strategies for our employees at all levels.

### Forced Labour and Modern Slavery

At ZEP-RE, we believe in respecting free will and have zero tolerance for forced labour and modern slavery in all their forms. We are committed to acting ethically and with integrity in all our business dealings and have implemented effective systems and controls to detect and prevent any instances of modern slavery within our organisation as well as throughout our supply chain. We expect the same high standards and transparency from all our contractors, suppliers, and business partners.

### Child labour

We do not condone any form of economic exploitation of children. We strictly refrain from involving children in any activities that may pose hazards or interfere with their physical, mental, spiritual, moral, or social development, in line with our commitment to child protection and international human rights standards.

## Policies on Data Privacy and Cybersecurity

### Data Protection



By nature of our business, we handle large amounts of personal data that must be protected in compliance with applicable data protection laws and regulations. Our values and commitments ensure that the privacy, confidentiality, integrity, and security of personal data are uncompromised at all stages of data processing.

We maintain transparent practices regarding the collection, processing, and sharing of information based on the following six guidelines:

- Collect and process personal data only on legal grounds such as contractual obligations or compliance with a legal obligation.
- Only collect necessary personal data. Do not include excessive data that's irrelevant to your goal.
- Take reasonable steps to ensure accuracy and currency of personal data.
- Where required by law, obtain explicit and informed consent to collect and process personal data. Data subjects may withdraw their consent at any time.
- Take appropriate organisational and technical measures to protect personal data from unauthorised access, accidental loss, alteration, disclosure or destruction.
- Transfer of personal data to countries outside our jurisdiction only occurs in compliance with applicable data protection laws and regulations.

### Client Protection

We strive to maintain the highest level of care when interacting with our clients and have implemented a policy to ensure fair treatment of all clients. We are keen to:

- Ensure fair treatment is embedded in our corporate culture.
- Tailor our products to clients' needs.
- Maintain open and transparent communication of processes and activities undertaken on behalf of a client.
- Provide suitable and appropriate advice to clients.
- Provide products and services of an acceptable standard.
- Provide products and services as advertised.
- Not hinder our clients from associating with other firms providing similar or the same services.

## Whistleblowing Policy

To promote accountability, we allow for all employees and external parties with serious concerns about any aspect of our dealings to raise those concerns without fear of reprisal, harassment, or victimisation.

We have a whistleblowing policy that outlines the process through which stakeholders can report actual or potential violations anonymously or confidentially. The policy complements other guidelines and policies that govern our stakeholders. For example, employees are expected to disclose any actions of fraud or corruption that come to their attention no later than 7 days after becoming aware of the violation.

We maintain a dedicated whistleblowing platform, accessible via our [website](#) which facilitates the early detection and reporting of concerns or allegations. This channel is designed to accommodate both employees and external stakeholders, including those who may wish to remain anonymous.

## Enterprise Risk Management

Our Enterprise Risk Management (ERM) Framework is central to the Company's ability to deliver on strategic objectives and ensure long-term value creation and resilience. Designed to support risk-aware decision-making, the framework aligns with Board-approved risk appetite objectives and is closely integrated with the business processes that govern the assumption of risk.

At its core, ERM at ZEP-RE is underpinned by a strong governance structure and a commitment to promoting a sound risk culture across all levels of the organisation.

### The Three Lines of Defence

Risk governance at ZEP-RE is implemented through a 'three lines of defence' model, providing clear roles and responsibilities for managing and overseeing risks:



**First Line:** Business functions and line management are responsible for controlling risks in their day-to-day operations. This includes identifying, analysing, and assessing risks associated with business decisions.



**Second Line:** The risk and compliance teams oversee the effectiveness of the risk management systems. They ensure that decisions made by the first line remain within our established risk appetite.



**Third Line:** The internal and external audit functions offer independent assurance on the robustness and validity of the entire risk management framework.

While Senior Management does not sit within these lines of defence, it plays a vital oversight and strategic role, ensuring the effective operation of all three lines. Risk management is led by the Chief Risk Officer, who chairs the Risk Management Steering Committee comprising departmental heads. This committee convenes regularly to evaluate material risks and submits reports to Senior Management and the Board. The Risk and Audit Committee, which meets quarterly, oversees the adequacy of risk management practices. At the same time, the Supervisory Board has ultimate responsibility for monitoring the risk profile and ensuring that risks are managed in line with risk appetite parameters.

### Risk Management Process and Tools

Our risk management process includes risk identification, measurement, monitoring, and control, with a focus on factors that could significantly affect strategic outcomes. During strategic planning, risks linked to corporate objectives are evaluated, and the organisation's risk appetite and tolerance are defined.

Risks are systematically categorised and evaluated using risk registers, which assess both the likelihood of occurrence and the potential impact. This allows the organisation to decide on an appropriate response, whether to accept, mitigate, transfer, or avoid the risk. Once assessed, risks are continuously monitored, with regular reports to relevant stakeholders.

The Company's Risk Appetite Statement outlines key risk indicators, their thresholds, and tolerance levels. A core metric within this framework is the Capital Adequacy Ratio, which is managed under the Company's Capital Management Framework. This ratio is subject to continuous monitoring and review, taking into account developments in the business environment that may impact the organisation's overall risk profile and its ability to create sustainable long-term value.

The Risk Management Function is responsible for evaluating the Company's risk position against its defined risk appetite and reporting any breaches to Management, the Risk and Audit Committee, and the Supervisory Board. Promoting a strong risk-aware culture is integral to the Enterprise Risk Management (ERM) approach, and is driven by Senior Management and reinforced by the Supervisory Board, which sets the tone at the top.





**Risk Management Principles:** ZEP-RE's risk management approach is grounded on the below listed principles that drive effectiveness, accountability, and resilience across the organisation

**Shared Responsibility.** The Board sets the tone, while EXCO and leaders embed risk practices. Every employee is accountable for managing risks in their area.

**Integration into Core Processes.** ERM is embedded into strategy, operations, regional expansion, investments, and product development to ensure consistency.

**Robust Internal Controls.** Decision-making is supported by timely, accurate risk data and controls, overseen by the second and third lines of defence.

**Organisational Resilience.** The framework is designed to withstand external shocks (e.g., natural disasters, pandemics, economic crises).

**Regulatory Compliance.** Strong focus on adherence to legal, regulatory, and internal policies to safeguard reputation and operations.

**Performance-Aligned Incentives.** Employee compensation is linked to individual and corporate performance, encouraging risk-aware behaviour.

**Continuous Improvement.** Audit findings and stakeholder feedback inform framework evolution & improvements.

**Alignment with Best Practice.** Framework is responsive to emerging risks and benchmarked against global standards (ISO 31000, COSO ERM).

### Risk Categories Monitored

The ERM framework is designed to cover the full spectrum of risks to which ZEP-RE is exposed. The main risk categories include:

#### 1. Reinsurance Risk

- **Underwriting/Pricing Risk:** Risk arising from incorrect selection or pricing of business, or deviation in claim experience versus expectations.
- **Reserving Risk:** Risk that reserves set aside for claims are not adequate to cover potential losses.
- **Catastrophe Risk:** Risk of large-scale events (e.g., natural disasters) that generate exceptionally high claims over a short period.

#### 2. Financial Risk

- **Market Risk:** Arising from changes in financial markets that affect the value of assets and liabilities (e.g., interest rates, currency fluctuations, equity and credit spread volatility).
- **Credit Risk:** Resulting from counterparty default or failure to meet obligations.
- **Liquidity Risk:** Where liquid resources are insufficient to meet obligations as they fall due.

#### 3. Operational Risk

Includes failures in internal systems, processes, human error, or external events that disrupt business operations.

#### 4. Regulatory and Compliance Risk

Risks of non-compliance with legal, regulatory, or policy requirements across the jurisdictions in which we operate. It also includes the impact of unexpected regulatory changes.

#### 5. Governance Risk

Risks associated with the organisational structure and clarity in roles and responsibilities between stakeholders, including the General Assembly, Board, management, shareholders, and regulators.

#### 6. Strategic and Business Risk

Risks arising from poor strategic choices, implementation failures, or inadequate response to changes in the business environment. This category also covers reputational risk and potential credit rating downgrades.



Capital Management

Although ZEP-RE is not subject to regulatory capital requirements, maintaining a strong capital adequacy position is essential for its creditworthiness and financial strength. The company determines its capital needs using the AM Best proprietary capital model. According to AM Best criteria, ZEP-RE must maintain capital levels sufficient to absorb losses from a 1-in-250-year event. As of year-end 2024, ZEP-RE remained well-capitalised, supported by retained earnings and in full compliance with the rating agency’s capital expectations.



Climate-related Risks and Opportunities

At ZEP-RE, we recognise that climate change presents both risks and opportunities. Climate-related transition risks result from evolving national and international climate policies, rising expectations from clients and investors regarding performance in climate mitigation, and the need to align reinsurance products with low-carbon and climate-resilient outcomes. Physical risks, such as increased frequency and severity of droughts, floods, and other extreme weather events, can strain capital adequacy, heighten claims volatility, and reduce insurability in affected regions.

The potential financial implications of these climate risks include increased frequency and severity of claims, rising underwriting and operational costs, loss

of premium income from non-renewed contracts due to climate exposure, and potential capital charges under future regulatory climate stress testing regimes.

On the opportunity side, climate change presents a compelling growth frontier. Low insurance penetration and rising climate vulnerability in our markets have created demand for innovative, inclusive insurance solutions. By offering weather-indexed and microinsurance products for underserved segments, we are positioned to expand our client base and generate new revenue streams.

To support our stakeholders in building climate resilience, ZEP-RE, through our DRIVE project, set aside USD 179 million for climate resilience. In 2024, 1.6 million pastoralists and their dependents were covered under DRIVE’s Package of financial services for climate resilience. Through ACRE Africa, 872,000 farmers were supported through climate-smart insurance products. Additionally, the Acorn Green Bond, a climate-aligned bond was among ZEP-RE’s investments in 2019 with USD 1 million aimed at supporting sustainable projects.

We are currently assessing our vulnerability to both physical and transition risks associated with climate change across portfolios and mapping regulatory developments across jurisdictions.

Based on this assessment, we will develop a comprehensive strategy for managing climate-related risks and opportunities. This strategy will be progressively integrated into underwriting processes, the enterprise risk management framework, investment decision-making, and future climate-related disclosures.

**Compliance with Laws & Regulations**

ZEP-RE maintains a strong track record of legal and regulatory compliance. In 2024, we demonstrated our unwavering commitment to ethical conduct and regulatory compliance. No instances of non-compliance with laws or regulations were recorded during the year, and the Company did not incur any fines or sanctions. This reflects our proactive approach that ensures continuous monitoring of the regulatory environments of all countries of operation and the insurance industry standards.

Compliance efforts are overseen by the Board and Risk & Audit Committee. Policies and procedures are regularly updated to meet anti-corruption, anti-money laundering, anti-terror financing, labour, tax, and financial reporting requirements. To ensure compliance, we conduct risk assessments of our operations and provide training on relevant laws and regulations for directors and employees. The Board receives quarterly compliance reports, and any material issues are escalated promptly.

2024

Status/Value

Regulatory/Legal Non-compliance

No Significant issues

No Fees  
No Penalties

Anti-Corruption Incidents

No Significant issues

No corruption cases,  
internal or external

2023

Status/Value

Regulatory/Legal Non-compliance

No Significant issues

No Fees  
No Penalties

Anti-Corruption Incidents

No Significant issues

No corruption cases,  
internal or external

## 2024 Achievements:

The following milestones illustrate the concrete steps we took in 2024 to strengthen governance and embed sustainability into its institutional fabric. These achievements reflect progress in policy development, board oversight, structural enhancements, and internal capacity building:

- Conducted two separate and independent governance reviews by DEG and the Leadership Groups to identify gaps and opportunities.
- Reviewed and updated the ZEP-RE Board Charter to reflect revisions to terms such as retirement by rotation and the maximum tenure of service.
- Developed and approved ESG policy.
- Development and shared quarterly ESG reports to track the implementation of the company's ESG policies and programs.
- Established a standalone ESG unit, headed by the ESG Manager reporting to the Director, Partnerships, to provide leadership on our sustainability journey.

*"In my experience at ZEP-RE, the goodwill and commitment shown by our Board members and senior leadership toward sustainability serve as the cornerstone of our journey to create impact through ESG programmes. This shared intentionality drives policy implementation and brings ESG principles to life across every aspect of our operations."* **Miriam Magala, Company Secretary and Head of Regulatory Affairs.**

## 2025 and Beyond







Building on the progress made, we have outlined the following priorities for 2025 and beyond. These planned actions aim to deepen ESG integration across our operations, strengthen implementation structures, and promote continuous learning and accountability at all levels of the organisation:

ZEP-RE is committed to:

- Conduct a comprehensive ESG and climate risk assessment to evaluate our current positioning against best practices and identify improvement areas.
- Undertake a stakeholder mapping and materiality analysis to prioritise the most relevant ESG issues, especially in light of our operations, investments and community-based impact projects.
- Develop a practical sustainability and climate transition strategy, tailored to our operating environment and long-term vision.
- Promoting internal capacity-building across all business units, including forming and training sustainability champion groups.
- Conduct targeted ESG training for the Board and senior management, focusing on governance, accountability, and strategic ESG integration.
- Develop an ESG reporting and impact measurement framework, aligned with global standards such as GRI and IFRS S1 & S2, that captures both financial and non-financial impacts in readiness to adopting IFRS Sustainability Standards disclosures.



## SDG Alignment

Material Topic	SDGs Contributed to	Specific SDG Targets	Impacts and Alignment
 <b>Governance</b>	<div> <div> 16 Peace, Justice and Strong Institutions  </div> <div> 17 Partnerships for the Goals  </div> </div>	16.5: Combat corruption 16.6: Transparent, accountable institutions 17.17: Encourage effective partnerships	<ul style="list-style-type: none"> <li>ZEP-RE's governance framework emphasises ethics, accountability, and compliance in line with SDG 16.</li> <li>Robust anti-corruption and anti-money laundering policies are in place,</li> <li>Enhanced ESG oversight by assigning dedicated sustainability management and Board committee reporting.</li> <li>Regular sustainability disclosures (e.g. annual reports, UNEP PSI commitments) promote transparency.</li> <li>ZEP-RE embodies partnership; it works closely with regulators, investors, and industry associations to strengthen regional insurance markets.</li> </ul>
 <b>Risk Management</b>	<div> <div> 13 Climate Action  </div> <div> 8 Decent Work and Economic Growth  </div> </div>	13.1: Strengthen resilience to climate-related risks 13.2: Integrate climate change measures into policies and strategies	<ul style="list-style-type: none"> <li>ZEP-RE is in the process of integrating climate-related risks into its enterprise risk management processes to enhance long-term resilience.</li> <li>The risk management framework identifies ESG issues across all operations and investments, applying mitigation measures to avoid or minimise adverse impacts and ensure sustainable outcomes.</li> </ul>



# Our Sustainability Journey





## Our Sustainability Journey

### Launch & Start of operations

Our mandate is to foster the development of the regions insurance and reinsurance industry

**1992-1993**

**1998**

**2016**

**2018**

**2020**



**Launch of Retakaful Window** - entry into Islamic-compliant reinsurance.



**ZEP-RE Academy** launched to build insurance & climate risk expertise.



Bought a **56% stake in ACRE Africa** to boost inclusion & climate resilience



### Strong Performance

**17% premium growth to USD 178.5M;** upheld AM Best B++ & GCR AA+ ratings.

## Our Sustainability Journey

**ZEP-RE became a signatory to:**



### Credit Rating Upgrade



FSR: B++ | ICR: bbb+  
“Very Strong Balance Sheet”  
Outlook: Stable



AAA(KE)  
“Strong Financial Profile”

2021

2022

2023

2024



ZEP-RE – proudly the lead implementor of **DRIVE**

### Key internal ESG milestones



1. The sustainability report
2. ESMS and ESG & Impact policy approval by the ZEP-RE Board.

## 2025 & Beyond

1. Extensive ESG capacity building for ZEP-RE Board and Staff
2. Publish Our 2024 Sustainability Report
3. Review and Update the ZEP-RE ESMS and ESG & Impact Policy
4. Develop a comprehensive IFRS S1 & S2 Reporting Framework
5. Integrate Climate and Sustainability Related risks into our ERM
6. Set SMART ESG goals and targets



## Our Approach to Sustainability

Our commitment to sustainability is ingrained as a fundamental aspect of our business model and corporate strategy. We believe that sustainability and ESG considerations must be pragmatically integrated into all areas of the business to address the global challenges we face effectively. Therefore, we are eager to scrutinise and embed sustainability into our strategy, systems, processes, and operational practices. We are committed to advancing ESG integration across our operations. In 2025 and beyond, we aim to: expand inclusive and climate-resilient insurance; continue to embed ESG into underwriting, investments, and risk management; strengthen ESG data and reporting systems; and deepen partnerships while reducing our environmental footprint. Guided by global frameworks, we will continue to drive impact, transparency, and sustainable value creation.

We deeply recognise that, as a regional reinsurance leader, we bear a solemn responsibility to promote and embed the principles of sustainable insurance within the African insurance industry. We aim to achieve this by adhering to value-based operations, responsible investment practices, and sound governance principles.

Our ultimate objective is to create a positive impact on the world around us by contributing to a more resilient Africa, now and in the future.

Our approach is proactively guided by our ESG policy and ESMS, which enables integration of sustainability into the business by providing three foundational ways:

- Provide strategic leadership.
- Encapsulate the company's commitment to ethical operations, responsible corporate citizenship, and transparency.
- Promote accountability through governance structures.

- Align with stakeholder expectations and needs.

In this report, we highlight a series of strategic initiatives and programmes that we have implemented in 2024 to promote regional socioeconomic development, prioritise employee welfare, reduce resource consumption and our carbon footprint, empower our communities, and grow the insurance sector in Africa. In addition, we share our ambitious goals and the roadmap for 2025 and beyond.

## How we Promote Sustainable Development



At ZEP-RE, sustainability is a fundamental part of our operations. It is embedded into our core roles as a reinsurer, investor, employer, partner, and corporate citizen.

The following highlights demonstrate how we embody this commitment through our operations and partnerships.



## As a Reinsurer

As a Reinsurer, we assume part of the risk from insurance companies, helping to spread risk and thus providing stability and resilience to the insurance industry.

At ZEP-RE, we have developed diverse solutions that are tailored to Africa's unique needs and circumstances. Our extensive portfolio covers Property, Casualty, Medical, Life, Micro-insurance, Political Violence & Terrorism, Agriculture, and Transport (Motor, Marine, and Aviation), among others.

Over the years, we have aimed to embody inclusive insurance and accelerate the growth of Africa's insurance industry by expanding into new territories and market segments and offering innovative and accessible solutions. We especially focus on providing microinsurance that serves low to middle-income families, small and medium enterprises, and small-scale farmers in the region.

We are proud that our microinsurance services have protected these groups from the devastating impacts of health emergencies, income volatility, and natural disasters and climate-related events such as droughts, which are widespread within the Horn of Africa. We take pride in empowering these vulnerable groups to build financial resilience.



### As a corporate citizen

As a responsible corporate citizen, we comply with laws and regulations across all countries of operation, contribute to environmental protection, and promote societal empowerment programmes. We believe that corporations should coexist with society and nature in a way that conserves the ecosystem and benefits community members mutually.

ZEP-RE's tax responsibilities, immunities, and privileges are grounded in the founding Agreement signed by member states and heads of government of the COMESA region to establish the Company.

We run annual tree-planting initiatives and are transitioning to renewable energy sources to reduce our carbon emissions and combat climate change.

Additionally, we have several programmes to support talent development and empower local communities. For example, the ZEP-RE Academy provided training to over 9,000 people in 2024, and its newsletter offers industry insights to thousands of readers each quarter.



### As a partner

We have established strategic relationships with corporations, non-governmental organisations, local community groups, national governments, financial institutions, and development partners to lead the realisation of the Sustainable Development Goals and expand project impact and reach. We aim to mainstream sustainability within our partnerships through knowledge and skills transfer, as well as embedding sustainability in all major programmes and initiatives.



### As an Investor

Our growth in Africa as a leading insurer over the years has generated more funds for investment. We, therefore, have a unique opportunity to create a positive impact by strategically investing in responsible, inclusive, and sustainable projects.

To support the greening of our investments, we are currently analysing the performance, liquidity, and real-world implications of our current and future investments. We are also keen on integrating climate risk analysis and sustainability considerations into our investment decisions.

We aim not only to spur socioeconomic development but also to catalyse sustainable development in the region.



### As an employer

Our growth in Africa as a leading insurer over the years ZEP-RE employs a total of 106 employees across Africa. This means that approximately 420 to 630 household members are supported by the company, based on the average household size of 4 in Kenya, which is representative of the COMESA region, and the estimated average of 6.9 people per household in Sub-Saharan Africa as of 2019. We take our responsibility towards our employees and their families very seriously and have taken deliberate steps to promote a supportive environment for their well-being and development.

Our policies include a zero-tolerance approach to harassment, and we offer programmes such as subsidised gym memberships to support this aim as well as other comprehensive benefits on health, pension, professional development etc.



## Policy Commitments

We acknowledge that a credible approach to sustainability must be anchored in globally recognised standards while remaining responsive to the unique needs and realities of the African context. Our policy framework reflects this balance, grounded in global best practice and tailored to our regional mandate.

ZEP-RE has adopted a comprehensive set of policy commitments aligned with frameworks such as the UN Guiding Principles on Business and Human Rights, UN Global Compact, ILO Core Labour Standards, IFC Performance Standards, OECD Guidelines, and the Principles for Responsible Investment (PRI). As a signatory to the UN Principles for Sustainable Insurance

and the Nairobi Declaration on Sustainable Insurance (NDSI), we affirm our commitment to sustainable finance, responsible risk management, and inclusive development. Internally, these principles are operationalised through policies including the ESG & Impact Policy, Code of Conduct, Human Rights Policy, Data Protection Policy, and Client Protection Policy.

These commitments are embedded across the organisation through robust governance, mandatory employee training, and integration into operational processes. The Board and relevant committees provide oversight, while ESG objectives are reinforced through onboarding, regular capacity building, and performance management systems. Our ESMS guides risk screening in underwriting and investment decisions. High-risk or

non-aligned activities trigger enhanced due diligence or exclusion.

We also commit to addressing unintended environmental or social impacts through stakeholder engagement, corrective action, and community support initiatives. We are happy to report that no material negative impacts were recorded in 2024. Through ongoing monitoring and transparent reporting, we remain committed to continuous improvement and responsible business conduct.



## Our Sustainability Pillars

At ZEP-RE, sustainability is at the heart of our identity, purpose, and long-term value creation. As a premier reinsurer and a COMESA institution, we recognise our unique responsibility to promote inclusive economic development while addressing environmental and social challenges across the region. Our approach to sustainability is holistic, with sustainability considerations in every facet of our operations, governance structures, and client offerings.

In 2024, we articulated six core pillars that defined our sustainability journey. These pillars reflect our commitment to driving positive impact across the insurance value chain while remaining accountable to our stakeholders, responsive to evolving risks, and aligned with the long-term prosperity of the continent.



## Our Sustainability Pillars - 2024



### **Sustainable Insurance:**

We integrate ESG considerations into underwriting and product development to deliver impactful insurance solutions. Our investment decisions are guided by responsible investment principles that promote long-term value creation and sustainability.



### **Catalysing Insurance Sector Growth:**

We play a developmental role in advancing the insurance industry across the region. This includes supporting national strategies through capacity building, technical assistance, and innovation.



### **Environmental Protection:**

Our commitment to environmental protection includes promoting renewable energy solutions, investing in green infrastructure, and supporting conservation efforts such as tree planting campaigns. These initiatives aim to reduce environmental harm, enhance climate resilience, and empower communities through nature-positive action.



### **People and Community Care:**

We promote a culture that prioritises employee development, diversity, equity, and well-being. Outside the workplace, we actively support community health initiatives, mentorship programmes, and disaster response initiatives. We aim to empower people and promote inclusive growth across the regions we serve.



### **Responsible Client Relations:**

We are dedicated to client satisfaction, fairness, and innovation. We guarantee the protection of client rights and data privacy, while enabling feedback and redress through structured grievance procedures and training for partners.



### **Strong Governance and Economic Performance:**

We uphold the highest standards of governance, ethical conduct, and financial stewardship. The Board provides strategic oversight on all matters, supported by clear policies and a solid enterprise risk management framework. This enables the Company to remain resilient, aligned with its long-term strategic goals, and compliant with relevant laws and regulations.

Leadership in Sustainability

At ZEP-RE, we recognise that advancing sustainability requires not only robust internal systems but also active industry leadership and collaboration. By aligning with global and regional initiatives, we demonstrate our commitment to shaping a resilient, inclusive, and sustainable insurance sector.

Our leadership in regional and global sustainability platforms enables us to drive innovation, promote transparency, benchmark our progress, and scale impact across Africa. Through the active involvement of our senior executives and technical experts, we strengthen our capacity to embed sustainability across all areas of our operations. Our participation:

- Reinforces our commitment to sustainability principles and the UN Sustainable Development Goals (SDGs).
- Demonstrates transparency and accountability in our ESG practices.
- Provides an opportunity to benchmark performance and promotes continuous Improvement.
- Provides access to professional support to mainstream best practices and industry standards.

Enables partnerships with like-minded peers to innovate sustainable solutions.



We are a proud signatory to: The United Nations Environment Programme Finance Initiative’s (UNEP FI) Principles for Sustainable Insurance (PSI)

In 2021, we became a signatory to the UNEP FI Principles for Sustainable Insurance (PSI), whose goal is to strengthen the insurance industry’s

contribution to building resilient, inclusive and sustainable communities and economies. The initiative serves as a global framework for the insurance industry to better understand, prevent, and reduce ESG risks, and to better leverage ESG-related opportunities, thereby providing quality and reliable risk protection.

Pioneering work by the PSI Initiative includes the development of the Sustainable Insurance Facility under the Vulnerable Twenty Group of Finance Ministers (V20), groundbreaking work on net-zero and nature-

positive insurance, and the creation of ESG guides tailored for the insurance sector. The Initiative also supports implementation of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and emerging frameworks such as the Task Force on Nature-related Financial Disclosures (TNFD). ZEP-RE actively contributes to the Nature-Based Insurance Working Group.

In April 2021, ZEP-RE became a signatory to The Nairobi Declaration on Sustainable Insurance - a commitment by African insurance industry leaders to support the



achievement of the UN SDGs. The declaration aims to create awareness about the Principles of Sustainable Insurance, promote collaborative networks amongst industry peers, empower insurers to integrate sustainability into their operations, and drive positive change for businesses, communities, and ecosystems.

The Initiative was launched in 2021 by the UN Environment Programme’s Principles for Sustainable Insurance (PSI) Initiative to mobilise the African insurance industry in support of achieving the United Nations Sustainable Development Goals (SDGs).

Ultimately, integration of ESG in the sector will accelerate solutions to significant sustainability challenges in Africa, e.g., climate change, ecosystem degradation, poverty and social inequality, among others.

Our Contribution:

Contributor	NDSI Committee/ Working Group
Director partnerships, Albena Melin	The leadership group provides oversight and takes strategic decisions in the management of the NDSI.
ESG Manager, Mirriam Mueni	Steering committee has oversight of the day to day implementation of the NDSI Working Groups.



In 2021, we became a signatory to the UNEP FI Principles for Sustainable Insurance (PSI) and The Nairobi Declaration On Sustainable Insurance (NDSI)



IDF is a unique public-private platform that brings together the insurance industry, the World Bank Group, the United Nations, civil society, and multiple other actors to coordinate and collaborate toward reducing the Protection Gap (the difference between total losses and insured losses). The ultimate goal of the IDF is to utilise insurance and risk management capabilities to enhance resilience, thereby helping to achieve the objectives of the Sustainable Development Goals and related UN Agreements. This will support the achievement of the G7 and G20 InsuResilience Vision 2025, aiming to provide climate risk insurance for an additional 500 million vulnerable people by 2025. The IDF is led by the insurance industry and co-chaired by the World Bank and the UNDP.

Thirteen out of the 15 countries considered most vulnerable to climate change risks are in Africa. In addition, insurance penetration on the continent is still very low (below 3%). This combination of factors makes it extremely necessary for stakeholders to collaborate, share information, and design programs and initiatives geared towards building climate and disaster resilience across the continent.

Our management team also offers leadership in several boards and steering committees, such as:

ZEP-RE Member	IDF Committee
Managing Director, <b>Hope Murera</b>	Steering Committee – provides leadership and approves strategy.
Chief Public Sector & Inclusive Solutions, <b>Linnet Odera</b>	Operating Committee - drives implementation of the strategy that the Steering Committee approves, through the various Working Groups and Task Forces.
	Operating Committee - drives implementation of the strategy that the Steering Committee approves, through the various Working Groups and Task Forces.

Director Partnerships,  
**Albena Melin**

Sovereign and Humanitarian Solutions (SHS) - in charge of advisory engagements, effective information flow and coordination of interactions between industry, civil society, multi-laterals and relevant government entities on “macro” and public assets insurance solutions.

Head Inclusive Insurance,  
**Sheila Byenkya**

Inclusive Insurance - dedicated to driving and enhancing coordination and collaboration on inclusive insurance projects to maximise their impact and efficiency, both in terms of technical assistance and funding of resilience-building programs.

DRIVE Insurance and Actuarial Lead,  
**Gloria Karissa**

Risk Modelling Steering Group (RMSG) - dedicated to improving global understanding and quantification of natural hazards and disaster risk through the use, development, and sharing of the re/insurance sector’s risk analytics capability.

#### Other market leadership positions:

**ZEP-RE MD, Hope Murera** - Board member of the African Trade & Investment Development Insurance (ATIDI)

**ZEP-RE Executive Director & Chief Operations Officer, Jephitha Gwatipedza** – Board member, Tanzania Reinsurance Company (TAN-RE), Organisation of Eastern and Southern Africa Insurers (OESAI)

**ZEP-RE Director, Non-Life Underwriting, Bernard Katambala** – Board member, Uganda Reinsurance Company, and Head of the Association of Kenya Reinsurers

**ZEP-RE Associate Director, Wellington Nyapimbi** – Chair, Zimbabwe Association of Reinsurance Offices (ZARO) and Vice President, Insurance Institute of Zimbabwe

**ZEP-RE Uganda Country Manager, Milton Asimwe** – Chair Reinsurance Council, Uganda Insurers Association (UIA)



## Our material topics

Material topics highlight the most significant environmental, social, and economic impacts related to our operations and value chain. These topics represent the sustainability issues most relevant to our stakeholders and the long-term success of our business. By identifying and addressing these key areas, we ensure that its strategy and reporting stay focused on delivering meaningful impact, managing risks, and creating shared value for clients, partners, communities, and the environment.

### Stakeholder Engagement

The determination of material topics begins with an inclusive and structured stakeholder engagement process. At ZEP-RE, we recognise that listening to and understanding our stakeholders is vital for maintaining our social licence to operate and ensuring alignment between our sustainability strategy and the evolving needs of the market.

We apply a structured mapping process to identify and categorise stakeholders based on their level of influence and impact, grouping them according to whether they need to be managed closely, kept informed, consulted, or engaged occasionally. This grouping allows us to design tailored engagement strategies that use appropriate channels and communication frequencies.

#### Our key stakeholder groups include:

- COMESA governments
- Regulators
- Shareholders
- Clients (insurers, intermediaries, SMEs, smallholder schemes)

- Employees,
- Development partners
- Communities
- Vendors and suppliers
- Rating agencies
- Retrocessionaires
- Media.

Engagement mechanisms range from board and committee meetings, townhalls, training sessions, technical workshops, client forums, structured surveys, and digital platforms.

In 2024, targeted engagements included climate insurance consultations with communities, regional regulator forums, and stakeholder workshops under various ZEP-RE projects. A structured materiality survey was also conducted, covering both internal and external stakeholders. This included employees, board members, clients, suppliers, development agencies, vendors, and beneficiaries. Survey tools were customised for each stakeholder group to identify their most pressing concerns and expectations. Key informant interviews with senior management and board members complemented the surveys, offering strategic perspectives on emerging ESG issues.

Feedback loops were carefully monitored. Inputs from stakeholders were documented, analysed, and integrated into business planning and policymaking.

The Board and Executive Team regularly review this feedback to ensure it informs our strategic direction.



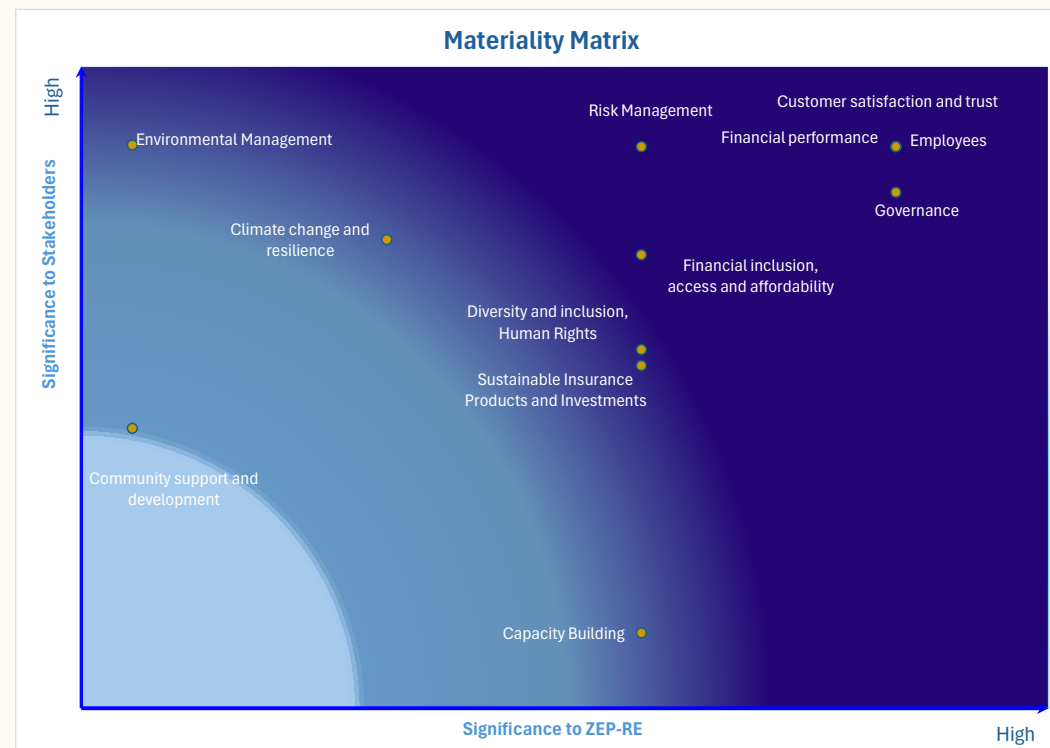
## Process to Determine Material Topics

Building on insights from the engagement process, we conducted a comprehensive materiality assessment in 2024, aligned with the requirements of GRI 3 Standard and tailored to the insurance and reinsurance sector.

The steps included:

- 1. Identification:** a list of potential ESG topics was compiled based on global GRI frameworks, peer benchmarking, stakeholder concerns, and industry risks. These topics have been covered in subsequent steps and the materiality matrix
- 2. Stakeholder Input:** Internal and external stakeholders were engaged to assess the actual and potential impacts of each issue on people, the environment, and the economy.
- 3. Prioritisation:** Topics were prioritised based on their relevance to our business strategy and their significance to stakeholders. High-impact topics were flagged as material. The topics were prioritized using the materiality matrix as below.
- 4. Validation:** The final list of material topics and the methodology were reviewed and approved by the Executive Team to ensure completeness, relevance, and accuracy.





## Materiality Matrix



**Significance to Stakeholders** – These are topics that can influence stakeholders’ decisions and perspectives on ZEP-RE its products and services because of their impact on the society and environment.

**Significance to ZEP-RE** – These are topics with potential impacts on ZEP-RE ‘s operations, financial performance and business opportunities.

The following were adopted as material topics for 2024:

Pillar	Material Topic	Subtopic
 <b>Economic</b>	<ul style="list-style-type: none"> <li>Creating Value and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Sustainable Insurance Solutions and Investments</li> <li>Financial Inclusion</li> <li>Fostering strategic Partnerships</li> <li>Customer Satisfaction and Trust</li> </ul>
 <b>Environmental</b>	<ul style="list-style-type: none"> <li>Climate Change and Environmental Management</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change and Resilience</li> <li>Environmental Management</li> </ul>
 <b>Social</b>	<ul style="list-style-type: none"> <li>Empowering People: Communities and our Employees</li> </ul>	<ul style="list-style-type: none"> <li>Employee Wellbeing</li> <li>Community Support and Development</li> <li>Capacity Building</li> <li>Diversity, Equity and Inclusion (DEI)</li> </ul>
 <b>Governance</b>	<ul style="list-style-type: none"> <li>Responsible Governance and Comprehensive Risk Oversight</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Risk Management</li> </ul>



# Economic Impact



## Economic Impact

As a reinsurer and investor, we play a vital role in promoting economic resilience, stability, and inclusive growth across Africa. By absorbing and sharing risk, we enable primary insurers to expand coverage and improve their underwriting capacity, especially in markets with low insurance penetration. Our activities support financial sector development, boost investor confidence, and facilitate access to insurance for underserved populations and businesses. In parallel, our investments mobilise long-term capital for inclusive development. Through these efforts, we help create jobs, promote enterprise growth, and strengthen economic systems throughout the region.

### Financial Performance

Pillar	2024(USD)	2023(USD)
<b>Economic value generated:</b>		
Reinsurance revenue (net)	338,394,331	290,172,447
Net investment income	18,175,249	7,485,841
Share of associates results	2,904,314	1,009,427
Other income	1,593,617	986,936
<b>Total economic value generated</b>	<b>361,067,511</b>	<b>299,654,651</b>
<b>Economic value distributed:</b>		
Ceded commissions	(64,793,825)	(52,038,301)
Reinsurance service expenses <sup>1</sup>	(115,237,982)	(140,860,167)
Net expenses from retrocession contracts held	(137,113,307)	(68,346,385)
Net reinsurance finance expense	(5,147,990)	(6,426,620)
Net foreign exchange losses	(5,635,878)	(11,867,676)
Non-attributable operating expenses <sup>2</sup>	(9,985,672)	(5,928,477)
Payments to providers of capital (dividends)	(5,400,000)	(5,300,000)
Transfer to development impact fund	(70,935)	(108,292)
<b>Total economic value distributed</b>	<b>(343,385,589)</b>	<b>(290,875,918)</b>
<b>Economic value retained</b>	<b>17,681,922</b>	<b>8,778,733</b>

<sup>1</sup> Net investment income is reported net of ECL provisions for impaired financial assets of US\$ 5,385,141. (2023:7,805,408).

<sup>2</sup> Included in Reinsurance service expenses are attributable operating expenses of US\$ 9.7million. These are considered as directly attributable to the core business. Summed up with the non-attributable expenses, brings a total of total operating and other expenses of US\$19.7 million (2023: \$15.6 million). Included in this total are employee emoluments and benefits of US\$11.6 million (2023: US\$8.1 million).

Our direct economic value is primarily generated through our core reinsurance operations and strategic investments. In 2024, ZEP-RE recorded gross reinsurance revenue of US\$338.4 million, up from US\$290.2 million in 2023, representing a 16.6% increase. Investment income rose sharply to US\$18.2 million (2023: US\$7.5 million), reflecting improved market performance and portfolio yields. The share of associates' results contributed US\$2.9 million (2023: US\$1.0 million), while other income, including fees and foreign exchange gains, amounted to US\$1.6 million (2023: US\$1.0 million). Altogether, the total economic value generated increased to US\$361.1 million in 2024, compared to US\$299.7 million in 2023, a year-on-year growth of 20.5%.

This value was distributed primarily through reinsurance service-related costs and other

operating expenditures. Ceded commissions rose to US\$64.8 million (2023: US\$52.0 million). Reinsurance service expenses stood at US\$115.2 million (2023: US\$140.9 million), while net expenses from retrocession contracts held doubled to US\$137.1 million (2023: US\$68.3 million). Net finance expenses from reinsurance contracts held amounted to US\$5.1 million (2023: US\$6.4 million). Notably, net foreign exchange losses reduced to US\$5.6 million (2023: US\$11.9 million), and other operating expenses increased to US\$10.0 million (2023: US\$5.9 million).

Beyond these operating costs, ZEP-RE distributed value through dividends of US\$5.4 million (2023: US\$5.3 million) and a transfer of US\$ 70,935 to the Development Impact Fund (2023: 108,292). Following all distributions, the economic value retained US\$17.7 million in 2024, up from US\$8.8 million in 2023, marking a strong increase in profitability. For further details, reference should be made to the 2024 Annual Report and Financial Statements.

### Our Approach to Tax

In alignment with our commitment to responsible tax practices, we operate in accordance with the Agreement Establishing ZEP-RE, executed by Member States and Heads of Government of the COMESA region. This Agreement serves as the foundation for our approach to taxation, including applicable immunities and privileges in respect to the business and within the member states in which we operate.



## Sustainable Insurance and Investments

Over the past three years, we have provided reinsurance cover for 100 renewable energy projects across 12 African countries, including 59 hydro, 27 solar, and 14 wind projects. Notably, in 2023, wind power projects generated the highest gross written premium (USD 1.86 million), followed by solar (USD 0.77 million) and hydro (USD 0.48 million). This clean energy portfolio continued to expand in 2024, with total gross premiums in renewable energy growing by 68% to USD 7.1 million. One of the notable projects that we support is the Lake Turkana Wind Power Project, the largest wind farm in Africa, and Kenya's most significant single private renewable energy investment to date. By offering tailored coverage for solar, wind, and hydro operators, we are actively supporting Africa's transition to clean and resilient energy systems.

At the same time, we remain mindful of the energy transition needs of countries still reliant on fossil fuels. To ensure a just transition, we have capped our exposure to fossil-based energy underwriting at no more than 10% of our total energy portfolio, enabling us to support greening efforts while ensuring energy access across diverse contexts.

In housing finance, our Collateral Replacement Indemnity (CRI) product continues to demonstrate tangible social impact. Offered in 11 countries, CRI guarantees home loans for lower-income borrowers by covering the initial deposit requirement, thereby increasing access to affordable housing finance. In 2023 alone, we guaranteed USD 30.19 million in housing loans, easing the burden of USD 4.48 million in upfront deposits and enabling 2,725 families to access financing. By the end of 2024, cumulative beneficiaries surpassed 6,100, with continued program expansion and co-investments through partnerships with development finance institutions. That year, we secured 1,000 housing units, unlocking USD 58 million in loans expected to benefit an estimated 6,000 individuals.

We also play a catalytic role in inclusive risk protection through microinsurance and agriculture insurance. Our microinsurance solutions target low to middle-income families and SMEs, covering Property, Casualty, Medical, Life, and Political Violence, among others. In 2024, traditional microinsurance reached a gross written premium of USD 6.16 million. Our agricultural insurance solutions include index-based livestock insurance (IBLI) under the DRIVE project. Our Gross Written Premium in 2024 was USD 23.78 million, safeguarding pastoralist livelihoods against climate-related risks such as drought.

Impact Area	2024	2023	% Growth
Renewable Energy – Gross Written Premium (GWP)	USD 5,360,000	USD 3,187,369	68%
Traditional Microinsurance – GWP	USD 6,157,000	USD 5,280,000*	17%
Index-Based Livestock Insurance (DRIVE) Coverage	USD 23,779,000	USD 12,305,000*	93%
<b>Affordable Housing – Loans Unlocked</b>	<b>USD 58,000,000</b>	<b>USD 30,190,000</b>	<b>92%</b>





## ESG Integration in Underwriting

We integrate ESG criteria into its core underwriting activities to ensure that its products not only drive profit but also support sustainable outcomes. ESG integration in underwriting involves actively promoting insurance solutions that address environmental and social challenges, while also employing risk assessments to prevent harmful practices.

In 2023, we formalised mandatory ESG underwriting guidelines and an exclusion list as part of our ESMS. This exclusion list, aligned with the IFC's norms, restricts support for industries or practices that violate environmental or labour standards (e.g., illegal wildlife trade, forced labour, certain polluting industries). While implementation is at an early stage, we have established clear processes. Any underwriting proposal in a sensitive sector triggers additional due diligence, and if it falls under the exclusion list, it is either declined or escalated for higher-level approval. To ensure transparency, escalation procedures were introduced in 2023 so that any exceptions or notable ESG risks in underwriting are reported to the ESG & Impact function and up to the Board committee. This accountability mechanism ensures that the intent of the ESG policy to refuse or condition coverage on high-risk activities is upheld in daily underwriting decisions.

We have significantly invested in building the ESG capacity of our underwriting team. With support from the ZEP-RE Academy, our underwriters have undergone training on key sustainability topics including climate risk assessment, human rights considerations in insurance (such as ensuring clients are not involved in child labour) and emerging ESG regulations. This training has strengthened our ability to assess risk not only on technical and financial grounds, but also through a sustainability lens.

Going forward, we will strengthen ESG underwriting by refining our exclusion list, setting targets such as increasing the proportion of premiums from green projects year-on-year, and continuing to report progress. The company recognises that ongoing improvement is needed and is dedicated to aligning our policies with global standards. The path is clear: sustainable underwriting at ZEP-RE is shifting from a series of standalone initiatives to an embedded way of doing business, ensuring that every policy we underwrite contributes to environmental stewardship, social progress, and responsible risk management.

## Responsible Investment Practices

As a signatory to the UN Principles for Responsible Investment, we are committed to aligning our investment portfolio with entities that advance the Sustainable Development Goals (SDGs) while operating within planetary boundaries. We integrate ESG considerations into our asset manager selection and investment portfolio decisions. Key responsible investment initiatives include supporting green bonds and impact funds that deliver measurable environmental and social benefits.

Our investment in an IFC-certified green bond for student housing achieved both financial returns and social impact by providing 6,000 student accommodation spaces. In 2024, we also enhanced strategic partnerships with multilateral organisations, including the IFC and Trade and Development Bank, to fund high-impact projects such as resilient housing and SME financing.



## Financial Inclusion

ZEP-RE has a double mandate – profit and purpose, and this ethos is reflected in its 2024 initiatives to broaden financial inclusion and support communities across the COMESA region. In 2024, we significantly expanded our outreach to underserved populations through innovative insurance solutions. These efforts enhanced access to financial services for low-income individuals, improved their livelihoods through increased financial resilience, and supported job creation and the growth of small enterprises.

By designing inclusive products and programs that prioritise women and rural communities, we contributed to greater gender equity and economic participation. Our agricultural insurance and risk mitigation programs helped strengthen food security and support climate-resilient farming practices. We also placed strong emphasis on building impactful partnerships with NGOs, development agencies, and local governments to scale our reach and drive long-term community development.

### Inclusive Insurance Programs

Our most prominent inclusion impact stems from insurance solutions designed for low-income and climate-vulnerable communities. Through our subsidiary ACRE Africa and the DRIVE project, we have expanded insurance coverage and financial literacy to millions who previously lacked access. In 2024, ACRE Africa marked 10 years of operation, reaching a record number of beneficiaries. For the first time, ACRE insured over 870,000

smallholder farmers in a single year, up from 630,000 farmers in 2023. In 2024, women accounted for 41.2% of those with access to ACRE's Syngenta Foundation for Sustainable Agriculture (SFSA) insurance product, marking a slight increase from 40.47% in 2023.

This milestone was achieved with the roll-out of the Digi-Bima digital platform in five countries in Africa, demonstrating our efforts in closing the insurance protection gap for farmers, many of whom rely on rain-fed agriculture and face significant climate risks.

	2024	2023
Farmers insured (ACRE Africa)	872K	0.7M

These efforts enhance farmers' access to credit by improving their creditworthiness through insurance and safeguarding their livelihoods against droughts or floods, thereby increasing the productivity and incomes of small-scale food producers. ACRE Africa also collaborated with governments in 2024 to strengthen national agricultural insurance schemes in seven countries, providing reinsurance and technical support. This public-private approach exemplifies effective partnerships and extends the benefits of risk transfer to tens of thousands more farmers.

Complementing ACRE's work, the DRIVE project focuses on pastoralist communities in the Horn of Africa. DRIVE integrates parametric drought insurance, savings incentives, and de-risked loans to create a holistic safety net for pastoral households. By the end of 2024, DRIVE's achievements included:

Since project inception, the DRIVE

project has cumulatively secured 470,000 drought index insurance policies as of 2024, reaching over 3 million people with financial literacy and climate adaptation support. This has also resulted in up to 412,000 digital accounts opened and actively in use, and US\$298 million mobilized to secure 470,000 policies across the three countries.

### Capacity Building and Insurance Literacy



We recognise that meaningful financial inclusion extends beyond access to insurance. It involves empowering individuals with the knowledge to understand, trust, and utilise financial products. Through both the DRIVE and ACRE programmes, we have made significant investments in financial literacy and capacity building to ensure that beneficiaries can make informed decisions, adopt risk management tools, and build long-term resilience.

The DRIVE project integrated specific financial education components alongside its insurance offerings, including household-level training sessions, radio programmes in local

languages, mobile phone campaigns, and outreach through local administrators. These initiatives helped pastoralist families better understand how index-based livestock insurance works, how to claim benefits, and how to link insurance with wider financial planning and savings practices.

Similarly, under ACRE Africa, financial literacy is integrated into all community engagement activities, ranging from farmer group training and agro-dealer briefings to village demonstrations and call centre support. These outreach initiatives improve smallholder farmers' understanding of agricultural insurance and promote trust in the system by clarifying policy terms and payment processes.

### Gender Inclusive Insurance



To further extend its reach, in 2024, we formed a new partnership with the COMESA Federation of Women in Business (COMFWB) to promote insurance and financing for women-led MSMEs. Through such collaborations, we are channelling our expertise into empowering entrepreneurs and small businesses with risk management tools, thereby contributing to job creation and community prosperity.





The De-Risking, Inclusion and Value Enhancement of Pastoral Economies in the Horn of Africa (DRIVE) Project is a flagship regional initiative aimed at enhancing the resilience of pastoralist communities across Kenya, Ethiopia, Somalia, and Djibouti. It seeks to protect these communities from recurrent drought shocks, improve access to markets, and enable long-term economic inclusion. The project integrates climate risk financing mechanisms, such as index-based livestock insurance, with interventions that strengthen livestock value chains, improve veterinary and financial services, and enhance digital infrastructure for pastoral livelihoods.

By combining risk mitigation, inclusive finance, and value chain enhancement, DRIVE plays a transformative role in securing livelihoods and promoting sustainable development in fragile arid and semi-arid lands.

The devastating effects of drought include scarcity of pasture, water scarcity, death of livestock and increased climate-induced conflicts. Coupled with weakened market linkages, droughts have compounded the adverse impact on the livelihood and socioeconomic growth of pastoral communities. For example, over 9.5 million livestock deaths occurred between late 2020 and early 2023, during the prolonged drought that struck the Horn of Africa following five consecutive failed rainy seasons. With an estimated 9.5 million livestock deaths and average values ranging between USD 50 and USD 200 per head, the resulting economic losses are projected to range

from approximately USD 950 million to USD 1.9 billion.

The DRIVE project is designed to address these challenges by:

- Providing drought insurance, which cushions pastoralists against severe shocks. We provide subsidised drought index insurance through organised groups willing to commercialise their livestock production.
- Accelerating uptake of digital accounts to boost savings culture. Pastoralists are incentivised to save on provided mobile accounts through a savings bonus.
- Capacity building by providing financial education and creating awareness about climate change and sustainable pastoral practices.
- Supporting private sector investment in livestock value chains to stabilise livestock markets.

#### Key Products and Services Under

##### DRIVE

- **Index-Based Livestock Insurance (IBLI):** Protecting pastoralists from drought-related livestock losses.
- **Savings-linked insurance schemes:** Where savings are matched and locked to create buffers for mild shocks.
- **Capacity building and outreach** to increase financial literacy and insurance uptake.
- **De-risking subsidies and bonuses** to support affordability and coverage.
- Piloting a Life and Health product for income replacement.

#### DRIVE has two major components:

##### Component I:

It consists of risk finance, where subsidised drought index insurance is delivered commercially through organised groups within livestock production. Pastoralists are also provided with mobile accounts and are incentivised to save with a savings bonus.

We are the implementing agent for Component I of the project, with a mandate to execute the project on behalf of the participating governments. We support countries in pooling their risks and transferring them to the private insurance market, thereby reducing operational and premium costs.

##### Component II:

Aims to address market failures in the livestock value chains and facilitate regional trade through strengthening infrastructure, increasing the quality of livestock for export and supporting viable business ventures in the sector. We are currently working with 34 financial intermediaries (banks and insurance companies).

Since project inception, the project had cumulatively reached over 3 million pastoralists and their dependents by the end of 2024. 55% of our beneficiaries are women. There are also over 503,000 digital accounts in use. Over US\$ 293 million worth of private capital has been injected into the livestock sector, and over 30 private entities supporting the distribution and uptake of the insurance cover.



DRIVE Capacity Building





## 2024 Achievements

In 2024, the DRIVE project marked significant progress in building climate resilience and financial inclusion among pastoralist communities across the Horn of Africa. Through innovative insurance products, digital platforms, and strategic partnerships, millions were reached with impactful financial services and support.

- **473,635** insurance policies issued.
- **56%** of policies accessed by women pastoralists, and 55% of the digital accounts in use are owned by women, improving gender-responsive resilience.
- **3 million** pastoralists and their dependents reached with financial services.
- Expansion of services into **remote Arid and Semi-arid lands (ASALs) through** digital tools and agent networks
- Supported pastoralists to open digital accounts, of which **412,000** are in use.
- In 2024, we provided **168,703** insurance + savings policies: impacting 1 million pastoralists and their families.
- We conducted two training sessions for DRIVE trainers who work as community mobilizers and sales agents for the drought insurance product. In total, we equipped **2,358** trainers (**1,381** from Kenya, **367** from Somalia and **610** from Ethiopia).
- We have also conducted training on the IBLI product for Government employees, bank agents, community mobilizers, and cooperative coordinators every season. A total of **5,549** individuals were trained by Dec. 2024.
- DRIVE offered the first index-based takaful product in Ethiopia and Somalia.
- ZEP-RE's partnered with Swiss Re and Women's World Banking (WWB) to address the life and health insurance needs of pastoralists already enrolled in livestock insurance in the DRIVE project. In 2024, we developed a life and hospital cash cover as a rider for DRIVE pastoralists.

- We have changed our product distribution model to enable cost reduction, reach at scale, and sustainability. We have developed a mobile application, Unstructured Supplementary Service Data (USSD), and web portal platforms to support registration, communication, and grievance redress.
- The project has a robust Grievance Redress Mechanism in line with the project's Environmental and Social Management Strategy (ESMS). Most grievances were related to payment processes and clients' understanding of the product. These sessions provided valuable insights that have contributed to various project improvements.
- To ensure continuity and accessibility of historical records, all project data was successfully migrated into a Digital Inclusivity platform. This will enable data-driven decision-making going forward.
- ZEP-RE received a **US\$310,000** grant from the Financial Sector Deepening Trust (Kenya) ("FSD Kenya") to develop community-based aggregation models for drought risk mitigation, access to credit and participation of women in livestock trade markets under the DRIVE project.
- We are partnering with governments to subsidise the cost of drought insurance to be able to reach smallholder pastoralists. In Kenya, for example, we have been able to provide covers to pastoralists with less than five livestock, empowering entrepreneurs and small businesses with risk management tools, thereby contributing to job creation and community prosperity.

*"A pastoralist in Meru recently shared how receiving a payout enabled him to buy fodder for his 80 animals during drought. He was so happy to be able to keep his source of livelihood and still afford to put food on the table during the hard times of 2023."*  
Linus Kimutai - DRIVE Capacity Building & Lead Trainer.

## 2025 Goals:

Looking ahead to 2025, the focus will be on scaling this impact by expanding product offerings, deepening community outreach, strengthening local partnerships, and leveraging digital tools to drive awareness, uptake, and sustainability of inclusive insurance solutions.

- We will provide **200,000** policies across Kenya, Ethiopia, and Somalia by leveraging organised pastoral groups and making insurance more affordable and easier to renew.
- DRIVE will diversify its products further to offer a more comprehensive coverage that will include income replacement, agricultural protection, business insurance, and health and life insurance.
- We target to partner, train, and equip local financial institutions and local insurance companies to enable them to support improved uptake of drought insurance within their communities.





In 2020, ZEPRE acquired a majority stake in ACRE Africa a mission-driven social enterprise committed to enhancing agricultural resilience across Africa. As a licensed insurance intermediary, ACRE Africa works with local insurers, reinsurers, financial institutions, governments, and development partners to design and distribute climate risk solutions tailored for smallholder farmers. Since its inception, ACRE has reached over 4 million farmers across 13 countries, with more than 872,000 farmers insured in 2024 alone, protecting agricultural assets worth USD 180 million.

ACRE Africa's holistic approach combines insurance products, digital platforms, and farmer training to strengthen resilience against climate shocks, pests, and diseases. Farmers have access to integrated solutions that include weather index and area yield insurance, livestock and crop medical coverage, and innovative products such as Picture-Based Insurance. Through its Village Champion Model and digital tools (e.g., DigiBima, USSD platforms, blockchain-enabled claims systems), ACRE ensures last-mile delivery, efficient claims processing, and financial literacy for farmers, particularly women and youth, who represent nearly half of its insured base.

In addition to designing Agri-Insurance products, ACRE Africa provides advisory consultancy services in climate risk solutions, including studies, digitization services, training, and capacity-building services.

With the strong institutional backing of ZEP-RE and other shareholders, ACRE Africa continues to expand inclusive risk management solutions, promote financial inclusion, and foster climate-smart agriculture. Its impact is visible not only in payouts, over USD 7.5 million disbursed to farmers in 2024, but also in improved farmer knowledge, access to credit, and adoption of sustainable practices. Through innovation, partnerships, and capacity building, ACRE Africa is helping transform Africa's agricultural systems, impacting lives and transforming livelihoods one farmer at a time.

## ACRE Products and Services



### Crop Insurance solutions

- Multiperil Crop Insurance (MPCI)
- Weather Index Insurance
- Soil moisture index insurance
- Area Yield Index Insurance
- Hybrid Crop Insurance



### Livestock Insurance solutions

- Index-Based Livestock Insurance
- Mortality cover
- Herd Cover –
  - a. Herd Cover – Fattening
  - b. Dairy Cover
  - c. Poultry Cover
  - d. Aquaculture Cover
  - e. Bloodstock Cover



### Bundled Insurance Solutions

- Micro Products
  - a. PTD
  - b. Hospital cash,
  - c. Credit life
- Replanting guarantee
- Input replacement covers
- Farmer Protection Covers



### Consultancy Services in climate risk solutioning

- Research/ Studies
- Training and capacity building
- Digitization solutions



**ACRE Africa** is the brand name for **Agriculture and Climate Risk Enterprise Ltd** - set up in 2014 by Syngenta Foundation for Sustainable Agriculture

ZEP-RE invested in ACRE Africa in 2020. Now owns 56%

## DIGITAL

ACRE has developed digital tools around distribution and administration as well as monitoring (NAIS & Aggregators).

Tools: LMS Platform, Data Analytics & Visualization, Integrated Digital Ecosystem



## LAST MILE

ACRE has its own last mile network - allowing for greater farmer understanding and harvesting of data to drive the technical side of the business.

**Village Champions**

## TECHNICAL

Develop and monitor innovative climate insurance products.

Use of data and analytics techniques to offer insights to farmers and assist in derisking service providers blending.

## Country Offices

**5**

## Presence in countries

**17**

## Full-time staff

**40+**

### Other

### shareholders:



rebranded to



GRAMEEN CRÉDIT AGRICOLE

### Our achievements:

We are proud that over **4 million** smallholder farmers have benefited from access to agricultural insurance, climate-smart training, financial inclusion, and digital platforms that enable seamless service delivery. In **2024**, about **872,000** farmers were insured. Our work directly contributes to at least four UN SDGs, namely: SDG 1: No poverty, SDG 2: Zero hunger, SDG 13: Climate Action, and SDG 17: Partnerships for the Goals. A comprehensive impact report on ACRE achievements during the 2024 period will be published later in the year.



## Fostering Resilience and Inclusive Growth through Strategic Partnerships

During the 2024 period, ZEP-RE demonstrated a strategic evolution, moving beyond traditional reinsurance business models to embrace a dynamic, collaborative, and catalytic approach to market development. Partnerships is a core pillar in our sustainability principles and is a key enabler for business growth and positive societal impact. ZEP-RE's partnership strategy is therefore not merely a business function but a direct mechanism for fulfilling our developmental objectives.

ZEP-RE's selection of partners is a deliberate process guided by strategic alignment with our core mandate and ESG principles. We continue to position ourselves as a partner of choice for both public and private institutions due to our regional mandate, deep technical expertise, and a long-term vision for sustainable growth. These partnerships are not simply based on financial viability but on a shared commitment to addressing pressing societal challenges. This approach has led to collaborations with a diverse range of stakeholders, from global multilateral institutions like the World Bank, KfW, ADB, IFC, Credit Agricole to private sector

innovators, local governments, and grassroots organisations. The result is a robust partnership ecosystem that amplifies ZEP-RE's influence and solidifies our role as a responsible corporate citizen committed to value creation.

At ZEP-RE, we place great value on partnering with like-minded organisations to pursue shared goals. Such collaborations are essential in fulfilling our regional mandate to promote economic development, expand insurance penetration, and drive inclusive growth.

Aligned with SDG 17, our partnerships help mobilise financial resources, accelerate innovation, mainstream capacity-building, and enhance the use of enabling technology.

These alliances have also provided ZEP-RE with valuable learning and strategic advisory support, access to data, technology transfers and fiscal programs, among others.

This report outlines some of ZEP-RE's 2024 key strategic partnerships:



**KFW** DEG

**AFD**  
AGENCE FRANÇAISE  
DE DÉVELOPPEMENT

**IFC**  
International  
Finance  
Corporation  
WORLD BANK GROUP  
*Creating Markets,  
Creating Opportunities*

**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP



**CA** CRÉDIT  
AGRICOLE

**DF** Insurance  
Development  
Forum

**WAICA Re**  
WAICA REINSURANCE CORPORATION PLC

**Global Shield**  
against Climate Risks



**planet.**

**kifiya**

**WSH**  
WESTERWELLE  
STARTUP HAUS  
KIGALI

**UgandaRe**  
UGANDA REINSURANCE COMPANY

**Swiss Re**  
**Munich RE**

**SCOR**  
**AfricaRe**

**PartnerRe**

**Chartered  
Insurance  
Institute**  
Standards. Professionalism. Trust.



## 2024 Highlights/Achievements

### Accelerating Digital Insurance for Smallholder Farmers and Agri-MSMEs through Strategic Partnership with IFC

At the Africa Financial Summit 2024, ZEP-RE signed a landmark partnership agreement with the International Finance Corporation (IFC) to accelerate the launch of digital insurance solutions tailored for smallholder farmers and agricultural MSMEs. This collaboration underscores the shared commitment of ZEP-RE and IFC to advancing financial inclusion across Africa's farming and agri-business sectors. The partnership will enable innovative insurance models that strengthen the resilience of underserved communities.

### Enhanced drought monitoring efforts through the use of Planet Labs' Normalised Difference Vegetation Index (NDVI) time series data, which provides timely, high-resolution insights into vegetation health and ground conditions across vulnerable regions.

ZEP-RE extended its contract with Planet Labs to access Normalised Difference Vegetation Index (NDVI) time series data, which measures vegetation health for an area of more than 600,000 Km<sup>2</sup> within Eastern Africa. We will utilize Planet's data to help quantify conditions and provide metrics to measure drought.

Ultimately, this data will enable us to expand the insurance program

to support over 250,000 pastoralists in the Horn of Africa and generate a drought index that can be customised to specific locations across the region. Customisation will determine payout amounts, generate premium rates, and enable faster processing of claims.

### Advancing Component 1 of the National Agricultural Development Program (PNDA) in DRC with the World Bank

In January 2024, ZEP-RE signed a treaty with the World Bank as an implementing partner to support Component 1 of the National Agricultural Development Program (PNDA) in the Democratic Republic of Congo (DRC). The PNDA is a flagship initiative aimed at enhancing agricultural productivity and improving market access for smallholder farmers in targeted regions of the country. The project comprises four distinct components.

Component 1 specifically focuses on increasing productivity in both crop and livestock farming through the adoption of climate-smart (CSA) and nutrition-smart agriculture (NSmartAg) practices, alongside the promotion of more inclusive access to finance for smallholder farmers.

This partnership aligns with ZEP-RE's commitment to resilience-building, rural development, and sustainable agriculture in fragile and climate-vulnerable areas





## Trade Facilitation – COMESA Yellow Card and RCTG Scheme

ZEP-RE plays a central role in advancing trade facilitation across the COMESA region through the Regional Customs Transit Guarantee (RCTG) Scheme and the COMESA Yellow Card (CYC) Scheme. These initiatives are enablers of cross-border trade, offering risk mitigation, cost savings, and enhanced security for regional commerce.

The RCTG Scheme is a cross-border customs guarantee bond system that facilitates the smooth transit of goods across member countries.

The COMESA Yellow Card Scheme (CYC) is a regional third-party motor vehicle insurance scheme that covers risks posed by visiting motorists within participating countries. In 2024, over 250,000 Yellow Cards were issued, generating premiums of more than **USD 16 million** and providing coverage to more than **300,000** motorists across **15** countries.

Initiatives	Geographic reach, Regions, Country	Numbers Of Stakeholders, Partners, Cedant.	Number of bonds/ cards issued	1. Number of Beneficiaries Supported, 2. Nature business Helped (MSMEs, etc.) 3. Cost savings for traders.	Claims and Payouts	Gross written premiums (USD)	The total value of insurance coverage provided
<b>COMESA RCTG (Regional Customs Transit Guarantee)</b>	Zambia, Zimbabwe, Kenya, DR Congo, Ethiopia, Malawi, Rwanda, Burundi, Uganda, South Sudan, Republic of South Africa, Djibouti, Tanzania.	42 sureties 5 National Sureties 5 Countries 1,500 agents	1,327 Bonds 482,442 Carnets	1500 agents (mostly MSMEs used the RCTG Bond)	None	USD1 million	USD 800 million

## Trade Facilitation – COMESA Yellow Card and RCTG Scheme

Collectively, these trade facilitation schemes continue to deliver significant social and economic impact. They provide a safety net for traders, motorists, and transport operators, particularly small-scale businesses, while simultaneously contributing to the broader goal of regional integration. Through reduced transaction costs, enhanced cross-border risk management, and improved access to insurance and financial guarantees, ZEP-RE reinforces its mandate to enable sustainable trade and development across Eastern, Southern, and Central Africa.

Initiatives	Geographic reach, Regions, Country	Numbers Of Stakeholders, Partners, Cedant.	Number of bonds/cards issued	1. Number of Beneficiaries Supported, 2. Nature business Helped (MSMEs, etc.) 3. Cost savings for traders.	Claims and Payouts	Gross written premiums (USD)	The total value of insurance coverage provided
<b>COMESA Yellow Card Scheme.</b>	Zambia, Zimbabwe, Kenya, DR Congo, Ethiopia, Malawi, Rwanda, Burundi, Uganda, South Sudan, South Africa, Djibouti, Tanzania, Mozambique.	> 300K motorists >250 insurance cost 15 countries	300k cards	>300 k motorists >90% of users are commercial (including MSMEs) >250k drivers employed USD150 saved per card issued.	814 claims USD5.5million	USD 22 million	N/A

### Expanding Access to Resilient and Inclusive Housing with TDB Bank, ShafBank, and the World Bank

In collaboration with **TDB Bank**, **ShafBank**, and the **World Bank**, we are designing an ambitious housing initiative aimed at expanding access to **resilient and inclusive** housing for vulnerable communities across Africa. We are pleased to announce that, in 2024, funding for the project was formally approved - marking a significant milestone in our efforts to bridge housing gaps across the continent.

With project design now in its final stages, this milestone will accelerate progress toward the official launch, scheduled for **2026**, and reinforces our shared commitment to equitable urban development.

## Customer Satisfaction and Trust



Our reputation and success are built on the trust of our clients and partners. In 2024, we enhanced our customer-focused practices to ensure consistently high satisfaction levels and sustained confidence among cedants (primary insurers), brokers, and other key stakeholders.

### Client Engagement and Satisfaction

We serve over 200 insurance companies (cedants) across Africa, providing reinsurance capacity and technical support. We maintain close engagement with these clients to understand their needs and deliver effective risk solutions. In 2024, we introduced more frequent client interactions, including client visits and holding a golf tournament.

ZEP-RE continued to engage and host clients in 2024 across different countries, with our senior management meeting with cedants to discuss market challenges and gather feedback. These forums provided valuable insights, which we use to refine our products and services, simplifying treaty documentation and speeding up turnaround times.

### Quality of Service and Claims Trust

In 2024, our average claims settlement time for straightforward claims improved to just seven working days from the date of notification of straightforward claims. This is due to process optimisations and the deployment of an upgraded claims management system.

Notably, 100% of valid claims were paid without any disputes escalating to arbitration or litigation, maintaining the perfect record set in 2023. This reliability in claims payment reinforces clients' trust that we will be there when needed. Furthermore, we continue to uphold strong Know Your Customer (KYC) and anti-fraud measures, which protect both the Company and its cedants from reputational or financial damage. In 2024, there were no instances of underwriting significant risks without proper due diligence.



### Data Privacy and Cybersecurity

As the insurance industry becomes more digital, we recognise the importance of safeguarding client data and maintaining cyber resilience, which are crucial components of stakeholder trust. All client information and reinsurance contract data are handled with strict confidentiality and stored securely.

Importantly, we received no substantiated complaints regarding breaches of customer privacy or data loss in either 2023 or 2024. No cybersecurity incidents were reported in 2024, continuing the strong record from 2023—an outcome of sustained investments in IT security. In 2024, we also completed the rollout of multi-factor authentication and strengthened encryption for all sensitive communications.

By safeguarding data integrity and privacy, we not only meet regulatory requirements but also uphold stakeholders' rights, including the right to privacy as a fundamental human right. This commitment to data security continues to build client confidence and has become a key competitive advantage, as clients seek reinsurers who ensure data security.

### Trust and Transparency

Trust is the foundation of the reinsurance industry, where clients rely on reinsurers to remain resilient and financially stable, especially during uncertain times. At ZEP-RE, we strengthen this trust through ethical business practices, stakeholder transparency, and validation from independent external sources.

In 2024, our credibility was reinforced by two globally respected credit rating agencies. AM Best upgraded ZEP-RE's Issuer Credit Rating to 'bbb+' (Stable) and affirmed its Financial Strength Rating at B++ (Good), citing improvements in risk management and governance practices. Global Credit Ratings (GCR) also maintained our AAA<sub>(KE)</sub> national scale rating with a Stable Outlook, highlighting our robust capital base, prudent risk practices, and influential regional presence.



These ratings go beyond technical assessments; they reassure stakeholders that ZEP-RE is a dependable long-term partner, fully capable of honouring its commitments. In an industry defined by future risk, such independent endorsements are critical to sustaining confidence and reinforcing trust.

Additionally, in 2024, we maintained full legal and regulatory compliance across all jurisdictions where we operate, incurring no fines or sanctions. This record reflects our integrity, operational discipline, and commitment to socio-economic accountability, qualities that strengthen our credibility with regulators, clients, and shareholders alike.

Looking ahead, we will continue to refine the customer experience by digitising more services, making interactions faster and more transparent. We will also implement a formal Net Promoter Score (NPS) system to track client satisfaction year-on-year. Our goal remains clear: to position ourselves as the **“Reinsurer of Choice”** in Africa.


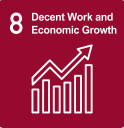





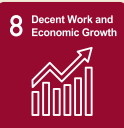



The table summarises key indicators of customer trust and satisfaction for 2023 and 2024, highlighting the Company’s strong performance and improvements in these areas.





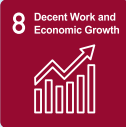



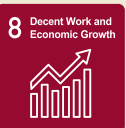


Table: Customer Satisfaction & Trust Indicators

Trust & Satisfaction Indicator	2024	2023
Average Claims Settlement Time	7 days	7 days
Claims Payment Record	100% of valid claims paid	100% of valid claims paid
Data Privacy Incidents	None	None



## SDG Alignment

Material Topic	SDGs Contributed to	Specific SDG Targets	Impacts and Alignment
 <p><b>Financial Performance</b></p>	 	<p>8.10: Expand access to financial services (insurance)</p> <p>17.3: Mobilise financial resources for development</p>	<ul style="list-style-type: none"> <li>Strong financial results enable ZEP-RE to reinvest in local markets and innovative solutions, strengthening domestic insurance capacity.</li> <li>Profits support economic growth and fund partnerships (e.g., capitalising initiatives like the DRIVE project) to broaden access to insurance and risk financing, advancing financial inclusion.</li> </ul>
 <p><b>Sustainable Insurance Products &amp; Investments</b></p>	      	<p>1.4: Access to financial services</p> <p>2.4: Resilient agricultural practices</p> <p>7.2: Increase renewable energy share</p> <p>8.10: Access to insurance for all</p> <p>10.2: Promote universal social/economic inclusion</p> <p>13.1: Strengthen resilience to climate hazards</p> <p>17.17: Effective public–private partnerships</p>	<ul style="list-style-type: none"> <li>ZEP-RE develops inclusive insurance products that tackle poverty and food insecurity (e.g., agricultural microinsurance via ACRE Africa).</li> <li>Climate risk covers (parametric drought insurance in the DRIVE program) bolster community resilience to droughts, and renewable energy project insurance, along with green investments, support clean energy expansion.</li> <li>These solutions, often delivered in partnership with governments and NGOs, reduce inequalities by protecting vulnerable farmers and small businesses while mobilising private capital for sustainable development.</li> </ul>

Material Topic	SDGs Contributed to	Specific SDG Targets	Impacts and Alignment
 <p><b>Financial Inclusion</b></p>	     	<p>1.4: Equal access to financial services</p> <p>2.3: Double small farmers' productivity incomes</p> <p>5.b: Empower women via technology</p> <p>8.10: Expand access to insurance/finance</p> <p>10.2: Empower and include all in economic activity</p> <p>17.16: Enhance global partnerships (capacity-building)</p>	<ul style="list-style-type: none"> <li>ZEP-RE expands insurance access to underserved groups, reducing poverty and vulnerability.</li> <li>Our subsidiary ACRE Africa designs products for smallholder farmers, boosting crop yields and food security.</li> <li>The ZEP-RE Academy's capacity-building programs trained over 9,000 people in 2024 (18% more than 2023) on insurance skills, climate risk, and digital finance.</li> <li>These initiatives empower youth and women (71% of the young professionals cohort are female), supporting gender equality in the sector.</li> <li>By partnering with governments (e.g., Kenya, Zambia) and development agencies (World Bank, IFC), ZEP-RE strengthens industry infrastructure and inclusive growth.</li> </ul>
 <p><b>Customer Satisfaction &amp; Trust</b></p>	  	<p>8.10: Strengthen capacity of financial institutions (insurance uptake)</p> <p>10.2: Promote inclusion via access to services</p> <p>16.6: Develop effective, accountable institutions</p>	<ul style="list-style-type: none"> <li>High customer satisfaction and trust in ZEP-RE's services enable greater insurance penetration.</li> <li>Prompt claims payments and fair dealings build confidence</li> <li>This trust encourages low-income communities to participate in insurance, supporting inclusive finance.</li> <li>Strong governance, ethical conduct, and transparent claims processes align with SDG 16's call for accountable institutions, reinforcing client trust and long-term stability.</li> </ul>



# Environmental **Impact**



As a reinsurance company operating in climate-vulnerable regions, we understand the urgency of addressing environmental risks and embedding sustainability into every aspect of our operations. Our environmental initiatives focus on conservation, promoting climate-smart insurance solutions, enhancing the resilience of our clients, and aligning with global efforts to combat climate change.

We are committed to integrating environmental stewardship into our investment strategies, operations, and partnerships to drive a low-carbon, climate-resilient future for the continent.

## Climate Change & Resilience

Climate change is a defining challenge for the African continent; one that brings both significant threats and new opportunities. Rising temperatures, extreme weather events, and changing precipitation patterns are already affecting the livelihoods of farmers, pastoralists, and communities across our markets. As a reinsurance company operating at the intersection of risk and resilience, we are committed to responding decisively.

We are embedding climate considerations into our strategy, underwriting, risk management, and partnerships. Our approach is twofold: externally, we provide innovative, climate-smart insurance products to help clients absorb shocks and adapt to change; internally, we are reducing our environmental footprint and aligning our operations with best practice standards. From scaling index-based insurance for smallholder farmers to greening our

facilities and advocating for system-wide change, we are determined to support a climate-resilient future for Africa.

### Climate-Resilient Insurance Solutions

We contribute directly to climate resilience through insurance products that support clients in adapting to and mitigating the impacts of climate shocks. In 2024, our flagship programmes in agricultural and pastoral insurance delivered strong results. ACRE Africa, our subsidiary focused on agriculture, reached over 870,000 smallholder farmers with climate insurance and training (up from 500,000 in 2023), demonstrating accelerated growth. These index-based crop and livestock insurance products, offered through ACRE Africa, protect farmers against drought and erratic weather patterns, enhancing their ability to recover and thrive.

When severe drought struck parts of Southern Africa in 2024, our programs responded swiftly. Over USD 5 million in payouts were delivered to affected farmers and pastoralists, providing timely relief and proving that climate risk insurance can offer real protection at scale. These payouts, up from negligible drought claims in 2023, helped preserve livelihoods and food security.

Our DRIVE (De-Risking, Inclusion and Value Enhancement) project, targeted at pastoral economies, further exemplifies climate resilience in action. DRIVE offers Index-Based Livestock Insurance (IBLI) to cushion pastoralist communities against drought-induced forage shortages. The parametric design of IBLI enables quick payouts when satellite data indicate drought conditions,

ensuring pastoralists receive support when it is most needed.



### Building Internal Resilience

Internally, we have taken steps to reduce the Company's climate impact and ensure its operations are sustainable. We recognise that while its direct carbon footprint is modest, as a financial services organisation, it has a responsibility to lead by example.

We are deeply committed to addressing the global crises of environmental degradation and climate change, issues that are especially urgent in Africa. Our experience across the continent has shown firsthand how disproportionately communities here suffer from the devastating impacts of these challenges. This reality drives our resolve to embed climate resilience into our operations, partnerships, and product offerings.

Although our immediate ecological footprint is minimal, we are committed

to contributing to climate mitigation and adaptation efforts. We are actively identifying and pursuing avenues to support environmental conservation and minimise our emissions to negligible levels.

We continually seek ways to integrate environmental sustainability into the design, operation, and maintenance of our workplace, enhancing efficiency and progressively reducing our Scope 1 and Scope 2 emissions. We are actively seeking opportunities to ensure efficient energy use and enhance the use of renewable energy sources at our Headquarters and other office locations.

ZEP-RE also advocates for industry collaboration on climate issues. As a signatory to the NDSI, we continued in 2024 to collaborate with regulators and industry peers to promote climate risk insurance across Africa. These actions promote systemic resilience by strengthening public-private partnerships to mitigate the effects of climate extremes.

In summary, 2024 saw ZEP-RE deepen its climate action on multiple fronts, including scaling up innovative insurance that shields clients against climate shocks, incorporating climate risk into corporate risk management, and partnering for wider societal resilience. Our climate resilience initiatives in 2024 reaffirm their role as a catalyst for adaptation and sustainable development in the region, ensuring that communities and businesses are better equipped to prepare for a changing climate.

## Environmental Management

We are committed to reducing the Company's environmental footprint and promoting responsible environmental management across its operations and value chain. While our day-to-day activities are not highly resource-intensive, we recognise our duty to act as an environmentally accountable reinsurer and investor. Our approach is guided by a belief that environmental sustainability is integral to risk management, resilience building, and long-term value creation.

In 2024, we strengthened our environmental performance through a two-pronged strategy: minimising operational impact and supporting ecological restoration. Internally, we implemented efficiency initiatives across our facilities, enhanced environmental screening processes, and maintained 100% compliance with applicable regulations, without any fines or recorded incidents. At the same time, we scaled up our reforestation activities, expanded urban greening partnerships, and promoted environmental awareness among employees and communities.

### Greenhouse Gas Emissions (GHG)

As a responsible and environmentally conscious business, we recognise that our operations have a significant impact on greenhouse gas (GHG) emissions, which in turn contribute to climate change. We understand that monitoring and managing these emissions is a vital part of responsible business practice and effective climate stewardship. As part of this effort, we are actively identifying and mapping potential sources of emissions across our operations including direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2), and relevant emissions throughout our value chain (Scope 3). These findings will be disclosed in our subsequent reports, reflecting our ongoing commitment to environmental responsibility and sustainability.

These actions reinforce our commitment to proactive environmental stewardship. The following sections highlight the specific measures undertaken to reduce emissions, improve resource efficiency, restore ecosystems, and promote a sustainability culture across the organisation.



## Reforestation and Biodiversity

A core pillar of our environmental stewardship is our expanding reforestation programme, which not only contributes to carbon sequestration but also reinforces local ecosystems and community wellbeing. In 2024, tree planting remained central to our sustainability agenda. We significantly scaled up our efforts, resulting in the planting of 12,870 trees across the region, an increase of 60% from the 8,000 trees planted in 2023 under Kenya's national forestry programme. A key milestone was the Annual ZEP-RE Tree Planting Day in December 2024, during which 4,070 seedlings were planted in a single day. Notably, 65% of the planting labour was provided by local women, who received wages through this initiative, thereby generating both environmental and socioeconomic benefits, generating income, and empowering women.

Our tree-planting campaign forms part of our commitment under Kenya's National Forestry Acceleration Programme. To mark our 30th anniversary, we committed to planting 30,000 trees. By the close of 2024, we had planted nearly 20,000 trees toward this target across our various markets of operation. Building on this momentum, we are actively exploring opportunities to replicate and scale similar greening efforts across all countries in which we operate.

These initiatives are already delivering tangible environmental benefits, particularly in carbon sequestration and habitat restoration.





## Greening Urban Spaces

We also support urban sustainability as part of our corporate social responsibility efforts. ZEP-RE is a member of the Upper Hill Green Park Initiative in Nairobi, a project focused on developing new public green spaces in the city's commercial district. The initiative's efforts promote biodiversity in urban areas while providing valuable recreational spaces for local communities.

By integrating environmental considerations into both our operations and community initiatives, ZEP-RE continues to enhance its environmental management performance year after year.

Internally, to enhance air quality in our office buildings, we have incorporated greenery throughout our workspaces with plants.



## Sustainability in our Office Buildings

To promote sustainability principles and mainstream environmental conservation, we have instituted a range of measures aimed at ensuring that our office buildings remain clean, safe, and resource-efficient. These initiatives are designed to minimise, and where possible eliminate, any negative impacts on the environment and the well-being of individuals working within the building. Key measures include:

### a. Improving Energy Efficiency

We recognise that efficient energy systems play a critical role in reducing energy consumption, lowering operational costs, conserving natural resources, and supporting more sustainable business practices that minimise environmental impact. At our office buildings, we have implemented the following targeted energy-saving measures to improve efficiency:

- Installing energy-saving LED lighting across all floors. The LEDs have not only reduced power usage but have also proven to be durable and effective in providing the necessary illumination for the office setup.
- Installing motion-sensor lighting systems in several workspaces. These intelligent systems automatically turn on lights when movement is detected and switch them off when the area is vacated. Motion sensors have significantly reduced instances of energy wastage when lights are unintentionally left on, further optimising our energy consumption.
- Our building has a peculiar, glazed façade that allows us to maximise natural daylight, thereby reducing the need for artificial lighting during the day. This architectural design enhances internal illumination while supporting our sustainability goals.



### b. Water Conservation Initiatives

Water efficiency is another key area of focus in our environmental strategy. We have installed low-flow water fixtures, particularly in restrooms, to minimise unnecessary water usage. These include dual-flush toilet systems that allow users to select between low- and high-volume flushes, depending on their needs, helping to conserve water effectively.

We have also integrated sensor-activated taps on several floors. These taps automatically activate when hands are detected and shut off once the hands are removed, eliminating the possibility of taps being left open accidentally.



SDG Alignment

c. Ban on single use plastics.

We have implemented a ban on single-use plastics at our headquarters, including the elimination of single-use water cups within the office space. To support the necessary culture change, shared water dispensers have been strategically placed throughout the building, where disposable cups are no longer provided. Employees are encouraged to use personal, reusable water bottles. For external guests and visitors, glass-bottled water is provided and served in glasses. Small volumes of glass-bottled drinking water are preferred to minimise water wastage, as people often do not finish served water.

d. Waste Management Practices

Effective waste segregation is a crucial component of our environmental management practices. We maintain separate waste bins for different types of waste, including designated bins for kitchen and workstation areas. This separation allows for more

efficient waste handling and recycling, while minimising the environmental impact of improperly disposed materials. Going forward, we shall track waste generated by volume for effective and full disclosure in future.



SDG Alignment

Material Topic	SDGs Contributed to	Specific SDG Targets	Impacts and Alignment
<div></div> <div>Climate Change and Resilience</div>	<div><div>1 No Poverty</div><div>2 Zero Hunger</div><div>13 Climate Action</div></div>	<div>1.5: Build resilience of the poor to climate disasters</div> <div>2.4: Adapt to climate extremes</div> <div>13.1: Strengthen adaptive capacity to climate change</div>	<ul style="list-style-type: none"><li>Through initiatives like DRIVE (drought index insurance for pastoralists), ZEP-RE helps vulnerable communities withstand climate shocks.</li><li>Fast payouts and risk financing preserve livelihoods (e.g., core livestock and crops), preventing poverty traps after disasters.</li><li>By supporting climate-smart agriculture and index insurance, we contribute to food security under increasing drought risk.</li></ul>
<div></div> <div>Environmental Management</div>	<div><div>7 Affordable and Clean Energy</div><div>13 Climate Action</div></div>	<div>7.2: Increase renewable energy in our energy mix</div> <div>13.3: Improve education and awareness on climate change</div>	<ul style="list-style-type: none"><li>ZEP-RE minimises its environmental footprint and promotes stewardship through reforestation and greening initiatives.</li><li><b>12,870 trees</b> were planted by <b>2024</b>, contributing to carbon sequestration and raising community awareness.</li><li>The company also invests in operational efficiency and supports clean energy through its underwriting – over 100 renewable energy projects have been reinsured since 2021, aligning with climate action goals.</li></ul>



# Social Impact





## Social Impact

Our social impact is felt through the communities we serve, the partners we work with, and the lives we help protect. From extending insurance coverage to underserved populations to investing in human capital, promoting financial inclusion, and enhancing local capacity, our work is rooted in the belief that equitable access and opportunity drive lasting change.

### Employees (Our People)

At ZEP-RE, our employees remain the cornerstone of our success. We are committed to a workplace that is inclusive, equitable, and empowering, where every employee is supported to thrive and contribute meaningfully.

In 2024, we launched our new People & Culture Strategy (2024–2026), designed to attract, develop, and retain top talent across Africa and beyond. This strategy has already delivered measurable impact by building a growing and diverse group of employees, enhancing employee engagement, and aligning our human capital practices with sustainability principles.

Our approach to people management is anchored in fairness, inclusivity, and respect for labour rights. We are dedicated to:

- Competitive compensation.
- Expanding opportunities for women in leadership and all levels.
- Embedding a workplace culture that actively prevents discrimination and advances equal opportunity.

We also maintain transparent channels for employee feedback. In 2024, we recorded zero cases of non-compliance with labour standards, underscoring our commitment to ethical and responsible employment practices.

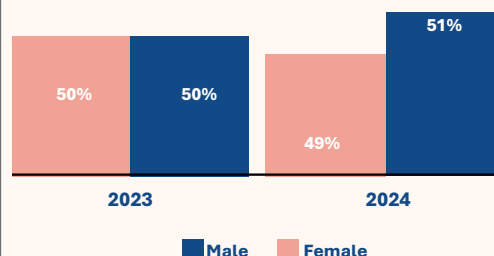
As at 31 December 2024, ZEP-RE employed 106 full-time employees across our network of nine offices in the COMESA region. This represents a 16% growth in headcount from 95 employees in 2023 an expansion driven by both organic business growth and strategic recruitment to support our key initiatives.

Our employees reflect the regional diversity of our operations and continues to be a true representation of Africa's talent. Importantly, in 2024, we achieved a low turnover rate of just 5%, highlighting both the stability of our organisation and the trust our people place in our culture, vision, and values.

### Employee Diversity

ZEP-RE continues to make meaningful progress in promoting diversity, equity, and inclusion across all levels of the organization. Employee statistics for the period under review were as per the following graph:

#### Gender Composition for Employees

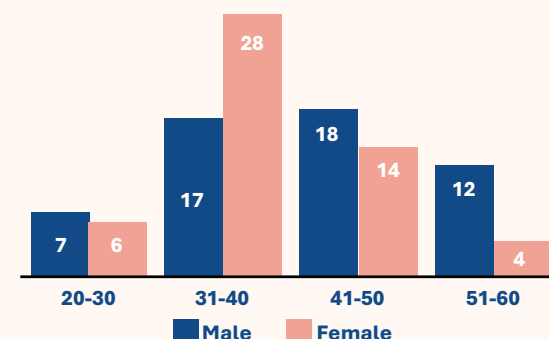


Diversity and inclusion are embedded in ZEP-RE's human capital strategy, which champions fair pay, equal opportunity, career development, health and safety, and employee engagement. This diverse and inclusive workforce is central to delivering our mandate and driving sustainable development across the region. We also maintain a zero-tolerance policy on discrimination and harassment, as outlined in our Equal



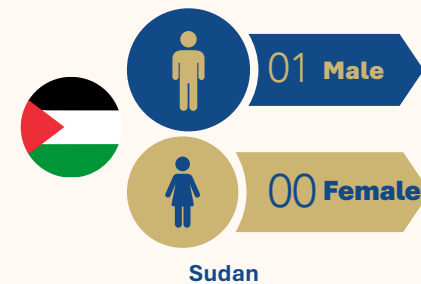
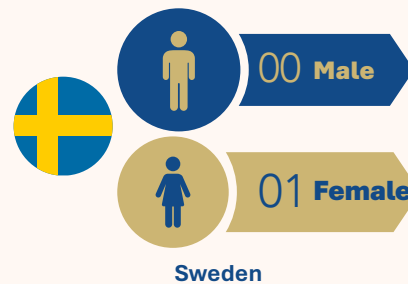
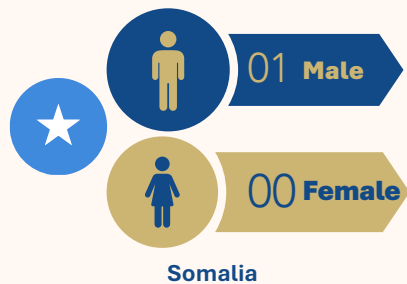
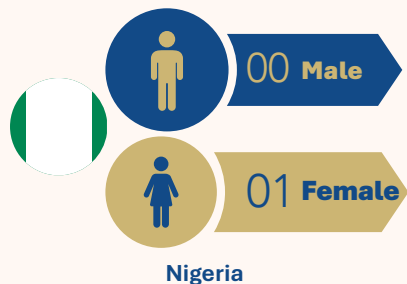
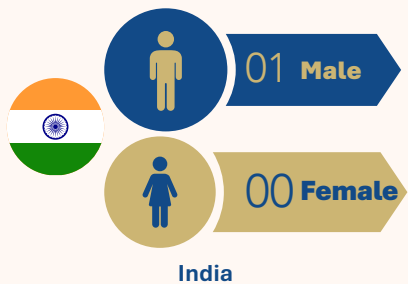
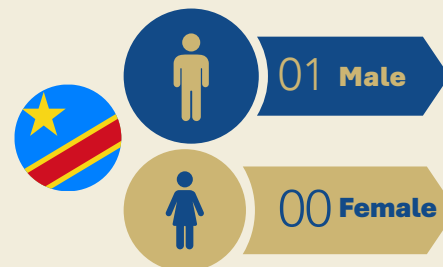
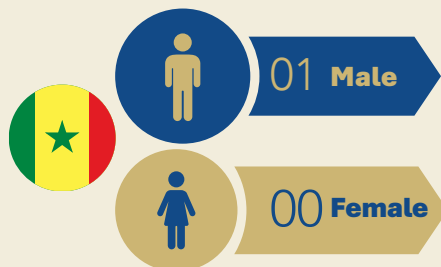
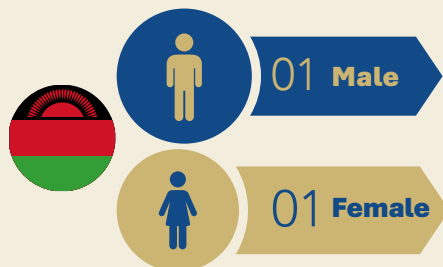
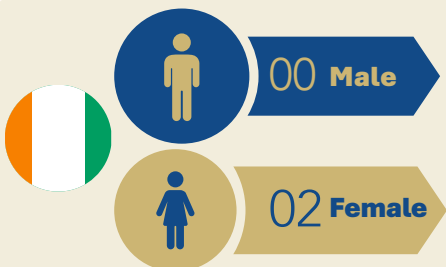
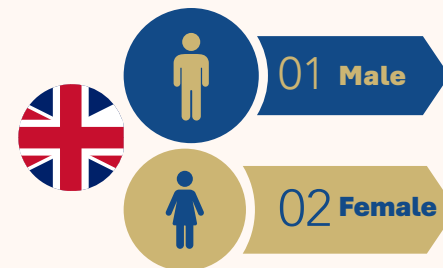
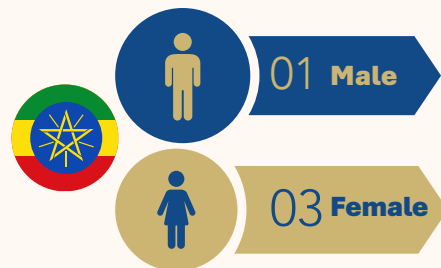
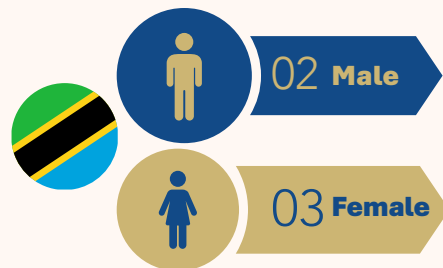
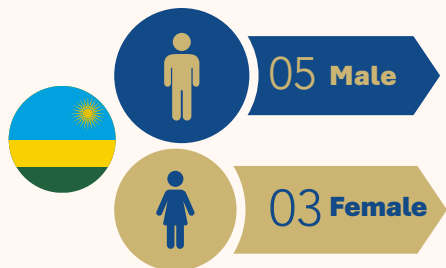
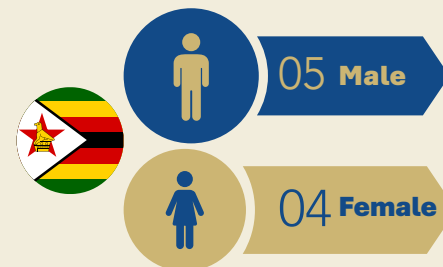
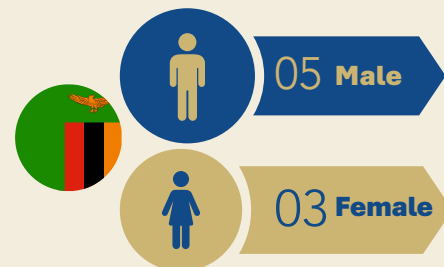
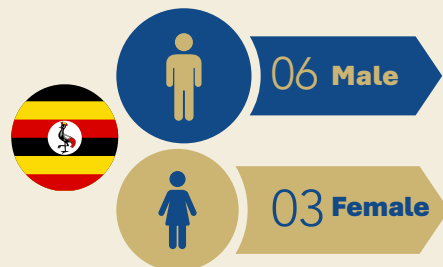
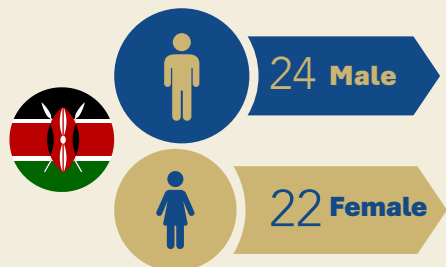
Opportunity Statement. In 2024, there were no reported cases of discrimination. The following graphs show employee distribution by roles and employee distribution by age group.

#### Gender distribution by Age Group



Beyond gender, ZEP-RE's 106 employees in 2024 represented over 15 nationalities across the Africa region and beyond, enriching the organisation with diverse perspectives and supporting its regional integration agenda.





## Talent Development and Staff Engagement

We place strong emphasis on building the capabilities of our people through structured learning opportunities. In 2024, we introduced a new Human Resources Information System (HRIS) that enables us to track individual performance, identify training needs, and tailor growth plans.

We are committed to delivering up to 40 hours of professional training per employee annually. In 2024, 96 employees, representing over 90% of our employees, participated in 77 internal and external training sessions. These sessions covered a range of topics, including compliance, leadership, technical competencies, and soft skills.

Indicator	2024	2023
No. of staff	106	95
Amount spent on Training	USD 83,959	USD 60,717

Keeping our team informed, engaged, and empowered is vital to our mission. In 2024, we enhanced our internal communications infrastructure to create more space for two-way dialogue and shared ownership of our culture. These feedback mechanisms informed tangible changes, including the rollout of new wellness initiatives and refinements to our HRIS-based performance tracking system.

## Employee Wellness

We are committed to maintaining exceptional employees' wellbeing. Current employees' wellbeing initiatives include:

- Mental Health & Stress Management session
- Health & Wellness Talks
- Confidential Employee Assistance Program
- Financial Wellness
- Brownbag series
- Ombudsman nomination
- Staff Townhall

- Focused group discussion with the MD
- Health and Safety training (fire drills, first aid, workplace safety)

## Rewarding our people

At ZEP-RE, we recognise that our employees are the foundation of our success. We are committed to fostering a supportive and rewarding workplace, one that ensures financial security, offers meaningful benefits, and recognises excellence. Our employee benefits framework is designed not only to attract and retain top talent, but also to promote well-being, equity, and long-term resilience. By providing competitive compensation, wellness initiatives, and inclusive leave policies across all our operating regions, we align our people practices with our broader ESG commitments.

*“Brown bag sessions have helped me to understand the organisation better as policies are demystified and openly discussed. In addition, the sessions have provided an opportunity for all employees to discuss issues, lobby for changes, and interact across departments, cementing teamwork and boosting employee engagement.”*  
**Simon Ndung'u-Associate Director, Finance”**





### Equitable and Family-Friendly Workplace

We strive to be an employer of choice by offering fair remuneration and supporting employees' work-life balance. We offer comprehensive benefits, including medical coverage for employees and their dependents, pension contributions, and generous leave policies.

In 2024, seven employees (four women, three men) took parental leave, with all returning to work afterwards, demonstrating support for new parents and gender-balanced caregiving.

### Occupational Health and safety

Health and safety remains our top priority. While our office environment carries relatively low occupational risk, we strictly adhere to OSH standards with regular safety drills and ergonomic assessments. There were no work-related injuries or illnesses reported in 2024, highlighting the effectiveness of our safety measures and the nature of our office-based work. Our People strategy promotes fundamental labour rights across its operations, as evidenced by the People & Culture Policies, the creation of an ombudsman role, and open access to senior leadership for employees to raise concerns.

The People & Culture Policies maintain a strict prohibition on all forms of forced or child labour, enforced through rigorous hiring procedures. The company also maintains a strong commitment to non-discrimination, as demonstrated by our inclusive recruitment practices, equitable promotion policies, and diverse workplace culture. There were no reported work related injuries or work related ill health during the year. Overall, we continue to promote a "Great Place to Work" environment.



## Community Support and Development

ZEP-RE was founded with a development mandate, and this ethos is reflected in its 2024 initiatives to broaden financial inclusion and support communities across the COMESA region. In 2024, we significantly expanded our outreach to underserved populations through innovative insurance solutions, capacity-building initiatives, and targeted social investment projects.

By designing inclusive products and programs that prioritise women and rural communities, we contributed to greater gender equity and economic participation. Our agricultural insurance and risk mitigation programs helped strengthen food security and support climate-resilient farming practices. We also placed strong emphasis on building impactful partnerships with NGOs, development agencies, and local governments to scale our reach and drive long-term community development.

Many initiatives leverage our internal programmes such as ACRE Africa and DRIVE along with community engagement initiatives focused on health, education, and disaster relief. These diverse efforts underscore our commitment to promoting community welfare and our dedication to non-discrimination by targeting vulnerable groups, including women, youth, and low-income communities.



## Community Engagement

Beyond insurance, we invest in community support initiatives that focus on education, health, and disaster relief, strengthening the social fabric of the regions that we serve. Our notable program is our partnership with the Kenya Community Development Foundation (KCDF). Since 2012, we have supported at-risk girls through the Global Give Back Circle, funding their secondary and tertiary education, as well as life skills training. The impact has been profound; many of these young women have become first-generation college graduates, thereby breaking the cycle of poverty. By the end of 2024, 2 alumni of the programme had secured employment at ZEP-RE.



In addition, ZEP-RE and KCDF run the MenTenda Youth Mentorship Program, launched in 2022 to develop leadership and life skills among young men. In 2024, MenTenda expanded its reach, engaging 288 male students (aged 14–25) in Nairobi in a structured mentorship programme and community service project. The programme, led by volunteer mentors from ZEP-RE, including employees from six different countries, concluded with 267 boys graduating as more confident and community-minded individuals. This initiative addresses a gap in positive role models for young men and encourages civic responsibility.

In health and well-being in 2024, we strengthened our partnership with the Faraja Cancer Support Trust. The company undertook several initiatives to enhance the well-being of children undergoing cancer treatment: in April, our employees visited paediatric cancer patients at Kenyatta National Hospital, donating educational materials to help them continue learning during treatment. The same month, we hosted a cancer awareness talk at our offices to inform employees on early detection and prevention. In June, a team from ZEP-RE took part in Faraja's White Water Rafting fundraiser, raising USD 2,500 to support cancer treatment programmes for children.



## Disaster Relief and Community Resilience

When disasters struck in 2024, we stepped up to support affected communities. In October 2024, the devastating floods displaced families in parts of East Africa. We responded by organising an internal donation drive, where employees contributed food, clothing, and medical supplies, all of which were delivered through the Kenya Red Cross Society. Employees also raised USD 568 in cash to support displaced families. This prompt emergency relief effort helped hundreds of flood victims meet their basic needs, demonstrating solidarity and community care. In March 2024, ZEP-RE employees participated in a community urban greening activity at Nairobi's Green Park, Upper Hill, combining environmental action with community engagement. Through these initiatives, we reaffirmed our identity as a purpose-driven organisation committed to shared prosperity and long-term impact.

To ensure our inclusion and community initiatives are both strategic and impactful, we integrate them into our broader ESG governance framework. In 2023, the Board's Governance and HR Committee assumed oversight of sustainability programmes, and in 2024, management continued to track key social impact metrics (such as the number of beneficiaries, funds disbursed, and community feedback) to inform decision-making.

In summary, 2024 marked significant progress in financial inclusion – with our insurance programmes reaching more low-income individuals than ever before – and a deepening of community support projects that address immediate needs while building future capacity. The comparative data show strong year-on-year growth: for example, insured farmers doubled, new youth and female beneficiaries received services, and CSR programme outputs (trees planted, students mentored, funds raised for health) all increased compared to 2023 levels. By integrating our core business of insurance with strategic community investments, ZEP-RE is advancing inclusive growth and creating shared value across the region. The table below presents key indicators of financial inclusion and community impact for 2023 and 2024.



Launched in 2016. Upskilled 24,000+ insurance professionals in over 45 African countries

## Capacity Building

At ZEP-RE, capacity building is central to both community development and the advancement of Africa's insurance industry. Through the ZEP-RE Academy, our dedicated training and research division established in 2016, we deliver transformative programs that strengthen institutional capacity, deepen professional expertise, and promote financial inclusion across the region. By building the capabilities of insurers, regulators, and intermediaries, we help elevate the standards of the insurance sector.

At the same time, our community-based training ensures that vulnerable groups gain the knowledge and tools needed to access and benefit from insurance services. Whether supporting national regulators, pastoral households, or young professionals, our capacity-building efforts are designed to create shared value, drive inclusion, and build resilience at scale.

In 2024, the Academy reached a new milestone by training over 9,000 participants, an 18% increase from 2023, through a mix of in-person sessions and webinars. The training programmes target a broad range of stakeholders including our employees, cedant insurance companies, regulators, and even end-users such as farmer group leaders.

In 2024, key focus areas were aligned with sustainability priorities, including climate risk management, Insurtech innovation, and ESG principles, which were all integrated into the training curriculum. Notably, the Academy received accreditation from the Chartered Insurance Institute (CII) for 10 training programmes, affirming that the content meets international standards and enabling trainees to earn globally recognised certification.

A flagship initiative of the Academy in 2024 was its

support for the capacity-building needs of the World Bank-funded DRIVE Project. Nearly 3,000 trainees were community representatives and financial intermediaries engaged in the project. Through tailored "Training of Trainers" modules, the Academy equipped local facilitators and community mobilisers in pastoral regions with the knowledge and tools to educate their communities on index-based insurance and savings. This cascading model significantly amplifies reach and impact, as previously trained village champions, numbering 2,091, continue to disseminate knowledge at the grassroots level. By strengthening financial literacy and fostering trust in insurance among historically underserved populations, this initiative is advancing the broader goal of financial inclusion.

Beyond the DRIVE Project, the Academy also delivered regional workshops and seminars, including targeted training for insurance regulators. In 2023 alone, 196 regulators and aggregators from seven countries were trained, contributing to more supportive regulatory environments for microinsurance. The Academy also continued to support the Young Professionals Programme (YPP) in 2024, with participants from nine nationalities (71% of them women) receiving hands-on industry training. This initiative is not only building a pipeline of skilled professionals for local insurance markets but also promoting youth employment and advancing gender diversity in the sector.





## Capacity Building

In Zambia, climate-focused collaborations demonstrated how training can deliver both industry and community impact. To date, more than 8,500 trainers-of-trainers have been reached, extending financial literacy to over three million households and fostering economic empowerment



The Academy also drives thought leadership, completing a study on compulsory insurance frameworks across 37 African countries and assessing the potential of microinsurance to support inclusive growth.

Additionally, partnerships with universities and vocational institutions expand outreach to young people, building a pipeline of future professionals.

The Academy's curriculum addresses diverse industry needs through key thematic areas:

- **Reinsurance Practice:** Covering claims management, program design, and pricing.
- **Specialised Insurance Lines:** Including financial, life, medical, agricultural, marine, and fire insurance.
- **Risk Management:** With training on enterprise risk and risk surveying.

- **Emerging Issues:** Focusing on ESG, Insurtech, climate risk, and microinsurance.
- **Underwriting and Claims:** Strengthening frontline expertise.

These efforts have delivered tangible outcomes. Markets where training has been extensive, such as Zambia and Kenya, have seen growth in agriculture and microinsurance. Service quality has also improved as underwriters and claims officers apply enhanced skills in customer care and risk assessment. Career progression among graduates has also generated new leadership and insurance initiatives, contributing to employment creation and local capacity.



### Promoting Insurtech innovations through zep-re innovation hub

Technological innovations have great potential to close the insurance protection gap and as a result promote access to insurance services, financial inclusion, and reduce inequalities within the sector. Despite this, however, Insurtech innovations face considerable challenges in scaling and addressing the needs of underserved markets in Africa. These challenges include lack of technical expertise, limited access to strategic partnerships and funding, and regulatory hurdles.

In some instances, Insurtech startups still struggle to secure growth-stage capital beyond initial funding, leading to stagnation and an inability to overcome market entry barriers.

To address these challenges, we launched the ZEP-RE Innovation Hub in 2023, in collaboration with the Westerwelle Startup Haus in Kigali. Onboarding of startups into the program involves a rigorous assessment of several critical factors such as their level of innovation and uniqueness, market potential, team strength and execution capability, financial viability, and alignment with ZEP-RE's strategic objectives.



The program entails:

- Dynamic peer learning sessions where founders lead discussions on topics such as fundraising strategies and financial modelling. These sessions provide a practical learning environment where participants exchange insights and shared real-world strategies to overcome common challenges.
- Workshops that are led by industry experts on high-level topics such as decoding the VC Matrix, Impact tracking, Leading in a VUCA environment etc.
- Mentorship sessions where mentor-mentee matching is based on comparison of mentees' needs and mentors' areas of expertise.
- One-on-one investment readiness sessions with each startup to offer tailored feedback and strategic guidance on the next steps.
- ZEP-RE 2.0 Insurtech Demo Day conducted during an industry forum or event to allow startups to showcase their innovations.

Key insights from the inaugural cohort revealed that startups in advanced stages of development are more attractive to the industry. This prompted a shift in our selection process to prioritize scaleups and support their alignment with insurer needs.

About 70 startups have gone through the program so far.

2024/2025 Achievements:

- (i) 119 applications to join the program.
- (ii) 20 promising startups went through the program
- (iii) 10 of the 20 startups were ultimately selected to showcase their solutions to a distinguished audience of investors, industry leaders, and key stakeholders in the insurance and fintech industries at the Inclusive Fintech Forum 2025 in Kigali.
- (iv) The top five startups from the DEMO Day will be considered for investment by ZEP-RE, subject to meeting the criteria set by the investment and business teams.

*"For BAS Technologies, taking part in the Innovation hub was eye-opening, empowering and impactful. Participating in the program activities exposed us to market insights that have been pivotal in enabling us to refine our product model and market strategy. We learnt invaluable frameworks that we have used to fast-track our growth through not just a sharper pitch but a*

*compelling narrative of our vision and impact.*

*We also have the privilege of keeping a close connection with our mentor who continuously checks in on our discuss progress and graciously allows us to access their networks within the industry. I would definitely recommend the program to other startups and encourage more industry players to support us leverage and grow."* Dr. Chidimma Ojukwu, Co-founder and Chief Executive Officer, BAS Technologies.





## Diversity, Equity and Inclusion

ZEP-RE continues to strengthen its commitment to Diversity, Equity, and Inclusion (DEI), recognising these principles as integral to our development impact, risk management, and governance responsibilities. Our DEI agenda is woven across corporate governance, human capital, and stakeholder engagement, reflecting the diversity of the COMESA region and driving systemic change within the organisation and beyond.

Our inclusive recruitment practices ensure equal opportunity across all COMESA Member States, guided by clear policies that prohibit discrimination and support merit-based progression. We actively promote gender balance and fair representation at every level of the organisation, while fostering a culture where all voices are heard, respected, and valued.



## Governance and Representation

At the governance level, we continue to lead by example. In 2024, we achieved gender parity on our Board of Directors, with six women and six men, surpassing our internal target of a third female representation. Board members hailed from 10 nationalities, further affirming our identity as a regional institution committed to inclusive and diverse leadership.





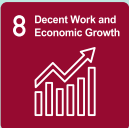





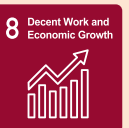


## Extending Inclusion to Communities

Our DEI efforts extend beyond our organisation to the communities we serve. In 2024, the DRIVE project reached over 2 million pastoralist households, 56% of them women, through gender-sensitive insurance and savings solutions tailored to arid and semi-arid regions. More than 400,000 women now own digital financial accounts supported by the project. Similarly, ACRE Africa extended insurance coverage to over 1 million smallholder farmers, advancing financial resilience among rural women and youth.





## SDG Alignment

Material Topic	SDGs Contributed to	Specific SDG Targets	Impacts and Alignment
 <p><b>Employees</b> ("Our People")</p>	  	<p>5.5: Women's equal leadership opportunities              8.5: Full productive employment &amp; equal pay              8.8: Safe work environment              10.2: Promote inclusion of all.</p>	<ul style="list-style-type: none"> <li>ZEP-RE promotes a diverse and equitable workplace, investing in employee development.</li> <li>Women comprise 49% of employees and 71% of the young professionals in its talent program, reflecting a commitment to gender equality in opportunities.</li> <li>Initiatives such as personalised learning journeys, wellness programs, and a new HRIS in 2024 enhance employee well-being and productivity.</li> <li>By upskilling local talent across nine nationalities and promoting inclusive policies, the company contributes to decent work and reduces inequalities in the workplace.</li> </ul>
 <p><b>Community Support</b></p>	     	<p>1.4: Equal access to financial services              2.3: Double small farmers' productivity/incomes              5.b: Empower women via technology              8.10: Expand access to insurance/finance              10.2: Empower and include all in economic activity              17.16: Enhance global partnerships (capacity-building)</p>	<ul style="list-style-type: none"> <li>ZEP-RE expands insurance access to underserved groups, reducing poverty and vulnerability.</li> <li>Its subsidiary ACRE Africa designs products for smallholder farmers, boosting crop yields and food security.</li> <li>The ZEP-RE Academy's capacity-building programs trained over 9,000 people in 2024 (18% more than 2023) on insurance skills, climate risk, and digital finance.</li> <li>These initiatives empower youth and women (71% of the young professionals cohort are female), supporting gender equality in the sector.</li> <li>By partnering with governments (e.g., Kenya, Zambia) and development agencies ZEP-RE strengthens industry infrastructure and inclusive growth.</li> </ul>

## Gri Content Index

**Statement of use:** ZEP-RE has reported the information cited in this GRI Content Index for the period 1 January 2024 to 31 December 2024 in accordance with the GRI Standards (2021).

**GRI 1 used: GRI 1: Foundation 2021.** (Key: “Not applicable” indicates the disclosure is not relevant to our business; “Not Material” indicates there are no significant impacts on the topics; “Not tracked” indicates no established processes to monitor or collect data.)

GRI Topic Standard	General disclosures Title	Reasons for Omissions	Disclosure Reference
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	–	Page 9-13
	2-2 Entities included in the organization’s sustainability reporting	–	Page 3
	2-3 Reporting period, frequency and contact point	–	Page 3
	2-4 Restatements of information	-	Page 3
	2-5 External assurance	-	Page 3
	2-6 Activities, value chain and other business relationships	–	Page 13
	2-7 Employees	–	Page 65 - 68
	2-8 Workers who are not employees	–	Page 66
	2-9 Governance structure and composition	–	Page 17
	2-10 Nomination and selection of the highest governance body	–	Page 17
	2-11 Chair of the highest governance body	–	Page 17
	2-12 Role of the highest governance body in overseeing the management of impacts	–	Page 17
	2-13 Delegation of responsibility for managing impacts	–	Page 21
	2-14 Role of the highest governance body in sustainability reporting	–	Page 21
	2-15 Conflicts of interest	–	Page 20
	2-16 Communication of critical concerns	–	Page 20
	2-17 Collective knowledge of the highest governance body	–	Page 18
	2-18 Evaluation of the performance of the highest governance body	-	Page 19
	2-19 Remuneration policies	–	Page 19
	2-20 Process to determine remuneration	–	Page 19
	2-21 Annual total compensation ratio	Not tracked	-
	2-22 Statement on sustainable development strategy	–	Page 32
	2-23 Policy commitments	–	Page 34

	2-24 Embedding policy commitments	–	Page 34
	2-25 Processes to remediate negative impacts	–	Page 35
	2-26 Mechanisms for seeking advice and raising concerns	–	Page 24
	2-27 Compliance with laws and regulations	–	Page 26
	2-28 Membership associations	–	Page 36 - 37
	2-29 Approach to stakeholder engagement	–	Page 38
	2-30 Collective bargaining agreements	Not applicable	-
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	–	Page 39
	3-2 List of material topics	–	Page 40
	3-3 Management of material topics	–	See material topics disclosures
<b>GRI 201: Economic Performance</b>	201-1 Direct economic value generated and distributed	–	Page 42, Annual Report & Financial Statements 2024
	201-2 Financial implications and other risks and opportunities due to climate change	–	Page 26
	201-3 Defined benefit plan obligations and other retirement plans	–	Annual Report & Financial Statements 2024
	201-4 Financial assistance received from government	Not applicable	-
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable	-
	202-2 Proportion of senior management hired from the local community	Not applicable	-
<b>GRI 203: Indirect Economic Impacts</b>	203-1 Infrastructure investments and services supported	–	Page 45 -58
	203-2 Significant indirect economic impacts	-	Page 45 -58
<b>GRI 204: Procurement Practices</b>	204-1 Proportion of spending on local suppliers	Not tracked	-
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	–	Page 26
	205-2 Communication and training about anti-corruption policies and procedures	–	Page 26
	205-3 Confirmed incidents of corruption and actions taken	–	Page 26
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Not applicable	-



<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	–	Page 42
	207-2 Tax governance, control, and risk management	–	Page 42, Page 24
	207-3 Stakeholder engagement and management of concerns related to tax	-	Page 42
	207-4 Country-by-country reporting	Not applicable	-
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	Not material	-
	301-2 Recycled input materials used	Not material	-
	301-3 Reclaimed products and their packaging materials	Not material	-
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation		Page 62
	302-2 Energy consumption outside of the organisation	Not tracked	
	302-3 Energy intensity	Not tracked	-
	302-4 Reduction of energy consumption	-	Page 62
	302-5 Reductions in energy requirements of products and services	Not tracked	
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Not material	-
	303-2 Management of water discharge-related impacts	Not material	-
	303-3 Water withdrawal	Not material	-
	303-4 Water discharge	Not material	-
	303-5 Water consumption	-	Page 62
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material	-
	304-2 Significant impacts of activities, products and services on biodiversity	Not material	-
	304-3 Habitats protected or restored	Not material	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not material	-
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Not assessed. The company is in the process of conducting a GHG emissions assessment for future reporting.	-
	305-2 Energy indirect (Scope 2) GHG emissions		-
	305-3 Other indirect (Scope 3) GHG emissions		-
	305-4 GHG emissions intensity		-
	305-5 Reduction of GHG emissions		-
	305-6 Emissions of ozone-depleting substances (ODS)		-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		-

<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Not material	-
	306-2 Management of significant waste-related impacts	Not material	-
	306-3 Waste generated	Not material	-
	306-4 Waste diverted from disposal	Not material	-
	306-5 Waste directed to disposal	Not material	-
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Not tracked	-
	308-2 Negative environmental impacts in the supply chain and actions taken	Not tracked	-
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	-	Page 65
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not applicable	-
	401-3 Parental leave	-	Page 68
<b>GRI 402: Labor/ Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Not applicable	-
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	-	Page 68
	403-2 Hazard identification, risk assessment, and incident investigation	-	Page 68
	403-3 Occupational health services	-	Page 68
	403-4 Worker participation, consultation, and communication on occupational health and safety	-	Page 68
	403-5 Worker training on occupational health and safety	-	Page 68
	403-6 Promotion of worker health	-	Page 67 - 68
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-	Page 68
	403-8 Workers covered by an occupational health and safety management system		Page 68
	403-9 Work-related injuries	-	Page 68
	403-10 Work-related ill health	-	Page 68
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	-	Page 67
	404-2 Programs for upgrading employee skills and transition assistance programs	-	Page 67
	404-3 Percentage of employees receiving regular performance and career development reviews	Not tracked	-
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	-	Page 19, 66, 73
	405-2 Ratio of basic salary and remuneration of women to men	Not tracked	-

<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	-	Page 66
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable	–
<b>GRI 408: Child Labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	Not applicable	–
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Not applicable	–
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Not applicable	–
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving the rights of indigenous peoples	Not applicable	–
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	–	Page 69 -70
	413-2 Operations with significant actual and potential negative impacts on local communities	Not tracked	–
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Not tracked	-
	414-2 Negative social impacts in the supply chain and actions taken	Not tracked	-
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	Not applicable	-
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Not applicable	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable	-
<b>GRI 417: Marketing and Labelling 2016</b>	417-1 Requirements for product and service information and labelling	Not applicable	-
	417-2 Incidents of non-compliance concerning product and service information and labelling	Not applicable	-
	417-3 Incidents of non-compliance concerning marketing communications	Not applicable	-
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	–	Page 55



## Glosarry of Terms

Assurance (External Assurance)	An independent evaluation of the accuracy and completeness of sustainability reporting.
Board Charter	A formal document that defines the roles, responsibilities, and structures of a company's board of directors.
Carbon footprint	The total greenhouse gas (GHG) emissions caused directly or indirectly by an organisation, expressed in carbon dioxide equivalents (CO <sub>2</sub> e).
Climate Risk (Physical and Transition Risks)	Physical risks: risks from the direct impacts of climate change, such as droughts, floods, and storms. Transition risks: risks arising from the shift to a low-carbon economy, such as regulatory changes, reputational issues, or market shifts.
Corporate Governance	Structures and processes by which companies are directed and controlled
Critical concerns	Issues are considered severe enough to be escalated to the highest governance body.
Data privacy	The protection of personal information collected and processed by an organisation.
Diversity, Equity and Inclusion (DEI)	Practices that promote representation, fairness, and equal opportunities for all individuals, regardless of gender, nationality, ethnicity, or other characteristics.
Financial inclusion	Process of ensuring that individuals and businesses, especially low-income or underserved groups, have access to appropriate financial products and services, such as insurance, savings and credit.
General Assembly	The highest decision-making body of ZEP-RE is composed of shareholders and has powers over appointments, financial statements, and strategic direction.
Global Reporting Initiative (GRI)	An international standard-setting body that issues the GRI Standards, the most widely used framework for sustainability reporting.
Green bond	A debt instrument used to raise capital specifically for climate-aligned or environmentally beneficial projects.
Greenhouse Gas Emissions (GHG)	Gases such as carbon dioxide, methane, and nitrous oxide that trap heat in the atmosphere, contributing to climate change.
Human rights	Rights inherent to all people under international law. Organisations are expected to respect these rights across their operations and value chains.
Impact investing	Investments made with the intention of generating measurable positive social and environmental outcomes, alongside financial returns.
Index-based insurance	An insurance product that pays out benefits when a predetermined index (e.g., rainfall levels, vegetation cover) falls below or rises above a threshold, rather than based on actual loss assessment.
Insurance penetration	The ratio of insurance premiums to GDP, used to measure the development of insurance markets.
Material topics	The specific sustainability issues identified through a materiality assessment that are most relevant to both the organisation's operations and its stakeholders
Materiality	Materiality is the idea that some issues or impacts are more significant than others because of the scale and severity of their effects on people, the environment, or the economy.
Materiality Assessment	The process of identifying and prioritising sustainability issues that represent the most significant impacts on the economy, environment, and people. A GRI requirement for determining material topics.

Microinsurance	Insurance products designed for low-income individuals or households, offering protection against specific risks at affordable premiums.
Parametric Insurance	A form of insurance where payouts are triggered automatically when a specific parameter (e.g., drought index) is met, rather than assessing actual losses. It provides fast liquidity to policyholders.
Premium	The amount paid by a policyholder to an insurance company for coverage. In reinsurance, insurers pay premiums to reinsurers to transfer risk.
Proportional Reinsurance	A reinsurance arrangement where the reinsurer shares a fixed proportion of premiums and losses with the insurer.
Reinsurance Pool	A collective arrangement in which insurers share risks and spread exposure to reduce volatility.
Resilience	The capacity of individuals, communities, or systems to absorb shocks, adapt, and recover from disruptions such as climate change or economic crises.
Responsible investment	An approach to investing that integrates environmental, social, and governance (ESG) factors into financial decisions, alongside traditional financial analysis.
Retention	The portion of risk that an insurer retains on its own account, rather than transferring to a reinsurer.
Risk appetite	The amount and type of risk an organisation is willing to take to achieve its objectives.
Stakeholder engagement	A process of involving individuals or groups affected by or interested in a company's activities, to identify impacts and inform decision-making.
Sustainability	Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs
Sustainability reporting	A public communication by an organisation about its most significant impacts on the economy, environment, and people, and how it manages those impacts.
Sustainable Development	Development that meets present needs without compromising future generations' ability to meet their own needs.
Sustainable insurance	Insurance solutions that integrate ESG considerations to provide long-term value and resilience. ZEP-RE develops such products to address climate and social risks.
Underwriting	The process of evaluating risks and determining the terms and pricing of an insurance policy. In reinsurance, underwriting ensures that risk pools are sustainable.
Underwriting risk	The risk of loss from inaccurate pricing or assessment of insurance policies, a core exposure for insurers and reinsurers like ZEP-RE.
Value chain	The full range of upstream (suppliers) and downstream (customers, beneficiaries) activities that contribute to delivering a product or service.

## Abbreviations and Accronyms

AfDB	African Development Bank
AM Best	AM Best Company (credit rating agency)
AML	Anti-Money Laundering
ASALs	Arid and Semi-Arid Lands
COMESA	Common Market for Eastern and Southern Africa
CRI	Collateral Replacement Indemnity
CSR	Corporate Social Responsibility
DEG	German Development Finance Institution
DEI	Diversity, Equity, and Inclusion
DFI	Development Finance Institution
DRC	Democratic Republic of the Congo
DRIVE	De-Risking, Inclusion and Value Enhancement (of Pastoral Economies in the Horn of Africa)
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESMS	Environmental and Social Management System
FATF	Financial Action Task Force
FIs	Financial Institutions
FTE	Full-Time Equivalent
GCR	Global Credit Rating
GDP	Gross Domestic Product
GHG	Greenhouse Gas



GRI	Global Reporting Initiative
GWP	Gross Written Premium
IBLI	Index-Based Livestock Insurance
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
KCDF	Kenya Community Development Foundation
KPI	Key Performance Indicator
KYC	Know Your Customer
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organization
OSH	Occupational Safety and Health
PRI	Principles for Responsible Investment
PSI	Principles for Sustainable Insurance
RCTG	Regional Customs Transit Guarantee
SDGs	Sustainable Development Goals
SFSA	Syngenta Foundation for Sustainable Agriculture
SMEs	Small and Medium-sized Enterprises
TCFD	Task Force on Climate-related Financial Disclosures
TLU	Tropical Livestock Unit
UNEP FI	United Nations Environment Programme Finance Initiative
USD	United States Dollar
YPP	Young Professionals Programme



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