

**BGL (Holdings) Limited**  
**Year ended 30 June 2021**  
**Strategic report**

**Section 172 (1) statement**

The Directors have complied with their duties to promote the success of the Group for the benefit of its members whilst having regard to the matters set out in section 172(1) (a) to (f) of the Companies Act 2006.

The Board of BGL (Holdings) Limited (the "BGL Board") is clear that good governance and robust decision making is essential to ensure the continued long-term success of the company. The BGL Board achieve this by giving due regard to the interests of a broad range of stakeholders, including shareholders, employees, suppliers, customers and others as described below.

In accordance with the Company's articles of association and terms of the relevant shareholder agreement that govern the rights of the shareholders of the Company, the BGL Board gives due regard to the interests of all stakeholders when it exercises its powers.

There are regular meetings and online opportunities for the Group's employees, with the aim of sharing financial and non-financial information on matters of concern and of interest to them as employees. These meetings also give employees the opportunity to ask questions and make their views known so that the BGL Board can take this dialogue into account when making decisions which are likely to affect their interests.

The Group conduct regular employee satisfaction and feedback survey. The BGL Board receives the results of the survey, which it considers to be a good indicator of employees' confidence in the Group's strategic direction. The BGL Board is also regularly provided with updates on other measures of employee engagement and initiatives undertaken by the Group to improve employee relations.

The Group endeavours to provide equality of opportunity in recruiting, training, promoting and career development to all, irrespective of race, ethnicity, religion, sexual orientation, gender or age. The Group gives full consideration to applications for employment or appointment to the BGL Board from a person with a disability, where such a person can adequately fulfil the requirements of the role and workplace adjustments can be made to facilitate this appointment.

Where existing employees become disabled it is the Group's policy, wherever practicable, to provide workplace adjustments to ensure continuing employment under normal terms and conditions, and to provide training and career development and promotion opportunities, wherever appropriate.

The Group operates a 'Speak Up' policy, also known as whistleblowing, to ensure that employees feel confident to raise any concerns about conduct which may be perceived to be unethical, unlawful and/or damaging to BGL, our people and our customers. The Group offers internal and external channels where workplace concerns may be raised confidentially.

The size and diversity of the Group means that third-party suppliers range from multinational organisations to local businesses. The Group aims to ensure that arrangements with suppliers are fairly negotiated and provide optimum levels of service.

The BGL Board delegates the responsibility for day-to-day supplier management to individual business areas who are required to follow policies relating to the procurement of suppliers, approval and monitoring of contracts and the raising and authorisation of purchase orders. Together these policies assist the Group in meeting its business and strategic objectives and in balancing the needs of customers, staff, commercial partners and other stakeholders.

Making a positive difference for customers is at the core of the Group's purpose and values. To ensure that this is achieved whilst also complying with all applicable regulatory requirements, the Group provides training to all employees and frequently tests them on their knowledge. The Group promotes a strong customer culture with a range of workstreams and projects continually focussed on improving customer experience and protecting vulnerable customers.

**BGL (Holdings) Limited**  
**Year ended 30 June 2021**  
**Strategic report**

**Section 172 (1) statement (continued)**

Where the principal decisions made by the Group during the year lead to new, or substantially amended, products and marketing activities, the impact on customers is formally reviewed by the Executive Directors and Executive Committee. We publish aggregate complaints data based on volume of complaints received and upheld, and regularly reviewing customer calls. Customer satisfaction is monitored by using Net Promoter Score (NPS), as a metric which measures how many customers would recommend a brand.

The BGL Board is dedicated to supporting communities in the UK and further afield. The BGL Board promotes funding of locally based charities, volunteering and events at our sites through a dedicated corporate social responsibility (CSR) programme and corporate foundation. The Group also uses match funding and payroll giving to encourage employees to raise and donate funds in the aid of good causes.

The CSR programme also develops longer-term partnerships with specific charities at home and abroad which are aligned to the Group's purpose, vision and values. These partnerships are designed to empower people and encourage education and entrepreneurship.

Reporting of the gender pay gap has been considered during the year at a Group level, through the Remuneration Committee. The Group's gender pay summary is published annually on the BGL website and a number of specific initiatives, including flexible working practices and mixed shortlisting are being constantly implemented in an effort to reduce the gap.

The Group publishes a slavery and human trafficking statement for each financial year as required by the Modern Slavery Act 2015. This statement outlines the steps the Group and Company have taken during the financial year to ensure that slavery and human trafficking is not taking place in any of its supply chains and in any part of its own business.

As well as formal environmental reporting, a Group-wide employee-led Mi Environment programme covers a range of issues, including reducing plastic use, energy efficiency and wildlife conservation around our sites. The Group's policies promote flexible working and aim to reduce unnecessary travel.

On behalf of the board:



DJ Platt  
**Director**  
7 October 2021