



ON-DEMAND, ON-SITE, ON-TIME.

SECTION 172 (1) STATEMENT

for the year ended
31 December 2021



Introduction

The Board of directors consider in good faith, both individually and together, that during the year ended 31 December 2021 they acted in a way that promoted the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s.172 (1)(a-f) of the Companies Act). The stakeholders the Board considers in this regard are the company's employees, customers, suppliers, funders, shareholders and the local communities in which the company operates. The directors' approach to considering the matters referred to in s.172 (1)(a-f) of the Companies Act is summarised below.

The likely consequences of any decision in the long-term.

The company's principal purpose is to grow long term value for the benefit of its ultimate shareholders and at the same time to develop colleagues, delight customers and give back to communities. Long-term strategic opportunities are captured in the company's annual operating plan that covers a three-year horizon. A long-term incentive plan is in place for the executive directors of the company to assist in the delivery of long-term objectives. Investment decisions are typically evaluated using cash flow models that project future performance for at least five years. The Board strives to ensure that day-to-day decisions look ahead and anticipate the future needs of all stakeholders. A risk register is maintained to assist the Board in evaluating long and short-term risks.

The interests of the company's employees.

The directors strive to view our colleagues as the most important part of our business and to provide them with safe working environments and the tools, training and development they need to do their job effectively. During the year we further developed our Inclusion and Diversity Programme including a calendar of events to celebrate and promote our inclusive culture. We also continued our

health and wellbeing program and offer mental health awareness training to all employees. Our learning and development program was strengthened during the year with the appointment of our first dedicated Learning and Development Manager and the launch of an apprenticeship policy. During the year the company continued to hold regular formal and informal engagement with colleagues to ensure the Board listens to, engages with and learns from all colleague perspectives on the business.

The need to foster the company's business relationships with suppliers, customers and others.

The directors hold regular meetings with customers, suppliers, banks and other stakeholders to ensure they understand what these stakeholders need from their business relationships with the company and to provide them with the information they require on our business. The key outcomes of these meetings are reported to and considered by the Board. The company regularly captures formal and informal customer feedback to help maintain and enhance our strong service provision. The company has a procurement and supply chain management policy that sets out how relationships will be fostered with suppliers.

The impact of the company's operations on the community and the environment.

The company is committed to minimising its environmental impact, creating safe places for our people to work and supporting our communities. These commitments are set out in the company's sustainability policy. The Board considers the company's environmental impact through an annual report that sets out our environmental footprint and progress against carbon reduction targets. Progress on energy use and carbon emissions is summarised above. The Executive Directors review health, safety and environmental matters each week and as required. The company designs and manufactures environmentally friendly products to help customers minimise the environmental impact of their operations. The company holds a Gold RoSPA award in recognition of its outstanding health and safety achievements. The company encourages its employees to fundraise and volunteer for causes close to their hearts, and to participate in the Giving Something Back Charitable programme organised by our parent company.

The desire of the company to maintain a reputation for high standards of business conduct.

The company's values provide the guiding framework for ensuring decisions and actions are safe, responsible, have integrity and consider those people and organisations that may be affected by them. Employee recruitment, training, development and appraisals are all based on these values. The company's corporate governance and standards of business conduct are reviewed by the company's shareholder, both informally and through periodic internal audits.

The need to act fairly as between members of the company.

The company has one corporate shareholder that it engages with through weekly discussions, monthly management information, formal Board meetings and the provision of ad hoc information as required.

The company is part of the Bibby Group's Compass program that involves regular initiatives to promote and focus on our customers, our people, our communities and the environment.



Mark Albiston, CEO, Garic Ltd