

Section 172 Statement

This is a reporting requirement and relates to companies defined as large by the Companies Act 2006. This includes PLCs as otherwise the company would not be considered large.

Each individual director must act in the way he considers, in good faith, would be the most likely to promote the success of the company for the benefit of its members as a whole, and in doing so, the directors have had regard to the matters set out of section 172(1) (a) to (f) when performing their duty under section 172.

The matters set out are:

a) The likely consequences of any decision in the long term

We provide business-critical services to our clients, often in highly regulated environments. As we grow, our business and our risk environment also become more complex. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face, and that we continue to evolve our approach to risk management.

b) The interests of the company's employees

Our employees are fundamental to the delivery of our plan. We aim to be a responsible employer in our approach to the pay and benefits our employees receive. The healthy, safety and well-being of our employees is one of our primary considerations in the way we do business.

c) The need to foster the company's business relationship with suppliers, customers and others

Our strategy prioritises organic growth, driven by cross-selling and up-selling services to existing clients and bringing new clients into the Group. To do this, we need to develop and maintain strong client relationships. We value all of our suppliers and have built multi-year relationships with our key suppliers.

d) The impact of the company's operations in the community and environment

Our approach is to use to create positive change for the people and communities with which we interact. We want to leverage our expertise and enable colleagues to support the communities around us.

e) The desirability of the company maintaining a reputation for high standards of business conduct

As the board of directors, our intention is to behave responsibly and fairly and to ensure that management operate the business in this manner, operating within the high standards of business conduct and good governance expected for a business such as ours and in doing so, will contribute to the delivery of our plan. The intention is to nurture our reputation, through both the construction and delivery of our plan, that reflects our responsible behaviour. This flows through to our shareholders, to treat them fairly and equally, so they too may benefit from the successful delivery of our plan.

f) The need to act fairly as between members of the company

The above flows through to our shareholders, to treat them fairly and equally, so they too may benefit from the successful delivery of our plan.

On behalf of the board



B Arnason
Director

11 June 2025