



**BIBBY**  
LINE GROUP



## The Review

# 2021

January–July

# The Bibby Line Group Values

We give our people the right environment, support and tools to deliver excellence and quality in everything we do.

People are the most important part of our business; we deliver on our objectives by living our values.

This means each of us, at all times, strives to:



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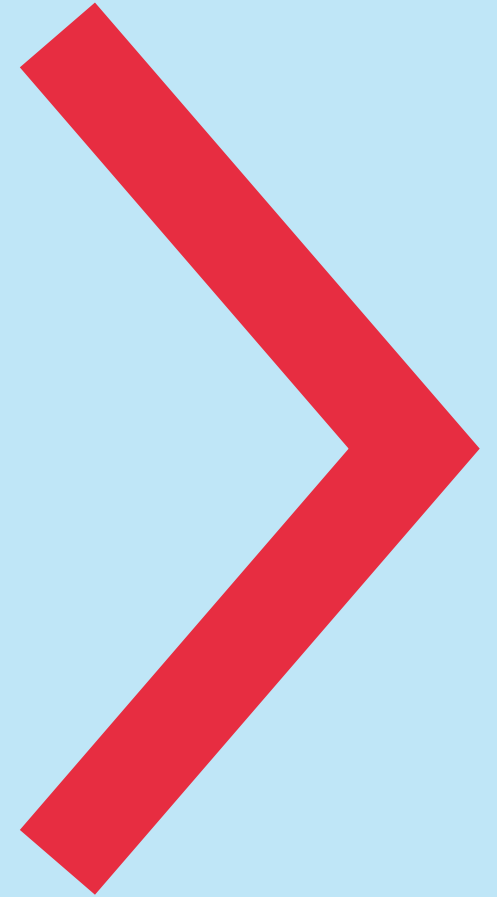
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How we plan to be more resilient by focusing on our environment, communities, people and customers

# Company information

Including Chairman's message, headline  
financial charts and company profiles



## Chairman's Message

“At the heart of all our improvements are our colleagues, who remain crucial to delivering on our purpose in line with our shared Bibby Values.”

### Sir Michael Bibby Bt. DL Chairman



**This Review is a summary of the important work we have completed so far in 2021 to help us achieve our strategic objectives, plus some key metrics from our 2020 annual report and accounts.**

In it we reflect on what we've learnt from the pandemic, and also look ahead to the rest of the year and beyond, as we plan to focus our efforts on improving the sustainability of our group through our new and exciting Compass initiative.

Before we launch into 2021, I just want to reflect on what an important year 2020 was for us – simultaneously weathering the storm of the pandemic, whilst substantially changing the shape of the group, and setting ourselves up to generate profit and creating real value for our stakeholders.

Fast forward to today and it's clear

2021 is already a transitional year for the Group, with a smaller but stronger set of businesses and the liquidity with which to support their future growth.

At the heart of all these improvements are our colleagues, who remain crucial to delivering on our purpose in line with our shared Bibby Values. I am pleased to see the effort, initiative and tenacity with which everyone has met recent challenges and that their wellbeing has been supported, and will continue to be supported across the group as we continue to deploy new working models as we build back better.

Supporting our focus on growth are new senior management teams in each business. Jonathan Lewis stepped up to become Group MD on 1st January 2021 and we have new CEOs in each of our subsidiaries.

Covid has undoubtedly shaken the world in so many different ways. I am pleased, however, about the performance of our group and its prospects for the future, and how last year's restructuring has set us up well to grow and deliver value for our customers, colleagues, communities and shareholders.

**Sir Michael Bibby Bt. DL,**  
July 2021



**Bibby Line Group is a diverse, international business, operating in 12 countries, employing c. 1,500 people in financial services, marine and construction equipment sale and hire. Founded in Liverpool in 1807, we are one of the UK's oldest family owned businesses, with more than 200 years' experience of providing personal, responsive and flexible customer solutions.**

## Purpose and values

Our purpose is to grow the long-term value of the Group. Guided by our shared values, we are custodians of the family business for future generations, creating a diverse group of innovative companies that develop colleagues, delight customers and give back to communities.

Our shared Group values are – Work Together, Be Better, Be Innovative, Trust Each Other, Do the Right Thing – these guide every decision we make, and all combine to help us deliver excellent customer service.

## Strategic themes

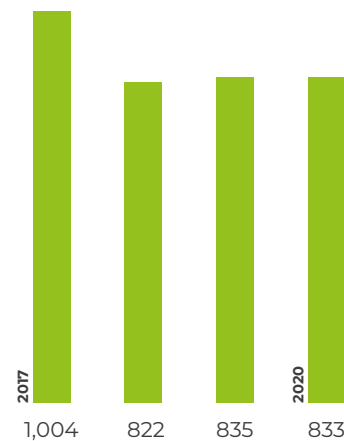
1. Maximise the long-term real value of shareholders' funds
2. Keep a business portfolio capable of generating recurring earnings
3. Attract, motivate and retain high quality personnel
4. Maintain our excellent reputation for safety of operations
5. Be aware of the impact on society and environment
6. Continually strive for excellent customer service
7. Ensure BLG values flow throughout the Group



# Headline Financial Charts

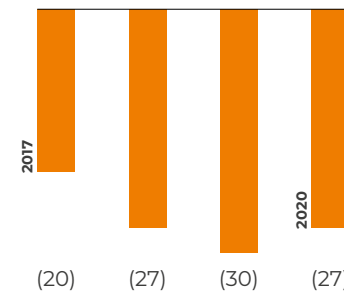
## Bibby Line Group 2020 KPIs at a glance

Turnover (£million)



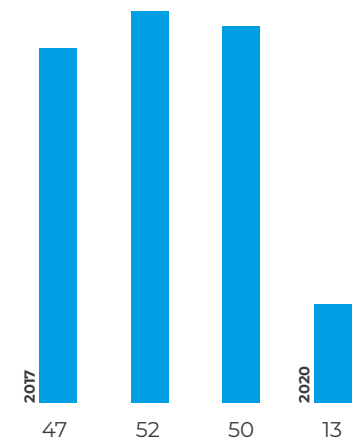
- 1) Revenue has held steady in 2020 despite the impact of Covid-19 on the BFS business as well as disposals of the Distribution and BFS North America businesses.

Profit/(loss) before tax



- 2) Profit Before Tax overall remains consistent with prior years. Improvements in underlying trade across most of the businesses and the exceptional gain on the sale of Distribution were offset by the exceptional costs of BFS restructuring and technology asset impairments as we pivot towards a more agile business model.

Capital investment (£million)



- 3) Capital investment is reduced compared to previous years as there were no fleet additions, following the completion in 2019 of the WaveMaster Horizon, and BFS have changed their strategy on internally developing IT products.

# Company Profiles



## Bibby Financial Services



Bibby Financial Services is a global financial services provider and the UK's largest independent invoice finance company.

In 2021, BFS is focused on supporting companies to grow as economic activity picks up. It's also helping to future proof the business by focusing on delivering its refreshed strategy, which is allowing it to become a more agile and efficient international provider of working capital solutions for SMEs.



## Bibby Marine



Bibby Marine owns and operates the Bibby WaveMasters, an award-winning fleet of Walk-to-Work Service Operations Vessels, and six floating accommodation barges.

In 2021, the focus for Marine is achieving high utilisation of its assets while delivering a ground-breaking research project to explore a range of zero-carbon fuel systems, which would help protect the environment and has the potential to ultimately revolutionise the global shipping industry.



## Garic



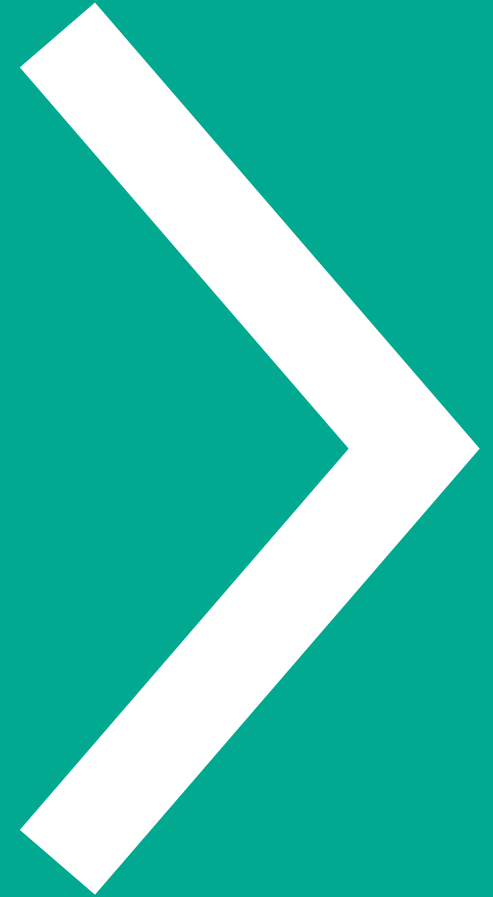
Garic serves the infrastructure sector, and has led the plant hire market with exceptional service, market leading eco-products and ground-breaking innovations for over 30 years.

In 2021, Garic is focused on meeting the high demand for its products, maintaining its excellent customer service offer, while continuing to evolve its sustainability credentials and grow its innovative eco-range of products that help customers meet their site environmental targets while driving down costs.



# A view from the bridge

Jonathan Lewis reflects on his first six  
months as BLG Managing Director



# A view from the bridge

“Following substantial cost reduction, refinancing and business sales, we now have the breathing space and capital with which to meet the future with strength and optimism.”

## A view from the bridge:

Jonathan Lewis reflects on his first six months as BLG MD



**2021 is representing a real transition for the Group, and I am very grateful for the opportunity to lead the group through such an exciting time.**

2020 was undoubtedly an important year in which we slimmed down the group and made the businesses more efficient. Most of our businesses traded well despite the pandemic, and I admire our people who drove this performance ensuring excellent customer service at all times, and who continue to work hard to keep each other, and our customers, as safe as possible.

Following substantial cost reduction, refinancing and business sales, we now have the breathing space and capital with which to meet the future with strength and optimism.

We have new management teams

in place to lead our businesses forward. Financial Services has strengthened its senior leadership team under new CEO Jonathan Andrew. Nigel Quinn, who for a time led Garic and our Marine business has now moved over to run Marine on a full time basis, and Mark Albiston has been promoted from his role as Garic's Operations Director to lead the business. I was very pleased we were able to find the right CEOs for Marine and Garic from within our own organisation. We are putting even more focus on managing talent across the group, and in the years to come I'd hope to see increasing opportunities for our talented people to move between businesses and continue their development within Bibby Line Group.

I was advised before I stepped up to the Group MD role that I would be

surprised at the number of decisions and situations I'd be drawn into. While this is undoubtedly true, it's imperative we don't lose the opportunity to renew our focus on driving long term value.

I have spent most of my time over my first six months, therefore, on working with the businesses on strategy.

Already we are seeing the benefits of that work particularly in Financial Services which is overhauling its systems to deliver a more customer-centric experience, and in Garic, for a long time a leader in delivering environmentally friendly welfare solutions, now focusing even further on sustainability to maintain its edge. Our Marine business is emerging as thought leaders within the low and zero carbon maritime space, and has recently acquired a new

## A view from the bridge

accommodation vessel, the ASV Pioneer, part of our investment into our core businesses made possible by the 2020 restructuring.

Part of driving long term value is about being resilient and having the ability to turn in strong performances year after year. We get there by focusing on all of our stakeholders, and we are therefore putting more emphasis than ever on how we can do even more to look after the environment, provide great service for customers, provide a great experience for our people and improve the communities in which we operate. Together we call this Compass, and I am passionate to make substantial improvements across all of these areas, as well as celebrate the great work that we are already doing. I have been really pleased to see the energy with which people are getting involved in the journey, and collaborating across the group, and hope to be able to share tangible results over the coming months.

Investing in these areas can be a challenge for companies listed on the stock exchange. Being privately-owned, however, allows us to take a longer term view and invest through cycles, and being majority family-owned gives us more opportunity, as well as the responsibility, to pay more attention to all of our stakeholders.

Coming back full circle to people, many of our colleagues have had to self isolate, many have worked from home in line with government advice, while others have headed into their normal place of work where working from home has not been an option. As with many other businesses, we have faced the challenges of working out of multiple locations, but I see the values and culture of Bibby running through whenever I meet colleagues. I feel fortunate to be surrounded by such a talented and passionate group of people.

I do, however, look forward to meeting far more colleagues in person as social distancing rules are

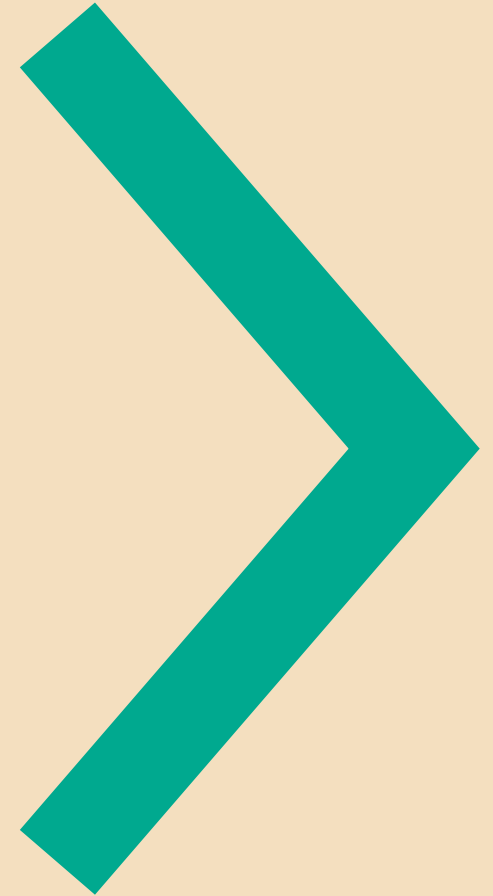
eased. I for one have missed the personal connection you can only build through meeting face to face, or celebrating successes in person, although I have certainly appreciated the additional time I've been able to spend with my family and the efficiency of video conferencing.

I am immensely proud of my colleagues across Bibby Line Group and what we are doing, and the values we hold strong, and I am excited to have the responsibility and challenge to do more.

**Jonathan Lewis**, July 2021

# 2021 Group Highlights

A round-up of the key group and subsidiary stories from the first half of 2021



## 2021 Group Highlights

“The support provided by the government during the pandemic saved thousands of businesses, but as economic activity begins to pick up, SMEs need to start considering more sustainable forms of funding. Invoice Finance is exactly that. It unlocks the capital locked up in unpaid invoices, and it scales with a business as it grows.”

Jonathan Andrew, BFS Global CEO

### Bibby Financial Services UK launches Pandemic Recovery package to support businesses



BFS demonstrated a deep understanding of its customers and market by launching its latest product range in May, aimed at supporting SME businesses to get back on track following a tough 18 months.

Launched alongside the publication of its 'Unlocking the Road to Recovery' research report, the support package is running throughout 2021, demonstrating BFS' commitment to support SMEs, highlighting its unique understanding of opportunities and threats and showcasing support.

**£300m**  
Amount earmarked for SMEs by BFS  
as part of Pandemic Recovery package

## 2021 Group Highlights

“It’s great to be working so closely with the family. They are passionate about the company and its future, and really want to understand our businesses and meet people. This programme is a unique opportunity to develop positive, personal, long-term relationships between company, colleagues and shareholders.”

NextGen Team

### A true family business: connecting the NextGen with the Group



Bibby Line Group is a proud family business and has been for 214 years. In that time six generations of the family have helped to lead the business.

As future shareholders and potential leaders within the business, involving the next generation of the Bibby family is fundamental to why our group exists, and is just as important as meeting our financial objectives. The Bibby NextGen Programme is a more coordinated and long-term approach that seeks to actively involve and connect members of the Bibby 7th generation with the Group, better matching the needs of the NextGen members with the needs of both.

# 9

NextGen members  
involved in the programme



## 2021 Group Highlights

“The Bibby Marine team work tirelessly with our clients to ensure they are happy with our service at every step, and it’s great for this to be rewarded with repeat custom, contract extensions and new partnerships. The diverse range of projects and customers shows how agile we are.”

Nigel Quinn, Bibby Marine CEO

### Bibby Marine achieves high vessel utilisation through ongoing customer commitment



Bibby Marine is supporting a diverse range of projects and customers across the globe during 2021, demonstrating its flexibility and commitment to customer success.

Bibby WaveMaster Horizon continues to support Siemens Gamesa and EnBW with the maintenance of Hohe See and Albatross windfarms in the North Sea with their long-term charter. Bibby WaveMaster 1 is supporting BP, Spirit Energy, Dana Petroleum and Neptune Energy with their operations, also in the North Sea, in a busy year for the vessel. The six floating accommodation vessels are supporting a diverse range of projects and customers across the globe including Aibel, Aker, Total and Sembcorp.

## 2021 Group Highlights

“ This strategic realignment of our portfolio represents a strengthening of the group balance sheet for future investment. I want to thank all our Bibby Distribution and CSG colleagues for their hard work and successes, and the value they have added to customers and our Group and we wish them well under new ownership. ”

Jonathan Lewis, Bibby Line Group  
Managing Director

### Costcutter Supermarkets Group sale completes strategic realignment



Following the sale of Bibby Distribution to Menzies Distribution in December 2020, in February 2021 we completed the sale of Costcutter Supermarkets Group (CSG) to Bestway Wholesale.

The sales are positive news for the group, generating funds for future investment. And, although we were sad to say goodbye to our colleagues in these teams, we wish them all the best for the future as they both join new groups with long histories within their sectors.

# 10%

During the 12 months to 31 December 2019, CSG's sales rose by 10% to £426m

## 2021 Group Highlights

“It’s great to welcome a vessel of Pioneer’s quality to our fleet. It’s acquisition is due to collaboration and team working with many departments across Bibby. It really has been a great example of our teams living the Bibby values leading to a successful outcome.”

Ken Roby, Bibby Marine, Fleet Manager Operations

### ‘Pioneer spirit’ – Bibby Marine adds new vessel to its fleet



70

Number of buses you could fit on the surface of the 100m x 30m vessel

In line with growth plans, Bibby Marine purchased a new vessel in May 2021 – the ASV Pioneer – an accommodation barge designed to offer quality shoreside accommodation to workers, often in hard to reach locations.

The ASV Pioneer has been renamed ‘Bibby Pioneer’, and can accommodate 120 people comfortably in two person cabins with ensuite facilities, and will play a key role in the next phase of Bibby Marine’s development. Like Bibby Marine’s five existing floating accommodation barges, or ‘coastels’, these structures can be transported to any shoreline across the globe, and offer an environmentally friendly, high quality alternative to building a new structure to house workers in remote areas.



## 2021 Group Highlights

“We are incredibly proud of our Eco product range, and passionate about evolving our green credentials. Not only do we provide the right equipment ready to go, we help our customers meet their own environmental targets and save them money.”

Mark Albiston, Garic CEO

### Garic supports customer eco goals by driving down overall site emissions



Garic's market leading green credentials are positioning the company well as customers look to decarbonise their operations to support government emission plans.

Over 60% of Garic's fleet is now Eco/Hybrid, and includes patented and award-winning solar technology designed to tackle CO2 emissions, reduce costs and minimise servicing. The solar energy alone that the fleet delivers on a daily basis is enough to power the average UK home for 8 months and one hybrid welfare van alone can save up to 200kg of carbon per week.

# 200kg

Amount of carbon saved per week by one single Garic hybrid van

## 2021 Group Highlights

“Bibby Marine work collaboratively, and on a continued basis, with the Mental Health and Maritime Signatories, so it made absolute sense to commit to working together and lead with visible action.”

Richard Garforth, Bibby Marine  
HR and Training Manager

### Bibby Marine signs up to protecting marine sector employee health and wellbeing



450

Number of companies and organisations have signed the Neptune Declaration vessel

In line with our shared values, Bibby Marine has put its support behind two key initiatives to help protect both the physical and mental wellbeing of marine employees, demonstrating its commitment as a responsible business within its sector.

In February Bibby Marine signed The Neptune Declaration on Seafarer Wellbeing and Crew Change helping resolve a humanitarian crisis at sea which aims to improve the current living condition for seafarers. In March Bibby Marine also signed a new Mental Health in Maritime pledge, a cross-sector approach to mental health and wellbeing.

## 2021 Group Highlights

“We’re delighted that PTSB has chosen to partner with Bibby Financial Services Ireland for this exclusive service. With our extensive local and global expertise, we are the best positioned specialist lender operating in the Irish marketplace to offer this service to PTSB customers.”

Mark O'Rourke, Managing Director,  
Bibby Financial Services Ireland

### BFS Ireland set to transform the Irish financial services landscape with exclusive partnership



Bibby Financial Services Ireland and leading provider of Retail and SME banking Permanent TSB (PTSB) joined forces in February in an exclusive partnership offering Invoice Finance services to PTSB customers.

The new relationship is one of the first of its kind in Ireland and is set to transform the Irish financial services landscape. As well as facilitating cash flow, invoice finance facilities will also be utilised by PTSB customers to fund a range of M&A / MBO activity or corporate restructuring scenarios.

# 10

Countries across the globe that  
Bibby Financial Service operate in



## 2021 Group Highlights

SOVs are the vessel of choice in offshore wind farms, yet whilst new and highly innovative in their function, we now need to focus on their emissions. The potential of this project to revolutionise the way Bibby and other maritime operators work is very exciting.

Rob Osborne, Bibby Marine  
Innovation Engineer and Project  
Manager

### Bibby Marine chart zero-emissions course, as revolutionary Zero C Project starts to make waves



Bibby Marine Services is leading the way in the fight to protect the environment, by delivering a project to explore a range of zero-carbon fuel systems which could ultimately revolutionise the global shipping industry.

Led by Bibby Marine in collaboration with a project team of marine industry leaders and supported through funding by MarRI-UK, the WaveMaster Zero C project is currently in the planning stage and aims to determine which alt-fuel is best suited to the next generation of SOVs and similar sized vessels.

# 3.5% - 4%

Climate change emissions globally  
due to maritime transport

## 2021 Group Highlights

“Far from being a barrier, working remotely has actually enhanced how we celebrate these important dates. We found new ways to listen to colleagues and share their ideas and experiences and to have honest and productive conversations on key inclusion and diversity topics. A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

Jacqui Barker, Bibby Line Group,  
HR and Communications Director

### Bibby Line Group celebrates inclusion and diversity with calendar of events

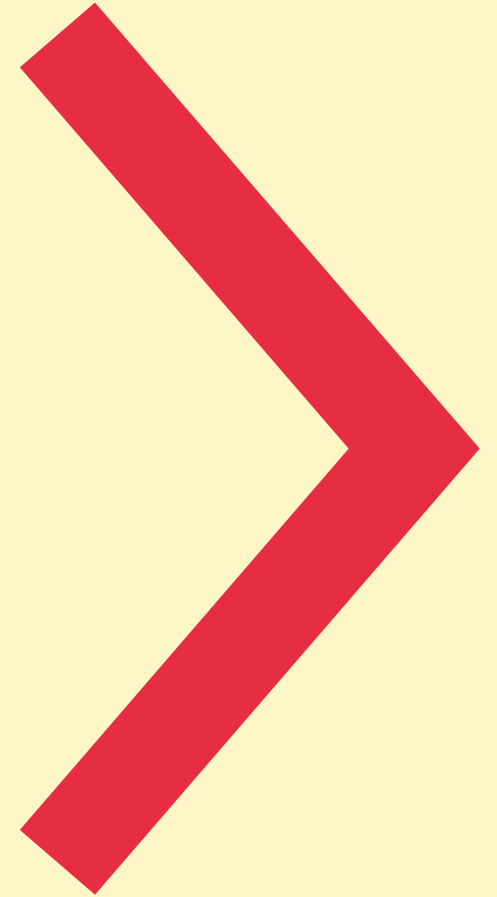


Colleagues across the Group came together online at key points in the first half of 2021 with a coordinated calendar of events to celebrate our inclusive culture and diverse range of backgrounds.

Utilising digital channels due to the majority of colleagues working remotely, colleague led initiatives included creating digital pledge boards for International Women's Day in March, sharing personal stories and videos for Mental Health Awareness Week in May and colourful and creative video backdrops for Pride in June.

# Building Back Better

Lessons learned and actions taken  
during the Covid-19 pandemic



## Building Back Better

“This experience has strengthened our relationship with our customers, and also our trust in our colleagues to react to their changing needs.”

The unprecedented nature of COVID-19 meant that we had to make critical decisions never before faced, often based on limited data. In many instances this resulted in accelerating new and improved ways of working and behaviours that will remain in place beyond the pandemic.

At the time of writing, the pandemic is still very much live. This is a journey. We continue to learn through studying the data, listening to colleagues and monitoring our performance. There are already some important lessons we as a business have learnt, new knowledge we've applied and actions we have taken as we continue our journey to build back better.

### Becoming even more agile to support our customers

We were able to make lightning fast decisions, challenging and changing long-held processes, literally overnight in some instances, because we had an empowered workforce, trusted to react and do what was right for our customers in a time of crisis.

Social distancing measures were quickly put in place to protect customers, pop-up shops and testing centres were installed within days to support essential workers, and colleagues went the extra mile across the group to keep supply chains going.

This experience has strengthened our relationship with our customers, and also proven our trust in our colleagues to react to their changing needs.

By working ever more closely with customers at a deeper, strategic level, we can be even more agile by understanding and anticipating their changing needs even earlier, working as a partnership to help them thrive even more.



# Building Back Better

“From day one, our leaders put colleague safety first and at the heart of every decision made.”

## Continuing to put our colleagues' health and wellbeing first

Like most businesses we've not been immune from the personal impact Covid-19 has bestowed on our colleagues, and perhaps the most important legacy the pandemic will leave is how we interact and support each other as people.

From day one, our leaders put colleague safety first and at the heart of every decision made. From the rapid response by our network of Emergency Response Teams; to supporting mental health and building resilience; to fostering an inclusive culture of two way communication and appreciation of work/life balance – colleague wellbeing came first.

As a values-driven family business we have always been proud of this empathetic approach. This focus on looking after our people will of course continue, but the pandemic has accelerated improvements for how we respect and value all our colleagues for who they are and what they do.

Examples include new subsidiary health and wellbeing programmes, active inclusion programmes, wellbeing initiatives and mindfulness classes and partnerships with wellbeing charities.

## Realising and unleashing the potential of digital transformation

We have seen huge shifts in how we interact with each other and what we consider a workspace.

As the pandemic hit, aside from essential workers in parts of our businesses, many of our colleagues were required to work from home. The speed and efficiency for how colleagues were able to adapt and thrive working remotely was impressive and is already having a huge impact for how we will work in the future.

There will always be advantages of being together in person including collaboration, forming relationships, building our shared sense of culture and indirect learning and

development. However the acceleration of digital technology and communications has led us to challenge everything, opening up a huge range of benefits as we shift towards new and improved ways of working.

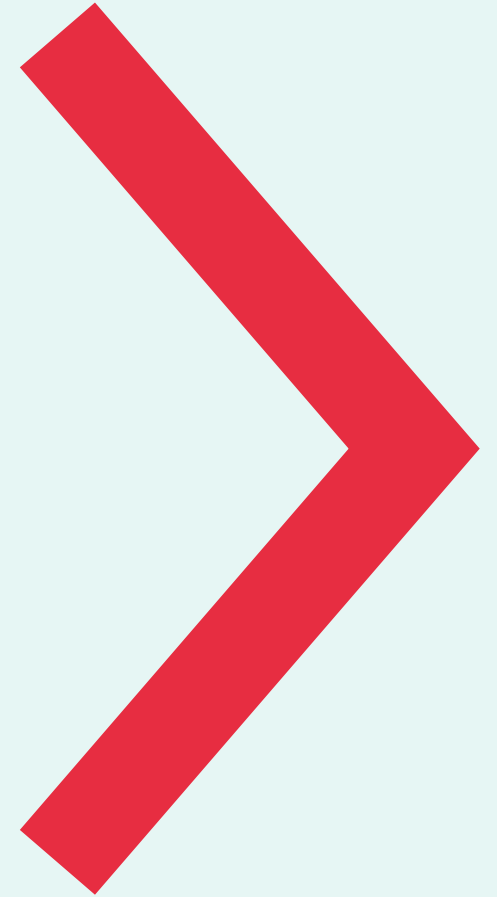
This new technology is allowing our colleagues to support our customers better and faster. Colleagues can connect easier, meaning our Group is collaborating more than ever. We are able to be more inclusive as our talent pool isn't reliant on geographical location, and we are able to improve how we balance work and life better.

Examples include utilisation of digital communications channels to connect and collaborate better, hybrid home and office approaches to working, automating and simplifying outdated processes and using data more intelligently to make informed decisions.



# Colleague Stories

We meet a handful of colleagues  
from across Bibby Line Group





## Colleague Stories

### Louise Bigley, Bibby Marine

I am a Client Account Manager for Bibby Marine, working mostly with the Walk-to-Work vessels. I liaise with clients routinely and manage their account with Bibby. I provide updates, support and manage shipboard projects and commercial developments from ashore.

I've always been interested in the marine industry and was obsessed with joining the Royal Navy as a young teen. When I was 20, inspired by a family member, I signed up and started my journey as a Deck Cadet, travelling the world and meeting lots of amazing people, and experiencing the majesty of the sea.

The whole working environment in Bibby has been positive since day one. What I enjoy most about my role is being surrounded by my team who support and encourage me to be better and aim high.

I also love seeing how the crew are developing on our vessel the Bibby WaveMaster Horizon. She was delivered in October 2019 and has since then been operating off the coast of Germany in Hohe See Wind Farm. All of them have developed into a strong unit who continue to deliver excellent service to Bibby Marine and the client. I'm looking forward to seeing where they will be this time next year.



## Colleague Stories

### Michael Reid, Financial Services

I joined Bibby Financial Services on the sales academy programme in 2016 and have thoroughly enjoyed working for this global business over the past five years.

Joining Bibby on the sales academy gave me a great opportunity to gain knowledge and experience across core areas of the organization. The programme was set out over 12 months and consisted of rotations around the business with an aim to develop my business knowledge, technical skill and professional behaviours required to excel in the industry.

The Sales Academy followed a structured rotation across multiple areas of our UK business which provided a great opportunity to meet colleagues while taking on valuable information which would later support my career progression. In addition, it

gave me the opportunity to integrate and imbed into the amazing 'Bibby Culture' this business has.

I completed the Sales Academy and was promoted to be a Business Development Executive based in our London and South East team. Five months later I was promoted to become a Business Development Manager. I am now an experienced Business Development Manager who has a great understanding of the sales process and industry. I am thankful for the opportunity the business gave me and look forward to welcoming the new Sales Academy of 2021.



## Colleague Stories

### Susan Beal, Garic

I am a heavy goods driver for Garic. Although I am based at the Bury depot, I do a lot of travelling to and from our other depots: Falkirk, Dudley, Sandy and West Thurrock. My role involves trunk runs, delivering cabins, site set up and removals.

I have always driven, it's in the family! Both my dad and brother were also heavy goods drivers, so I guess I carried on the tradition. My first role was delivering car parts, but at the time when this position at Garic became available, I took it and have never looked back as I love my job. It's so good to be doing something different every day and not stuck in a truck all the time.

I can honestly say that I feel very supported here at Garic. My manager Mark has been brilliant after what has been an extremely difficult year for me personally. The rest of the team

are also fantastic, and I get on with every single one of them.

Like most places there are some challenges, but colleagues are so friendly and helpful. The values of the company are very aligned to my own, particularly 'Trust each Other' and 'Work together.' We all muck in and look out for each other, which makes it a great working environment.



## Colleague Stories

### Sophie Garrett, Head office

I am an executive assistant for Bibby Line Group and joined five years ago. I've supported eight directors over the years and I currently support Jonathan Lewis, Group MD, Sir Michael Bibby, Chairman and Jacqui Barker, Group HR and Comms Director.

My role is varied. I typically manage diaries, organise travel, produce itineraries and correspondence, proof read documents and plan events – from large conferences, through residential training courses, to online quizzes.

Currently I am busy learning about facilities management – a new part of my role – which includes helping to decommission an office floor, reviewing the telephony provision of head office, as well as working on a project to introduce an online expenses system.

I am proud to work for a company

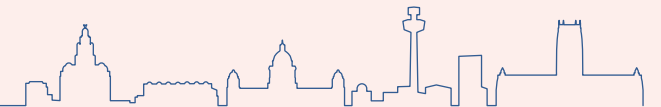
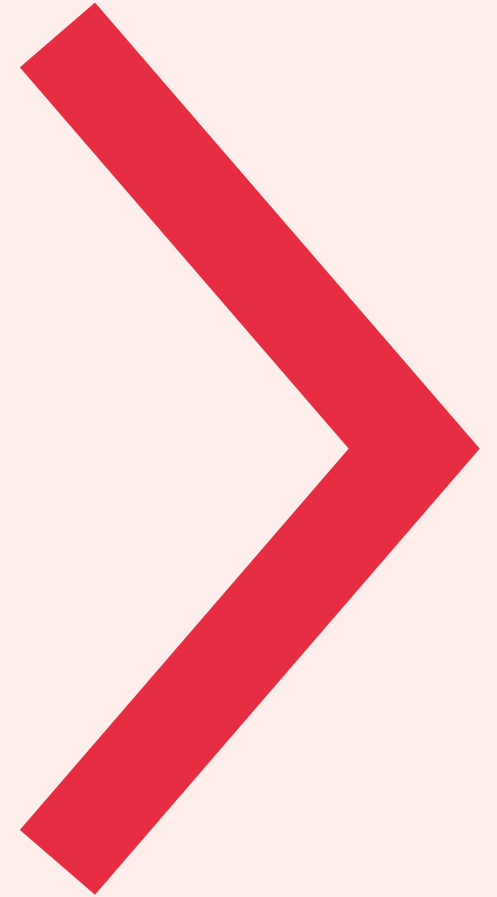
that believe in and promote values. Something that resonated with me when I joined BLG is the Giving Something Back programme. In 2019, I abseiled down Liverpool Cathedral for Zoe's Place Children's Hospice and the GSB programme match funded my fundraising. I also joined the GSB central event trekking up Snowdon at midnight.

This year I have joined the GSB team and after a challenging 18 months, it's really exciting that we're able to get more colleagues out and about and involved in their communities.



# Compass Project Special

How we plan to be more resilient  
by focusing on our environment,  
communities, people and customers



# Compass Project: Introduction

**As a group it is more important than ever that we ensure our business activities are truly resilient.**

So we are putting more emphasis than ever on how we can do even more to look after the environment, provide great service for customers, provide a great experience for our people and improve the communities in which we operate. Together we call this Compass.

Compass will capture and celebrate all of the positive things we are already doing in these areas, while pushing us to do more of the things that make a difference.

Working with teams from across the group, we will share knowledge, expertise and great ideas our networks.

A focused approach helps us future-proof our businesses, making us more resilient, sustainable and competitive. It will provide us with a clear social purpose, which we know our current and future colleagues want. But most importantly, it's in our



DNA and we passionately believe it's the right thing to do.

We will work together across the group to share great ideas, as well as establish Centres of Excellence – teams of people around the Group who are passionate and knowledgeable about specific

opportunities and initiatives, and who can support the whole Group on their journey on further improving its resilience.

This isn't just a one-off project; it will shape every aspect of our business and culture for many years.



## Compass Project: Areas of initial focus

### Environment



We are committed to being an increasingly sustainable business, minimising our environmental impact and influencing positive change. To help us achieve this we will be focusing on 100% renewable energy use, decarbonising our assets and single use plastic reduction.

### People



We keep our colleagues safe at work and celebrate, respect and value them for who they are and what they do. To help us achieve this we will be focusing on developing group-wide approaches to health & wellbeing, active Inclusion and learning and development.

### Communities



We strive to improve the quality of life for all in the communities in which we work and live. To help us achieve this we will focus on reigniting our Giving Something Back programme, supporting colleagues to volunteer within work time and building partnerships with local schools.

### Customer



We continually work to be our customers' partner of choice and support them to thrive. To help us achieve this we will be focusing on setting up customer councils, customer charters and enhanced ways of recording and acting upon customer feedback.

# Compass Case study: The Giving Something Back Programme

“Compass is shining a spotlight on what we are doing well, and challenging us to do even more. The GSB Programme is a great example of this.”

**Our award-winning Bibby Line Group Giving Something Back (GSB) Programme supports colleagues across our Group to make a difference to the charities they are passionate about.**

Colleagues are encouraged to access a range of support including £ for £ matchfunding - boosting their fundraising activities, matching monthly donations made through payroll giving, signposting volunteering and organising charity challenges and treks.

Since 2007, when the programme launched as part of Bibby Line Group's bicentenary, colleagues and the business have donated over £10.4m to hundreds of charities alongside thousands of volunteering hours.

Now, Compass is shining a spotlight on what we are doing well, and challenging us to do even more. The GSB Programme is a great example of this; it's a big part of how we already support communities and engage our people, as well as

supporting our commitments to environment and customer too. Now under the Compass banner, we will look at how we reignite the programme, evolve our offer so it's relevant to colleagues, and ensure everyone in the business is aware of it and can access it.

Ian White, Bibby Line Group GSB Lead and Communications Manager said "We know our colleagues are always keen to give back to communities. However, over the last 18 months it's not been as easy for any of us to do fundraising and take part in charity events. With restrictions easing, and a rejuvenated look at how we support our communities and people under the Compass banner, 2021 is the perfect time to review and relaunch our GSB programme."



“ With thanks to all our colleagues, customers, suppliers and shareholders for their continued support in 2021 as we pivot towards a brighter, more profitable and sustainable future. ”

Jonathan Lewis, Bibby Line Group Managing Director

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creating a better future together’**