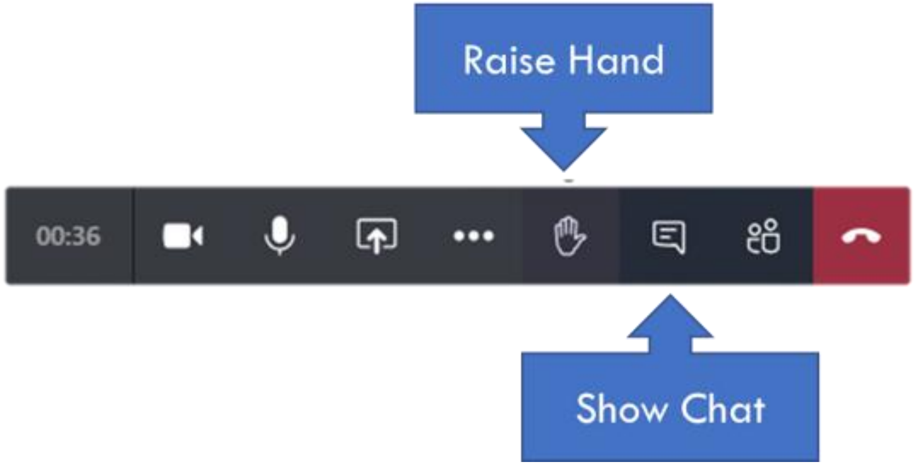
Passenger Car Working Group Meeting

29th May 2025

Meeting Etiquette

- Other than presenters, we request that webcams be switched off to save bandwidth for those with less stable broadband connections.
- Mics will be muted while the main presenter talks, but there will be regular dedicated breaks to allow for comments and questions.
- If you do have a question, type it using the chat feature and the presenter/moderator will be able to read your comment and respond accordingly.
- Alternatively, please use the raise hand feature to make it known to the moderator, who will then invite you to unmute your mic.
- **Meeting will be recorded** to assist the secretariat with minute taking only. Recording will not be shared.



Competition Law Statement

Commercial decisions must be taken independently by individual companies.

All participants must be aware that exchange of commercially sensitive information or intimation of intended commercial decisions, directly or indirectly, can result in competition law infringement.

Member conduct at meetings and teleconferences:

There must be no communication of the following information:

- Individual company or industry prices, including differentials, discounts, rebates, allowances, price levels or changes, mark-ups, terms of sale and credit terms.
- Company plans as regards development, design, production, distribution or marketing of products/services, divestments, closures or expansion.
- Rates for production or transportation of products.
- Bids for contracts or procedures for responding to bid invitations.
- Matters relating to individual suppliers and customers/potential customers, progress on negotiations or content of negotiations.

If at any point during a meeting discussion appears to be breaching policy guidelines, the Chair or a participant should immediately raise their concern and close the discussion.

Agenda

10:00 – Start

Welcome

- Minutes and Matters Arising

Government Policy Update

- OZEV

Passenger Car Programmes 2025/26

- Market Monitoring - Zemo
- eMobility Greater Manchester - TfGM
- Boosting EV Demand - New Automotive
- Shared Mobility – Enterprise Mobility
- EV Ready City - Clean Cities
- Industrial strategy - Green Alliance

11:00 - Coffee Break (*5 mins*)

Map of Missing Policies

- Deep dive into Sustainable Personal Mobility

Future Role of Working Group

- How the Working Group should evolve

Member's Roundtable

- Public News and Announcements

12:30 - End

Minutes and Matters Arising

September 2024 Actions	Response	Status
Incorporation of the Big Ideas into the Delivery Roadmap.	Published in December 2024. (Full Report)	Complete
Development of Zemo Work Programme for 2025/26	High level work programme. (2025 Work Programme) Detailed work programme to be developed from Map of Missing Policies.	On-going

Passenger Car Working Group Roles

There are two representative roles currently vacant for the Passenger Car Working Group.

The purpose of these roles is to represent the views of the Working Group on the Members Council. The Members Council meets quarterly; reviews cross cutting issues and oversees the Zemo work programme.

- Chair – Catherine Bowen, BVRLA
- Representative 1 – Huw Davies, Coventry University
- Representative 2 – Vacant
- Representative 3 – Vacant

If you would like to know more about the roles and the commitment, please contact members@zemo.org.uk

Zemo Partnership – Acting Managing Director

Zemo (LowCVP) has been working to decarbonise transport since 2003.

We're changing to meet new challenges.

- Mission remains unchanged
- Evidence based, technology neutral
- Supporting Government in policy formation
- Working with members
- Evolving situation – pivot to delivery
- Engaging senior decision makers
- Policy support – Across UK and its regions
- Major project funding – Making a difference
- Accreditation schemes – supporting the market

Government Update

OZEV - written update to be circulated

Personal Mobility Programmes

UK ULEV Market Monitoring

Passenger Car Working Group

Document prepared by Zemo Partnership

29th May 2025

Market Snapshot – New & Used

- Total cars on UK roads: ~34 million
- New car registrations (2025 YtD): ~701k (↑3.1% YoY)
- New Petrol & Diesel decline: Petrol down 10%, Diesel down 13% (YtD)
- Fleets continue to be the biggest buyers of new cars
- Used car market: Stable, with petrol most popular, but market shifting toward low-emission vehicles
- Used EVs (and Hybrids) growing in popularity as more ex-fleet and lease vehicles enter the used market.

Growth in Alternatives

Battery Electric Vehicles (BEVs):

~1.5 million on the road (4% of total cars on the road)

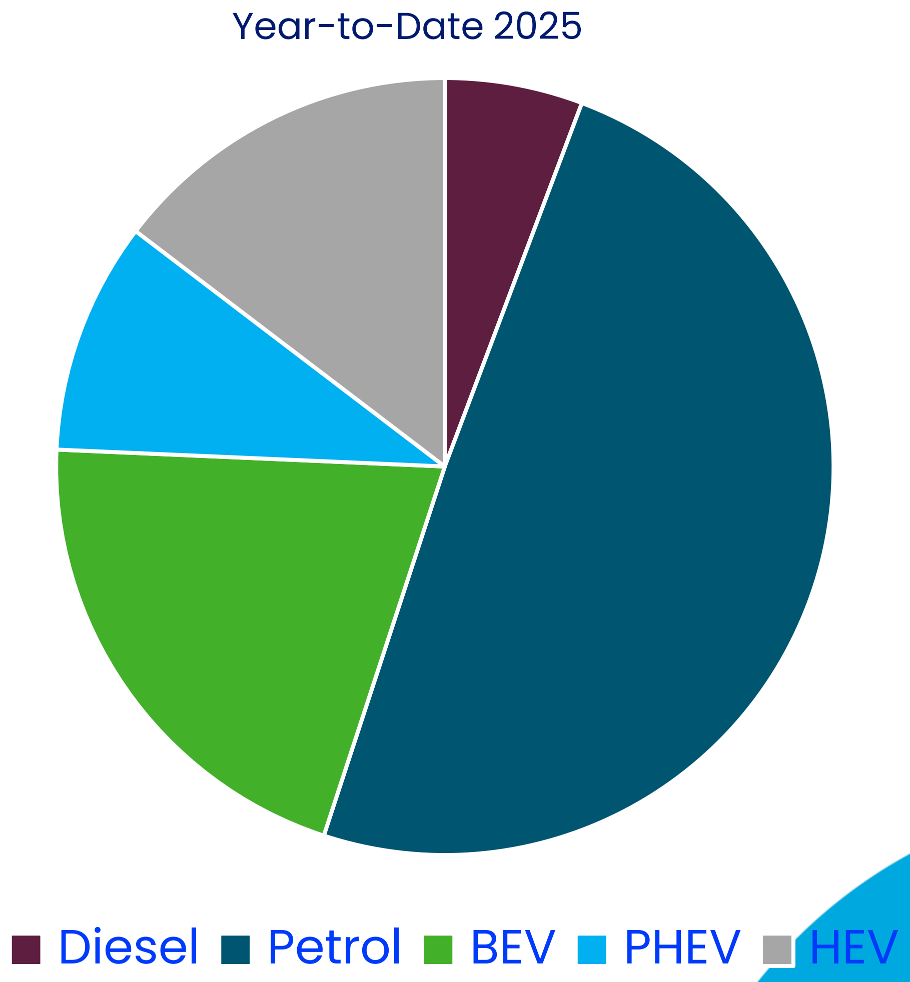
2025 new registrations: 144,749 (21% market share)

Plug-in Hybrid Electric Vehicles (PHEVs):

2025 new registrations : 67,759 (10% share)

Hybrid Electric Vehicles (HEVs):

2025 new registrations: 102,591 (15% share)



Source: SMMT

Growth in Alternatives

Battery Electric Vehicles (BEVs):

~1.5 million on the road (4% of total cars on the road)

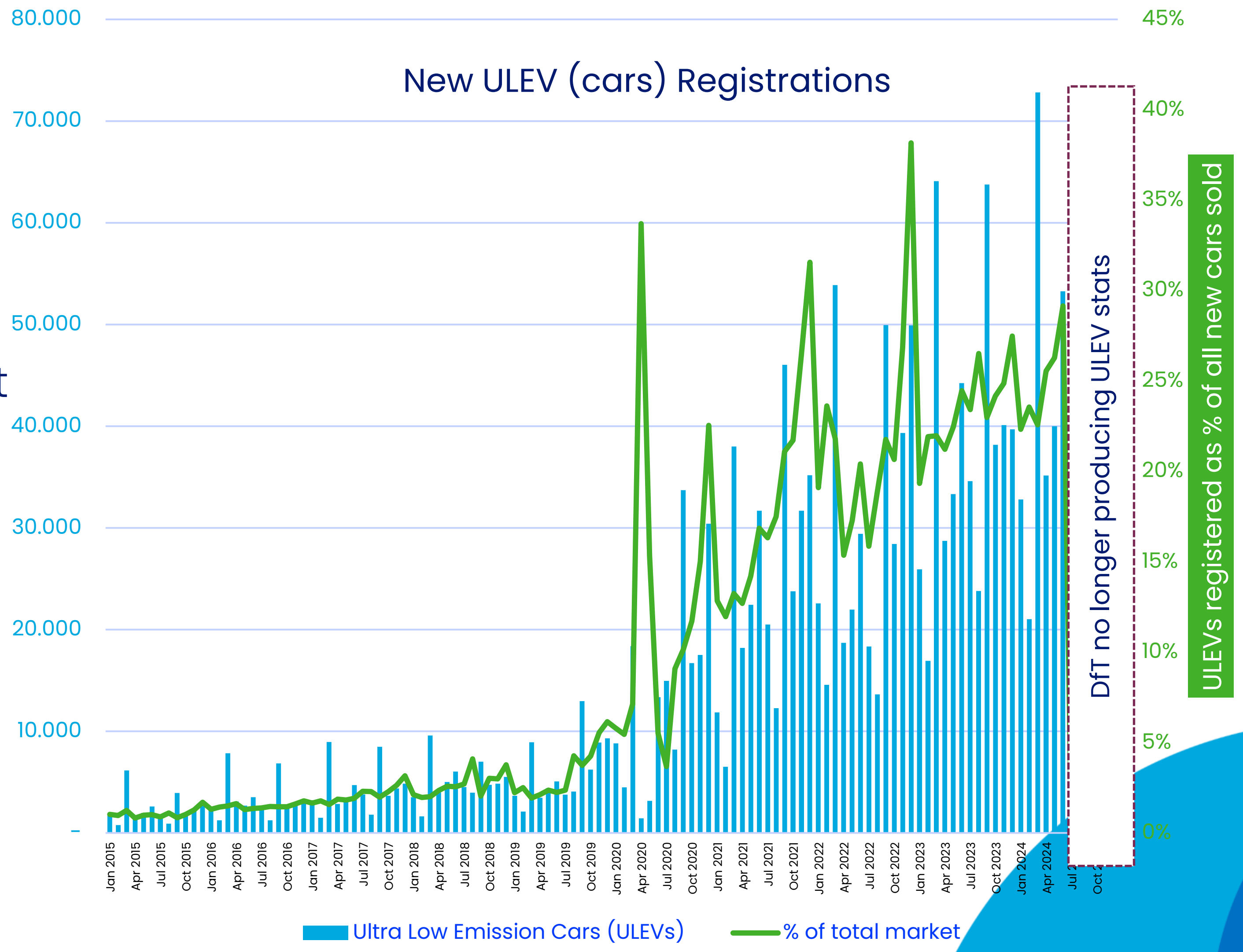
2025 new registrations: 144,749 (21% market share)

Plug-in Hybrid Electric Vehicles (PHEVs):

2025 new registrations : 67,759 (10% share)

Hybrid Electric Vehicles (HEVs):

2025 new registrations: 102,591 (15% share)



Source: DfT

EV Market Trends

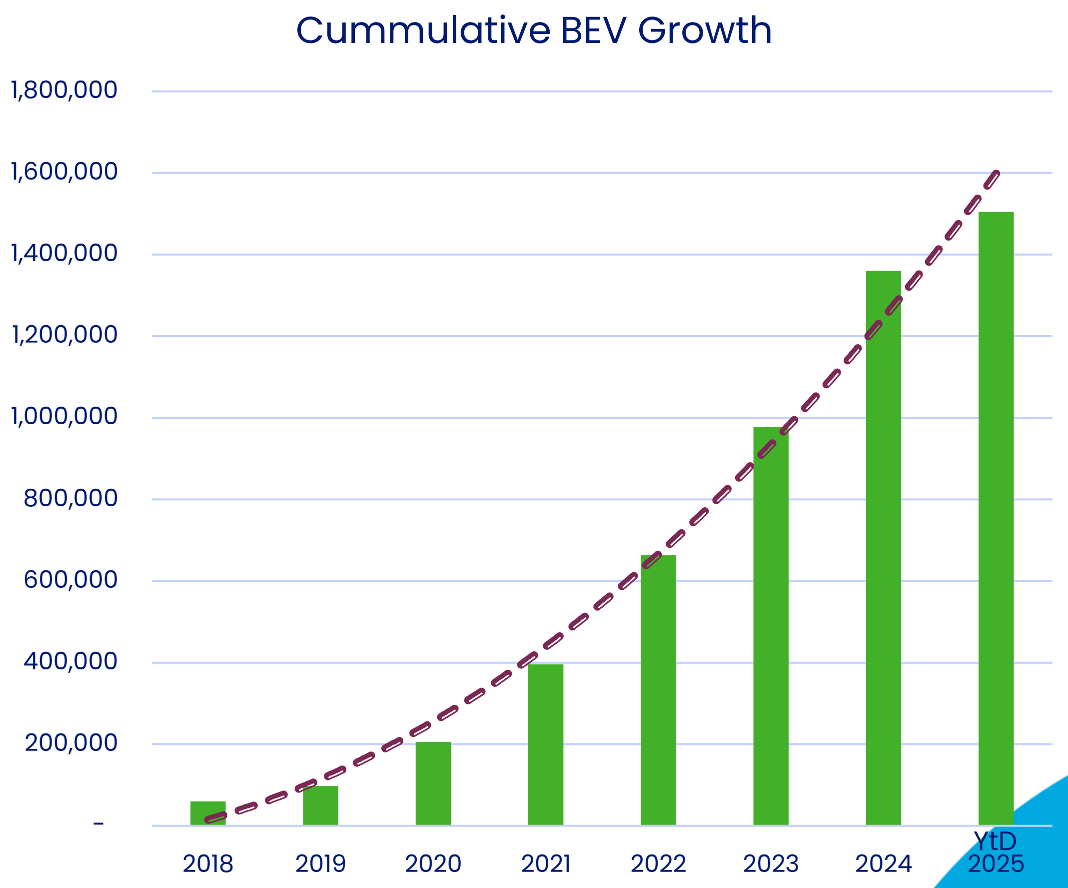
BEV growth since 2021: From just under 400k to 1.5M+ (3.8x increase)

Monthly BEV sales (2025 avg): ~34,974

ZEV Mandate impact on consumer trends?:
Most major manufacturers are on track to meet or exceed the 22% ZEV target for 2024, using a mix of:

- Direct BEV sales
- CO_2 overperformance credits
- Banking and trading of ZEV certificates

2025 target is 28% new car sales



Charging Infrastructure Expansion

Zemo Partnership

What about the (public) charging infrastructure to support the growth in EVs?

Public charging points (2025): Approx 80,000

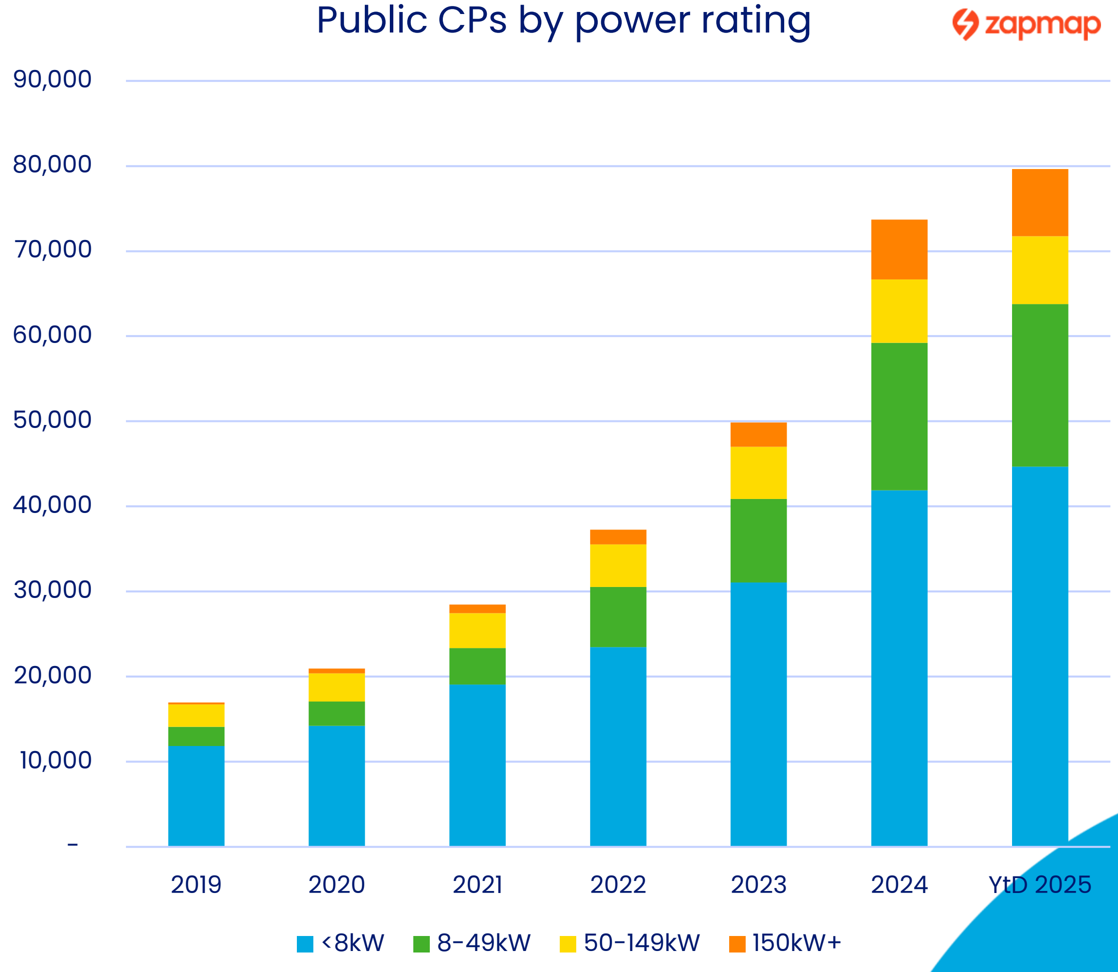
Rapid chargers (50kW and higher): Growing rapidly to support long-distance travel

Zapmap data shows strong national correlation between charger growth and EV uptake

Government support: OZEV grants, local council initiatives

But…

It's not about the headline number of chargers. Where they are and what power is being delivered through are key metrics going forward



Source: ZapMap

Charging Infrastructure Expansion

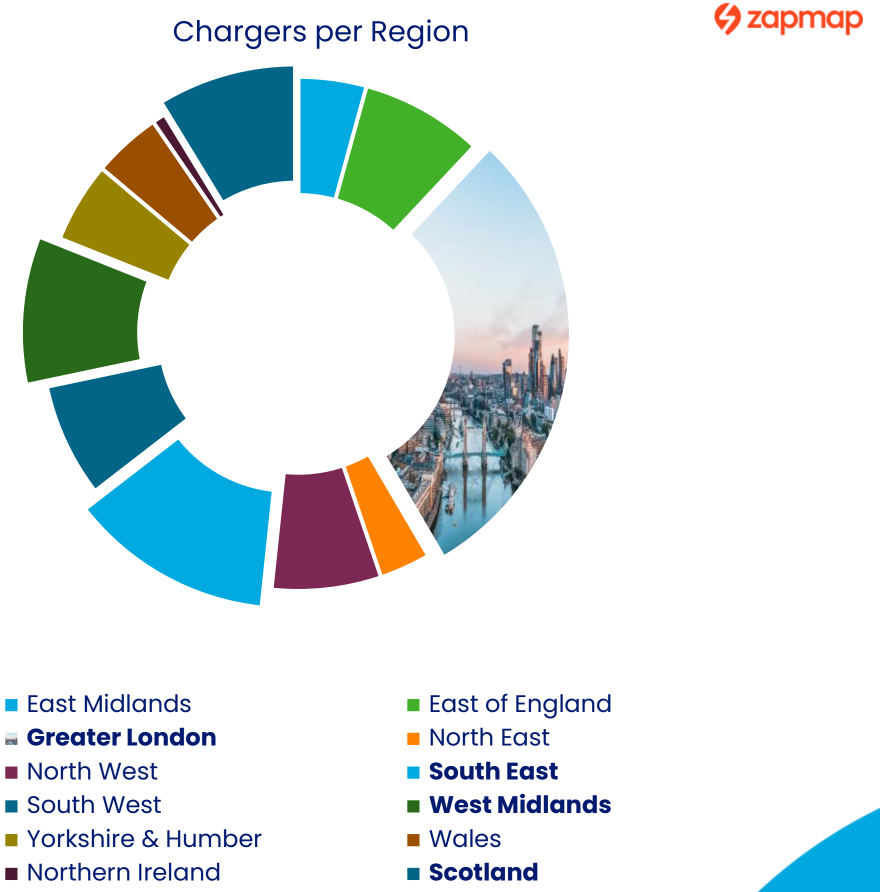
What about the (public) charging infrastructure to support the growth in EVs?

But…

It's not about the headline number of chargers. Where they are and what power is being delivered through are key metrics going forward.

The market is serving where there are good business cases, but what about in rural areas with lower utilisation rates but greater need?

No clear public data on where / how many private chargers have been installed.



Source: ZapMap

Charging Infrastructure Expansion

Its not all about public charging infrastructure

No clear public data on where / how many private chargers have been installed. OZEV Grant data can give insights

Electric Vehicle Chargepoint Grant (EVCG):

- 17,394 sockets funded since April 2022.
- 8,869 sockets funded in the 12 months ending 1 January 2025.
- Total funding: £13.2 million (including infrastructure beyond sockets).

Workplace Charging Scheme (WCS):

- 59,279 sockets funded since 2016.
- 6,565 sockets funded in the last year (excluding schools).
- 1,407 sockets funded in schools since 2024.

On-Street Residential Chargepoint Scheme (ORCS):

- 11,038 public charging devices installed since 2017.
- 10,409 additional ORCS charging devices funded, where projects are yet to complete, and those to be installed in the future.

Source: OZEV EV Charging Device Grant Scheme Stats – Jan 2025

Market Outlook Summary

EVs are going mainstream: Nearly 1 in 5 new cars is electric

Used EV market maturing: More affordable options emerging

Public Infrastructure keeping pace: But gaps remain

2026 forecast: BEV share to reach 28%, PHEV 11.6% (new car sales)[SMMT outlook]

eMobility Greater Manchester

Richard Banks, TfGM

Electromobility – Zero Emission Travel

ZEMO Partnership- Passenger Car Working Group

29th May 2025

Richard Banks – Transport for Greater Manchester

BEE NETWORK

Transport for Greater Manchester

Background & Purpose

- Electromobility is an umbrella term covering the use of electric cars, and other modes of transport such as electric buses. The common feature of all of them is that they are driven electrically, have a means of storing energy on board, and obtain their energy mainly from the power grid.

- Greater Manchester has set an ambitious target to become carbon neutral by 2038.

- To achieve this, the region needs to drastically reduce its greenhouse gas emissions from various sectors, including transport, which accounts for 30% of the total emissions in Greater Manchester. An increase of Electromobility, alongside a reduction in private car use, is important to Greater Manchester’s ability to reduce transport emissions.

- GM’s EVCI Strategy approved by the GMCA September 2021. The main rationale of strategy is the availability of and access to charging infrastructure is recognised as a critical barrier to the adoption of EVs.

- This slide deck updates on the “Electromobility: Zero Emission Travel" report, presented to the Bee Network Committee in September 2024.

Electric Vehicle Uptake: Growth & Forecast Demand

Where we are:

As of August 2024, there are over 1.2m fully electric cars in the UK, approximately 3.5% of all cars. EVs account for 17% of all new cars registered this year.

In 2015, there were 752 electric cars registered in Greater Manchester and by 2019 this had increased to 2,000 cars. By the middle of 2024, GM EV ownership increased to over 13,000 in private keepership.

GM Travel Diary Surveys (TRADS) 2023 survey estimated that 3% of the distance driven in a car/van by GM residents was in an EV.

Where we need to be:

TfN's Decarbonisation tool shows that across the North, a minimum of 51% of the vehicle fleet will need to be battery electric in 2035 to support their decarbonisation trajectory.

Note: the Government has launched a consultation on phasing out the sale of new petrol and diesel cars from 2030 – closes 18 Feb. Phasing out sales of new petrol and diesel cars from 2030 and supporting the ZEV transition - GOV.UK

EV Charging: Growth & Forecast Demand

Where we are:

As of August 2024, there were 68,273 chargepoints across the UK, a year-on-year increase of 41%

In 2019, there were around 450 publicly available chargers across Greater Manchester, providing circa 900 connection points. In September 1,444 chargers (296 ultra, 286 rapids, 317 fast, 545 slow). This provides over 2,200 public connection points.

ENW also advise that there are circa 11,500 home chargers in April 2024. Recent research by Autotrader estimates the saving per 1000 miles, compared to an ICE vehicle, is circa 8 times more with a home charger compared to commercial charging.

The 2021 GM EV strategy provided a planning scenario with charger requirements of 2,700 fast and 300 rapid public chargers in GM by 2025.

Where we need to be:

The stated TfN EVCI visualisation tool requirement is over 23,000 public chargepoint connections in Greater Manchester by 2035. This is a 10 fold increase over the next decade.

The Greater Manchester Local Area Energy Plan states that GM EV ownership is projected to be 388,000 EVs by 2030.

Publicly accessible devices, home chargers & vehicles

Charge Points									Vehicles Q2 2024***	
	Publicly Available Devices*									
Authority	Locations	Devices	Connectors	Ultra	Rapid	Fas	Slo	Home Chargers**	Private Keepership	Company Registere d
Bolton	30	71	120	12	25	16	18	1,112	1,362	860
Bury	35	57	106	15	14	15	13	974	1,085	1084
Manchester	91	424	572	54	22	81	267	1,173	1,572	2,882
Oldham	47	109	183	33	30	21	25	652	914	628
Rochdale	27	81	136	23	21	19	18	750	1,026	559
Salford	58	167	275	10	20	55	82	820	1,061	763
Stockport	45	126	214	38	54	17	17	1,999	2,041	93,932****
Tameside	28	52	97	11	14	13	14	769	932	486
Trafford	53	215	310	80	46	34	55	1,895	1,966	924
Wigan	48	142	216	20	40	46	36	1,394	1,742	730
Total	462	1444	2229	296	286	31	545	11,538	13,715	102,851

*Data supplied by TfN/Zap Map September 2024 data
** Supplied by ENW, April 2024
*** DfT Statistics
**** In Q2 2020 a national leasing company began registering vehicles from all over the NW and beyond to a postcode in the Stockport Council area. TfGM is in discussion with the company to obtain a breakdown of these to the "true" location.

Progress to electrification - Taxi

Zero emission private hire and Hackney vehicles licensed by a Greater Manchester Authority – August 2024					
Authority	PHV Electric	Hackney Electric	Total	Total Number of Licensed Vehicles	% of Licensed Vehicles that are EVs
Bolton	8	0	8	1544	0.52%
Bury	5	1	6	747	0.8%
Manchester	39	26	65	4002	1.62%
Oldham	13	1	14	1607	0.87%
Rochdale	6	0	6	1701	0.35%
Salford	13	0	13	968	1.34%
Stockport	16	0	16	1023	1.56%
Tameside	10	8	18	781	2.3%
Trafford	11	0	11	1005	1.09%
Wigan	21	3	24	977	2.46%
Total	**142**	**39**	**181**	**14355**	**1.26%**

EV Programme Update

Dedicated Taxi Electric Vehicle Charging Infrastructure

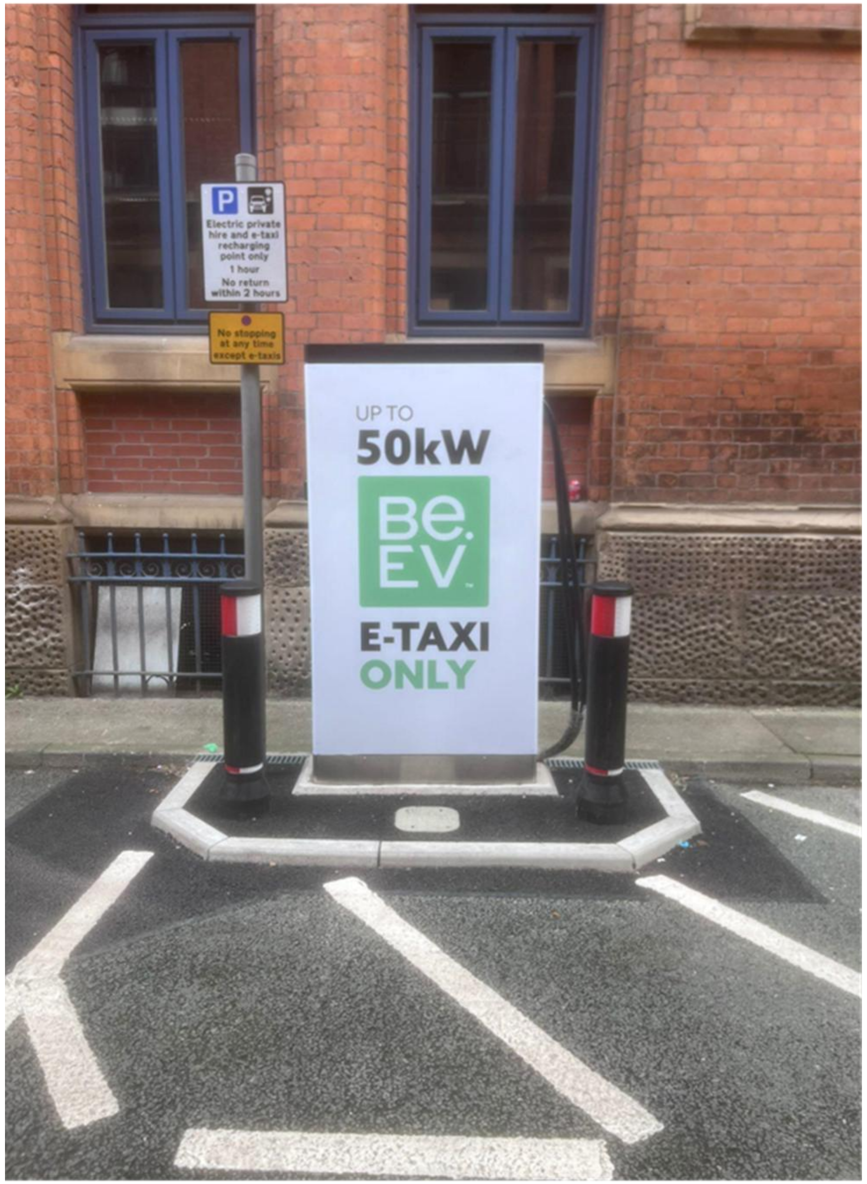
- 60 charging points are now live

Early Measures – EV Awareness and Infrastructure

- 24 rapid charging points are live. Final site (Chadwick St booked for meter installation 7 Feb)

Local Electric Vehicle Infrastructure (LEVI) fund/CRSTS

- Capital element of GM's LEVI allocation £16,158,000
- £8.5m allocated with GM CRSTS funding for the roll out of EVCI, £1.086m funding allocated to the 10 GM LA's to support capability (resource) requirements. remainder, using a formula agreed at the GMCA in March 2023, allows authorities to bring forward proposals of their own or to include their allocation in LEVI procurement.
- OZEV funding is designed to move away from previous funding models of an owner-operator model, into that of a more commercial arrangement. Aim of funding is to:
    - Deliver a step-change in the deployment of local, primarily low power, on-street charging infrastructure across England and to
    - Accelerate the commercialisation of, and investment in, the local charging infrastructure sector.



Installing EV Infrastructure

The key considerations in installing infrastructure include;

- Finding suitable locations for the chargers that are accessible, convenient, and safe for EV drivers, as well as compatible with the existing electricity network, Streets for all Design Guide and planning regulations.
- Individual Local Authority appetite for on-street charging (compared to off street charging, in for example, Local authority car parks)
- Local Authority interest in different types of chargers for example flush fitting chargers or pedestal chargers and the potential, and the mechanism, for charging from street lighting columns which has been implemented successfully elsewhere in the country but not, to date, in Greater Manchester.
- Securing the cooperation and consent of landowners, and other stakeholders who are involved in the installation and maintenance of the chargers.
- Consideration of pavement channels/gullies for home charging, and the implications of this

Off-street charging tracker

The table below show the percentage of residential properties without access to off-street parking that are within 300m of Electric Vehicle Charging Infrastructure. This distance is approximately 5 minutes' walk.

Authority	% of residential properties without access to off-street parking that are within 300m of charging infrastructure	
	JUNE 2024	**SEPT 2024**
Bolton	11%	12%
Bury	14%	14%
Manchester	30%	28%
Oldham	19%	20%
Rochdale	13%	12%
Salford	35%	34%
Stockport	16%	18%
Tameside	17%	18%
Trafford	25%	25%
Wigan	13%	16%
Total	**22%**	**22%**

MCC Scheme Proposal: Cable Channels

Allocation	£125,000
Aim	Install 200 cable channels by end of March 2027 – costs are expected to be £1,000 - £1,200 per installation for residents
Purpose	To provide a convenient and cheaper option for those residents that are able to safely and legally charge at the kerbside
Method	• Installation by MCC contractors following application from resident and assessment of location – becomes Highways Authority asset • Procurement through Highways (product not service) • Initial pilot will be taken from those residents who have already expressed an interest and if successful then this will be rolled out to all residents with an introduction of the grant funding where appropriate
Funding to provide	• Initial order • Provide for approx. 100 fully funded channels for specified demographic groups while funding lasts to end of March 2026 • **Going forward expected to become BAU fully funded by residents**

BNC Capital programme Report:
"The "Electromobility: Zero Emission Travel" report, presented to the Bee Network Committee in September 2024, detailed that officers are working to evaluate the options for the implementation of cable channels. While we are awaiting formal guidance from the Department for Transport on their use, Highways officers believe that Manchester's proposal will serve as a valuable pathfinder as authorities examine the practicalities of this type of infrastructure."

Shared Mobility

Chris Heley, Enterprise Mobility

Enterprise Mobility – Shared Transport and Modal Shift

Enterprise Mobility™

Enterprise Mobility™

enterprise

National

Alamo

enterprise car sales

COMMUTE with enterprise

enterprise truck rental

EXOTIC CAR COLLECTION by enterprise

enterprise CarShare

enterprise CarClub

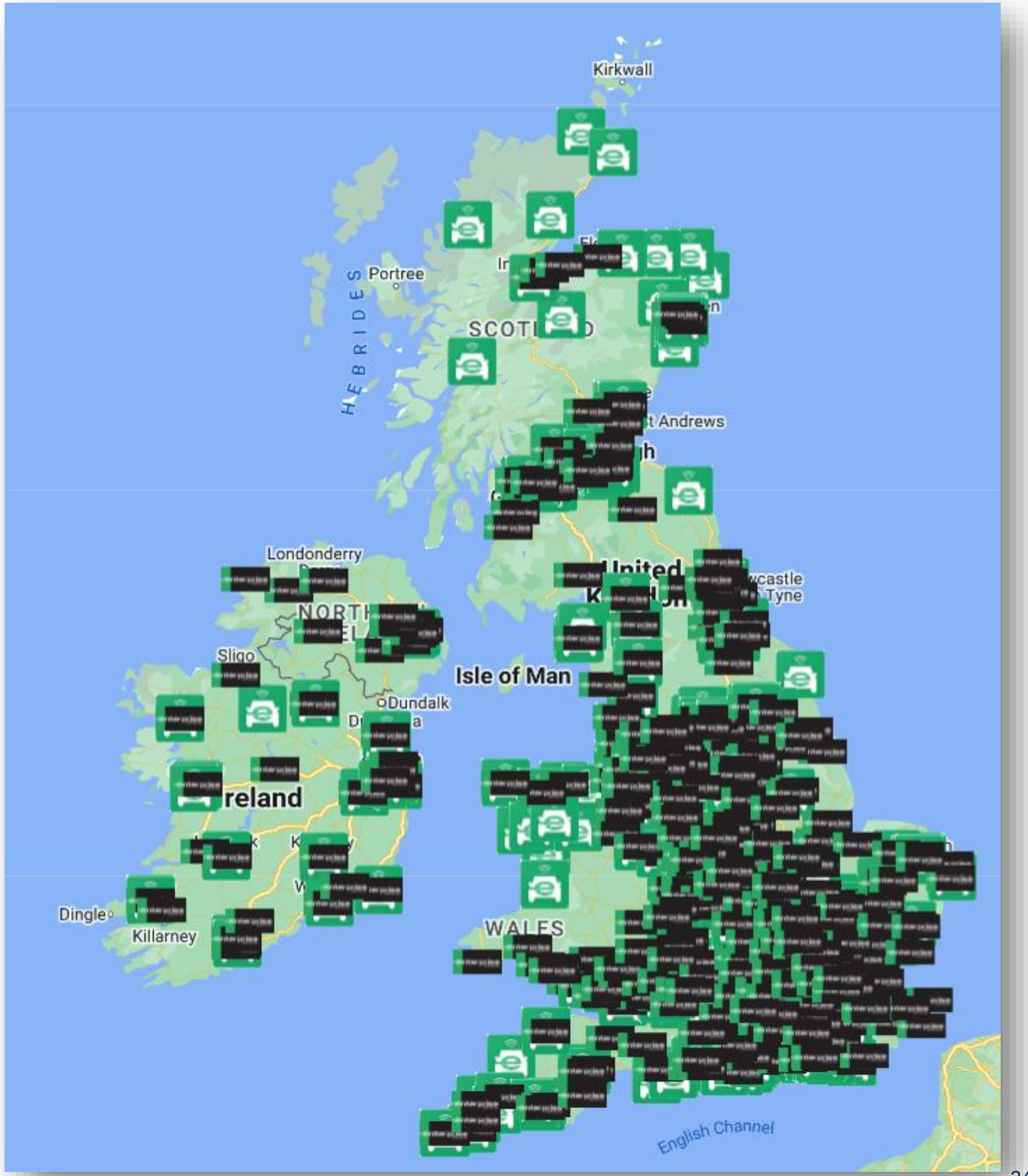
Entegral Powered by enterprise

enterprise FLEX-E-RENT

enterprise FLEET MANAGEMENT

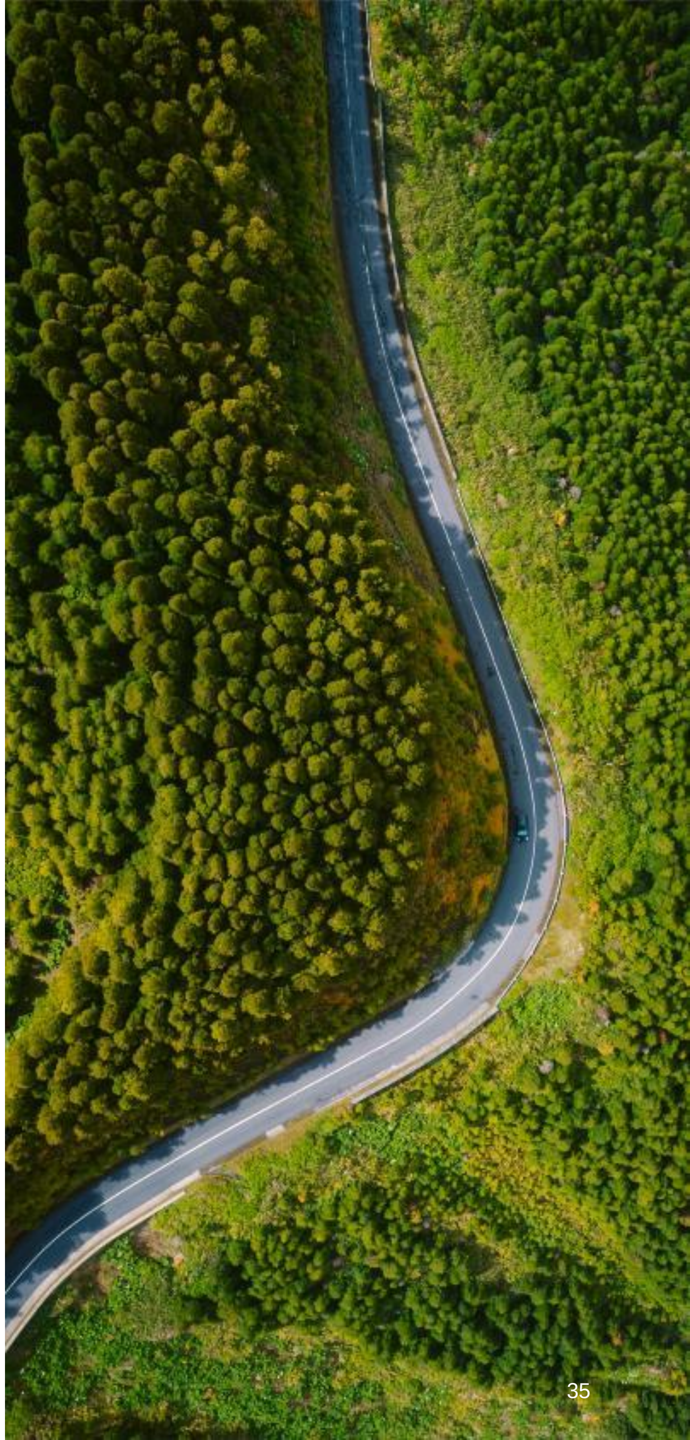
Enterprise Car Club UK Locations

Enterprise Car Club & Daily Rental Branch UK Locations



Our Role in the Future of Mobility

1. Flexible Alternatives to Car Ownership
2. Corporate Travel Solutions
3. Public – Private Partnerships
4. Shared Mobility to Unlock Housebuilding



Flexible alternatives to car ownership

LOW CAR LIFESTYLES

70%

of members used the car club between 1 and 5 times a year

REDUCING PRIVATE CAR OWNERSHIP

22

In 2022, on average, each car club vehicle in the UK replaced 22 private cars

FREEING UP PUBLIC SPACE

150 ha

150 hectares, or land equivalent to the area of Hyde Park, was freed up across the UK by the car reduction due to car clubs

SUSTAINABLE TRAVEL CO-BENEFITS

37%

of car club members were using a bicycle at least once a week, while in 2021, only 15% of people in England cycled once a week or more on average

76%

of car club members were walking at least once a week for travel (i.e. not for leisure)

48%

of respondents were using a bus at least once a week and 43% were using a train or tram at least once a week, compared to a national average in England of 16% and 5%.

COST SAVINGS

73%

of car club users who had decreased their car ownership thought that they had saved money compared to owning or leasing a car

34%

of car club members said that saving money was a reason for joining the car club

Corporate Travel Solutions

- Cost benefits
- Environmental benefits
- Safety and duty of care

Enterprise car club partnership with Highlands Council

In 2018, the Highland Council in northern Scotland developed a partnership with Enterprise which aimed at providing council employees with access to Enterprise car club and pool car rental vehicles in order to reduce the number of journeys that they travelled in private cars. Since the partnership began, Enterprise car club and pool car rental has contributed to an estimated 649 tonne reduction in CO_2 emissions in the Scottish highlands by transferring grey fleet mileage onto their fleet of hybrid and electric vehicles. This fleet of 60 vehicles is located across 21 highland council offices, and the majority of vehicles are plug-in hybrids which are available to book by the hour or by the day by employees who would previously use a personal car. Along with the 37% reduction in carbon emissions since 2018, there has also been a 28% drop in business mileage and a reduction in business travel costs of over £900,000.[198]

Public-Private Partnerships

- Embed private sector capacity and funding into transport planning and public sector mobility initiatives
- Partnerships across different transport providers to enable multi-modal connectivity
- Working with major employers to develop solutions that support economic activity

BP Mobility Hub Greenwich

- Links to Tube and Bus services
- In-Post lockers
- Brompton Bike Hire
- ECC electric vehicles
- BP Pulse chargers
- Wild Bean Café
- MaaS app

Shared Mobility to Unlock Housebuilding

- Government has ambitious targets for housebuilding
- Reforms to the planning system
- ‘Vision led’ approach
- S106 Funding
- Importance of transport in unlocking housebuilding


Enterprise Mobility™

London’s EV Ready City – the issues

Zal Bond, Clean Cities

CleanCities

Electrifying London - how can we make this happen?

Zak Bond, Campaign Manager, Clean Cities Campaign

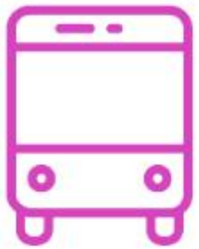
CleanCities

Europe's largest network of organisations on a mission to build public support for cities **to shift from polluting vehicles** to **active, shared and electric** transport.

We are more than **120 partners** across **20 countries.**

We are asking cities to...

Prioritise and promote electric vehicles



Improve public transport and shared mobility

Enable more people to walk, wheel and cycle

Reallocate space for people and greenery

London local elections

- Political moment with >1,800 councillors elected across London
- Responsible for 95% of roads in London, including policies like school streets, cycle lanes and car parking.
- We want solutions that local politicians have full autonomy over, that wouldn't break the bank, and can be rolled out quickly.

Charging infrastructure?

- GLA/TfL EV Infrastructure Strategy and targets
- Challenges for local authorities
- 'Best practice' models for charging in urban areas

CleanCities

Electric car clubs?

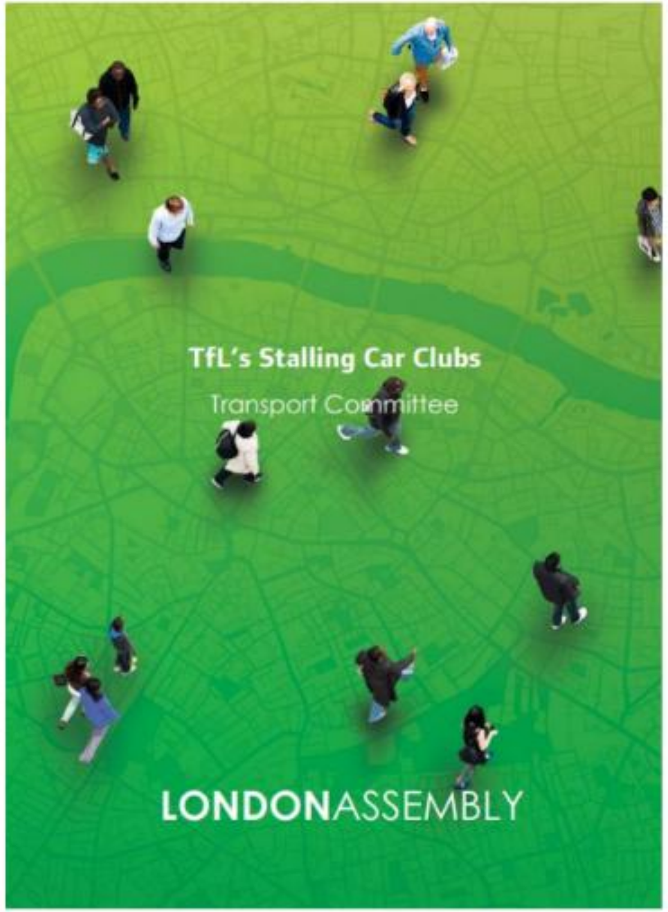
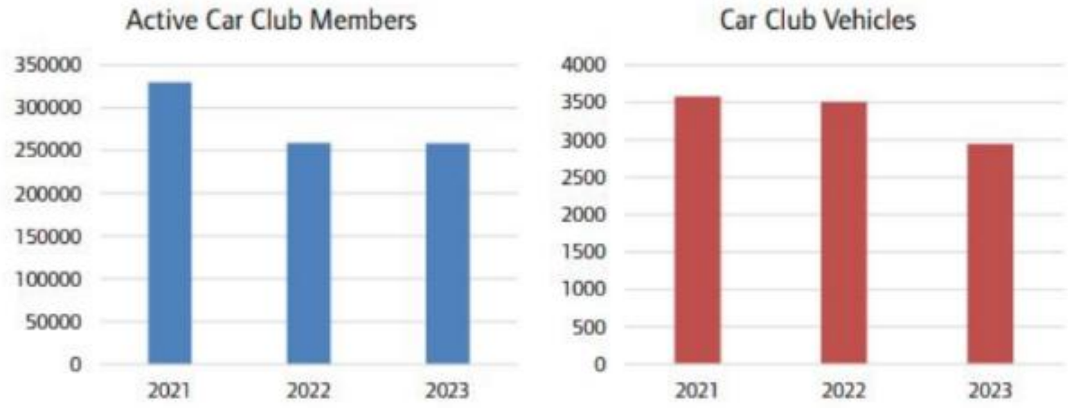


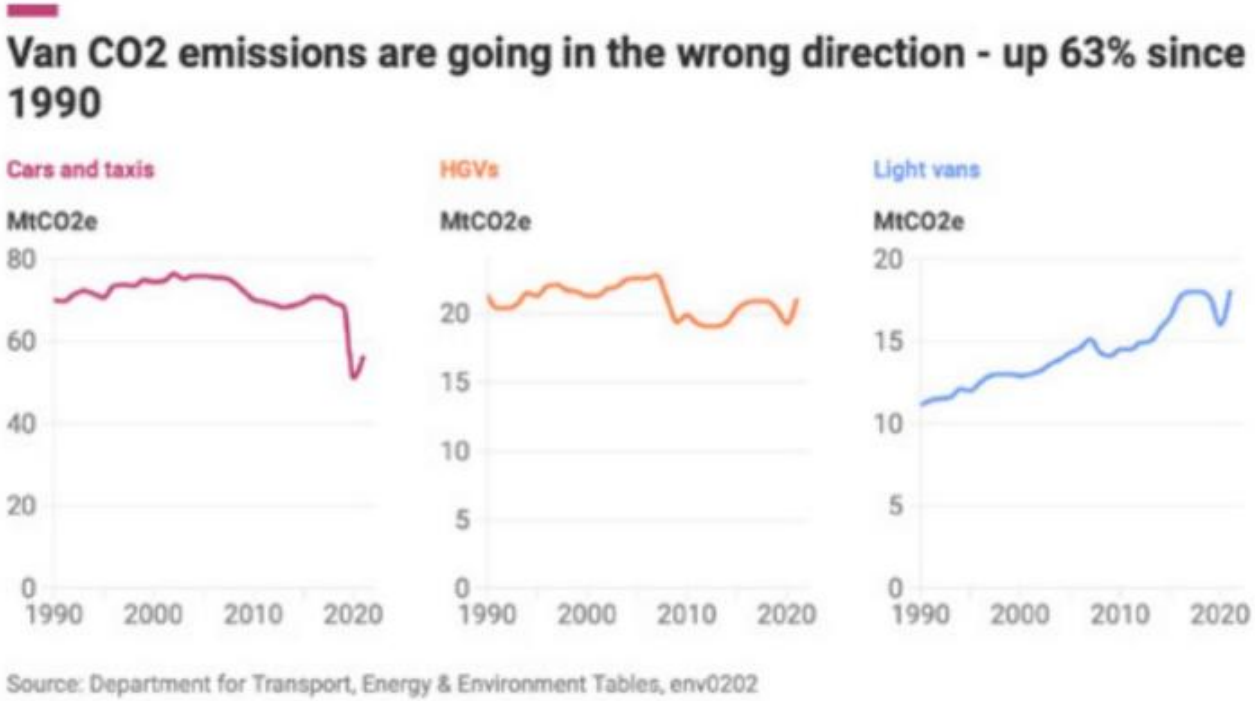
Figure 1: Decline of active car club members and car club vehicles from 2021-23[17 18 19]



https://www.london.gov.uk/sites/default/files/2025-04/TfL%27s%20Stalling%20Car%20Clubs.pdf

E-cargo bikes?

Electric vans?



Thank you!

Zak Bond
Campaign Manager (London), Clean Cities

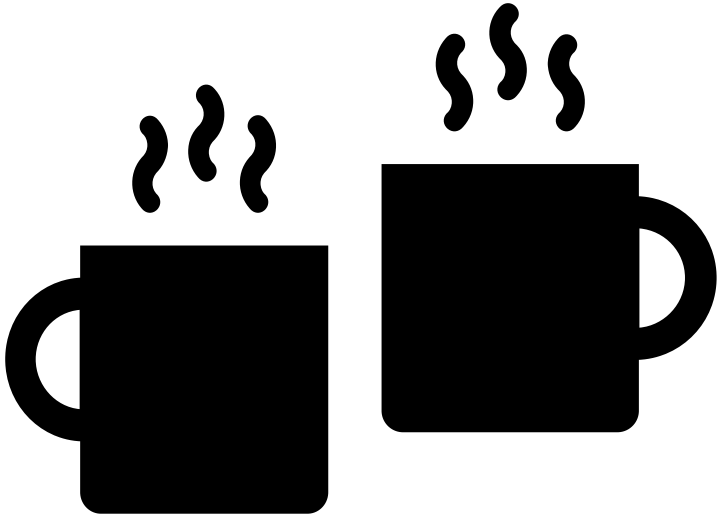
Bluesky: @zakbond.bsky.social
Linkedin: http://www.linkedin.com/in/zakbond

CleanCities

Nick Davies, Green Alliance

Shaping Industrial Strategy

Coffee Break



Zemo Work Programme – Priority Issues

The Delivery Roadmap highlighted a number of priority areas for Zemo’s work programme.

- **A Map of Missing Policies** – closing the gaps in UK net zero transport policy
- **Strengthening the economic case for net zero transport** – highlighting the sector as a driver of jobs and prosperity
- **Taking people with us** – building consumer and public support for net zero transport
- **Toolkit for Transition** – providing guidance for local authorities

Map of Missing Policies

Neil Stockley, Zemo Partnership

Map of Missing Policies

Introduction

- The 'Map of Missing Policies' consultation paper was launched at the Council for Net Zero Transport Quarterly Briefing on 6 March 2025. This paper has provided the basis of a member and stakeholder outreach programme.
- A policy paper will be published at the Council for Net Zero Transport Quarterly Briefing on 5 June 2025.
- Today's meeting gives members a further opportunity to input on the consultation paper as it relates to fuels. We will ask:
  - Where are the policy gaps?
  - What are our preferred policy solutions?
  - What are our priorities?

Increase Uptake of Zero Emission Cars

New electric cars

Market Barrier	Existing policies	Possible Zemo proposals
Upfront cost	Zero emission cars pay lowest rate of VED for the first year. Favourable BIK tax rates for company car drivers.	Base / target VED on size, weight, emissions. Reintroduce Plug-In Car Grant. Grants (targeted?) for purchases. Low interest loans (targeted?). Social leasing schemes. Give civil servants access to salary sacrifice schemes. Mandate salary sacrifice schemes. Increase Expensive Car Supplement.

Increase Uptake of Zero Emission Cars

Used electric cars

Market Barrier	Existing policies	Possible Zemo proposals
Cost		**Reduce VAT on used electric cars.** **Four-year grants for used electric cars (RRP <£45K).** **Reduced Benefit-in-Kind (BIK) for used BEVs.** **Fund an RV stabilisation scheme.**
Concerns about battery longevity	**Implement international standards for battery health information, warranties.**	**Battery certification scheme.** **Adopt Global Technical Regulation 22 (In-vehicle Battery Durability for Electrified Vehicles).**

Increase Uptake of Zero Emission Cars

Consumer concerns

Market Barrier	Existing policies	Possible Zemo proposals
Shortage of public chargepoints.	**Aim for 300,000+ public chargepoints by 2030.** **LEVI scheme.**	**Include renewable electricity in RTFO.** **Grants for sharing private chargers.**
Public chargepoints located largely in the south, urban areas.		**Devise new metrics for measuring progress.** **Strategic review of public charging infrastructure.** **Government investment in non-commercial sites.**
Low income, rural households rely on public chargepoints.	**Public charging points subject to 20% VAT; private chargers 5%.**	**Apply the lowest VAT rate used for charging.** **Enable cross pavement charging.** **Reform retail electricity market.**
Consumer scepticism about EVs.	**Work with industry to counter misinformation.**	**Pro-active communications strategy to provide trustworthy information.**

Further comments?

If you have further specific suggestions, please contact:

Neil.Stockley@zemo.org.uk

Future Role of Working Group

How should the Passenger Car Working Group evolve?

Future Role of Working Group

Zemo sees the working group as the primary point of member engagement.

We're looking for feedback from members on how the Zemo working groups evolve.

- Cars / PLVs / Micromobility
- New / Used Vehicle Markets
- Supply / Demand side
- Economic Case
- Technical Issues
- Policy - Regulatory / Fiscal
- UK / UK Nations / City Regions
- Market Monitoring

- Topical Presentations
- Professional Development
- Best Practice
- Networking
- Online / face-to-face

We will be surveying members views

Member’s Roundtable

Events, Public Announcements, News Items

Upcoming Zemo Partnership Events

Join us!

- CNZT Quarterly Briefing (Chair: Lord Deben) – 5th June [REGISTER]
- Parliamentary Roundtable – 11th June [REGISTER]
- Site Visit: Go-Ahead & Zenobe at Oxford 27th June
- Offers to present / host site visits welcome

Zemo Partnership
Accelerating Transport to Zero Emissions

Thank you

Any questions? Please get in touch

Lois Loxley
Communications Executive
E: **Lois.Loxley@zemo.org.uk**
T: 020 7304 6086

Interested in joining the Partnership?

Samira Ali
Company & Membership Administrator
E: **Samira.Ali@zemo.org.uk**
T: 020 3832 6074

Zemo Partnership, 3 Birdcage Walk, London SW1H 9JJ
T: +44 (0)20 7304 6880 | E: hello@zemo.org.uk | @Zemo_org | www.zemo.org.uk