

Environmental, Social and Governance (ESG) Statement

As a Company, we recognise the importance of all stakeholders contributing to the minimisation of current and future environmental impact, the promotion of responsible business practices, encouragement of diversity and inclusion, and the protection of human rights. These considerations include:

- **Environmental:** consideration of the entire value chain, considering and monitoring the future impact of today's business decisions on emissions (greenhouse gases and local emissions), hazardous waste, materials and land use.
- **Social:** sustainable labour practices (competitive pay, labour and management dispute resolutions), provision and maintenance of high quality working conditions and standards, support of the wider community and equal opportunities (gender, race, age, disability, ethnicity and religion).
- **Governance:** Board independence and authority, senior management track record, robust risk management practices and data protection, and a commitment to good corporate governance.

The Company has formed an ESG Committee to manage and oversee our ESG framework and strategy. The Committee brings together representatives from company-wide business functions. A senior manager drives the process and chairs the Committee, drawing upon the support of other stakeholders where necessary, including an attendee at the Company's Executive Committee.

The ESG Committee considers some of the core principles noted below which are aggregated into a cohesive and comprehensive policy in order to promote how the Company can create an understanding of common ESG expectations of key stakeholders.

Environmental

The Company recognises the impact that its business activities can have on the environment and therefore places significant importance on undertaking measures to mitigate carbon emissions, reduce waste and minimise environmental impact.

This will include implementing a number of Green initiatives including waste reduction, remote working, transition to a paperless office, sustainable sourcing practices and limiting travel to different work sites.

Social

Within the Company we have created a positive and open culture underpinned by our core values, which are:

- **Be Respectful** - we treat customers fairly and with respect, as well as ensure that there is a fair and appropriate outcome for each customer interaction which is reflective of their circumstances. We appreciate that our colleagues bring individual perspectives, ideas, knowledge and welcome the positive impact this has on the Company.
- **Deliver Quality** - we work hard and set demanding standards for ourselves and our people and demonstrate a commitment to our customers and other stakeholders.

- **Listen and be heard** - we communicate openly and challenge constructively, encouraging an open door policy and an inclusive approach.
- **Be Accountable** - we take pride in what we do, consistently delivering the best outcome for customers, colleagues and the Company. We take ownership and responsibility for our personal objectives and development, aiming for continuous improvement at all times. .
- **Celebrate Success** - we take responsibility for recognising and sharing our individual and team accomplishments and understand the importance of communicating the Company's achievements.
- **Make an Impact** - we aim to make a positive difference within and beyond our workplace through our day-to-day activity and by contributing to our community.

The executive team strives to create an open and friendly working environment. Colleague engagement and enablement is promoted, and the business tolerates mistakes to continuously improve from lessons learnt.

The Company is committed to providing equal opportunities in employment and ensures that it will not discriminate against job applicants or colleagues on the grounds of their sex, marital status, sexual orientation, disability, age, race (including colour, nationality or ethnicity), religion or belief, and gender reassignment. It is the Company's policy to make every effort to provide a working environment free from harassment, intimidation, and discrimination.

The Company has provided support for colleagues by having Champions who are there to help and sign-post colleagues at all levels to help in relation to mental health and wellbeing challenges. The Company also has Diversity & Inclusion Champions, who will work alongside HR to work on initiatives and events that create a diverse and inclusive environment in which to work.

Governance

The Company recognises the importance of robust corporate governance which increases transparency and accountability for decision making. The responsibilities of the board include setting the Company's strategic aims, providing the leadership to put them into effect, supervising the management of business and reporting to shareholders on their stewardship, as well as monitoring and upholding the culture, values, standards, ethics, brand and reputation of the Company.

The Board Committees such as Audit, Risk, Nominations and Remuneration Committees delegate authority to the Executive Committee for the day-to-day management of the business, who in turn delegate downstream to other management committees and forums – each of which has a defined purpose and terms of reference clearly set out in the Board Governance Manual.

The Company has strong compliance and governance policies in place including Conflicts of Interest, Anti Bribery and Corruption, Financial Crime, Whistleblowing, Business Continuity and Cyber Security.

The Company also has a comprehensive suite of Human Resource policies in place including Modern Slavery, Remuneration, Learning and Development, Equal Opportunities and Dignity at work, Flexible Working and Grievances & Stress Management.

The Company operates a robust risk management framework underpinned by a three lines of defence model. This ensures a consistent view of the Risk Management framework from the Board to more operational levels.

The Company are committed to advancing ESG considerations and will publish further information when available.