



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 always strives to:



“ We are a family business, known for creating a better future together. ”



**Sir Michael Bibby Bt. DL**  
Chairman

**There has been a notable shift in the focus of the business in 2022 as we once again prioritise the growth opportunities and turn our attention towards how we build the business back, after a period of restructuring and slimming down.**

2021 delivered the base for this new found confidence, as the group transformed itself with key activity including the sale of Costcutter (and previously Distribution); Garic completing its national depot roll out and evolving its eco range; Marine developing its new zero carbon WaveMaster vessel designs and growing the accommodation fleet; and Financial Services restructuring its cost base, customer proposition and approach to new investment, particularly in the technical space.

I'm pleased to confirm that in 2021 the group returned to profitability, thus providing a sound platform upon which to grow. The results were delivered through the hard work and tenacity of our colleagues who have continued to provide excellent service to customers.

As you'll read in our 'Strategy in Action' section of this Review, our renewed optimism for the future is supported by a more focused portfolio of businesses, healthy cash balance in Bibby Line Group Limited, financial headroom within the subsidiary businesses, revitalised management

teams, committed colleagues and exposure to growth markets in which we have strong customer relationships.

This improvement in trading performance has also allowed us to focus more on our longer-term, non-financial objectives. For us to be relevant in our markets for the next 30 years (at least) we need to ensure we remain not only profitable but can clearly demonstrate our value to all stakeholders through the way we operate.

In the 'Project Compass' section, you can read more about how we are focusing our sustainability efforts across four areas: Environment, Community, People and Customer to help us work towards the vision of "A family business, known for creating a better future together". In this Review we provide an update on the key elements that have been achieved so far, where we are heading, and a few examples of how the initiative is being lived by colleagues across the group.

As we look ahead to the future, there is no doubt the external environment remains highly unpredictable with the implementation of Brexit, the Covid-19 pandemic, and Russia's invasion of Ukraine happening in a little over two years, all contributing to substantial increases in the cost of living. As such, it is harder than ever to make predictions however we expect that the breadth of

sectors and geographies served by our portfolio will provide protection against the risks of rising interest rates, global energy security, inflation, the environment and leadership changes in government, particularly in the UK.

In order to grasp the opportunities that arise, as well as effectively managing the inherent risks, we must continue to ensure that we have great people committed to run an agile, future-focused business, appropriately funded, and motivated to deliver excellent customer service with efficient operations. This will mean that we can maintain and build on our leading positions in each of our markets.

I would like to take the opportunity to thank all our colleagues, customers, partners, shareholders and other stakeholders in supporting us throughout 2021 and beyond as we face an uncertain world together, but one in which we have renewed confidence and resilience to deliver against our strategic plans.

**Sir Michael Bibby Bt. DL,**  
July 2022

“ At the same time as improving the resilience of the Group, financial performance has improved and we recently reported a net profit of £35.5m for 2021. ”

**Jonathan Lewis**  
Group Managing Director



**A good place to start when reflecting on the last twelve months is to revisit what I focused on in the 2020/21 Annual Review.**

I talked about 2021 representing a transition for the Group, with the sales of two businesses and subsequent restructuring and refinancing allowing us the breathing space to focus on longer term strategy and value creation.

While we'll always be hunting for new opportunities and ever greater performance, I'm pleased with the progress that we've made. We've used the breathing space we created to drive clearer strategies across our businesses, invest where required in new people, systems and capabilities, and to improve the resilience of the Group to allow us to continue to deliver on the Group's purpose.

This increased resilience is even more important as we face into the current challenges of high inflation, the increasing potential of recession, climate change, geopolitical instability and global supply chain challenges. Our business is well aligned to meet these challenges and deliver on our vision of being "A family business, known for creating a better future together".

Our businesses are directly contributing to a better future through the services they provide.

Our largest business, Bibby Financial Services, is supporting small

and medium sized businesses across the UK, Europe and Asia to get back to life following Covid-19 lockdowns, and is well capitalised to provide further financial support to help its customers face the additional challenges affecting their businesses.

In our Marine business, our innovative windfarm support vessels are helping with the transition to a greener economy. And over the last few years, our accommodation vessels have supported projects from a large LNG facility in Mozambique that will substantially increase the wealth of that nation while increasing global energy security, through to supporting Covid-19 protection measures in the port of Singapore.

Closer to home, Garic is committed to helping the UK construction industry to decarbonise while also supporting the development of UK infrastructure to meet the ever-increasing needs of the nation's growing population. We do this by providing market-leading eco-friendly welfare and site set-up services to our customers.

Launched in 2021, Project Compass has given the Group additional focus on building its own resilience, sustainability and responsibility, and this Annual Review sets out further detail on the progress we've been making.

In particular, we are investing

alongside other industry participants into research behind decarbonising our windfarm support vessel fleet – this research will not only ensure we can help our clients as they seek to reduce emissions, but will also benefit the broader maritime industry as it works to deliver on its carbon reduction pledge.

For over a decade we've provided financial support to our communities through our Giving Something Back programme. We are now additionally providing our time to a wide range of worthy causes through our new Donate A Day corporate volunteer programme, building bridges between our business and the communities in which it operates.

Our customers provide the oxygen we need to continue thriving, and we only attract and retain customers if we provide them with excellent customer service and great products. We have substantially improved our customer feedback mechanisms over the last year as well as introduced customer councils to allow us to get greater insight into the challenges faced by our customers and how we can support them even better. These customer councils have shown that our customers share many of the same priorities as we do for building more resilience, sustainability and responsibility into their operations.

Of course, the products and

services we offer to customers are only possible by having fantastic and engaged colleagues. We are investing heavily in this vital area and have recently brought on board two senior hires to add further focus.

At the same time as improving the resilience of the Group, financial performance has improved and we recently reported a net profit of £35.5m for 2021. This result could not have been achieved without the exceptional colleagues we have around the business, who share the Bibby values and are passionate about providing excellent customer service. We've all had to get used to new ways of working through Covid-19 and as we emerge from the pandemic, wherever I've gone in the business I've seen people excited and committed to supporting each other and excited by the future challenges ahead.

We are also working ever closer with the Bibby family who are our majority shareholder. We have provided opportunities for members of the seventh generation to work in our businesses, held the first in-person update day for the Bibby family since 2019, and welcome the support and challenge provided by three family members who serve on our Group and subsidiary boards. The Bibby family's continued engagement with the business is a key part of how we operate and allows us to take a

longer-term view on strategy and investment, as well as ensuring that we remain true to our values and maintain the reputation of the Bibby name and what it means to our other stakeholders.

It has certainly been a busy year in which the Group has pulled together to deliver against our vision. We are excited about what we've achieved, grateful to our colleagues, customers, suppliers and partners who have made this possible, and have renewed confidence in our future.

**Jonathan Lewis,**  
Group Managing Director  
July 2022



# Company information

Including company profiles, headline financial charts and key metrics


We are one of the UK's oldest family owned businesses, with more than 200 years of experience of providing personal, responsive and flexible customer solutions.

**Bibby Line Group (BLG) is a diverse, international business, and operates in multiple countries, employing c. 1,300 people in financial services, marine and infrastructure support.**

Founded in Liverpool in 1807, we are one of the UK's oldest family-owned businesses, with more than 200 years of experience of providing personal, responsive and flexible customer solutions.

We focus our sustainability efforts on how we look after the environment, improve the communities in which we work and live, protect and offer a great experience for our people, and nurture long-term relationships with our customers.

Our group vision is to be "A family business, known for creating a better future."

**Right**  Bibby Line Group HQ, Exchange Flags, Liverpool

### » Purpose and values

BLG's 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 and 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. Continuously improve the environment for all
6. Continually strive for excellent customer service
7. Ensure BLG values flow throughout the Group



Bibby Line Group operates a portfolio of market-leading companies within the financial services, marine services and infrastructure sectors.



## » Bibby Financial Services

**Bibby Financial Services (BFS) is a global financial services provider and the UK's largest independent invoice finance company. BFS helps businesses around the world grow, combining international scope with expert local knowledge.**



## » Bibby Marine

**Bibby Marine owns and operates the Bibby WaveMaster fleet of Walk-to-Work Service Operations Vessels, which specialise in transporting offshore workers to remote work locations. It also owns six floating accommodation barges, offering flexible shoreside and near shore accommodation for workers.**



## » Garic

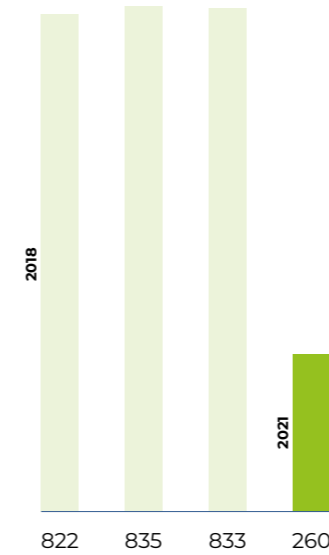
**Garic has led the plant hire and sale market with exceptional service and innovative products for over 30 years. The principal activity is the design, fabrication and purchase of plant and machinery for sale or hire.**

**Left**   
Bibby Financial Services HQ, Banbury

**Middle**   
Bibby WaveMaster 1

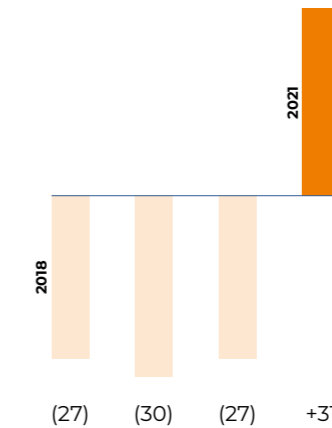
**Right**   
Garic HQ in Bury

## Bibby Line Group 2021 KPIs (Key Performance Indicators) at a glance



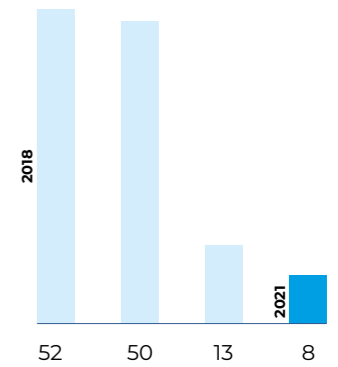
## » Turnover (£million)

Revenue reduced in 2021 due to the disposals of Costcutter Supermarkets Group and Bibby Distribution.



## » Profit/(loss) Before Tax (PBT) (£million)

Profit Before Tax increased significantly in 2021 due to improved trading and a profit on the sale of Costcutter Supermarkets Group.



## » Capital Investment (£million)

Capital investment was constrained in 2021 due to the strategic decisions in BFS to use third party technology and also by supply chain challenges in Garic.

Bibby Line Group Ltd detailed annual report and accounts are available to view at [www.bibbylinegroup.co.uk](http://www.bibbylinegroup.co.uk)



## Awards & Recognition

During 2021 and 2022 our group businesses have been recognised within their industries with a series of prestigious awards and accolades.

### » Bibby Marine & Bibby Line:

- Mersey Maritime Innovation Award **Winners 2021**
- Acquisition International Business Excellence Award **Nomination 2021**
- Clean Maritime Demonstration Competition **Winners – x 2 projects**
- Merchant Navy Medal for Meritorious Service for Jebb Kitchen, Bibby Line Ltd MD **Winner 2021**

### » Bibby Financial Services:

- NACFB Awards Factor & Invoice Finance Discounter of the Year **Winners 2021**
- Gramercy Institute Strategy Awards Financial Strategy **Winners 2021**
- My Company Polska Trustworthy Brand **Winners 2021** (BFS Poland)
- Business Moneyfacts Awards Best Factoring and Invoice Discounting Provider **Commended 2021**
- Business Moneyfacts Awards Best Service From An Invoice Finance Provider **Commended 2021**
- eKomi & BankingCheck Award 2022 Best Factoring Service Provider **Winners 2022 (BFS Germany)**

### » Garic:

- The Royal Society for the Prevention of Accidents (ROSPA) **Gold** Health & Safety Award 2021
- The Royal Society for the Prevention of Accidents (ROSPA) **Gold** Health & Safety Award 2022
- The Fleet Operator Recognition Scheme (FORS) **Gold** Accreditation 2021
- The Fleet Operator Recognition Scheme (FORS) **Gold** Accreditation 2022
- Health, Safety and Wellbeing Excellence award at the Construction News Specialist Awards **Nominated – winner to be announced September 2022**



Below is a snapshot of a few of the outputs we have achieved over the last 12 months to help us achieve our strategic aims

**£10 billion**

Debts factored by BFS increased from £8.9 billion in 2020 to £10 billion in 2021

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**79%**

Garic fleet utilisation increased from 77% in 2020 to 79% in 2021

**BIBBY FINANCIAL SERVICES**

**£300 million**

Covid Recovery Fund to help support UK recovery

**BIBBY LINE GROUP**

**250**

Donate A Day volunteer days delivered in the first eight months

**BIBBY MARINE LIMITED**

**66%** reduction in single use plastic aboard Marine WaveMasters

**GARIC**

**58%** of Garic fleet now Eco, Electric or Hybrid

**BIBBY LINE GROUP**

**Net Promoter Score (NPS):**

**+43**  
Bibby Financial Services

**+72**  
Garic

**+78**  
Marine WaveMasters

**BIBBY FINANCIAL SERVICES**

**£738 million**

Funds advanced by BFS

increased from **£625 million** in 2020 to **£738 million** in 2021

**BIBBY LINE GROUP**

**£65,000** total funds raised for charity by colleagues and the group in 2021

**Group-wide Compass Vision:**

“ A family business, known for creating a better future together. ”



# 2021-22 Strategy in Action

A round-up of the key group  
and subsidiary stories from  
the second half of 2021 and  
the first half of 2022

## How Bibby Financial Services is putting people and technology at the heart of its strategic evolution

£300m

Amount earmarked for SMEs by BFS as part of its Pandemic Recovery Fund

10,000

Invoices processed every day on behalf of clients

9,000

SMEs supported with Asset Finance and Invoice Finance solutions

**For the past 18 months, BFS has been on a journey to help futureproof the business with clarity around why, what and how it works with stakeholders to deliver best-in-class products and excellent service for clients, colleagues and communities.**

The company is calling this strategic journey 'BFS 4.0' and it is already having a huge and positive impact on the entire business, including embedding new people structures, developing the customer journey and strategic blueprint, as well as continuing its focus on environmental sustainability, inclusion and diversity, and health and wellbeing. It also seamlessly links with Bibby Line Group's Project Compass initiative that seeks to improve the overall sustainability of the group across four key areas: environment, community, people and customer.

The 4.0 approach is flexible and allows the business to adapt quickly to change. As a result, BFS is at the heart of the Covid-19 economic recovery, with the business able to swiftly provide a £300m Pandemic Recovery fund to


support small and medium sized businesses in the UK and across Europe to get back to life following Covid-19 lockdowns.

It also makes life more simple and more straightforward for clients – including easier ways to connect and access funding to develop their business, but also for colleagues – with the removal of hierarchies and red tape, allowing colleagues to focus even more on meeting the needs of customers.

The strategy was devised, developed and launched with input and engagement from colleagues, clients, business and intermediary partners around the world, and focuses on the company's journey to become the leading provider of working capital solutions for small and medium sized businesses with a multichannel distribution model.

The 4.0 programme is already starting to deliver real benefits. In 2021, BFS wrote 1,500 new deals and processed more than 10,000 invoices every day on behalf of clients, all the while maintaining its famous focus on customer service, resulting in an enviable Net Promoter Score of +43 and 'Excellent' rating on independent review site, Trustpilot.

And, this is only set to improve, as the company continues to broaden its distribution channels by becoming the preferred partner to a UK network of 3,500 accountancy and advisory specialists.

**Below**  The 4.0 approach is flexible and allows the business to adapt quickly to change.



## What does BFS 4.0 mean for clients?

“ BFS 4.0 is about being on the side of businesses when they need us, whether this is in unlocking cashflow for day-to-day operations, investing in new staff or machinery, financing expansion and growth in new and existing markets, overcoming complexities of trading overseas, or funding new M&A opportunities that arise.

Our strategy is focused on leveraging the experience and expertise of colleagues across all of the countries in which we operate, enabling us to become a truly international partner for SMEs and helping them to take advantage of growth opportunities.

Importantly, BFS 4.0 combines our invoice finance heritage with our flourishing Asset Finance and FX businesses to broaden the scope of our support for SMEs across a range of sectors, geographies and financing needs. ”



**Jonathan Andrew**  
BFS Global CEO





## How Bibby Marine is at the forefront in the drive towards zero carbon shipping

# 3.5-4%

of all manufactured carbon emissions comes from the global shipping industry

**Global shipping accounts for 3.5% to 4% of all manufactured carbon emissions, and Bibby Marine is on a mission to address this with a ground-breaking project that has the potential to revolutionise the global shipping industry.**

The move towards zero carbon vessels is the next big step change in propulsion technology and Bibby Marine is perfectly positioned to bring together the key players to find the best solution.

Bibby Marine Service Operation Vehicles (SOVs) provide working platforms and temporary offshore accommodation for windfarm workers for up to 30 days at a time. But although they serve the greenest of energy producers and are best-in-class in terms of fuel efficiency, like all ships they are diesel fuelled, emitting greenhouse gases.

With grant funding from MarRI-UK, Bibby Marine, along with several industry partners, has carried out research and development work to look at a new generation of vessels that utilise alternative fuels.

The Bibby WaveMaster Zero C project is investigating the feasibility of a variety of zero carbon fuels. These are hydrotreated vegetable oil, ammonia, hydrogen, methanol and a full electric battery solution. The project is making great progress, picking up the Innovation Award at the Mersey Maritime Industry 2021 awards.

Building on the success of The Zero C project, Bibby Marine is now working with partners on two related projects as part of the Department for Transport (DfT) Clean Maritime Demonstration Competition which is helping bring the delivery date of zero emission vessels within British waters and elsewhere ever closer.

The Zero C project is now reaching its conclusion and is currently being evaluated, not only looking at the technical feasibility but also its safety, landside infrastructure requirements and environmental credentials, along with the commercial business case. The output will be a preference list of green fuels for new build SOVs as part of a detailed recommendation report due out later in 2022.


“From Bibby’s pioneering sailing ships that first launched over 215 years ago, to its award-winning modern day SOVs, the company has always been on a journey of continuous innovation. Again we are at the forefront in our drive to move rapidly to zero carbon vessels.

It’s a complex problem to solve. The challenge extends beyond the vessels themselves into port design and the correct infrastructure to support any transition. The project will support both the development of building new vessels that can be flexible enough to be adapted as the technology moves on – and retrofitting existing vessels to keep them operational while reducing emissions.

Although the focus is on offshore vessels similar to the WaveMasters the technology will be transferable to vessels all over the globe. The aim is to create something that will lead to zero carbon vessels being in the water within a relatively quick 2-5 years. Plus, the implications aren’t just limited to shipping, as the technology has the potential to be used across multiple sectors on a global basis. Therefore, the fact that the results of our study have the potential to revolutionise the way Bibby and many others work is very exciting. ”



**Nigel Quinn**  
Bibby Marine CEO

**Below**   
Bibby WaveMaster 1 gangway in operation





## How Garic is leading the way to a sustainable construction sector model

90%

Garic's new Combi Cabin ECO range reduces CO2 emissions and fuel costs by 90% compared to a standard cabin

40%

Estimated total emissions generated by the construction industry for the UK and worldwide

**There is no doubt that the construction industry needs to move to more sustainable construction methods, contributing around 40% of the total emissions for the whole of the UK and worldwide.**

As one of the most trusted and innovative specialised plant and welfare facility providers in the UK, Garic has set up a clear vision and roadmap to make this a reality, as it continues its journey towards market leader in sustainable solutions within its sector. Its three areas of focus are:

- **Greener products**, in a bid to help customers to reduce overall carbon footprints
- **A more sustainable supply chain**, and working with partners to achieve this
- **A greener business**, to reduce its footprint wherever it can

Central to Garic's approach is the fuels it uses to power its products. The company has developed, and patented its own award-winning solar technology, which is not only designed to tackle the issue of CO2 emissions but also to reduce customer fuel costs,

all while minimising noise, vibration and the need for servicing.

An example of this is the new Combi Cabin ECO range, which reduces CO2 emissions and fuel costs by 90% compared to a standard cabin.

Ultimately the goal is to reach zero carbon emissions, and Garic's long-term strategy has identified hydrogen as perhaps the cleanest and most powerful form of renewable energy, capable of being used in virtually any setting. However, the networks that support this fuel source are not ready yet. So, in the short term, the company is looking at a method of potentially reducing CO2 emissions by up to 90% based on hydrotreated vegetable oil, grease waste, or residues from the food industry or agriculture for example.

Garic's approach reaches far beyond its innovate and award-winning eco-ranges. As influencers in the sector, Garic has highlighted the need for education around environmental issues. This includes working with customers, MPs and partners to highlight the importance of a sustainable construction sector model.

Across the business, Garic is also adopting an innovative 'circular economy' approach, which instead of relying on a hugely wasteful, 'take, make, dispose' linear model, adopts key sustainability principles of renewable energy, and designs products that can be 'made to be made again' and where possible, reusing materials.

On a wider basis, Garic is also playing its role by working towards a greener future by supporting the delivery of the UK's infrastructure ambitions, in expanding UK road, rail and energy infrastructure to meet the growing needs of the population.

“ Along with an obsession for exceptional customer service, we've also always been focused on reducing CO2 emissions within the sector, and our development team are constantly working to look for new ways to reduce impact up and down the country.

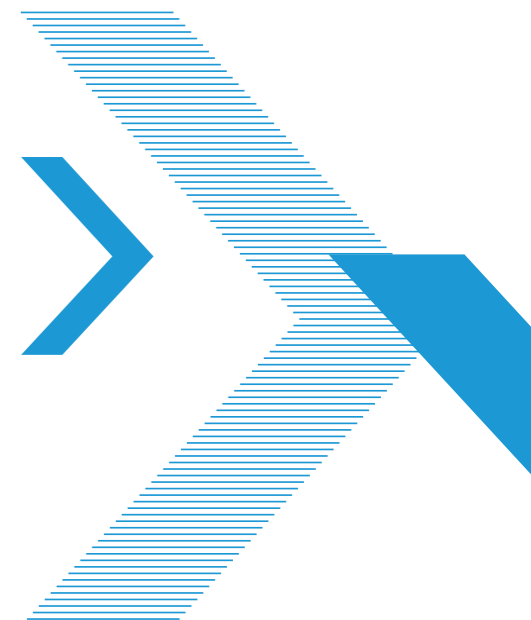
At Garic we like to lead by example. Whether it be our solar products, a commitment to reducing waste, or our eco product ranges, we've long been at the forefront of sustainable development within the construction industry.

We are now more focused than ever on helping the UK construction industry to decarbonise while also supporting the development of UK infrastructure to meet the ever-increasing transportation, energy, water and other needs of the nation's growing population. ”



**Mark Albiston**  
Garic CEO

**Below** 58% of Garic's fleet is now Eco, Electric or Hybrid.







## Bibby Line Ltd MD receives prestigious Merchant Navy Medal for Meritorious Service

**At Bibby Line Group, we're proud to support and develop our colleagues to meet their full potential.**

Our colleagues go on to do amazing things in their field, and none more rewarding than Bibby Line Limited's Managing Director Jebb Kitchen, who in 2021 was announced as a winner of the prestigious Merchant Navy Medal for Meritorious Service, awarded to a handful of individuals annually on Merchant Navy Day for outstanding service and contribution to the maritime sector.

The medal is awarded by the State to those eligible seafarers who are judged to have made a significant worthwhile contribution to merchant shipping, its operations, development, personnel, welfare or safety.

Jebb, who has had a 46 year career with Bibby Line Limited – the group's historical shipping business – said "It's an honour to be nominated for such a prestigious award. I've been privileged

to work alongside so many amazing colleagues over the last 46 years and want to thank everyone who has supported me throughout my career."

Jonathan Lewis, Bibby Line Group Managing Director said "Jebb is an outstanding ambassador and an extremely critical part of Bibby Line Group's shipping sector history. He is an absolute professional, exemplary leader, collaborative colleague, excellent role model and an extremely valued colleague who effortlessly lives the company values."

Sir Michael Bibby, Bibby Line Group Chairman said "At all times Jebb has exuded the values we would all hope to hold of honesty, diligence, loyalty and commitment. He has significantly enhanced our (and British Shipping's) reputation in the marketplace as being professional, knowledgeable, honest, open and fair. He embodies what being part of Bibby Line Group is all about."



**Left** Jebb Kitchen receiving his medal

**Above** Merchant Navy Medals for Meritorious Service

“At all times Jebb has exuded the values we would all hope to hold of honesty, diligence, loyalty and commitment. He has significantly enhanced our (and British Shipping's) reputation in the marketplace as being professional, knowledgeable, honest, open and fair. He embodies what being part of Bibby Line Group is all about.”

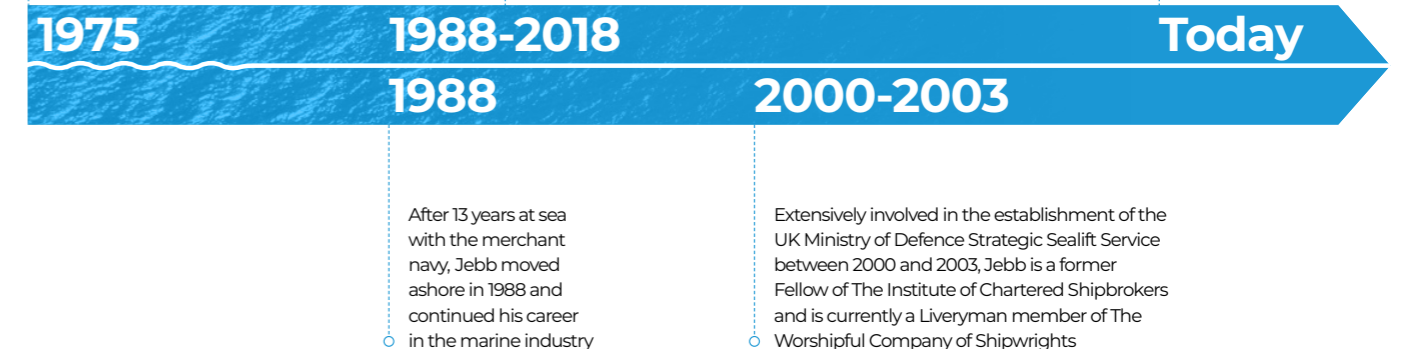
Sir Michael Bibby, Bibby Line Group Chairman

### » Focus: A lifetime of service to the marine industry

Jebb began his life as a seafarer at the age of 17 in 1975 as an apprentice deck cadet on board the MV Warwickshire, qualifying as a master mariner in 1986

Jebb worked his way up to the role of Managing Director of Bibby Line Limited.

Jebb also serves as a trustee director of the Merchant Navy Ratings Pension Fund





## Bibby Financial Services celebrates 40 years of supporting SMEs to thrive

1982

Year Bibby Financial Services was established



**2022 marks a special milestone, as our Financial Services business celebrates 40 years of helping small and medium sized enterprises (SMEs) to survive, thrive and grow. While today the company supports thousands of SMEs around the world through teams in nine countries, its history was shaped by humble beginnings in Liverpool.**

In 1982, amid a turbulent time for the shipping industry and with a growing desire for Bibby Line Group (BLG) to diversify, in a chance encounter, BLG Managing Director Sir Derek Bibby met friend John Gee on a train from Liverpool to London.

During the journey Gee recommended *factoring* – a way for

businesses to fund cash flow by selling their invoices to a third party – as an area of high growth. After exploring the opportunity further, Bibby Financial Services (BFS) was formed, initially trading from BLG's accounts department, before becoming a separate business entity soon after.

Today, BFS is an international business and the UK's largest independent invoice financier, but while much has changed, some things have remained constant. Four decades on, BFS remains committed to supporting SMEs; committed to the group family values; committed to working together with intermediary partners to support regional and national growth and committed to contributing positively to the communities in which the business lives and works.

It's been a dramatic 40 years beyond even the last decade, not least during the 2008 financial crisis and subsequent credit crunch when SMEs struggled to access finance. But as many traditional lenders pulled back, BFS stepped forward, and for many SMEs this meant the difference between survival and bust.

Since its formation, BFS has added to its arsenal of support options for SMEs and their advisors, supplying invoice finance, asset finance, specialist finance for the construction and recruitment sectors, help for those trading internationally in the form of trade finance, export finance and foreign exchange services, and - crucially for many - bad debt protection.

**Below** Bibby Financial Services HQ, Banbury



“Throughout the past 40 years, we have witnessed profound changes in the business environment and economic landscape, but while the needs of SMEs and the world around us have changed significantly since 1982, our family values, the pride in our heritage and our commitment to supporting our clients and business partners hasn't.

Our experience has enabled the company to support businesses throughout multiple economic cycles - through expansion and trough, bull and bear. Our history is the cornerstone of the qualities we celebrate as a business, and those our intermediary partners recognise us for: flexibility, responsiveness, an ability to see potential where others see prohibitive risk, a hardwired understanding of the challenges and opportunities faced by SMEs daily.

While we remain the UK's largest independent invoice finance provider, today our support for SMEs is far greater than this alone. Combining our expertise in receivables finance with our Asset Finance and Foreign Exchange capabilities enables us to offer greater choice and support to our SME clients, helping them to grow and thrive, whatever their requirements are.

It's this experience and scale that enables us to say 'now' when others say 'no'. ”



**Derek Ryan**  
BFS UK Managing Director





## How BLG companies are working in partnership with local community organisations

250

Estimated Donate A Day volunteer days delivered by colleagues in the first eight months

**Below**

Top left - BLG Exec Team at The Whitechapel Centre

Top right - Marine colleagues at The Hive Wirral Youth Zone

Bottom left - BFS Exec Team at Let's Play Project

Bottom right - Summer House build by Garic colleagues

**Bibby Line Group believes that when the communities in which we operate prosper, so do we. Over the last 12 months, our companies have established strong links with local communities.**

Central to this approach is Bibby Line Group's new Donate A Day initiative, which was launched in November 2021 as part of Project Compass, and enables colleagues to take paid leave to donate time to the causes they care about. This is in addition to match funding and central event challenges that are delivered through the company's Giving Something Back Programme.

A range of great charities and causes have received support over the last 12 months.

Liverpool-based colleagues, including the Bibby Marine executive team chose to Donate a Day to help The Hive Youth Zone on the Wirral. The team joined existing volunteers to prepare and distribute hampers to local families identified as needing more support.

BLG has an established relationship with The Hive and is a corporate supporter. The Youth Zone provides young people with somewhere to go, something to do and someone to talk to. Qualified youth workers support young people across a range of issues, from mental health and healthy relationship workshops to help finding work and gaining experience.

Colleagues across the group have also spent time volunteering at

The Whitechapel Centre, a Liverpool housing charity that works with people who are sleeping rough, living in hostels or struggling to manage their accommodation. The team helped with a variety of tasks including sorting through donations and creating care packages for their clients.

The Bibby Financial Services team have also spent time helping at Let's Play Project in Banbury - a fantastic charity specialising in the provision of play and leisure opportunities for disabled young people. Activity includes decorating the kitchen and activities room and helping to build Go Karts for After School sessions.

Garic colleagues in Falkirk donated time and furniture to the Whitdale House care home near their depot. The team used their skills and resources to help make a summer house in the garden, supplying and building the furniture to give residents who had spent time isolating inside due to Covid-19 some sunshine and fresh air.

A similar community project was undertaken by the team at Garic's Bury depot, where they remodelled and donated a welfare unit to the benefit of local community sports groups.

Over in Ireland, BFS colleagues completed a walking challenge in aid of DEBRA, a charity that gives support to people and their families who suffer from EB (epidermolysis bullosa) a rare skin condition. The team managed to walk over 3 million steps between them across the Emerald Isle raising €1,300. They also arranged Christmas box and an Easter Egg appeal in aid of Reaching Out Homeless Outreach - a local volunteer led organisation supporting the needs of men, women and children in the Dublin area.

Donate a Day also allows colleagues from across the group to join together on volunteer days such as the Crosby Beach Clean, where a group of 58 volunteers from across the group worked together to collect around 50 bags of rubbish, with partners Friends of Crosby Beach & Big Blue Ocean Clean-up.

“We are so grateful to the team at Bibby Line Group for their amazing support and their efforts. We can't do the crucial work we do without the help of companies like Bibby Line Group, so we really appreciate everything they are doing for us.”

**Mark Easdown**  
Wirral Hive Youth Zone  
Interim CEO



**Below**

Crosby Beach Clean

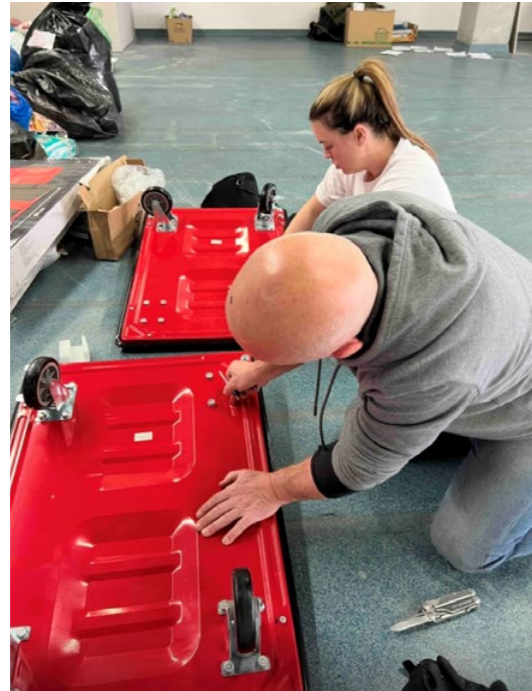


50 bags  
of plastic and rubbish were collected  
on Crosby Beach by 58 volunteers



## How Bibby Line Group is responding to support the humanitarian crisis in Ukraine

**Right** Bibby Marine colleagues travel to Poland to help families



**Below** Fundraising activity by colleagues in BFS



**Like many millions of people across the world, at Bibby Line Group we were shocked by Russia's invasion of Ukraine and the cost to human life and the unfolding crisis that it has created.**

Across our group we have colleagues from Ukraine, and many people working in Europe who have relatives in Ukraine. And as a family group, we continue to respond together to support the crisis within and surrounding the country. As soon as we were able, we issued a company statement supporting the Ukrainian people and denouncing the invasion by Russia.

As colleagues across Bibby Line Group, we pride ourselves on living our values, especially 'Do the Right Thing', and our colleagues quickly mobilised to offer support to the people of Ukraine and colleagues across Europe.

Bibby Line Group at once committed to matching any funds raised by our people through our Giving Something Back Programme, with each colleague eligible for up to £2,000 per year, as well as through colleagues donating time for good causes as part of our Donate a Day initiative.

### Bibby Line Group Colleague activity so far includes:

- Czech Republic and Polish colleagues helping Ukrainian families with accommodation, donations and finding work
- Our companies organising fundraising events and donation collections which included children's clothes, electrical appliances, facemasks, temperature guns and sanitiser
- Colleagues using company welfare vans to transport donated goods at weekends
- Polish colleagues setting up donation pages, as well as supplying food for refugees
- Teams co-ordinating donations from clients
- Countless individual colleague efforts – including fundraising and donating goods locally, as well as volunteering

A great example of an individual effort is Bibby Marine's Commercial Manager Louise Bigley who volunteered through the company's Donate A Day initiative to travel to Poland for three days to help with providing aid to Ukrainian refugees in the form of food, water, and medicine.

### Louise explains why she travelled to Poland:

"Seeing people on the news versus seeing them in person is heartbreakingly eye opening. These people have been fleeing for their lives across miles of dangerous territory and to see them with nothing but their loved ones and suitcase, sometimes even just a carrier bag, was harrowing.

"A positive from this is seeing a range of nationalities from all over the world coming together to help these people. A massive thank you to anyone who donated items or cash, I implore you to keep doing so.

"We continue to provide personal support to any of our colleagues that are affected and continue to look at ways we can support further, including helping local charities supporting Ukrainian refugees to find accommodation and jobs."

As a group, our thoughts continue to be with the Ukrainian people and their families at this incredibly difficult time. We hope that diplomacy results in a swift end to the conflict and will continue to look for ways that we can offer added practical support for the people of Ukraine.



# Project Compass

Our commitment to  
long-term sustainability





In 2021, we launched Project Compass, our group strategy for sustainable development.

**Sustainable development has been a core principle of Bibby Line Group for over 200 years. It's deeply embedded in our shared group values, and it remains integral to our approach to business and investments.**

Providing quality products and services that our customers can trust, investing in our people and communities, and protecting shared natural resources is not only the right thing to do, but also fundamental to our ability to create long-term value for our shareholders.

In 2021, we launched Project Compass, our group strategy for sustainable development. It aims to drive innovation and continuous

improvement across the group in four priority areas: Environment, Communities, People and Customer.

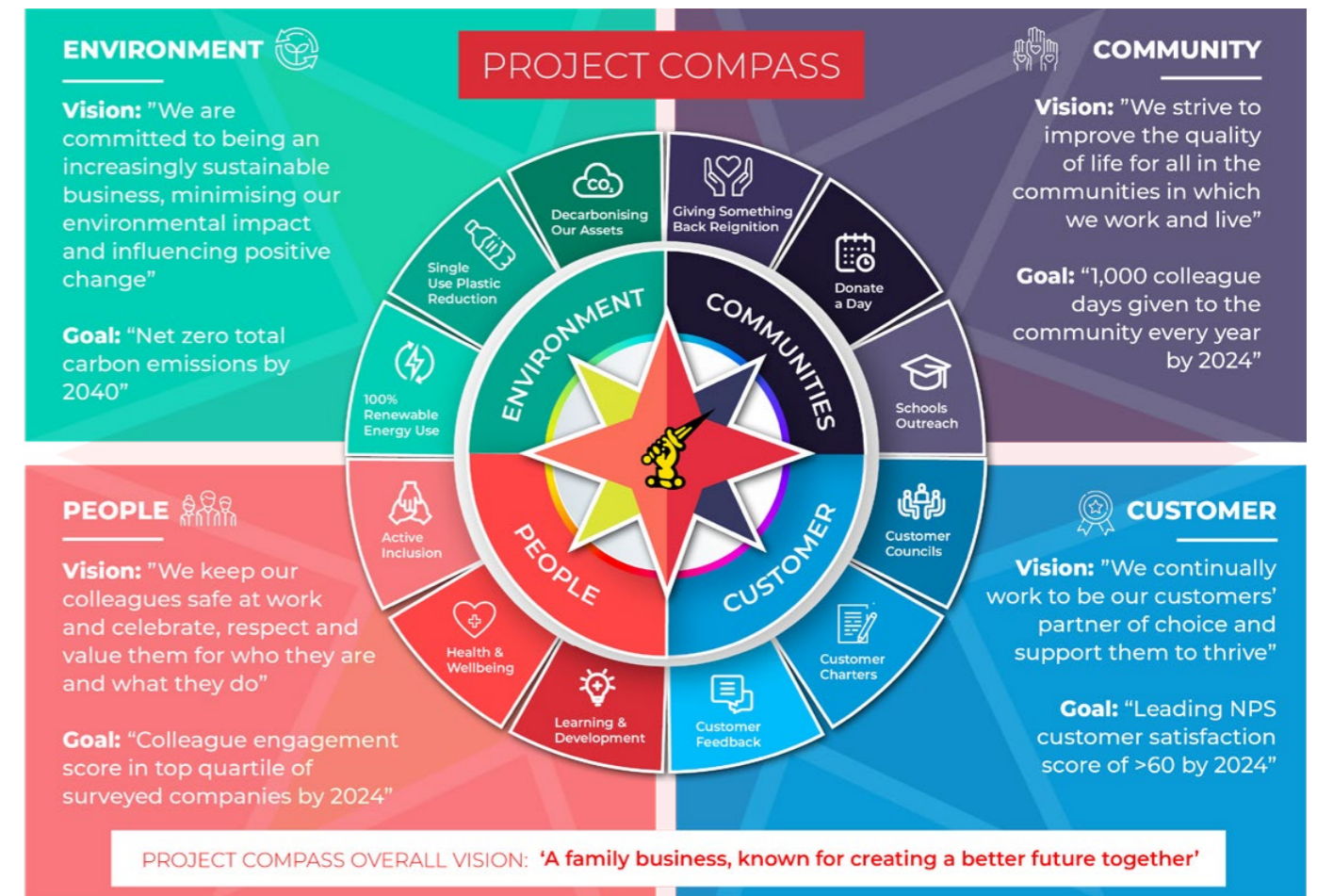
We believe that when the world in which we operate thrives, so do we. Project Compass is underpinned by stretching targets which you can see in our infographic below.

Each priority area, or Compass 'Point' has a bold vision, ambitious sustainability goal, and a set of focus projects to guide activity to help us meet our new group Compass vision of being "A family business known for creating a better future together".

Project Compass has already engaged with people from across the group. Not only have colleagues been

asked for their views on what we should do across each of the four points, but also senior leaders from within each business are plugged deeply into the process, talking to their counterparts in the other Bibby group businesses to learn from each other, share knowledge and develop these plans.

One year after the conception of Project Compass, we want to share progress to date including highlights, and our future direction of travel as we work strategically towards our agreed goals and visions. We also highlight a few examples of how the initiative is being lived by colleagues across the group.

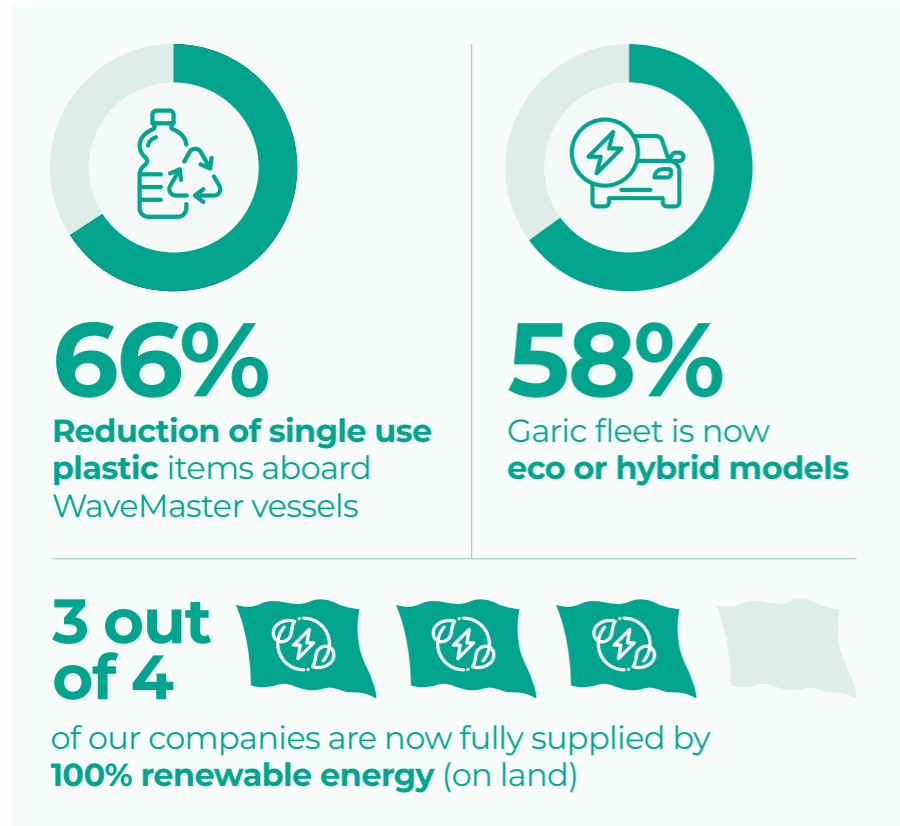




# Environment Strategic Update



## Environment Strategic Update



which of our energy providers supplied renewable energy. As a result of the audit and action taken, three out of four company sites are now supplied by 100% renewable energy. In the fourth company, 50% of sites are now powered by 97% renewable energy. Taking this one step further, our BFS team has also introduced the Big Clean Switch flexible benefit to UK colleagues to encourage them to move to renewable energy at home.

Focus areas for the next 12 months include continuing to monitor property owner contracts to ensure our energy remains renewable and continuing to work with property owners not yet compliant to move them to 100% renewable energy. We will also investigate whether carbon offsetting could be an option if any offices cannot be moved to 100% renewable energy.

### Decarbonising our Assets

We are reducing our CO2 and greenhouse gas emissions across our group to reduce our impact on the environment. This includes our own emissions, those of our energy suppliers, those of our supply chain, and those of our assets, even when being used and refuelled by our customers.

During 2021, we carried out an assessment of relevant schemes and accreditations to help monitor progress. All companies committed to introducing electric or plug-in hybrid

cars by the end of 2022, as well as setting up green car salary sacrifice schemes to support and incentivise colleagues to switch their personal vehicles to greener alternatives.

Within our subsidiaries, Bibby Marine continued to deliver the ground-breaking WaveMaster Zero C Project – see page 20 – that seeks to transition marine vessels to zero carbon fuel, as well introducing a range of smaller projects including installation of LED lights aboard the WaveMaster vessels. Garic also launched its Next Gen Eco Range that will help reduce onsite emissions for both the business and its customers - see page 22.

Focus areas for the next 12 months include group alignment to one reporting framework. We will also continue to work with customers on opportunities and develop innovative products to reduce their emissions, while investigating ways to reduce emissions of existing assets.

### Single Use Plastic (SUP) Reduction

We are reducing the amount of Single Use Plastics (SUPs) we use in our workplaces, sharing ideas, plans, tools and knowledge across the group.

During 2021, we completed a full audit of SUPs across the group along with agreeing plans within each business to significantly cut back. Highlights include Bibby Marine being recognized by the Chamber of Shipping for successfully reducing SUP items on its WaveMaster vessels by 66%, BFS eliminating all obvious SUPs, and running a plastic free café at its head office, as well as more environmentally friendly changes to stationery procurement within each business.

In 2022, we also partnered with Big Blue Ocean Cleanup, an international agency that helps prevent pollution through initiatives

such as beach cleaning and educational programmes.

Focus areas for the next 12 months include working through the initial audit and continuing to look for innovative ways to reduce SUPs across the group. Within subsidiaries, Garic will act on the results from its own SUP Supply Chain project and Bibby Marine is extending the success it had on its WaveMaster vessels to its fleet of accommodation barges.



### Colleague story: How Bibby Marine made three small changes to reduce its carbon footprint

Bibby Marine proved their innovative approach to reducing their impact on the environment and customer service, by putting plans in place on their WaveMaster vessels.

#### Mark Whitehead, Bibby Marine Commercial Manager:

“To coincide with our ambitious Zero C projects which will drastically reduce our impact on the environment in the future, we wanted to do something that could have a direct impact now. After discussion involving colleagues, we identified three small changes we could make that added up to make a big difference.

The first change was the reduction of single use plastics onboard, including easy-to-use water fountains which supply still and sparkling water, with everyone supplied with reusable bottles. Not only are we reducing the amount of plastic waste but we have calculated this can save 2.3 tonnes of CO2 per year.

Our second change was a simpler one, which we've affectionately called 'No Moo Mondays'. We understand that beef has a far greater impact than other common food sources and to reduce this burden Bibby Marine is no longer serving any beef products on Mondays.

Our third change was introducing LED lighting. We wanted to swap out as many halogen lights at the end of life for more energy efficient LED lights with each halogen light swap the amount of energy saved per hour, enough to make the entire crew onboard a large cup of tea.

The changes also benefit our customer as they have their own sustainability targets. These short projects highlight not only our commitment to ensure our customers are getting the best possible service from us, but also that we are ensuring we are honouring our commitment to be a sustainable business, minimising our environmental impact and influencing positive change.

### » Overview

We recognise that the world must reach net-zero within the next 30 years to avoid the worst effects of climate change. Reducing our CO2 and greenhouse emissions is a business imperative. Together we are taking positive action including switching to 100% renewable energy use, decarbonising our assets and reducing single use plastic.



### » Ambition

Our group environment vision is "We are committed to being an increasingly sustainable business, minimising our environmental impact and influencing positive change". Together we've set ourselves the ambitious goal of "Net zero total carbon emissions by 2040".

### » Strategic outputs & focuses

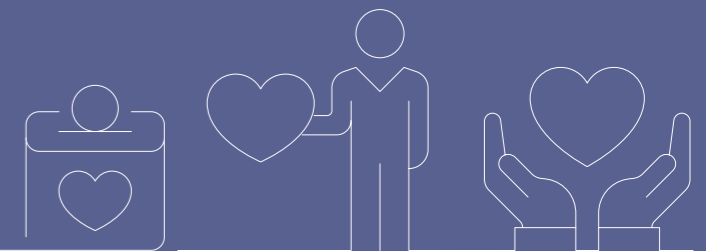
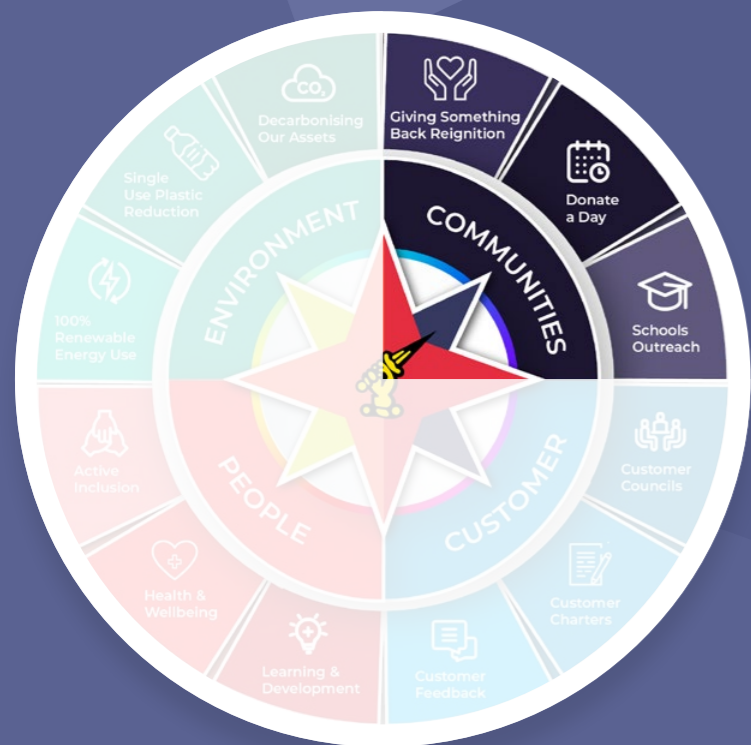
#### 100% Renewable Energy Use

Our plan is for each business within our group to only use energy that is from renewable sources e.g. wind, solar and biomass, ensuring we do our bit as a responsible business to help protect the planet.

In 2021, the business carried out a full audit of group sites to understand



# Community Strategic Update



## Community Strategic Update

### » Overview

We believe that when the communities in which we operate prosper, so do we. As a family company we want to encourage, incentivise and reward colleagues for making a positive impact in communities, so that more of us can support the good causes we care about.

### » Ambition

Our group community vision is “We strive to improve the quality of life for all in the communities in which we work and live”. Together we’ve set ourselves the ambitious goal of “1,000 colleague days given to the community every year by 2024.”

### » Strategic outputs & focuses

#### Giving Something Back Programme Reignition

Our aim is to support local charities by promoting cross-group fundraising opportunities, providing match funding support and creating central event fundraising challenges.

During 2021 and 2022, we launched several cross-group fundraising and donation campaigns including Movember, a Macmillan charity fitness challenge, Christmas box and Easter egg collections and activity to support Ukraine. During 2021, despite various lockdowns, in total colleagues and the group donated over £65,000 to charity.



In 2022, the company doubled every colleague’s match fund allowance to £2,000 per person, per year. All colleagues that were eligible for our Give As You Earn match fund allowance, were also doubled to £20 per person, per month.

Two central fundraising events were delivered, with 20 colleagues taking part to raise over £8,000 for a charity trek in the Brecon Beacons in September, and over 70 colleagues raising around £17,000 for a charity dragon boat regatta in Liverpool in June 2022.

Focus areas for the next 12 months include continuing to promote the programme internally with a focus on simplifying processes, as well as promoting a programme of cross-group fundraising opportunities and central event challenges for colleagues to get involved in.

#### Donate a Day Corporate Volunteering Programme

We support local communities by encouraging colleagues to take paid leave to offer their time and energy to help charities, community events or organisations that are special to them.

In 2021 we launched our Donate A Day corporate volunteering programme across the group. This included encouraging colleagues to take paid leave to support their community through internal campaigns and volunteer opportunity bulletins and setting up long-term partnerships with several third sector organisations.

All executive team members across the group volunteered in local communities during the first quarter of 2022, and in April we delivered a mass volunteering event in partnership with the Big Blue Ocean Clean-up which

included 58 colleagues helping to clean up 50 bags of plastic and litter from Crosby Beach in Merseyside.

Focus areas for the next 12 months include working closer with private and third sector partners to increase and promote the number of volunteer opportunities; and developing how we record and monitor time and days volunteered to more effectively measure impact.

#### Schools Outreach

We are supporting students to develop skills and aspirations to progress in their education and careers by working closer with local schools and colleges from disadvantaged areas.

In 2022, the group signed up to the nationally recognised Social Mobility Pledge, which focuses on building strong, long-term partnerships with schools from disadvantaged areas. We also established a partnership with Greater Manchester Combined Authority to match schools with colleagues who wish to donate time and skills to support students.

Within subsidiaries, BFS launched long-term mentoring and apprenticeship partnerships with two schools from Leicester and Manchester, and all companies are now connected to local education institutions and offering support. Bibby Marine also highlighted the company at Liverpool Skills Exhibition, which attracted 4,000 school leavers and providing work experience opportunities. Garic continues to develop partnerships with local partners including Northfield Road School in Dudley and Bury Hospice, offering mentoring support.

Focus areas for the next 12 months include continuing to build partnerships with regional education bodies and local schools and colleges, as well as nurturing the existing relationships we have.



#### Colleague stories: How colleagues are supporting students from disadvantaged backgrounds in Leicester and Manchester

Bibby Financial Services colleagues in Manchester and Leicester are partnering with schools in their local areas to help support children with their future careers through a long-term mentoring and apprenticeship partnership programme.

##### Adele Graves, Bibby Financial Services, Head of Client Service Centre is helping to deliver the programme:

“Our colleagues are always keen to give back to the communities in which we operate and through schools outreach, we knew we could maximise our impact. The programme itself is twofold. For the mentoring part, we worked with two local schools – one in Leicester and one in Manchester, with colleagues providing guidance and supporting students that were in the last year of school to help them realise their potential. The next part was the follow-up student apprenticeship initiative, which involved providing Year 10 students with the opportunity to explore an apprenticeship pathway.”

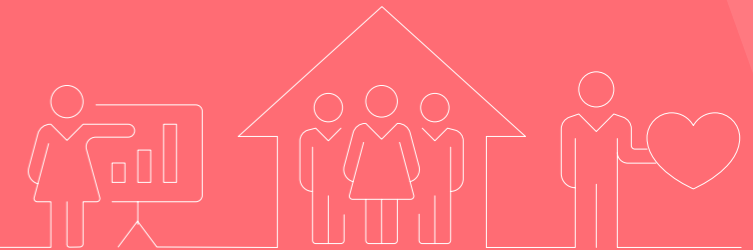
We formed a task force to provide working opportunities in reception, credit control, administration, sales and recoveries. The students had a real-life overview of the work we do, with the golden thread being that one team can’t function without the other.

The mentoring part has been well received, with excellent feedback internally with colleagues and externally through the school and students. We plan to do this again in September, and we’ve now got more mentors come forward than children, which is positive. The apprenticeship initiative will finish in July, but initial feedback has been great – and both students and colleagues have really enjoyed it.

It’s win win; students benefit from support and real-world experience to help in their career. And we as a business benefit through strengthening ties with local communities, increased engagement and job satisfaction with colleagues and through developing a diverse talent pipeline, showcasing our business to young people.”



# People Strategic Update



## People Strategic Update

**4/4**  
businesses now have access to an **online training resource**

**25%**  
Our goal is **colleague engagement scores** in top quartile of surveyed companies by 2024

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**11** cross-group **health and wellbeing, active inclusion and charity events** over last 12 months



a cross-group wellbeing webinar with Prostate Cancer UK. Subsidiaries ran their own initiatives from regular running clubs, to one-off Blue Monday wellness packs for colleagues in January, through to full industry-specific mental health partnerships such as Bibby Marine's 'Not on My Watch' campaign with the Sailors Society, and Garic's work with the Lighthouse Club.

Mental health awareness training was made accessible to all colleagues across the group. We also ensured mental health first aiders are available within each business. Regular surveys are also carried out to monitor colleagues' health and wellbeing.

Focus areas for the next 12 months include delivering against our health and wellbeing cross-group activity plan, as well as supporting our subsidiaries to deliver their own calendar of events. We'll build on the partnerships we have, and seek to grow our external networks further.

### Active Inclusion

Our aim is to develop a group-wide approach to active inclusion that will help us share best practice, review our policies together and extend our inclusion and diversity networks, creating an environment where people feel comfortable at work and able to realise their full potential.

During 2021 and 2022, we delivered a calendar of cross-group I&D

celebration events including International Women's Day, Mental Health Awareness Week and Movember. Hybrid working opportunities to support work/life balance were also introduced across the group. We delivered training programmes that focused on equality and diversity awareness, reducing unconscious bias and improving inclusive recruitment. STRIDE, an external leadership development programme for aspiring female Leaders was also piloted within the group. BFS also achieved Disability Confident Employer status in 2021, with the rest of the Group aiming to follow.

Focus areas for the next 12 months include delivering against our active inclusion plan. We plan to set up inclusion and diversity groups across BLG, while joining the Employers Network for Equality & Inclusion. We'll continue to develop policies to make them more inclusive, and measure progress acting on the data collected from our I&D surveys.

### Learning and Development

Our aim is to create an environment where people feel empowered to grow and develop throughout their career and are supported in their learning by leaders and colleagues.

In 2021, our cross-group learning forum collaborated to share access to self-guided learning platforms, which are now available for the first time to every land-based colleague in the group. A cross-group senior staff



development training programme took place for Marine and Head Office colleagues.

Focus areas for the next 12 months include teams continuing to work together to share resources and curate and signpost guided learning, while developing common frameworks for leadership development and active inclusion, as well as reporting on metrics. The team will also increase knowledge and awareness across the

businesses of key L&D initiatives including apprenticeships to support colleagues early in their career.



### Colleague story: How cross-group collaboration opened up online training and development platform to colleagues

Our companies demonstrated how they are working together to create an environment where our people feel empowered to grow and develop throughout their career and are supported in their learning through innovative tools.

#### Victoria Leadbetter, BLG Group Talent and Reward Manager:

“Our people are our greatest asset and we want to promote a learning culture where our colleagues feel empowered to own and develop their career and we support this through a variety of learning – through experience in their roles, projects, classroom-based learning and online training.

Investing in learning and development not only helps our colleagues to thrive, but it's also vital to ensure we continue the exceptional customer service levels that we are famous for across our businesses.

We already had access to online learning platforms, but they were only available to two of our businesses. Working together we

extended access to these platforms, so that now, nearly all our colleagues can access a vast virtual library of on-demand digital learning resources tailored to their interests and needs.

Resources include a mix of videos, animations and interactive presentations, and vary in length from five minute 'micro briefings' to full multi-module courses – each one designed to support colleagues on their development pathway. The platform libraries have been carefully curated by external L&D specialists and cover hundreds of useful topics including leadership and personal development, technical skills including project management and people and communication skills.

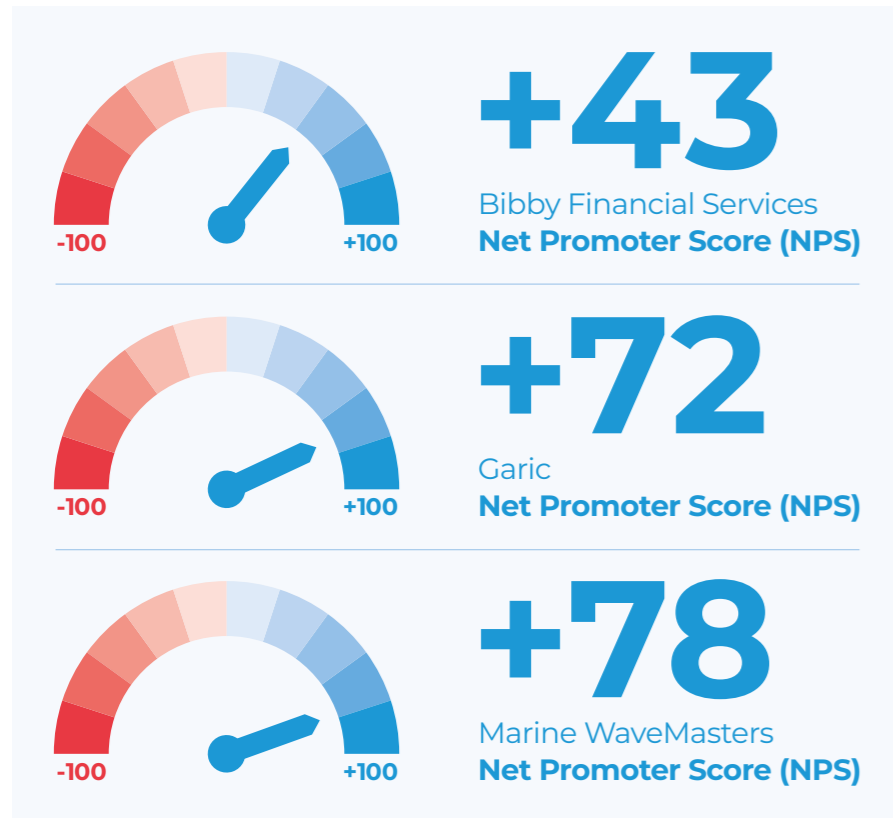
Because we were able to share these resources between our businesses, this provided an efficient and cost-effective solution, with no sacrifice made on the quality of the training. Our plan is now to extend the training to the few remaining offshore colleagues that can't access it yet. 📌



# Customer Strategic Update



## Customer Strategic Update



### » Overview

**Creating strong, long-lasting partnerships with our customers is vital to our success. Without customers, we don't have a business. In these times of rapid change, no force is more grounding and stabilising than a positive customer relationship.**

The services that we provide to our customers are mission critical and we have always enjoyed close partnerships with our customers. We are deeply grateful for the engagement from our customers over the course of 2021 and 2022 as we have sought to understand the challenges that they face and help us to bring ever more innovative solutions that can help us thrive together.

The team will continue to share best practice between our businesses and focus on the connection and interdependence between NPS, customer councils and the customer charters to meet our overall vision.

### » Ambition

Our group customer vision is "We continually work to be our customers' partner of choice and support them to thrive". Together we have set ourselves the ambitious goal of "Leading NPS customer satisfaction score of >60 by 2024".

### » Strategic outputs & focuses

#### Customer Satisfaction Scores

To develop ever more meaningful partnership relationships with our

customers it is vital that we understand how we are doing and how we can improve. The target of Net Promoter Score (NPS) >60 by 2024 is rightly stretching and we are working hard across our businesses to get there.

During 2021 and 2022, we have embedded NPS across the business, providing both raw scores, to measure progress against our target, and rich added insights as to how we can improve in the future.

In 2021, BFS achieved an NPS score of +43 (up from +34 in 2020) in their Global Annual Client Survey, Garic achieved an NPS score of +72 and Marine achieved an NPS score of +78 for its WaveMaster vessels. We are delighted with these results, which clearly represent excellent feedback from our customers.

Additional key metric tracking includes channel performance, complaints, retention rates and Trust Pilot scores. Based on this wide-ranging feedback, action plans are now in place across the group to improve customer satisfaction across the board.

Focus areas for the next 12 months include continuing to develop customer satisfaction frameworks to really understand our customers and identify areas where we can improve to add real value, whether that is new product development, making us easier to do businesses with or finding ways to support them in their own non-financial goals.



#### Customer Councils

We are hosting ongoing customer councils that seek input from customers on the challenges that face them, how they work with each company and test potential solutions so we can better respond to customers changing needs and be their partner of choice.

In 2021, we agreed a customer council framework across the group, and so far during 2022 two customer councils have been delivered by Garic as part of an ongoing program focused on sustainability, energy transition and innovation in the infrastructure and construction industry gained.

Marine has plans for its first formal customer council later in 2022 on a similar theme of energy transition in the marine industry. Our Marine business has already been at the forefront of the industry conversation around decarbonising the power industry in the North Sea.

Two pilot sessions have now been delivered by BFS before a global rollout of customer councils across the business. The pilots have focused on understanding customers changing needs, how they do business with us and what service and product innovation would add value.

Focus areas for the next 12 months include establishing the Marine series of customer councils, the global

rollout for BFS and ongoing insight within Garic.

#### Customer Charters

We are committing to set high expectations and standards with our customers, colleagues and other stakeholders, by publishing customer charters.

In 2022, four key common elements were agreed between businesses, based on the Bibby values along with common approaches to customer service. BFS launched their Service Promise in the UK and Garic and Bibby Marine are currently developing their customer charters.

Focus areas for the next 12 months include all companies launching and championing their customer charters.

### Colleague story: How the launch of customer councils within Garic is already helping to improve customer satisfaction

Across the group, subsidiary teams are setting up customer councils – forums for customers to come together to discuss common industry-wide challenges. So far Garic have held two customer councils.

#### Neil Page, Head of Strategic Sales at Garic:

“At Garic we are always listening to customer feedback, and we wanted to use the Project Compass Customer Council trailblazer to go further and build even stronger relationships with customers.

For the councils to work, they need to deliver real value for everyone in the room. There's a big challenge from UK government for businesses to become as carbon efficient as possible, so we decided to focus on substantiality for our first session.

Customers were really keen to attend, and we were blown away by their openness and honesty. We've had over 15 Tier One contractors come together to discuss potential solutions to common problems.

As well as identifying solutions for customers, it helps us to anticipate, understand and support them earlier. It directly affects our decision making, including the service we offer but also how we invest in our fleet.

Internally, it was great to see different departments working together. It was a true one team approach, creating a forum, and we were proud to host it in our new sales and marketing suite in Bury.

We've received great feedback since holding them. This is an industry wide challenge, and the feeling is that each company would find it more difficult to solve it on their own. Garic taking the initiative and emerging as a thought leader and creating this forum is going a long way with some very large organisations.

There are various customer councils happening across the group, so working together we'll share learnings and best practice to improve how we support customers even better within each of our businesses in the future. 🗨️





“ With thanks to all our colleagues, customers, suppliers and shareholders for their continued support in 2022 as we transition towards a brighter, more profitable and sustainable future. ”

Jonathan Lewis, Bibby Line Group Managing Director

**BIBBY**  
LINE GROUP



**‘A family business,  
known for creating a  
better future together’**