Engaging with Stakeholders

Engaging with Stakeholders

The Group recognises that it has a number of stakeholders and that it needs to seek to understand their views in order for the Group to enjoy sustainable growth.

This section of the Strategic Report describes how the Directors act in line with Section 172 of the Companies Act 2006, and continue to have regard for:

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

Employees

The Board receives regular updates in relation to employees which has been strengthened this year by the conducting of its first employee engagement survey. The CEO also updates all employees on a weekly basis with regards to the latest business activities and issues. Other members of the Board also ensure employee engagement with regular team meetings and monthly Townhalls with opportunities for question and answer sessions.

Regulators

The Board has a clear and robust process for engaging with regulators. The Board conducts regular compliance reviews, based upon the work of the Group's dedicated Compliance Council.

Clients

The Group takes a proactive approach to communicating with clients and updates are provided to the Board by the dedicated Chief Sales Officers. During the year the Board receives updates from senior management on key client issues via the business reviews.

The CEO and selected members of the Board also meet existing and potential clients (in light of the Covid-19 pandemic these meetings have occurred regularly via video conferencing to maintain our strong relationships). The CEO independently regularly meets with key clients to strengthen relationships.

Suppliers

The Group's procurement policy includes commitment to sustainable procurement and mitigation against the risk of modern slavery, bribery or corruption anywhere in our supply chain. The Group also aims to conduct *itself to the highest standards and pay all invoices promptly. The Board, through the Compliance Council, plays a* key oversight in these policies.

Community participants

The Group is focussed on adding value to the communities in which it operates.

Following an independent study of the Group's vehicle fleet the Group's Board has led with the adoption of electronic and hybrid vehicles. There is a plan to adopt more alternative fuel and electric vehicles throughout the business from 2021 to 2025 as current vehicles are retired. This strategy is highly important, unlocking the opportunities identified in fleet and fuel which accounts for 72% of total energy use in the Group. During this reporting period the Group has switched all purchased electricity to renewable sources, achieving zero carbon emissions from purchased electricity. The Group has also begun a LED light replacement programme, starting with our largest operational site in Lincoln.

From an external standpoint, the Group continued its membership of HP's Planet Partner Recycling Program for used printers, toners, cartridges and printing waste. We will be offering this service to our clients in order to offer a truly circular model for waste management and resource efficiency. The Group is also a partner in the PrintReleaf programme, the reforestation sustainability initiative. This initiative measures the paper consumption of customers who sign up, and then plants trees in certified forestry projects around the world based on that usage.

Decision making

Enterprise Reporting System

During the year the Group initiated a project to replace its current reporting systems with one full Enterprise Reporting System (ERP). The main accounting system has been used by the Group since 2003. A functional shortfall in the system has led the Group to develop and implement complimentary applications to meet its sales order processing and Client Relationship Management (CRM) requirements. The acquisition of the Group by HP Inc in 2018 further highlighted functional gaps in the current environment leading to additional resource cost in order for the Group to meet HP's finance reporting timelines and support financial analysis for group consolidation and reporting. Therefore the decision to invest in a complete end to end system to provide a foundation for future growth was taken during the financial year following a request for proposal process to assess viable future options. This effort was supported by HP Global Indirect Procurement and a broad spectrum of HP subject matter experts.

Addressing the impact of Covid-19

As a result of the Covid-19 pandemic and the measures that have been taken by the government to counteract the impact on public safety the Board took swift and decisive action to protect the health and wellbeing of the Group's employees. The Board began relocating staff to work from home from 16th March 2020, before the Government lockdown on 23rd March. All roles where remote working is possible have been conducted from home since March 2020 and will be whilst government guidance requires it. The Board believes that the Group's previous investments in secure, robust systems, infrastructure and technology platforms have enabled teams to work effectively from home and that that this investment along with a strong team culture, has enabled the Group to protect its colleagues without adversely disrupting service levels to clients, which in turn maintains both client relationships and in the longer term returns for all stakeholders.

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