

S172(1) STATEMENT

Section 172 of the Companies Act 2006 requires every director to act in the way he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole.

In governing the company and discharging their duties under section 172 during this reporting period, our directors continued to exercise all their duties, while having regard for these and other factors as they reviewed and considered proposals from senior management and the wider BJSS leadership community and stakeholders.

The stakeholders we consider in this regard are our employees, our customers, our partners, suppliers and the communities in which we work. The Board recognises that building strong relationships with our stakeholders will help us to deliver our strategy in line with our long-term values and operate the business in a sustainable way.

Stakeholder engagement

At every Board meeting the directors review the progress against strategic priorities such as international growth and the changing shape of the business. Ultimately Board decisions are taken against the backdrop of what it considers to be in the best interest of the long-term financial success of the company and BJSS' stakeholders, including employees, the community, partners, suppliers and customers.

The Board is committed to effective engagement with all of its stakeholders. Depending on the nature of the issue in question, the relevance of each stakeholder group may differ and, as such, as part of its engagement with stakeholders, the Board seeks to understand the relative interests and priorities of each group and to have regard to these, as appropriate, in its decision making.

The Board regularly receives reports from management on issues concerning customers, our employees, partners and suppliers and the wider community which it takes into account in its discussions and in its decision-making process under section 172.

In addition to this, the Board seeks to understand the interests and views of the organisations stakeholders by engaging with them directly as appropriate. Some of the ways in which the Board has engaged directly with stakeholders over the year are set out below.

Customers

BJSS clients span a number industries, businesses and end consumers of our services. We work closely with our customers to understand their evolving needs so we can improve and adapt to meet them. Throughout the year the Board received updates on key customer issues through our client service performance updates and regular net promoter business reviews. During the year, the Board have taken decisions to actively support clients to help them reduce the impact of Covid on their business.

Members of the Board also meet with customers directly through their account director roles.

Environment

The BJSS board of directors endorse the BJSS environment policy and have overall ownership and accountability for ensuring it is upheld. Regional BJSS Heads of Delivery (HoDs) are responsible for the execution of their plan, with a focus to reduce environmental impact for their staff, clients, suppliers and local communities.

S172(1) Statement - continued

Our Commitments:

- > Operations: Building on our existing Carbon Neutral status since 2019, we aim to become a net-zero carbon (CO₂) business by 2025 by reducing our environmental impact, minimising waste, conserving water and by offsetting our emissions in the short-term. We will use our position as a technology business to positively promote digital communication and flexible working.
- > Post-Covid recovery: COVID has created a seismic shift in how society lives, shops, works and transacts. We will play a key role in the UK's 'Green Recovery' through digital transformation, supporting society to adapt to new, lower carbon ways of living
- > 'Tech for Green' Services: Our services to our clients embed approaches to reduce energy through system design – including the use of Cloud and serverless computing. We work collaboratively to establish and achieve environmental goals through the delivery of the contract.
- > Great Place to Work: We will build a culture of sustainability in which paperless working and public transport use is 'the norm'. Through environmental training and volunteering, we will create a shared agenda between staff, customers and suppliers based on a greater connection to the world around us. We will conserve finite and scarce resources (such as energy, water, raw materials) through the design of our offices and awareness campaigns.
- > Partnerships: We will work with and influence partners and suppliers to drive sustainable practices throughout the supply chain. By purchasing responsibly through local suppliers, we will limit our transportation footprint. We will endeavour to only work with suppliers who share our values and are committed to promoting long-term environmental and economic sustainability.

- > International: We are now present in 15 locations in the UK and internationally, with approximately 1800 staff and have a growing footprint. As we grow, we will select offices close to public transport hubs and refurbish existing offices to take advantage of the latest environmental innovations. These include thermally efficient construction techniques, movement-sensitive lighting and water-saving appliances.
- > Community – we will continue to positively influence communities in each region, playing an active role in using technology to support a Zero Carbon future. Our focus will be on driving carbon literacy in households, schools and businesses, and increasing skills through initiatives such as our Zero Carbon Hackathons.

At the centre of our approach is a commitment to enhancing the way we track, measure and report against our environmental aims to be Carbon Net Zero by 2025 and create a culture of continuous improvement.

We will measure:

- > Volunteering hours spent protecting and improving the environment
- > Green spaces created
- > Reduction in energy consumption, water usage and carbon emissions
- > Financial contributions to conservation and wildlife projects
- > Training and mentoring hours spent influencing others
- > Car miles saved through Cycle2Work
- > Waste diverted from landfill as a result of our 'REUSE' programme
- > Recycling, including food waste
- > Changes in attitude and behaviour as a result of our campaigns
- > Environmental benefits delivered through the lifecycle of our contracts

S172(1) Statement - continued

Commitments to the policy are owned and monitored by the Operations Director and reviewed at monthly board meetings.

Employees

BJSS' workforce is key to its success. Our people help us maintain our strong reputation for excellent delivery and are fundamental in delivering BJSS services. Attracting and retaining good people has been one of the most significant challenges faced by the Board during the financial year. Our 'Great Place to work' programme helps us attract, develop and retain the best talent, equipped with the right skills for the future.

The BJSS Board have emphasised employee engagement in the year ahead. We will continue to drive equality and accessibility across all areas of our business to grow and develop as a collaborative, open, and respectful environment in which everyone can fulfil their potential, be themselves, and enjoy their working life at BJSS.

The Board receive updates from senior management on various aspects of our great place to work programme and feedback through tools such as the group annual survey which help provide the Board with insight into key aspects of our employee programmes.

Moreover, throughout the year the members of the Board engage with the Group's employees in a variety of ways. Despite the challenges of the last year, this was achieved by regular virtual townhall sessions as well as informal interactions through an increase in virtual social events.

As we emerge from Covid-19 lockdown, BJSS will embark on a journey to a 'new normal' regarding our ways of working, specifically, a hybrid working model. Hybrid working will allow us more opportunity to make decisions about where is best suited to do our work, based on the requirements of our employees and our clients. By doing this, we'll reduce the challenges that come with working exclusively from one place or the other, aim to get the best out of ourselves, and each other.

BJSS' focus on doing the right thing by both our people and wider stakeholders was exemplified in our approach to the business support mechanisms introduced by the Government in response to Covid-19. Like many businesses, BJSS faced a period of material uncertainty in the early period of the pandemic and at that point utilised the support measures available. And whilst these schemes have been instrumental in sustaining businesses throughout the economic upheaval brought about by Covid-19, when it became clear that BJSS could continue to operate without the need of external support the Board took the decision to return all monies received through the furlough scheme.

Partners and suppliers

The Board recognises the key role our suppliers play in ensuring we deliver a reliable service to our customers. BJSS depends on the capability and performance of our suppliers, contractors and other partners, such as product or cloud partners, industry peers and academia, to help deliver the services we need for our operations and customers.

The Board is kept apprised of our partner eco-system and relationships with our key delivery partners such as AWS, Microsoft and our participation in industry events and through broader professional membership.

S172(1) Statement - continued

Communities

The BJSS Board consult with people in areas which our regional offices reside to gain valuable perspectives on the ways in which our activities could impact the local community or environment.

The Board is conscious of BJSS' importance in the communities it serves and has carefully considered the impact of certain business decisions on affected communities. It has also carefully considered the needs of our society as a whole and endeavoured to identify sectors with additional needs, such as the BJSS CSR programme focusing on youth in technology. See bjss.com/community.

The BJSS Board will continue to take key stakeholders' views into account in considering further business decisions, whilst promoting the long-term sustainable success of BJSS.

Further information is made available on the website, bjss.com which is regularly updated.

Approved by the Board on 25 August 2021, and signed on its behalf by:



G P Robinson
Director