

XERO LIMITED

Corporate Governance Statement 2025

FOR THE YEAR ENDED 31 MARCH 2025

Xero UK team members in our London office



*your business
supercharged*



CORPORATE GOVERNANCE STATEMENT

🕒 13 mins

FOR THE YEAR ENDED 31 MARCH 2025

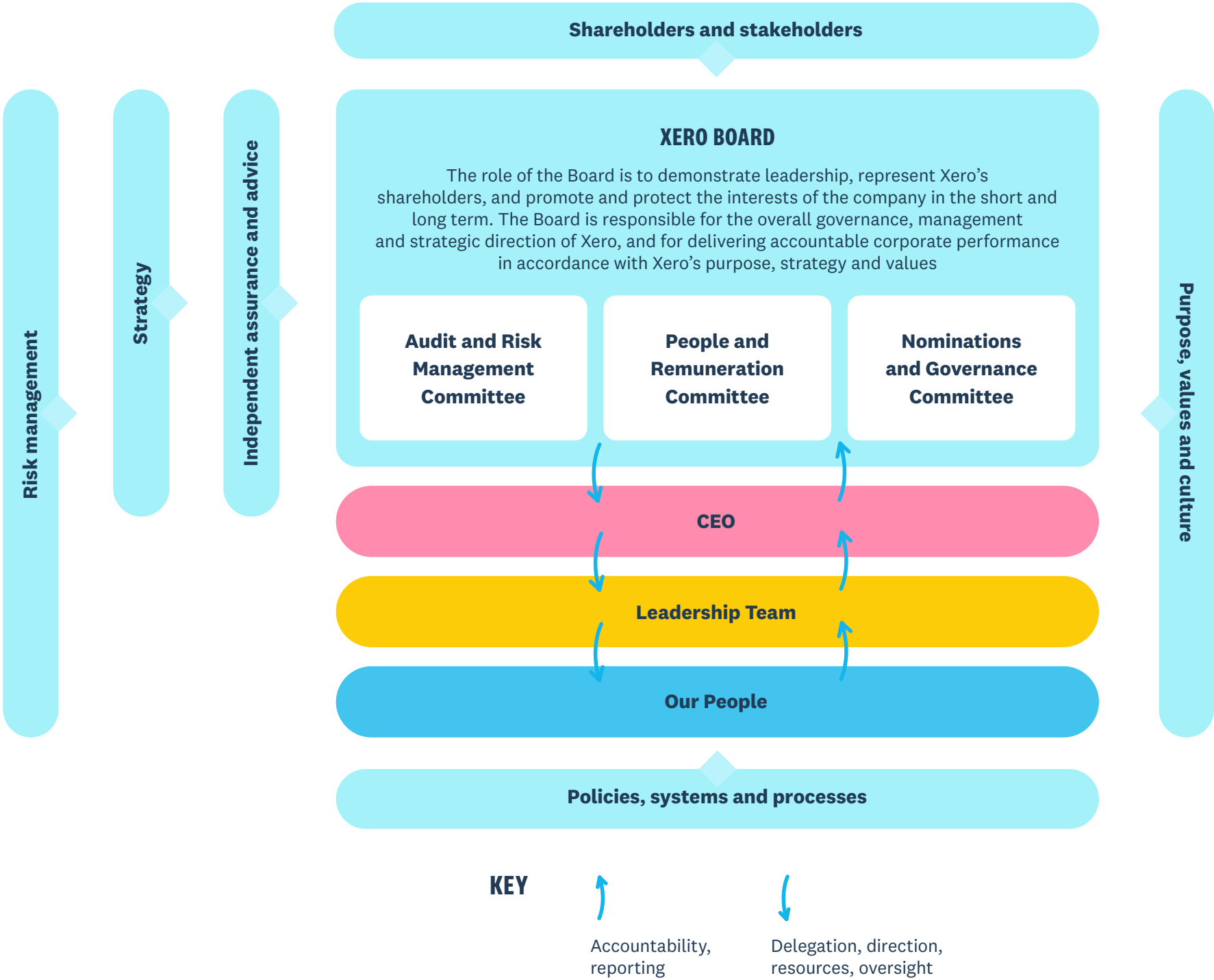
Xero’s purpose is to make life better for people in small business, their advisors, and communities around the world. Xero’s corporate governance framework is designed to uphold high standards of corporate governance and deliver on Xero’s purpose and strategy. It encompasses performance monitoring and risk management in a way that reflects Xero’s values and the digital, global and high-growth nature of Xero’s aspirations.

XERO’S GOVERNANCE FRAMEWORK

Xero Limited (Xero) is listed on the Australian Securities Exchange (ASX) and is a New Zealand incorporated and domiciled company. From a regulatory perspective, this means that while the ASX Listing Rules apply to Xero, certain provisions of the Australian Corporations Act 2001 (Cth) do not.¹

Xero’s corporate governance reporting framework has been developed with regard to the ASX Listing Rules and the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations, 4th edition (ASX Principles and Recommendations). This Corporate Governance Statement (Statement) sets out how Xero has complied with each of the ASX Principles and Recommendations during the financial year ended 31 March 2025 (FY25). This Statement has been prepared in accordance with ASX Listing Rule 4.10.3, is current as at 31 March 2025 (unless otherwise indicated), and has been approved by the Board of Xero (Board).

This Statement should be read in conjunction with the information and documents on Xero’s Investor Centre, available at www.xero.com/about/investors/governance, including Xero’s FY25 Annual Report, Constitution, corporate governance policies referred to in this Statement (including the Code of Conduct), and Board and Committee Charters.



¹ Xero is required to comply with the ASX Listing Rules. As Xero is not incorporated in Australia, it is not a disclosing entity for the purpose of Chapter 2M of the Australian Corporations Act 2001 (Cth) (Financial reports and audits) and certain provisions of that chapter do not apply (e.g. section 295 regarding annual financial report, section 298 regarding directors’ report or section 300A regarding remuneration reporting). As a New Zealand company, Xero’s annual reporting is primarily governed by the Companies Act 1993 (New Zealand)

XERO'S BOARD



David Thodey, AO
Chair of the Board, Australia

- Independent director since June 2019 and Chair since February 2020
- Nominations and Governance Committee (Chair)
- Audit and Risk Management Committee



Steven Aldrich
Non-executive director, United States

- Independent director since October 2020
- Audit and Risk Management Committee



Mark Cross
Non-executive director, New Zealand

- Independent director since April 2020
- Audit and Risk Management Committee (Chair)
- People and Remuneration Committee



Anjali Joshi
Non-executive director, United States

- Independent director since July 2023
- People and Remuneration Committee



Brian McAndrews
Non-executive director, United States

- Independent director since February 2022
- People and Remuneration Committee
- Nominations and Governance Committee



Dale Murray, CBE
Non-executive director, United Kingdom

- Independent director since April 2018
- Audit and Risk Management Committee



Susan Peterson
Non-executive director, New Zealand

- Independent director since February 2017
- People and Remuneration Committee (Chair)
- Nominations and Governance Committee

BOARD COMPOSITION AND TENURE¹

As at 31 March 2025



GENDER

- **Male** 57.1%
(4 directors)
- **Female** 42.9%
(3 directors)



RACE AND ETHNICITY

- **White and/or European heritage** 85.7%
(6 directors)
- **Asian Heritage** 14.3%
(1 director)



LOCATION

- **NZ** 28.6%
(2 directors)
- **AU** 14.3%
(1 director)
- **UK** 14.3%
(1 director)
- **US** 42.9%
(3 directors)



TENURE

- **0-3 years** 28.6%
(2 directors)
- **3-6 years** 42.9%
(3 directors)
- **6-9 years** 28.6%
(2 director)

¹ Percentages do not add up to 100% due to rounding in the data

THE BOARD

The Board Charter sets out the roles and responsibilities of the Board and the manner in which the Board exercises and discharges its roles and responsibilities. It also sets out matters expressly reserved to the Board and those delegated to management. The Board is responsible for the overall governance, management and strategic direction of Xero and for delivering accountable corporate performance in accordance with Xero’s purpose, strategy and values. The Board regularly meets without management present, including when considering remuneration arrangements for the Chief Executive Officer (CEO).

CEO

The CEO of Xero, Sukhinder Singh Cassidy, has responsibility for the day-to-day management of Xero’s business within the limits determined by the Board, and is supported by the Xero Executive Leadership Team (XLT). The CEO is responsible for managing Xero in accordance with the strategic plan, annual budget and operating plan, and risk appetite approved by the Board. The CEO is not a director of Xero but attends all Board meetings to report to the Board and participate in discussion as appropriate.

Chair

The Chair of Xero, David Thodey, is considered an independent non-executive director. The Chair’s role is to lead the Board, facilitate constructive discussion at Board meetings, ensure that the Board functions effectively, and communicate the Board’s position to shareholders and other stakeholders.

Company Secretary

The Company Secretary of Xero, Damien Coleman, is accountable to the Board, through the Chair, on all matters relating to the proper functioning of the Board. The formal reporting line of the Company Secretary is to the CEO. All directors have direct access to the Company Secretary. His qualifications and experience are set out on Xero’s Investor Centre, available at www.xero.com/about/investors/governance

Director appointment and election

Before appointing a director, or putting forward a candidate for election as a director, Xero undertakes appropriate background checks, including director disqualification, bankruptcy, criminal history and education, to determine that candidate’s suitability. Once appointed, directors receive formal letters setting out the key terms and conditions of their appointment.

Directors are generally appointed by the Board and must subsequently stand for election at Xero’s next Annual Meeting of shareholders. Directors must stand for re-election by shareholders at least every three years. The Board determines whether to endorse those directors who will stand for re-election at the Annual Meeting, having regard to the skills, knowledge, capacity and experience needed to effectively steer Xero both now and in the future. Information relevant to the election or re-election of directors, including their relevant qualifications and professional experience, is included in the Notice of Meeting distributed to shareholders each year in advance of the Annual Meeting.

Induction and professional development

All new directors are given appropriate induction to enable them to gain an understanding of Xero’s purpose, values, people, customers, operations, financial position, strategy, and risk management framework, and the rights, duties and responsibilities of the Board, its committees, and management. In addition, new directors are provided with training in relation to Xero’s regulatory environment, including the ASX Listing Rules. Each new director has the opportunity to meet with existing Board members, Xero’s XLT, and members of the senior management team.

All directors are expected to maintain the skills required to discharge their respective roles, and are provided with access to training and professional development opportunities, which are overseen by the Nominations and Governance Committee (NG Committee). The Board also receives updates during the year on important governance developments, including in relation to topics such as cyber resilience. All directors are expected to act in accordance with Xero’s Code of Conduct and Xero’s values.

Evaluation of the Board

On an annual basis, the Board, with assistance from the NG Committee, reviews and evaluates its performance and the performance of the committees and individual directors, including the Chair. These performance reviews are conducted both internally and, on a periodic basis, externally with the assistance of a facilitator.

The Board conducted an internal performance review during FY25. The process included the use of confidential in-depth questionnaires completed by directors and management, and reviewed progress against the actions identified during the FY24 performance review. The overall assessment was that the Board and its Committees continue to operate effectively, and the Board remains focused on supporting the delivery of Xero’s purpose and strategy.

Independence

The Board Charter states that the Board will consist of a majority of independent non-executive directors. Xero considers a director to be independent when they are independent of management and free of any business or other relationship that could materially interfere with (or could reasonably be perceived to materially interfere with) the exercise of their unfettered and independent judgement. In the context of director independence, ‘materiality’ is considered from both a Xero and an individual director perspective. Directors must notify the Board of any potential conflicts or factors that may impact their independence as a director of Xero and are required to take all reasonable steps to avoid an actual, potential or perceived conflict of interest with Xero. Directors must consult with the Chair before accepting any professional commitments that may conflict with, or impact on, the time they are able to devote to their role as a director of Xero. Directors’ external professional commitments are recorded in an interests register.










Director independence is assessed in accordance with the definition of independence above, and having regard to the relevant factors listed in the ASX Principles and Recommendations. The Board assesses the independence of each director upon their appointment and annually thereafter.

The Board considers all directors independent.

Skills matrix

The Board comprises directors who bring a mix of skills, knowledge, experience, background and independence, together with a deep understanding of current and emerging issues to guide the business. The table on the right sets out the skills the Board considers necessary to address existing and emerging business and governance issues relevant to Xero and the mix of skills that the Board currently has as a collective. These are presented for the Board as a whole, consistent with the nature of its role and collective responsibility.

The Board is satisfied that it has the appropriate mix of skills and experience necessary to fulfil the Board’s role. The Board is committed to including a diverse mix of skills, knowledge, experience and backgrounds to support effective decision-making.

CAPABILITY	NUMBER OF DIRECTORS WITH THE CAPABILITY	
	High capability ¹	Moderate capability ²
 Global markets Experience in Xero’s current and emerging global markets, including scaling global businesses with large customer bases	4	3
 Software as a service (SaaS) technology and data Experience in SaaS, cloud, digital platforms and data	2	5
 Digital product management Experience in digital product management, technology trends and implications, and the software and technology product value chain	2	5
 Sales, marketing and customer experience Experience in customer insight and advocacy, sales, marketing and business development	2	4
 Strategy Experience in strategy and corporate development, including M&A and strategic partnerships	6	1
 Financial acumen Understanding of corporate finance, financial accounting, and capital markets	4	3
 Governance and risk management Experience as a director on a listed company board, including expertise in investor engagement, governance, compliance, sustainability and risk management principles, policies and frameworks	6	1
 People and culture Experience in setting remuneration frameworks, workforce planning, talent management, culture, and the promotion of diversity, inclusion and belonging	7	-
 Executive leadership Experience as a senior executive in a large organisation or listed company	7	-

1. High capability: High level of knowledge or experience in the relevant skill area. High level of proficiency and experience in applying the skill, including in complex situations, as a senior executive or board member
2. Moderate capability: Sound knowledge and understanding of the relevant skill through either experience, application in Board and committee activities and/or through training and professional development activities

BOARD COMMITTEES

🕒 7 mins

The Board has established the following standing Committees:

- Nominations and Governance Committee (NG Committee)
- Audit and Risk Management Committee (ARM Committee)
- People and Remuneration Committee (PR Committee)

The Board may also delegate specific functions to ad hoc committees from time to time.

The standing Committee charters are available at www.xero.com/about/investors/governance

A summary of the responsibilities of each standing Committee and details of their membership are outlined below.

The Board and Committee Common Principles and Procedures states that each standing Committee will comprise at least three members, all of whom are non-executive directors and a majority of whom are independent. Each Committee must be chaired by an independent non-executive director.

The Chair of the Board cannot be the Chair of the ARM Committee. The composition of each standing Committee meets these requirements. Each standing Committee meets at least four times per year and all directors have a standing invitation to attend.

NOMINATIONS AND GOVERNANCE COMMITTEE

The NG Committee assists the Board in relation to:

- Board and Committee size and composition
- Director selection, appointment, election and re-election
- Selection of, appointment of, and succession planning for the CEO
- Non-executive director induction and continuing professional development
- Board performance evaluation
- Board succession planning
- Corporate governance practices
- Reporting in relation to Xero’s corporate governance practices
- Other matters referred by the Board from time to time

AUDIT AND RISK MANAGEMENT COMMITTEE

The ARM Committee assists the Board to oversee the risk management, compliance, corporate reporting, tax and audit practices of Xero and its subsidiaries, including in relation to:

- Corporate and financial reporting processes (including climate-related reporting and the integrity of Xero’s financial statements)
- External audit
- Internal audit
- Internal control processes and effectiveness
- Financial and non-financial risk management, including risk appetite
- Insurance
- Xero’s climate strategy, governance and performance
- Compliance with applicable legal and regulatory requirements (other than those within another Committee’s area of responsibility)
- Other matters referred by the Board from time to time

All Committee members must be financially literate, and the Committee members between them must have the accounting and financial expertise and a sufficient understanding of the industry in which Xero operates to be able to discharge the Committee’s roles and responsibilities effectively. The Committee composition meets these requirements.

PEOPLE AND REMUNERATION COMMITTEE

The PR Committee assists the Board to oversee strategies and policies relating to:

- People and culture
- Remuneration and benefits
- Performance and development for members of Xero’s XLT
- Appointment of, and succession planning for, members of Xero’s XLT (other than the CEO, which is overseen by the NG Committee)
- Representation, inclusion and belonging
- Other matters referred by the Board from time to time

More information about Xero’s approach to remuneration, including details of remuneration paid to directors and senior executives, is set out in the Remuneration Report in Xero’s FY25 Annual Report, available on Xero’s Investor Centre at www.xero.com/investors.

The Remuneration Report also contains information on Xero’s approach to determining the nature and amount of remuneration for Xero’s directors and XLT.

BOARD AND COMMITTEE MEMBERSHIP AND MEETING ATTENDANCE

Set out below are the members of Xero’s Board and standing Committees for FY25, the number of meetings scheduled in advance for the year, and attendance at those meetings. In FY25, in addition to the scheduled meetings, the Board held seven additional meetings, and the PR Committee held three additional meetings.

	Committees							
	Board		NG Committee		ARM Committee		PR Committee	
	Scheduled meetings		Scheduled meetings		Scheduled meetings		Scheduled meetings	
	Held ¹	Attended	Held ¹	Attended ²	Held ¹	Attended ²	Held ¹	Attended ²
Director								
David Thodey	6*	6	4*	4	5	5	5	(4)
Steven Aldrich ³	6	6	-	-	4	4	2	2
Mark Cross	6	6	-	-	5*	5	5	5
Anjali Joshi	6	6	-	-	-	-	5	5
Brian McAndrews ⁴	6	6	4	4	1	1	3	3
Dale Murray	6	6	-	-	5	5	-	-
Susan Peterson	6	6	4	4	5	(4)	5*	5

1. Held represents the number of meetings held while the relevant director was a member of the Board or the relevant standing Committee

2. Committee meetings are open to all directors to attend. Where the Chair of the Board or the Chair of a standing Committee has attended a meeting of a Committee of which he or she was not a member, this is indicated by (). The table does not otherwise report standing Committee attendance by directors who are not members of the relevant Committee. The Chair of the Board routinely attends all of the Committee meetings as indicated

3. Steven Aldrich was a member of the PR Committee until 1 June 2024 and was appointed as a member of the ARM Committee on 1 June 2024

4. Brian McAndrews was a member of the ARM Committee until 1 June 2024 and was appointed as a member of the PR Committee on 1 June 2024

* Denotes Board/Committee Chair

EXECUTIVE LEADERSHIP TEAM

APPOINTMENT

Before appointing a new member of Xero’s XLT, Xero undertakes appropriate background checks in relation to an appointee’s character, experience, education, criminal record, and bankruptcy history to determine that candidate’s suitability. All members of Xero’s XLT are appointed pursuant to formal letters of appointment setting out the key terms and conditions of their appointment, including remuneration.

EVALUATION OF THE EXECUTIVE LEADERSHIP TEAM

The Chair of the Board, with support from the PR Committee, reviews and evaluates the CEO’s performance and makes recommendations to the Board on the performance objectives for the CEO for the following year. The CEO, with oversight from the PR Committee, reviews the performance of the rest of Xero’s XLT.

The performance of Xero’s XLT is reviewed annually. Performance reviews are conducted by assessing each executive’s performance against specific quantitative and qualitative performance criteria. The assessment is then discussed with the PR Committee. The performance criteria against which the executives are assessed are aligned with Xero’s strategy and long-term value creation.

Performance reviews for Xero’s XLT took place for FY25 in accordance with this process. The remuneration for the CEO and Chief Financial Officer (CFO), including outcomes resulting from the performance reviews, is detailed in the Remuneration Report within Xero’s FY25 Annual Report, available on Xero’s Investor Centre at www.xero.com/about/investors.



Xero team members at Xerocon Nashville

SHAREHOLDERS

SHAREHOLDER COMMUNICATION

Investor Centre

Xero’s website has a dedicated Investor Centre. This provides important information about Xero and its governance that is relevant to Xero’s shareholders.

Xero’s Investor Centre includes:

- Xero’s Board and Committee Charters, key governance policies, and Constitution
- Profiles of Xero’s directors and XLT
- ASX Market Releases
- Full and half year financial results (the Annual Report and Interim Report) and investor presentations
- Links to live and archived webcasts or conference calls for financial results and other investor briefings
- Key upcoming dates in the financial calendar
- Historical financial reports and share price information
- Details of Xero’s share registrar, MUFG Corporate Markets
- An online form to enable shareholders to send enquiries directly to the Xero investor relations team

For Xero’s FY25 Databook, see www.xero.com/sustainability and for Xero’s media releases, see www.xero.com/media-releases

Annual Report and other shareholder communications

Alongside the publication of full and half year results on the ASX, Xero’s Annual Report is made available to shareholders electronically (and by post on election) and includes relevant information about the operations of Xero, including Xero’s financial results and other required disclosures.

Each shareholder also receives a Notice of Meeting, inviting them to attend and participate in Xero’s Annual Meeting. Shareholders may elect to communicate with Xero and its share registry electronically.

INVESTOR RELATIONS PROGRAM

Xero has an investor relations team that operates a comprehensive and active investor relations program. The program supports Xero’s commitment to ensure its shareholders receive important information in a timely and effective manner, and facilitates regular dialogue with shareholders.

Activities undertaken as part of the investor relations program include:

- Post-results and ad hoc meetings with institutional shareholders and analysts
- Presentation and disclosure of Investor Day and other ad hoc market presentations
- Attendance at a range of domestic, regional, and global investor conferences to meet with existing and potential shareholders in person or virtually
- Pre-Annual Meeting engagement with beneficial interest holders and the primary governance advisory bodies
- Engagement with the retail investor community through shareholder associations, including pre-Annual Meeting engagement

ANNUAL MEETING

Xero encourages shareholders to participate in its Annual Meeting, including voting on the items listed in the Notice of Meeting and asking questions, as follows:

- Shareholders are notified of the Annual Meeting in advance of the meeting in accordance with regulatory requirements
- Shareholder voting is conducted via a poll, and shareholders may vote electronically during the meeting or in advance of the meeting by lodging a proxy
- Xero held a fully virtual Annual Meeting in 2024 via an online platform provided by Xero’s share registrar, MUFG Corporate Markets (formerly Link Market Services). Shareholders were able to watch the meeting live, vote, and ask questions online or by telephone. Recordings of past Annual Meetings and presentations are available on Xero’s Investor Centre at www.xero.com/about/investors
- Noting the geographical spread of its shareholders, Xero carefully plans the timing and format of its Annual Meeting to allow as many shareholders as possible to attend and participate



Xero UK team members in our London office

AUDIT AND RISK MANAGEMENT

🕒 4 mins

RISK MANAGEMENT

Risk management oversight and accountability is an integral part of Xero’s governance. Xero has aligned accountability for managing risk to the globally recognised ‘Three Lines Model’. Key roles are outlined in the diagram right.

The Board is ultimately responsible for overseeing Xero’s risk management framework and setting the risk appetite within which the Board expects management to operate. The ARM Committee assists the Board to oversee the risk management, compliance, corporate reporting, tax and audit practices of Xero and its subsidiaries.

The ARM Committee Charter sets out its responsibilities for monitoring the adequacy and effectiveness, and management’s implementation, of Xero’s risk management framework. This includes how Xero identifies, assesses, monitors and manages current and emerging financial and non-financial risks.

The day-to-day implementation and monitoring of the risk management framework is the responsibility of Xero’s XLT and management.

There are several components to Xero’s overall approach to risk management, including:

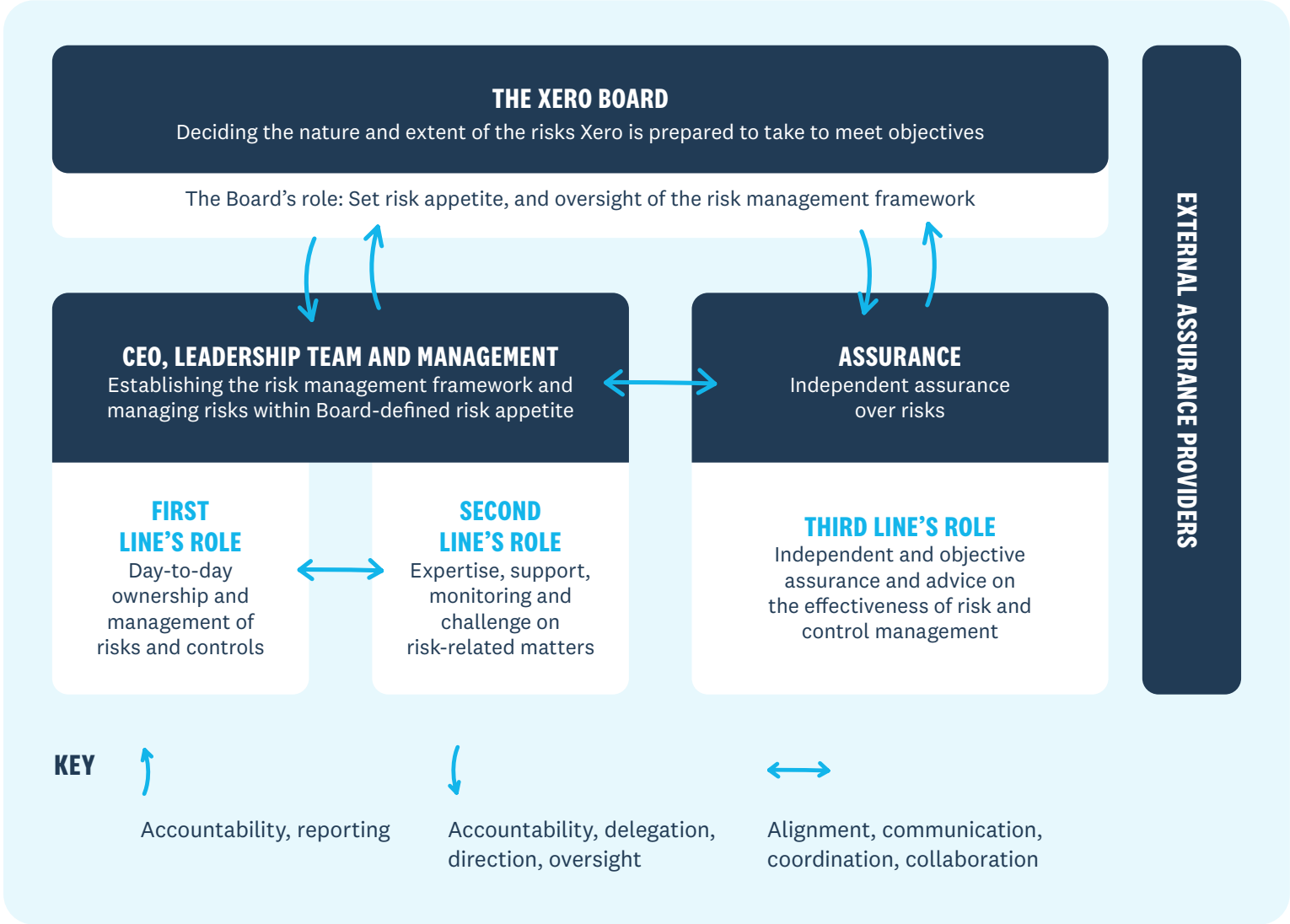
- ‘Risk Guardrails’, which set out the risk appetite approved by the Board
- Policies and procedures covering key financial and non-financial risks
- Guidelines and limits for approval of all expenditure, including capital expenditure and investments, and non-financial commitments
- Various strategic governance forums, including to oversee key areas of risk

A key component of Xero’s risk management framework is the regular review of key risks and opportunities by Xero’s XLT. The risk profile for Xero continues to be reviewed and refined, through a series of discussions involving Xero’s XLT, senior management, and operational specialists.

The identified risks are included in a risk radar according to the key risk categories, which include strategic, operational, legal/compliance, and financial. The risk radar is reviewed by Xero’s XLT prior to being submitted to the ARM Committee each quarter. Risks lying outside the boundaries of Xero’s agreed risk appetite require proactive mitigation, including ongoing action plans which are tracked and monitored on a periodic basis by Xero’s XLT, the ARM Committee and the Board.

The Key Risks section of Xero’s FY25 Annual Report and the Climate-related Risks section of Xero’s FY25 Sustainability Report highlight a range of key risks including economic, environmental, and social sustainability-related risks and how Xero manages, or intends to manage, those risks.

XERO’S RISK MANAGEMENT ACCOUNTABILITY - THREE LINES MODEL



For more information on Xero’s approach to sustainability, see Xero’s website at www.xero.com/sustainability

Review of risk appetite and risk framework

The ARM Committee reviews the overall adequacy and effectiveness of Xero’s risk management framework at least once a year. It also reviews management’s implementation of the risk management framework in light of the risk appetite set by the Board.

The ARM Committee conducted this review for FY25 and is satisfied that the current framework continues to be sound, and that Xero is operating with due regard to the risk appetite set by the Board. Xero will continue to invest in people, processes and technology to ensure that Xero’s risk management framework continues to evolve with the business.

The ARM Committee reviews the risk appetite parameters annually and the risk radar at least four times per year to ensure it has oversight of risk status, understands key changes, and monitors key mitigation action plans. The ARM Committee receives updates on key risk areas throughout the year.

Declaration regarding financial statements

As a New Zealand-domiciled company, section 295A of the Australian Corporations Act 2001 (Cth) is not applicable to Xero. However, before the Board approves Xero’s half or full year financial statements, the CEO and CFO provide a written declaration to the Board in accordance with the ASX Principles and Recommendations. This declaration confirms that, in their opinion:

- The financial records of Xero have been properly maintained
- The financial statements comply with the appropriate accounting standards
- The financial statements give a true and fair view of the financial position and performance of Xero

The CEO and CFO also confirm to the Board that their opinion is formed on the basis of a sound system of risk management and internal control which is operating effectively.

Process for verifying periodic corporate reporting

Xero is committed to providing shareholders and other external stakeholders with timely, consistent and transparent corporate reporting. The verification process for particular periodic corporate reports is tailored based on the nature of the relevant report and its subject matter.

Xero’s annual financial statements are audited by the external auditor. Xero’s interim financial statements are reviewed by the external auditor.

Xero has processes in place to verify the integrity of other periodic corporate reports, containing financial and non-financial information, prepared for the benefit of investors before they are released to the market. Any periodic report must be approved by the Board before it is released externally. Generally, the approval process includes review by a number of Xero’s functions, including the relevant business owner, subject matter experts, investor relations, communications, assurance and legal.

The purpose of the review process is to confirm, among other things, that the material:

- is factually accurate and represents Xero’s position fairly, including by reference to underlying data sources or supporting documents where relevant
- is consistent with other information Xero has released to the public as part of Xero’s financial reporting disclosures
- complies with any applicable legislation or regulations, including any approval requirements

EXTERNAL AUDIT

To ensure that the external auditor remains independent, all non-audit work or arrangements with the external audit firm must be approved by the ARM Committee. The ARM Committee reports to the Board annually on the provision of non-audit services by the external auditors.

Xero is committed to ensuring that the external auditor carries out its function independently and has adopted an Auditor Independence Policy. The policy requires that the senior audit partner and review partner for Xero must be rotated at least every five years. The senior audit partner responsible for the FY25 audit commenced as Xero’s audit partner in FY21.

The independent audit review partner responsible for the FY25 audit commenced as Xero’s review partner in the current year.

The policy also requires the external auditor to confirm annually that it has complied with all professional regulations relating to auditor competency and independence. In addition, the external auditor must report to the Committee twice per year that it has remained independent during the previous six months.

The external auditor attends and is available to answer shareholder questions at Xero’s Annual Meetings.

INTERNAL AUDIT

Xero has an assurance function which provides independent and objective assurance and advice on Xero’s organisational governance, risk management and internal control processes. The assurance function assists the business in understanding and managing risk, and provides confidence that the key elements of the business that are relied on to manage risk are in place and working effectively.

The General Manager Assurance reports through the Executive General Manager Centre of Excellence and Transformation to the Chief Financial Officer and has a direct reporting line to the Chair of the ARM Committee. The assurance function develops an assurance plan, which is approved by the ARM Committee twice per year. The ARM Committee receives and reviews reports regarding assurance activity undertaken and, through these reports, monitors the progress of management action plans.

BUILDING A REPRESENTATIVE AND INCLUSIVE WORKPLACE

🕒 3 mins

Xero serves customers in more than 180 countries around the world; our customers represent many different cultures, walks of life, and personal circumstances. We consider building an open and inclusive workforce, which is representative of the customers and communities we serve, to be critical to delivering our purpose and strategy.

Cultivating an open and inclusive culture also allows Xero to attract and retain top talent, and to benefit from a diversity of perspectives as we seek to innovate and better serve all our stakeholders. We believe creating an organisation where all can thrive is key to fostering a high-performance culture.

The Board has ultimate responsibility for approving policies, practices and goals to cultivate a workforce where everyone feels valued and respected, and where different perspectives and backgrounds are well-represented throughout Xero.

The PR Committee assists the Board in overseeing the work done by Xero’s XLT in relation to this, including making recommendations on, and monitoring Xero’s progress towards, achieving these goals.

Xero’s Representation, Inclusion and Belonging Policy sets out key elements of Xero’s approach to attracting and retaining strong global talent and ensuring we create an open and inclusive environment for Xero employees.

Xero’s Respect and Responsibility Policy supports a clear and consistent approach to equal opportunity, promotes a workplace free from discrimination, harassment, sexual harassment and bullying, and sets out the internal process to resolve concerns and complaints.

>180 COUNTRIES
CUSTOMERS OPERATING
AROUND THE WORLD



Xero Australia customers Sallina & Wayne, owners of Cheol’s in Perth – cheols.com.au

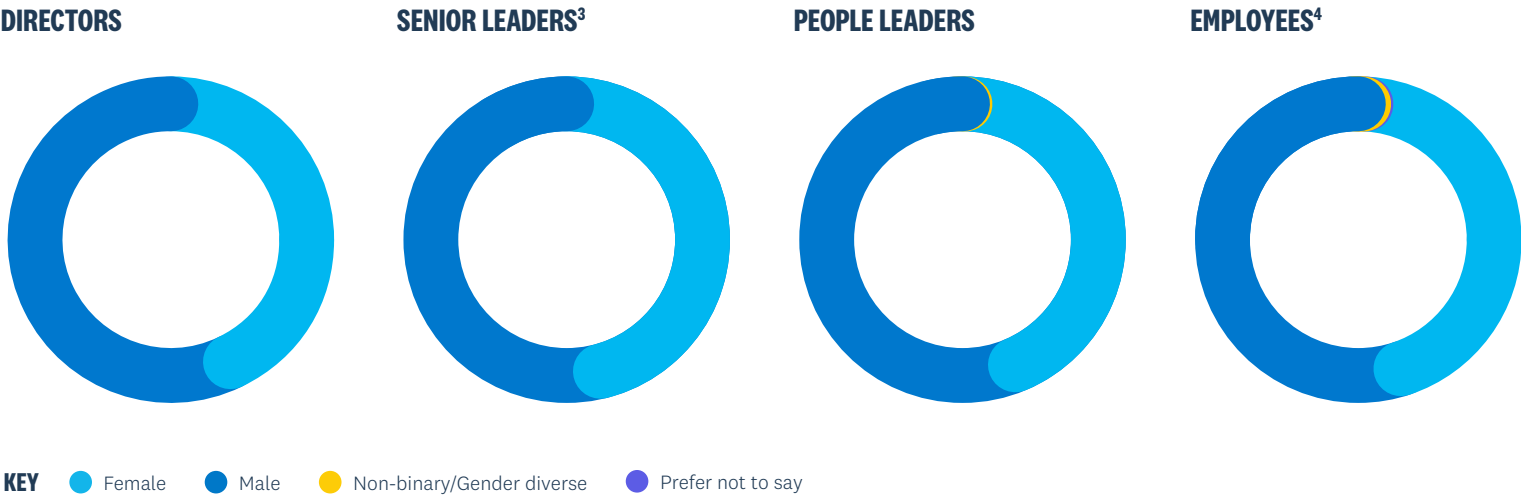
Measurable objectives for Xero’s gender balance and representation goals and progress towards achieving those goals for FY25 are set out in the following table:¹

GENDER	GENDER REPRESENTATION GOALS	FEMALE	MALE	NON-BINARY/ GENDER DIVERSE	TOTAL ²
Directors	Xero maintains a gender balance on its Board with not less than 30% women and not less than 30% men. By the end of FY25, the Board aspires to have at least 40% women and 40% men as directors, with the remaining 20% unallocated, to allow flexibility for renewal and to recognise that gender is not binary	42.9% (3)	57.1% (4)	0% (0)	7
Senior leaders ³	45% representation of women among our senior leaders, our people leaders and all employees by the end of FY25	46% (29)	54% (34)	0% (0)	63
People leaders		43.7% (355)	55.9% (454)	0.2% (2)	812
Employees ⁴		43.6% (2036)	55.3% (2579)	0.8% (37)	4,666

Measurable objectives for Xero’s racial and ethnic representation goal for FY27 is set out in the following table:⁵

	UNDERREPRESENTED RACIAL/ETHNIC REPRESENTATION GOAL	EMPLOYEES FROM REPRESENTED RACIAL/ETHNIC COMMUNITIES	EMPLOYEE FROM UNDERREPRESENTED RACIAL/ETHNIC COMMUNITIES ⁶	TOTAL ⁷
All employees	By the end of FY27 we aim to have 10% of our workforce globally comprised of identified underrepresented racial groups	68.5% (2988)	5.6% (244)	4365

More information about Xero’s progress towards achieving its goals for representation, and related programs and initiatives, is included in the People and Culture section of Xero’s FY25 Sustainability Report, available on Xero’s Investor Centre at www.xero.com/investors, together with Xero’s Representation, Inclusion and Belonging Policy.



1. Gender data covers Xero’s global workforce, excluding contingent workers. All data is self-reported, as at 31 March 2025

2. Xero has an optional gender identification question that allows employees to choose from the following options: female, male, gender diverse, non-binary, none of the options offered, and prefer not to say. Where employees have selected none of the options offered or prefer not to say, their responses are included in the total. 2 employees (0.04%) were excluded from the total because they have not responded to the gender identification question

3. Xero’s senior leaders include the CEO, senior executives with global roles who report directly to the CEO, and their direct reports whose roles meet a minimum role size as determined by a job evaluation methodology

4. These figures include permanent full-time, permanent part-time, fixed-term, casual employees and interns, and do not include contractors

5. Racial/ethnic data covers Xero’s global workforce (full-time, permanent part-time, fixed-term, casual employees and interns), excluding contingent workers, contract workers, and workers in Denmark, Germany, Norway, Poland, South Africa, and Sweden, which have been removed due to no data currently being collected for race/ethnicity in the country. All data is self-reported, as at 31 March 2025

6. Underrepresented communities at Xero are identified as the following: Black, Indigenous (US/Canada) and Aboriginal and Torres Strait Islander (Australia), People of the Americas, Other Oceanian, and Māori and Pasifika (New Zealand)

7. Xero has an optional racial/ethnic identification question that allows employees to choose from options that are aligned to regional census options for racial/ethnic data. The percentages listed represent the proportion of the employee population in Xero’s global workforce, excluding contingent workers, contract workers, and workers in the countries where Xero does not collect racial/ethnic data, as defined above

VALUES

 4 mins

WE MAKE IT XERO

Xero is, and always has been, a values-driven business. As a rapidly scaling global business, Xero’s values are not only important internally but are integral to its brand and reputation. ‘We make it Xero’ is a set of behaviours that aligns with each of the Xero values and defines how the team should behave in interactions with one another and with external stakeholders. ‘We make it Xero’ is core to Xero’s culture and identity.

Xero’s key governance policies build on ‘We make it Xero’ and are important components in promoting good corporate governance. They include the Code of Conduct, Whistleblower Policy, Modern Slavery and Human Trafficking Statement, Continuous Disclosure Policy, and Share Trading Policy, which are available on Xero’s Investor Centre at www.xero.com/investors/governance.



WE MAKE IT BEAUTIFUL

Create experiences that customers love

We challenge ourselves to dream big, innovate, and inspire our customers, our communities, and each other with our best work.



WE MAKE IT HAPPEN

Move fast on the right things to deliver value

We value progress over perfection, we drive clarity, decisiveness and accountability, and we continuously learn and refine.



WE MAKE IT HUMAN

Care personally and challenge respectfully

We exchange ideas in a way that is specific, direct and kind, while demonstrating empathy, inclusivity and prioritising wellbeing.



WE MAKE IT TOGETHER

Collaborate to create a positive impact

We build trust through transparency, work as a coordinated team, seek diverse perspectives, and nurture positive relationships.

CODE OF CONDUCT

Xero’s Code of Conduct applies to all directors, officers, employees, contractors, and consultants of Xero. The Code of Conduct details Xero’s standards and values, and sets out expectations for behaviour and conducting business at Xero. The Code of Conduct is underpinned by Xero’s policies, some of which are global and some of which are country-specific, and includes topics covering safety and wellbeing, respect and responsibility, and workplace behaviour. The Code of Conduct also sets out Xero’s zero-tolerance approach to bribery, facilitation payments, and corruption in any form.

The PR Committee oversees ethical compliance, including material breaches of the Code of Conduct and the resulting actions taken by management. The Board is also informed of any material breaches of the Code of Conduct (including breaches of the anti-bribery and corruption requirements).

WHISTLEBLOWER POLICY

Xero’s Whistleblower Policy applies to Xero’s current and former directors, officers, employees, contractors, consultants, associates of Xero, secondees, volunteers, interns, casual workers or agency workers, and to any current or former suppliers (whether paid or unpaid) and their employees. The policy also applies to the relatives, dependants, or spouses of any of those people.

The policy aims to encourage a culture of openness and accountability within Xero and to encourage its people to speak up about any concerns as soon as possible, and to provide confidentiality and protections and support for people who speak up under the policy. It includes topics such as the types of concerns that can be raised, how to raise concerns, how whistleblowers will be protected and supported, and how Xero will investigate and deal with any concerns that are raised.

The PR Committee is informed of material incidents under the Whistleblower Policy and oversees the actions taken by management in response. The Board is also informed of any material incidents reported under the policy.

MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT

Each year Xero publishes a statement (on behalf of itself and Xero Australia Pty Limited under Australia’s Modern Slavery Act 2018 (Cth) and on behalf of itself and Xero (UK) Limited under the United Kingdom’s Modern Slavery Act 2015), setting out the actions that it has taken to understand and manage potential modern slavery and human trafficking risks in its operations and supply chains.

CONTINUOUS DISCLOSURE POLICY

Xero’s Continuous Disclosure Policy outlines the roles and responsibilities of all Xero directors and employees to ensure that Xero complies with its disclosure obligations under the ASX Listing Rules. The Continuous Disclosure Policy applies to all directors and employees of Xero, as well as any contractor, consultant, or other person who has agreed to comply with Xero’s policies.

The Board is responsible for compliance with Xero’s continuous disclosure obligations and has established a Disclosure Committee, comprising the CEO, CFO, and CLO & Company Secretary, to support this primary responsibility and provide assurance to the Board. Xero’s CLO & Company Secretary is primarily responsible for overseeing and coordinating all communications with the ASX. Any briefing or presentation materials that contain price-sensitive information are released to the ASX before being communicated outside Xero. The Board is provided with copies of all material Market Releases as soon as possible after they have been released to the market.

Xero’s representatives authorised to speak on behalf of Xero to investors and analysts are the Chair, CEO, CFO, Executive General Manager of Investor Relations, Senior Vice President Marketing Communications, General Manager of Corporate Communications, or their respective delegates, and any other person authorised by the CEO. The Chair of the PR Committee and the Chief People Officer (or their delegate) are authorised to speak to major investors, analysts and proxy advisors in relation to Xero’s people and remuneration practices, including ahead of Xero’s Annual Meeting.

SHARE TRADING POLICY

Xero’s Share Trading Policy governs dealings in Xero securities, and applies to all directors and employees of Xero, as well as any contractor, consultant or other person who has agreed to comply with Xero’s policies, and their connected persons.

The policy is designed to ensure acknowledgement of, and support compliance with, relevant insider trading laws, as part of Xero’s commitment to good governance. Xero’s Share Trading Policy prohibits transactions that are intended to hedge or otherwise limit the economic risk of unvested or restricted Xero securities.



Xero US customer Scott Goodfriend, founder of Ultimate Food Tours, and his tour group, including Josh, and Diandra and Bridget from Xero, in New York – ultimatefoodtours.com

