

Directors' statement of compliance with duty to promote the success of the Group

The Directors are required to include a statement of how they have had regard to stakeholders to promote the success of the Company, in accordance with section 172 of the Companies Act 2006. Under s172, a director must act in the way he considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members, as a whole, and in doing so have regard to:

- the likely consequences of any decision in the long-term,
- the interests of the Company's employees,
- the need to foster the Company's business relationships with suppliers, customers and others,
- the impact of the Company's operations on the community and the environment,
- the desirability of the Company maintaining a reputation for high standards of business conduct, and
- the need to act fairly as between members of the Company.

The Company's long-term strategy focuses on achieving success through sustainable growth. Implementing this strategy the board take into account the impact of relevant factors and major stakeholder interests on the Company's performance. The directors promote a culture of upholding high standards of business conduct and communicate this throughout the Company via policy setting and operational procedures.

The board understand the importance of stakeholder engagement and consideration of their interests in the process for key strategic decision making. Issues concerning stakeholders including employees, clients, suppliers, local community, and shareholders are regularly discussed with direct stakeholder engagement sought when required. Information about our stakeholders and how we have applied these duties with regard to key stakeholders are detailed below:

Employees

Our people remain the bedrock of the business and vital to our success. The Group promotes a positive working environment for all employees with rigorous policies and procedures that protect, develop and satisfy our existing and future employees. The Directors are committed to ensuring the highest standards of health and safety & strive to develop an inclusive culture where all staff feel valued.

Suppliers

We aim to work collaboratively with our suppliers to build long-term, mutually beneficial relationships with trading partners who share our corporate philosophy of honesty, integrity, and ethical business practices. The Group endeavours to enter into clear and fair contracts with its suppliers.

Customers

We establish strong long-term relationships with our customers and have dedicated account management for all accounts. We strive to understand what products our customers require and how to improve our customer service.

Community & environment

The Directors are committed to minimising the impact of the Group's operations on the environment and are focused on providing sustainable products where possible. As an international Group air travel between EFF sites is always considered carefully, with videoconferencing championed wherever practical.

An example of a key decision made during the year and stakeholder consideration and engagement is summarised below:

- Expansion of UK office capacity - The board recognise that to support growth an increase in UK office space was required. The board took into account the impact of this decision on the local environment and the benefits the increased capacity will provide in regard to creating additional local jobs. The interest of employees in terms of worker welfare was also integral in the decision making. The investment is significant in terms of cost and regard has been paid to shareholder interest in this respect. The board decided the investment is in the best interests of the Company and of benefit to its major stakeholders.