

S172 Statement

Executive Leadership Team

Richard Pierce – Chief Executive Officer

Jim Pierce – Deputy Chief Executive Officer

Nick Dawe – Director of Strategy and Transformation

In line with the reporting requirements of the Companies (Miscellaneous Reporting) Regulations 2018 for a separately identifiable section 172 (s172) statement, we have set out our stakeholders and how the matters set out in s172 of the Companies Act 2006 have been considered and discussed in board discussions and decision-making.

Stakeholder engagement and the impact of that engagement on board decisions and capital allocation is determined at Board level. Stakeholders include shareholders, employees, customers, suppliers, the environment and the local communities where we operate. The Company's stakeholders are discussed below:

Engagement with Employees

The Directors recognise that the Company's employees and their knowledge and skills are fundamental underpins of the long-term success of the business. The Company actively promotes being a responsible employer along with a working environment based on the promotion of equal opportunities for all, irrespective of disability, ethnic origin, gender or any other considerations that do not affect a person's ability to perform their job, freedom from discrimination and where every employee can deliver on their potential and make the fullest possible contribution.

The Company takes a proactive approach to engaging with employees through a variety of methods such as the company website, social media, internal Town Halls, video briefings, our HR system - BOB, team talks and 1-2-1 meetings. The Company also offers support to employees through our Wellbeing Team – a group of volunteers who are fully trained in mental health first aid and are on hand to support any employee who may need to talk in a non-judgemental environment.

We conduct an employee engagement survey on a regular basis. The results of these surveys are reviewed by the Board and Executive Leadership Team and every employee is provided with a summary of their team's response through their manager. New starter surveys are sent to employees within their first month, which is shared with their Line Manager and the Senior Management team. This means that we can reflect on our collective feedback, with managers putting actions in place to respond to the needs of their teams. New starter surveys are sent to employees within their first month, which is shared with their Line Manager and the Senior Management team.

Our policies for recruitment, training, career development and promotion of employees are based on the suitability of the individual and give those who are disabled equal treatment with the able-bodied.

All employees are given the opportunity to develop through a variety of learning interventions, including in-person or virtual (depending on the personal circumstances and contract) day-to-day development, management and leadership development, internship programmes, and company-sponsored development opportunities.

We have a Code of Conduct which gives all employees guidance on business ethics and expected behaviours. All employees are encouraged to raise concerns through our Human Resources department.

Engagement with Customers, Suppliers and Others

Customers: We maintain dialogue with our customers through regular points of engagement (including customer surveys) in order to gain insight into what matters most to our customers. We use industry standard NPS to measure our performance and customer loyalty. These metrics are used to identify areas for improvement as part of a continual improvement cycle.

Suppliers: We engage and have regular dialogue with our strategic suppliers through our procurement teams to ensure they understand and meet the standards expected of them in areas such as ethical trading, considerations of safety and environmental impact.

Environment: The Board recognises that continued urgent action is required to address the global impacts of climate change and take seriously the responsibility the Company has for the impacts it has on the environment. The Company is focused on applying innovations in sustainable technologies for future deployment to customers as well as working with key suppliers to source renewable materials and reduce emissions.

Local Communities: Employees regularly get involved in community activity through our volunteering days. We seek to employ and train people in the communities we work in, and the Company operates an Internship programme across a broad range of skills and roles supporting the learning and development of those interns as they start their careers

Shareholders: Shareholders: The Company seeks to act fairly in its dealings with its shareholders by ensuring that it acts in accordance with its Articles of Association, through regular dialogue with its ultimate parent company by ensuring that all business arrangements are approved in accordance with delegated authorities and Group Approvals Process and are in the long-term interests of the Company.