



The Review

July 2024 – June 2025



Welcome

To Bibby Line Group

Purpose Statement

Bibby Line Group'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.

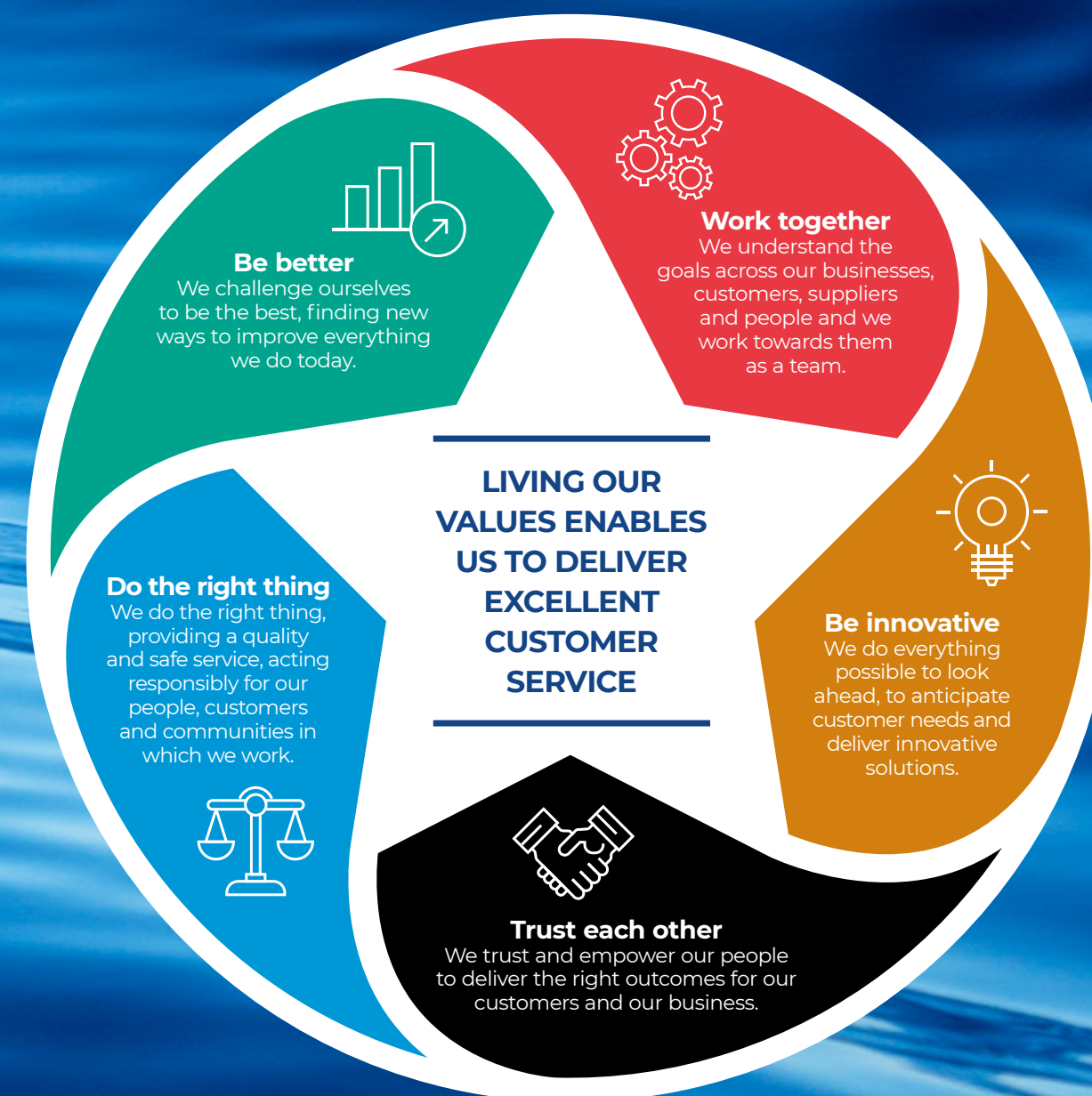
Our Vision

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

1. Introduction

The Bibby Line Group Values

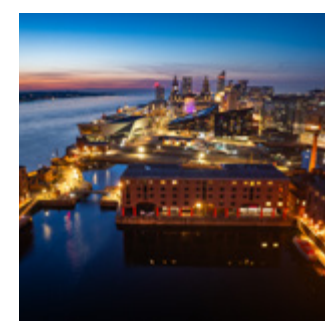
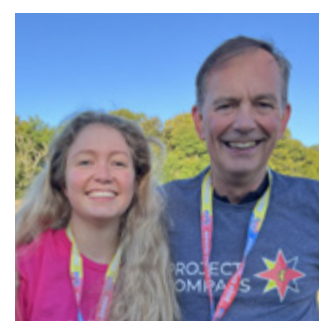
We give our people the right environment, support and tools to deliver excellence and quality in everything we do. People are at the heart of our business; we deliver on our objectives by living our values.



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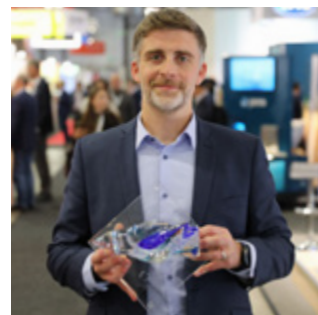
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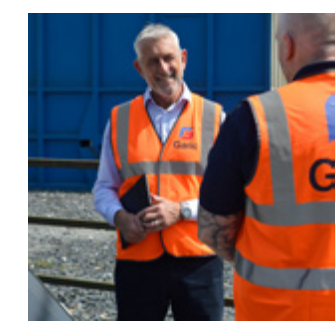
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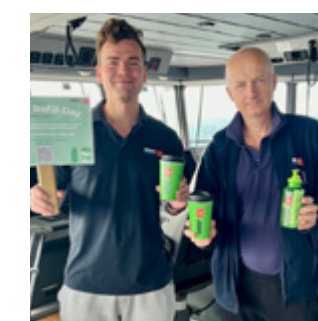
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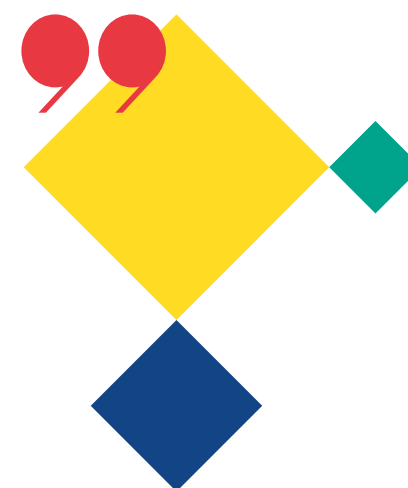
A view from the Bridge



One of the great advantages of being a private, family-owned business is that we can look through the cycle. We're not immune to its effects, but we're not beholden to short-termism either. We can invest in the long term. We can build. And build we have.

Jonathan Lewis
Bibby Line Group
Chief Executive Officer

In July, I stood at the Armon shipyard in Vigo, Spain as the keel was laid for our new electric-first offshore wind vessel. It was a poignant moment and allowed me to reflect on the journey we have been on across the business, and the resilience and optimism our teams have shown against a very turbulent global backdrop.



The keel is the foundation – everything else is built around it. It struck me as a fitting metaphor for where we are as a Group: laying down the next chapter of our future, with purpose and intent.

It's easy to feel disheartened by the state of the world. The UK economy remains sluggish, confidence is low, and the international scene remains volatile and unpredictable.

But one of the great advantages of being a private, family-owned business is that we can look through the cycle. We're not immune to its effects, but we're not beholden to short-termism and can invest in the long term. We can build.

And build we have.

Stability Through Change

We've come a long way since the 2020 restructuring. We've enjoyed a far more stable position than many might expect given the external environment. That's thanks in no small part to the diversification of our Group and the commitment of our colleagues.

This year, we've seen that theme – building for the future – play out across every part of the business.

In Bibby Marine, we've laid the keel for our new zero emission vessel, refitted the Trent and Avon accommodation vessels to prepare them for future charters, and strengthened our business development team to pursue new opportunities. These aren't just operational upgrades – they're strategic investments in our longer-term capability. 2024 was an

outstanding year for Marine with the barges on charter throughout. Two of those barges remain on charter and we are in active dialogue with a number of parties to get the remaining barges back out delivering for clients.

In Bibby Financial Services, we've continued our replatforming journey, launched a refreshed strategy focused on empowered colleagues enabled through technology, and made key hires in data and digital – laying the groundwork for a more agile, customer-focused business.

Independent data shows that we are clearly winning more new business in the UK than any other independent factoring business. Further investment in technology will allow our skilled colleagues to focus their time on doing what they are best at – building customer relationships, servicing their needs and managing risk.

At Garic, we have expanded our footprint in temporary power, continued to innovate in low-emission site welfare, and have launched an app which enables customers to understand and report their carbon emissions more easily. At the same time we are evolving the leadership team.

These are not just operational milestones. They are statements of intent. They show that we are investing in the future, even when the immediate present is uncertain.

People and Culture as a Strategic Asset

Just as important is the investment we are making in our people. We have brought the HR teams across the business together into a single integrated community allowing us to be more efficient, impactful and resilient in pursuit of our ambitious people agenda. One of the first things I've asked the new team to focus on is culture. Culture is not a soft topic. It's a strategic asset, and this year, we are doubling down on it.

We are reviewing our values, defining the culture we want, and setting out the leadership behaviours and competencies that will be required to ensure the culture is embedded.

There is a saying that culture is what happens when no one is looking. It's innate and automatic. I firmly believe that being clearer on our aspirations for culture and ensuring that the culture lives and breathes in every area within the Group, can unlock even better performance. And this better performance will allow us to invest with greater confidence and continue to punch above our weight.

Our Bibby Values

It is a big thing for a company to review its values – particularly for a family-owned business like ours. It is such a bedrock of how things are done and setting expectations of how people work with each other. Our values must also honour two centuries of heritage and be aligned with the views of the family given their name is “above the door”.
The Bibby values were last reviewed about a decade ago and they have

served us well since. In fact, my speech at the Armon shipyard keel laying ceremony was built around our five values of work together, trust each other, be better, be innovative, and do the right thing. On a personal note, I made my decision to join the group based on the values and, more importantly, how I saw them being lived across the group – they weren't just words on the wall.
So why do we need to review them now? The business and economic context has changed substantially over the last ten years. Colleague and customer expectations have also changed. The pace of change has also accelerated. And even language is changing (and anyone with teenagers will agree with me!). All of this means we need to ensure that our values are up to date to drive the behaviours and performance we want.
I am confident that the work will result in a more consistent, better

performing and more ambitious Bibby Line Group – but one that would still very much be recognised as “Bibby” and of which colleagues and family members can be proud.
Governance and Stewardship
Strong governance underpins everything we do. This year, we welcomed Septima Maguire to the Group board and Brian Sherlock to the Garic board, bringing fresh perspectives and deep expertise.
Their contributions have already strengthened our oversight and strategic thinking.
We will also shortly be saying thank you and goodbye to David Anderson who has provided such valuable guidance on the board of Bibby Line Group. I have had the privilege of working with David at three different organisations and have found him to be the perfect combination of challenging, wise and supportive. I and many others

Jonathan Lewis attending the new Bibby Marine zero-emission eCSOV Keel Laying Ceremony in Vigo, Spain, July 2025



will miss his counsel, but I am confident that the Board we have built over the past couple of years will be able to build on the foundations David has helped establish.
In addition to board composition, we've also continued to strengthen our governance processes. Our risk and company secretarial teams support us in this regard – and through better governance there have been fewer control issue surprises over recent years.
This reminded me of a comparison I saw between the polar explorers Roald Amundsen and Ernest Shackleton. Shackleton is rightly admired for his resilience and ability to lead through adversity but in many ways, Amundsen was the more successful explorer. His story is written about less often because things didn't go wrong mainly due to his meticulous preparation, careful planning, and strong risk management. Some have called it “boring leadership,” but it was precisely that discipline and foresight that enabled him to succeed.
In many ways, the ongoing work we're doing; investing in people and systems, strengthening governance, and building resilience through Compass feels much more like Amundsen's approach: careful preparation that enables sustainable success.

Looking Ahead: Resilience and Ambition
As we look to 2025 and beyond, our priorities are clear, resilience and growth.
We will continue to build resilience through operational excellence, cultural strength, and financial discipline.
We also have ambitious plans to grow our existing businesses and diversify the group further.
Through growth and resilience, we will be able to deliver greater impact, allowing us to deliver on our vision of being a family business known for creating a better future together.
And we'll do it by thinking long-term with the support of our shareholders – and that is never more important than when the short-term is less certain.

A Personal Note of Thanks
None of this would be possible without our people. To every colleague across the Group: thank you. Your resilience, creativity, and commitment are what make this business special.
To our customers: thank you for your trust. We remain committed to delivering exceptional service and sustainable solutions.
To our shareholders: thank you for your belief in our purpose and strategy. Your support allows us to invest boldly and think long-term.
We've come a long way. But it feels like we've completed one chapter and about to write a new one.



Just as we laid the keel for our new vessel, we are laying down the foundation for this next chapter of our journey. Let's keep building. Let's keep believing. Let's keep creating a better future – together.

“
As we look to 2025 and beyond, our priorities are clear, resilience and growth. We will continue to build resilience through operational excellence, cultural strength, and financial discipline.”





Looking to the Future: A Personal Reflection on Stewardship, Continuity, and the Next Generation by Katie Bibby, 7th Generation Family Member



Katie Bibby walking 50km for charity
with her father Geoffrey Bibby

As someone proudly part of the next generation of our family business, this past year has been both energising and affirming. While I'm not currently involved in the day-to-day operations, I've been fortunate to experience first-hand the values that underpin our legacy: values that have shaped not just the business, but also our family culture across generations.

The importance of long-term stewardship is something I've come to appreciate more deeply over the last 12 months. It's not just about preserving what has been built but actively preparing for the future - ensuring the business remains purposeful, resilient and aligned with our family ethos. Through regular involvement in Family Council meetings, I've had a front-row seat to the thoughtful discussions and collaborative planning that ensure our family's voice continues to be both present and principled.

One of the most rewarding moments of the year was taking part in the Bibby Family Day in December 2024 - a day of genuine connection and shared purpose. These gatherings are a reminder that while many of us now live and work in different worlds, we remain united by a shared responsibility. Attending the Family Business Conference with other family-run companies gave me the chance to learn from others navigating similar generational transitions. The stories shared were inspiring - not just about success, but about legacy and identity.

I've also been proud to take part in

community-focused events through Compass - the group's long-term sustainability commitment. The programme, which has created a huge range of opportunities for colleagues and family members alike to engage with and support the wider community, is a great example of how our business lives its values. From taking part with my dad - BLG Non Executive Director Geoffrey Bibby - in the 50km Bibby charity trek in September 2024 to racing in a dragon boat in support of The Hive, a charity close to the family's heart, each event has been an opportunity to connect with others, give back and embody the spirit of service that's so integral to our culture.

Professionally, I'm currently working as a Financial Planner & Analyst at a talent management company in London, after qualifying as a chartered accountant. This has given me a commercial lens and strategic perspective I hope will be valuable if and when I step into a more formal role within the family business.

Another highlight this year has been supporting some of my younger cousins as they begin their own journey of connection with the family business. Whether that's helping them understand our history, introducing them to how the Family Council works, or simply sharing my own experiences, it's been incredibly rewarding to see their interest grow. Encouraging this sense of ownership and involvement early on feels like a vital step in ensuring our values and legacy are carried forward.



As we look to the future, I'm excited by what the next generation can bring - a fresh perspective, grounded in the same values that have brought us this far. Our journey is only just beginning.

2024 & 2025 at a Glance

Below is a snapshot of a few of the figures we have achieved throughout 2024 and 2025 to help us meet our strategic aims:

BIBBY MARINE

5,145

Gangway transfers aboard the Bibby WaveMasters (June 2024 – July 2025)



BIBBY MARINE

32,962

People transferred onboard our Bibby WaveMasters (June 2024 – July 2025)



BIBBY MARINE

5

Floating Accommodation barges in fleet



BIBBY FINANCIAL SERVICES

£1bn+

Bibby Financial Services funding capacity



BIBBY FINANCIAL SERVICES

£11.8bn

Debts factored for clients by Bibby Financial Services



BIBBY FINANCIAL SERVICES

8,000+

Clients supported by Bibby Financial Services across 9 counties

GARIC

95%



of Garic capex spend has been on eco fleet - over £10m

GARIC

509

Garic eco assets added to its fleet since Jan 2024



BIBBY LINE GROUP

0



Reporting of Incidents, Diseases & Dangerous Occurrences Regulations (RIDDORS)

2024 & 2025 At A Glance

BIBBY LINE GROUP

7.8/10



Group colleague engagement score

BIBBY LINE GROUP

100%



Offices and depots that have eliminated Single Use Plastics

BIBBY LINE GROUP

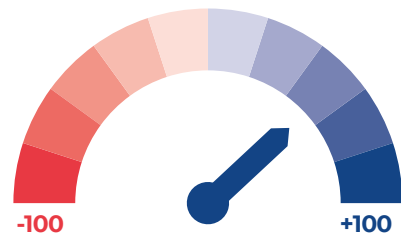
100+



Days volunteered to green causes as part of our Environmental Heroes initiative

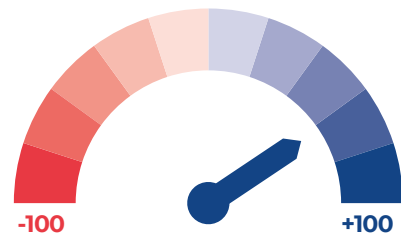
BIBBY LINE GROUP

Net Promoter Score (NPS) at the end of 2024:



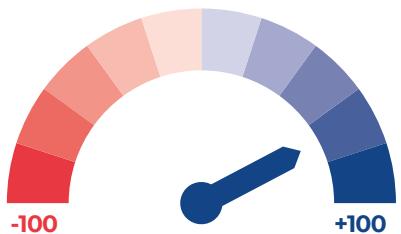
+53

Bibby Financial Services



+72

Garic



+66

Bibby Marine Limited

BIBBY LINE GROUP

1,194



Days donated to charity by colleagues across the group

BIBBY LINE GROUP

150



Days donated to schools by colleagues across the group

BIBBY LINE GROUP

10



School partnerships across the group

BIBBY LINE GROUP

1,883

Estimated total hours donated during Operation GSB, seasonal volunteer campaign



BIBBY LINE GROUP

£158,000

Total money to charity by colleagues and the business



BIBBY LINE GROUP

900

Colleague nominations as part of first-ever BLG Awards



Bibby Line Group Highlights Over the Last 12 Months



Company Information

Bibby Line Group (BLG) is a diverse, international business operating in multiple countries, employing c.1,400 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.

Bibby Financial Services (BFS) is a leading international provider of working capital, cashflow, asset based funding and foreign exchange solutions for small and medium sized enterprises (SMEs). The business supports around 8,500 customers around the world and employs around 1,000 colleagues in nine countries across Europe and Singapore.

Bibby Marine owns and operates the Bibby WaveMaster fleet of vessels, which specialise in maintaining and servicing the offshore energy sector. It owns five floating accommodation barges, offering flexible shoreside accommodation. The company is building the world's first truly zero-emission electric Commissioning Service Operation Vessel (eCSOV).

Garic is the first choice for UK companies across the infrastructure, public, utilities and construction sectors who need to run their sites smoothly, safely, and sustainably. The team have been delivering exceptional service and innovative products for 35 years.

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 the decisions we make and combine to help us deliver excellent customer service.

Sustainability and Resilience

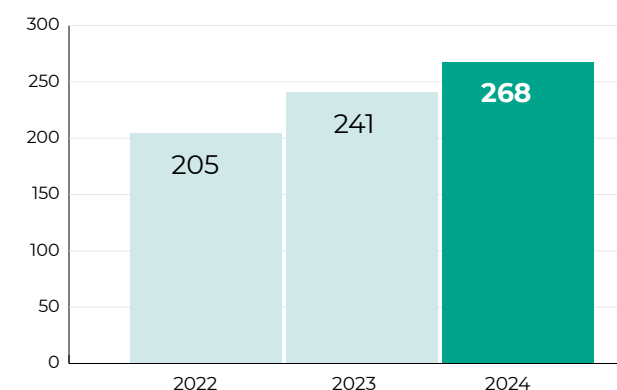
We focus our sustainability efforts on how we look after the environment, improve the communities in which we work and live, protect and offer a great experience for our people, and nurture long-term relationships with our customers. Compass is helping us to embed these focus areas within our business, and our group vision is to be "A family business, known for creating a better future together."

Strategic Themes

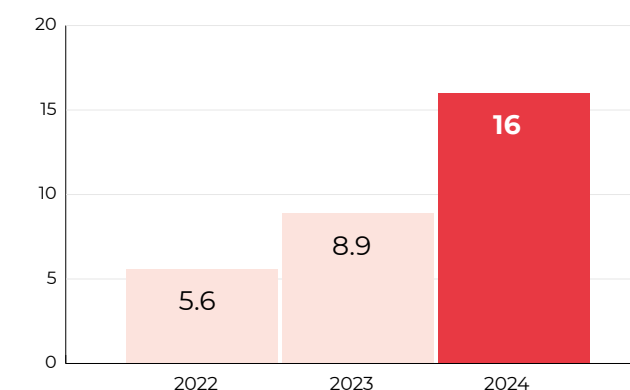
1. Maximise the long-term real value of shareholders' funds
2. Keep a business portfolio capable of generating recurring earnings
3. Attract, motivate and retain high quality personnel
4. Maintain our excellent reputation for safety of operations
5. Continuously improve the environment for all
6. Continually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

Bibby Line Group 2024 KPIs (Key Performance Indicators) at a glance

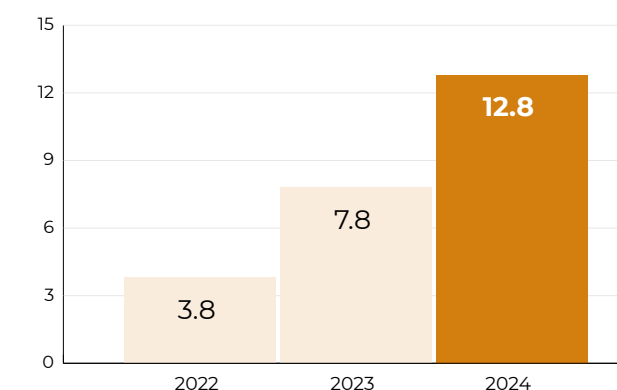
Turnover (£million)



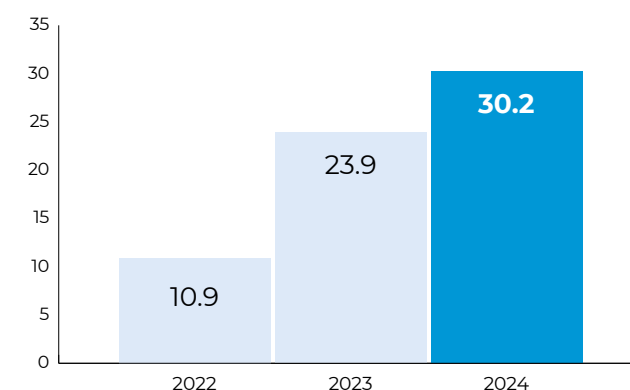
Operating Profit (£million)



Profit Before Tax (£million)



Capital Expenditure (£million)



Awards & Recognition in 2024/2025



“Bibby Marine has developed solutions that don’t just respond to today’s operational needs, but proactively anticipate the direction this industry must go – towards cleaner, smarter, and more collaborative ways of working.

Sidsel Norvik
Nor-Shipping Director

Bibby Marine's Gavin Forward receives the Nor-Shipping Next Generation Ship Award

Bibby Financial Services

- ▶ **FS Awards 2024**
Customer Experience and Specialist Lender: BFS Ireland – Finalists
- ▶ **Businesswoman Awards Gala 2024**
Leader of the highest quality among factoring companies: BFS Poland – Winner
- ▶ **NACFB Awards 2024**
Factoring & Invoice Discounter of the Year: BFS UK – Winner
- ▶ **InBusiness Recognition Awards by Chambers Ireland 2025**
Financial Services Company of the Year: BFS Ireland – Winner
- ▶ **Guaranteed Irish Business Awards 2025**
Professional Services category: BFS Ireland – Shortlisted
- ▶ **Business Moneyfacts Awards 2025**
Best Factoring & Invoice Discounting Provider: BFS UK – Winner

Bibby Marine

- ▶ **Maritime UK Awards 2024**
Rising Star Award: George Light, Bibby Marine Cadet – Winner
- ▶ **Mersey Maritime Awards 2024**
Net Zero Champion: Bibby Marine – Winner
- ▶ **Money Deal of the Year Awards 2024**
Green Deal of the Year Award: Bibby Marine – Winner
- ▶ **Nor-Shipping Awards 2025**
Next Generation Ship Award: Bibby Marine – Winner
- ▶ **Maritime UK 2025 Awards**
Clean Maritime Operator Award: Bibby Marine – Shortlisted

Garic

- ▶ **Hire Association Europe Hire Awards of Excellence 2024**
Hire Manager of the Year: Garic – Finalist
- ▶ **Hire Awards of Excellence 2025**
Best Use of New Media: Garic – Winner
- ▶ **Hire Awards of Excellence 2025**
Website of the Year: Garic – Highly Commended
- ▶ **The Royal Society for the Prevention of Accidents (ROSPA) 2024 & 2025**
Gold Health & Safety Award: Garic
- ▶ **The Fleet Operator Recognition Scheme (FORS) 2024 & 2025**
Gold Accreditation: Garic
- ▶ **Considerate Contractors Scheme 2024 & 2025**
Garic: Rated 45/45 - Excellent



2.

**Featured
articles**

Finding True North

How Bibby Line Group's 'Project Compass' Has Steered Three Years of Sustainable Change

When Bibby Line Group launched Project Compass at the end of 2021, the business wasn't just responding to rising ESG expectations – it was acting on its belief in a better future.

A belief that sustainability should be more than a corporate box-tick. That it would become, embedded into daily decisions and long-term investments. That it would build resilience and drive business performance. And that it would unite a diverse family of businesses – across marine, infrastructure, and financial services – around a longer-term purpose.

Three and a half years on, that belief is paying off.



Three years of Compass

3 / 4 Businesses now using

100%
renewable
energy



100%
Offices and depots
that have **eliminated**
Single Use Plastics



260
days volunteered

to **environmental causes** as part
of environmental campaigns

Laying the Foundations

Compass began with a bold challenge from Group CEO Jonathan Lewis to business leaders: As a family business, what do we want to be known for?

The answers became the foundation of Compass – stretching goals that included net-zero carbon emissions by 2040, 1,000 community days per year, top-quartile colleague engagement, and NPS customer satisfaction scores above +60.

Since then, Compass has evolved into something deeper: a culture shift. It's seen in carbon-cutting tech at sea, thousands of volunteering hours, and new forums for listening to customers and learning from each other.

A Cleaner, Greener Business – One Innovation at a Time

Environmental change has perhaps been the most visible frontier for Compass. In a Group where Bibby Marine's vessels account for the lion's share of emissions, reducing carbon isn't a quick win – it's a long game.

That's why over the last three years, Bibby Marine has been making waves as it leads the production of the world's first *zero-emission eCSOV* (electric Service Operation Vessel), a pioneering move, not only for Bibby but for the entire offshore wind sector.

The environmental potential is huge. A single fossil-fuelled CSOV emits more than 5,300 tonnes of CO₂ every year. By contrast, Bibby Marine's eCSOV is projected to save up to 175,000 tonnes of CO₂ over its 25-year lifespan – a massive saving.

Across the group, sustainable innovation is accelerating. Garic, the site welfare specialist, is embedding low-carbon and circular economy solutions into its model. Its solar and battery-powered products, like the Solar Energy Store and Power Frame, have helped clients cut diesel use and emissions. In one 14-month deployment, a customer saved £46,000 and reduced emissions by 76 tonnes.

The result? Garic's impact was recognised with a perfect score – 45/45 – from the Considerate Constructors Scheme, recognising excellence across community, environmental and workforce practice.

Other successes including most Bibby locations moving over to renewable energy, all land-based sites using only 100% single use plastic, three years of colleague-led environmental campaigns, and hundreds joining beach cleans. This is just the start, with exciting future plans in development.

Giving Back, With More Than Just Words

Of course, Compass has always been about more than the environment. Community continues to play a leading role in the Bibby story.

Over three years, Bibby Line Group colleagues donated over 2,180 days of their time to community projects; over 16,300 hours. In 2024 alone, they surpassed 1,000-days for the first time, smashing the original target by nearly 20%.

“Operation Give Something Back,” the Group’s annual festive campaign, has become a cornerstone of its social impact. Over three years, it’s rallied 4,000+ hours across 30+ charities. Meanwhile, the Bibby Dragonboat Race has grown into a much-loved fundraiser. The 2025 event brought 160 people together, raising over £28,000 for colleague-chosen charities.

Since Compass launched, over £281,000 has been raised for dozens of charities with everything from bake sales to long-distance cycle rides.

Longer-term impact is growing too. Bibby’s partnerships with schools have seen 200+ days volunteered to support students and teachers. In one year alone, 24 students from disadvantaged backgrounds were mentored through the BFS programme – helping shape futures.

People Power: Culture, Inclusion and Growth

At the centre of Compass is a deep belief that purpose is powered by people – and that those people need to feel supported, included and inspired.

Over the past three years, BLG has reshaped how it supports and develops its people – building a more joined-up HR function, introducing a group-wide reward philosophy, and rolling out a shared HR IT system across BLG, BML and Garic. A new Talent and Succession Framework is now embedded and evolving to support future leaders.

Wellbeing has been a major focus, with physical, mental and financial health supported through live events, monthly newsletters, and a growing network of trained Mental Health First Aiders. Across three years, nearly 1,000 colleagues joined the group’s wellbeing challenges, logging an astonishing 22,800+ hours of physical activity.

BLG has continued to make meaningful progress toward a truly inclusive workplace. Active Inclusion Month raised awareness on a wide range of topics, while the Active Inclusion for People Managers programme supports leaders in creating inclusive teams. The EnCompass women’s network

provides a space to discuss issues such as parenthood, imposter syndrome, and unconscious bias, attracting hundreds of attendees. Looking ahead, recognising there is a range of views around diversity, equity and inclusion, we have commissioned a Bibby Guide to Active Inclusion. The guide sets out what inclusion means at Bibby, why it matters for business success, and the role colleagues and leaders play in bringing this aspiration to life.

When it comes to engagement, Compass is helping to deliver. Recent pulse surveys showed strong results for focus areas including inclusion, colleague growth and wellbeing, as well general engagement.

Three years of Compass



BLG Colleague Health & Wellbeing Guide Published

EnCompass Women’s Network Launched



Why I get involved in Compass...

“I get involved in schools outreach because it’s the kind of support I wish I’d had at that age. It’s so important for students to understand their options early on and feel confident about the different paths they can take. Careers fairs, mock interviews and mentoring give them a chance to ask questions, build confidence and start seeing where their strengths could take them. The days are always full-on, but they’re also energising – and you walk away knowing you’ve helped someone take their first real step towards a future they might not have pictured before.”

Leah Patrascu
BLG Group Talent Acquisition Manager

Why I get involved in Compass...

“I get involved in our Compass environmental initiatives because I care about the kind of world we’re leaving behind. It’s not just about big gestures - it’s the everyday actions that count. Things like encouraging teams across our depots to do regular litter picks or getting stuck into environment-themed challenges help me stay connected to the impact we’re making. It’s great to see people come together, have a laugh and do something positive for the planet. There’s something really satisfying about seeing a space cleaned up or knowing you’ve helped raise awareness. It’s not always glamorous, but it’s real – and it reminds me that we all have a part to play.”

Hannah Hill
Garic SHEQ Administrator

Three years of Compass



Listening Better, Serving Smarter

One of Compass’s biggest cultural shifts has been how the group listens to its customers.

Since 2022, Net Promoter Scores have risen: Bibby Financial Services climbed from +35 to +53; Garic maintained a leading +72; and Bibby Marine rebounded to +66 – testament to the power of focus and follow-up.

Behind the scores are real conversations. Every business now runs a Customer Forum, where clients give honest, practical feedback. These sessions have shaped everything from product design to sustainability priorities.

Customer First Week has also taken root. With over 120 internal events run since launch, it’s helped colleagues across all teams – not just frontline roles – understand and connect with those they serve.

Celebrating Our People: The BLG Awards

None of this is possible without amazing colleagues and in May 2025, the group came together for the inaugural BLG Awards – an evening to celebrate achievements that reflect Compass, leadership and values in action.

With over 900 nominations, the awards honoured people making a difference across inclusion, innovation, wellbeing, safety, and customer service. In a night full of emotion and surprises, including a young person from our charity partner – The Hive – taking to the stage to share their story, reminding everyone why this work matters. It was an evening of pride, connection, and shared purpose – and a powerful symbol of what Compass has built.



Why I get involved in Compass...

"Some of the most fulfilling experiences I've had have come from getting involved with community projects. I've volunteered at various places, helped fundraise and taken part in charity events like the dragon boat races and treks - and each time, I come away feeling inspired.

You meet people you don't normally work with, or who are facing their own personal challenges. You realise how a small effort on your part can make a real difference to those you are helping. We all have our own skill set, and if we can use it to others advantage, this really makes a difference.

I enjoy the chance to do something different that genuinely improves people's situations."



Marcus Brady
Bibby Marine
Vessel Manager



Why I get involved in Compass...

"As co-sponsor of Active Inclusion, I've been proud to lead our continued push for inclusivity across the group. We're building a culture where everyone feels valued and can thrive. Initiatives like inclusive recruitment, people manager training, Active Inclusion Week, and EnCompass have made inclusion more visible, measurable, and actionable. There's still more to do, but the momentum we're building will help us be the best we can - individually and collectively. And, who wouldn't want that?"



Theo Chatha
BFS Chief
Financial Officer

Three years of Compass

School partners

10 school partnerships and
209

days donated to schools over two years



Estimated number of charities supported in 2024 through fundraising and payroll giving

140



Why I get involved in Compass...

"I've very much enjoyed being part of the Compass Customer team. The client panel has enabled me to talk with clients one-to-one, and it's been so interesting to hear about their motivations for being in business and to understand more about their challenges and their reasons for working with BFS. The insight we gain from these conversations is really precious and it's rewarding to share client insights with colleagues to help inform the work they're doing!"



Tracey Cotterill
BFS Head of Insight

What's Next?

Compass is entering a new phase. The programme's original visions remain in place through 2025, but momentum is already building toward refreshed priorities, new targets, and broader colleague involvement.

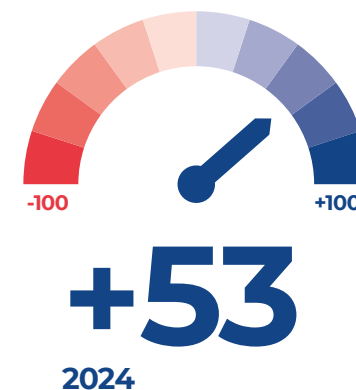
Exciting changes and evolutions will be shared later in 2025, but for now the message from leadership is clear: this isn't a campaign. It's the course the business has set - one of resilience, responsibility, and shared impact.

Compass may have started as a framework. But today, it's a mindset. One that's helping Bibby Line Group navigate the complexities of the modern business world - and stay true to its vision spearheaded by Jonathan Lewis back in 2021:

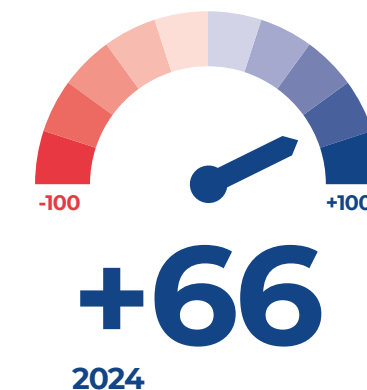
A family business known for creating a better future, together.

Net Promoter Scores

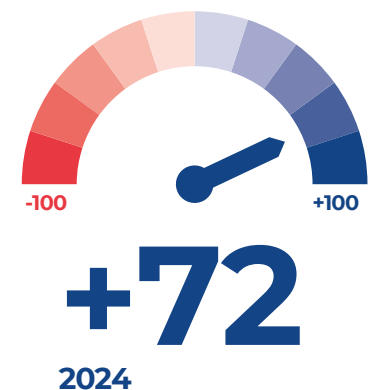
Bibby Financial Services



Bibby Marine



Garic



3 Customer Charters in operation / **3** Customer Forum networks established

Smarter, Together: How Our People Are Powering Digital Transformation

Across our group, we're harnessing the power of technology to solve problems, support customers, and work more efficiently. But the true story of digital transformation isn't just the tech - it's the people behind it; the true innovators. From cyber architects working offshore to customer service teams onshore, our colleagues are using technology to deepen relationships, not replace them. In this section, you'll hear directly from those leading the charge – proving that when human expertise meets smart systems, we unlock better outcomes for customers, colleagues and the business.

High Tech, Human Heart: How Digital Innovation and Relationships Work Hand in Hand at BFS

Meet Mark Holloway, BFS Chief
Information and Technology Officer



"We know that our people are empowered to do their best work when they are enabled by the right technology. Our BFS 5.0 strategy focuses on three key technology priority areas: data, tech services, and automation / AI (Artificial Intelligence).

Smart use of data helps us to make better decisions to improve customer service, manage risks, and run our business more efficiently.

By using automation and AI, we're cutting down on repetitive, manual work, reducing mistakes, and helping our teams make faster, smarter choices. This frees them up to focus on more valuable and rewarding activities.

We continue to invest heavily in our core systems – integrating and upgrading them to optimise the way we work across the business. We're also

introducing third-party tools such as automated KYC (Know Your Customer) software and open banking services to improve operational efficiency and customer experience."

Pocket Power: How Garic is Transforming the Customer Experience one Tap at a Time

Meet Katy O'Mara,
Garic Head of Marketing



"This year, we've sharpened our focus on the customer journey to create a more meaningful experience. We're embracing digital innovation not just to keep up, but to lead – delivering a service you'd expect from major household brands.

Two key developments are driving this forward. First, the Garic App, now live with key partners, gives real-time access to sustainability data. It's a powerful tool against greenwashing, offering transparency on how green our assets really are, while helping us resolve on-site issues and reduce downtime.

Feedback so far has been fantastic, and wider rollout is coming soon.

Second, we're introducing WhatsApp as a communication channel. It offers faster, more flexible ways to manage hires, report issues, and request tanker servicing – while letting customers stay focused on the job.

We're always looking to innovate, not just in our products, but in how we work – with our customers at the heart. It truly brings 'Thinking beyond the box' to life."

AI on Board: How Bibby Marine is Driving Efficiency, Safety and Sustainability at Sea

Meet Richard Pilling, Senior Cyber Architect & Innovation Lead



"At Bibby Marine, we're building the next generation of offshore support vessels – and smart technology is leading the way. Our new electric Service Operation Vessel (eCSOV) brings together advanced systems that help us work more efficiently, safely and sustainably out at sea.

By using real-time data, we can monitor performance as it happens, spot issues early, and make better decisions faster. Predictive maintenance tools help us fix problems before they happen, cutting downtime and keeping our people and operations safer. Intelligent energy systems ensure we use only what we need, supporting our shift towards cleaner, zero-emission operations.

This is about more than just new kit – it's about changing the way we work.

We're combining technology and human expertise to create a smarter, greener way of working offshore. And in doing so, we're setting a new standard for what offshore support vessels can do – today and for the future."

Listening at Scale: How Technology Is Powering Our Culture Evolution

Meet Victoria Leadbetter, BLG Head of Talent, Learning & Active Inclusion



"As a group, we're currently reviewing our values, behaviours and how we lead. We know that to build a culture that truly reflects who we are – and where we need to be – we have to listen. And not just in the usual ways.

Alongside listening groups and one-to-one conversations, we're using innovative digital tools to reach every corner of the business. AI-powered surveys and conversation platforms help us listen at scale, spotting patterns and sentiment across thousands of comments to turn feedback into real insight. We're also using SharePoint hubs, videos and engagement platforms to keep colleagues informed and involved at every stage – wherever they are.

Listening has always been a vital part of the cultural journey, but with the latest technology, we're making sure every colleague has the opportunity to input and have their voice heard."

Putting People First: How AI Is Enhancing Marketing and Customer Experience

Meet Adam Park, BFS Marketing & Communications Director



"At BFS, our Marketing & Communications team has been embracing AI for some time, improving brand monitoring, managing social media and boosting creative efficiency. As part of our BFS 5.0 strategy, we're now taking this further – using AI to optimise campaigns, improve engagement, and increase conversion across all markets.

But we're clear: AI is a tool, not a solution in itself. What matters is how it helps *people* – our customers, introducers, and colleagues. That's why audience insight remains central to everything we do. As Paul McCartney said, "I was never really so concerned about the instrument as I was about the song." We couldn't agree more.

Beyond BFS, as part of my Compass Customer lead role, we're collaborating closer with teams across Garic and Bibby Marine to align needs and share learning. From our new website to personalised customer journeys, it's an exciting time – and a great example of how AI and collaboration can drive better outcomes for everyone."



3.

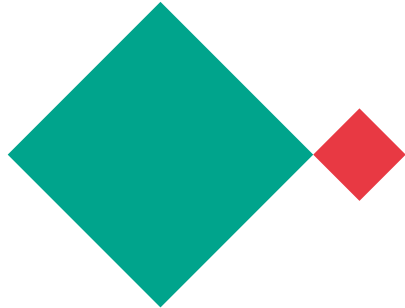
Strategy
in Action





**Bibby
Financial
Services:**
Empowered
People, Enabled
by Technology
Through *BFS 5.0*

In a world of ongoing economic uncertainty and rapid technological change, Bibby Financial Services (BFS) continues to provide much needed support for small and medium sized businesses around the world. Launched in early 2025, BFS 5.0 is our bold, strategic programme to accelerate progress by empowering our people and unlocking the full potential of technology. It builds on the strong foundations of BFS 4.0 through which we modernised our core platforms, improved service, reduced costs, and returned the business to profitability in 2022.



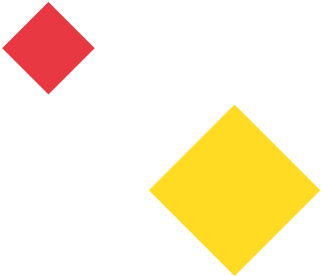
Three Strategic Priorities

BFS 5.0 sharpens our focus on three key priorities: using technology, data, and AI to scale outstanding customer experiences; empowering and inspiring our people to thrive; and delivering the right products to our customers. Together, these priorities are helping us grow sustainably, drive innovation and respond with agility to both customer needs and wider industry shifts.

operate and serve our customers. At the same time, we continue to deliver on the fundamentals, ensuring colleagues feel valued and fairly rewarded.

Values and Culture as Enablers

BFS 5.0, as our strategy, informs everything we do. Grounded in our Bibby values and our Compass commitments, it is equipping us to meet the challenges of today while investing in the opportunities of tomorrow. Whether through better tools, better products, or better ways of working, we are helping our customers, colleagues, and communities succeed - now and in the future.



Progress to Date

At the mid-point of our first year, we're already seeing strong momentum. New tools, like the digital introducer portal in our Asset Finance business and the UK Customer Service Hub, are driving better service and operational efficiencies. A new Digital Council is guiding the responsible rollout of AI across BFS, while our international footprint is being leveraged with planned technology rollouts across Europe in the year ahead. We successfully extended our securitisation facility in the UK for another three years – strengthening financial resilience – and will soon launch a new, more secure and innovative website to improve our customers' experience.

People Powered

Our people are central to our progress. We've streamlined our learning and development offer to align with strategic priorities and launched a popular series of AI Mini Masterclasses to build digital capability across teams. The alignment between technology and talent is already making a measurable difference to how we



BFS Strategic Project Spotlight:

Anchoring Success: How BFS Marine Finance is Making Waves

**Meet Paul Ratcliffe,
Managing Director of the
BFS Marine Finance business**

“ I’m proud to lead BFS Marine Finance, launched in early 2023 and deeply rooted in Bibby Line Group’s maritime heritage. Starting my career over 40 years ago aboard the Bibby Line MV Dorsetshire, this feels like coming full circle. Our team delivers tailored finance solutions for UK marine businesses across many vessel types. Over the past year, we’ve embedded a talented team and secured a £20 million facility from the British Business Bank, improving access for smaller operators. As part of BFS 5.0, we’re expanding thoughtfully - always focused on delivering the right products to the right customers. ”



BFS Colleague Focus:

Meet Jolene Tay, Client Manager, BFS Singapore



“ I’m passionate about balancing client needs with business priorities. At BFS we’re using smart technology to make life easier for our clients. Every customer situation is different, but the key is always to listen and understand the root of an issue before jumping to solutions. Tools like our client portal help us be more responsive and transparent, but it’s the relationships we build that really make the difference. Staying close, staying calm, and working it through – that’s how we add value. We’re proud of our strong NPS scores and client compliments, and this year I was honoured to receive a customer service award, reflecting our team effort, and the mentorship I’ve had from our Head of Client Management & Operations, Judy Wang. ”



BFS Client Partnership:

Supporting Businesses Through a Changing Trading Environment

Since 2014, Bibby Foreign Exchange (BFX) has helped SMEs navigate international trade with cost-effective, reliable forex solutions that reduce currency risk.

Our Trading Places report (June 2025), based on feedback from over 500 SMEs, shows how a decade of volatility – driven by Brexit, shifting global policies, and the pandemic – has reshaped trading conditions. Yet UK SMEs continue to adapt and grow, with over half forecasting international sales growth in 2025.

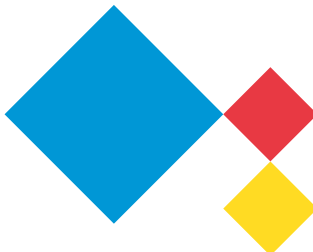
BFX is proud to support that resilience. With an industry-leading Net Promoter Score, our customers consistently cite trust, service quality, reliability, and value for money as reasons they choose – and stay with – us.

“ Bibby Foreign Exchange provide a very efficient service. Every time I call, I’m greeted by a friendly, helpful team. My account manager supports everything I need – even exotic currencies. Competitive rates, smooth transactions, and personal service make BFX feel like part of our team. ”

Anonymised Customer Feedback

BFS Working in Partnership with Communities:

Global Kindness in Action: BFS Volunteers Make a World of Difference



We are deeply grateful to the BFS colleagues in Germany who regularly volunteer at our House in Cologne, and to the global BFS teams who collectively donated over 100 volunteer days across our Houses in 2024.

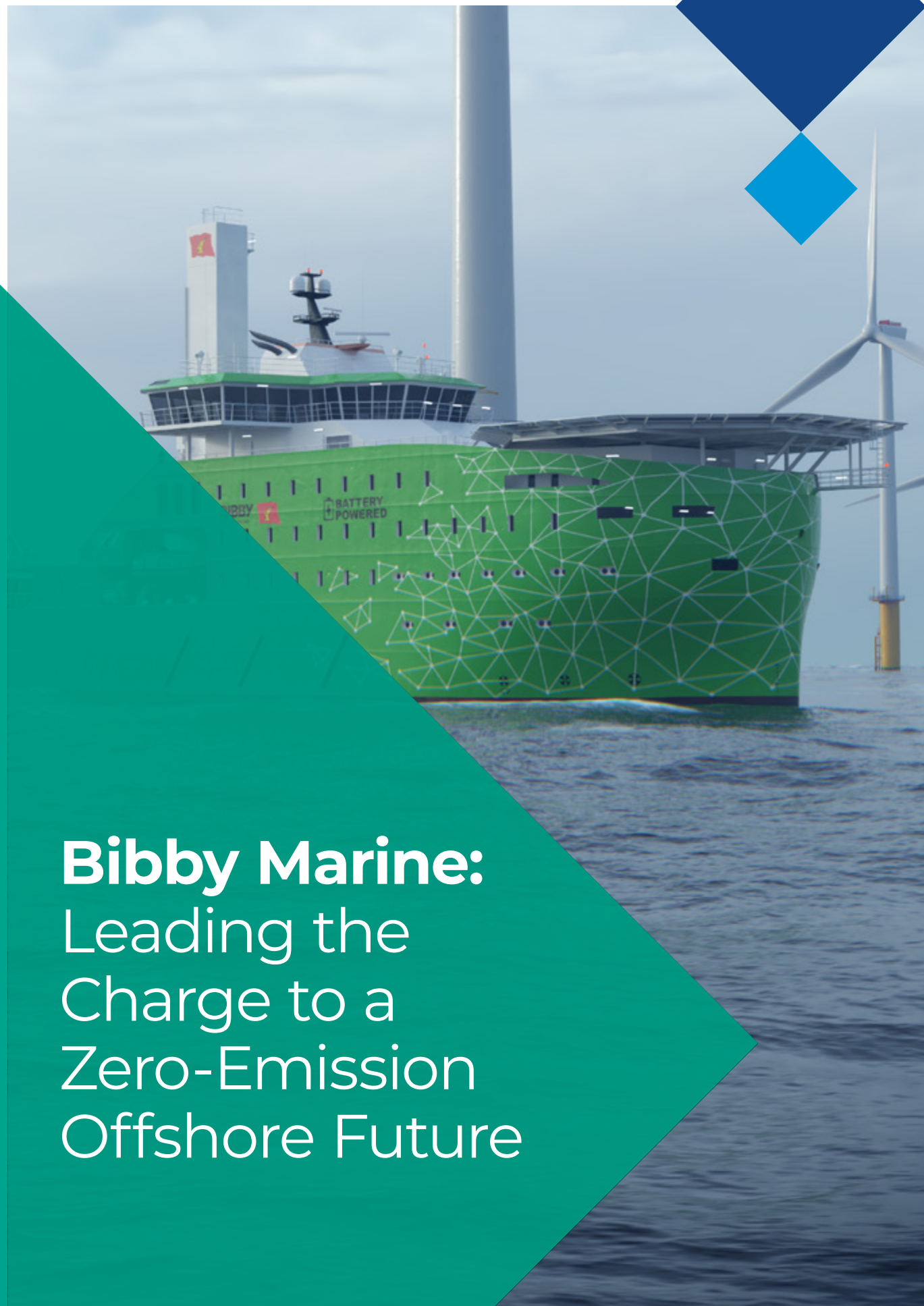
Their time, energy, and compassion have brought comfort and care to families navigating some of life’s most challenging moments. From preparing meals to supporting daily operations and decorating our Houses to lift spirits, their presence has made a lasting impact. This growing global partnership reflects a powerful sense of community and shared humanity.

Thanks to BFS, families felt supported, seen, and surrounded by kindness when they needed it most.

Christian Bäcker, Director of Communications & Fundraising, Ronald McDonald House Charity Deutschland



▲ Globally, the BFS team have donated over 100 volunteer days, including the Singapore team here pictured here with global CEO Jonathan Andrew



Bibby Marine: Leading the Charge to a Zero-Emission Offshore Future

With mounting urgency and accelerated demand for renewable energy, Bibby Marine is proud to be at the forefront of the offshore wind industry’s decarbonisation journey. In 2023, we pledged to build the world’s first zero-emission electric Commissioning Service Operation Vessel (eCSOV) and in 2025 we began our build – a bold step that reflects our belief in leading by doing. Now, construction is well underway, marking an exciting new chapter for our business and for the sector.



Bibby Marine team attend the eCSOV Keel Laying Ceremony in Vigo, Spain July 2025

5,145
Gangway transfers
aboard the Bibby
WaveMasters
(June 2024 –
July 2025)



32,962
People transferred
onboard our SOVs
(June 2024 –
July 2025)



Progress on the eCSOV Build

The build, taking place in Vigo, Spain, is progressing to schedule. Seven vessel blocks are now under construction, with keel laying for the first block completed in mid-July. The ceremony, attended by our group CEO Jonathan Lewis, BML CEO Nigel Quinn, and key stakeholders including The Crown Estate and key UK partners, included a symbolic gesture – welding an 1807 penny into the keel, nodding to the year Bibby was founded and the legacy we are carrying forward.

Design and Partnerships Driving Innovation

Beyond the build, design work continues with our partners at Seaplace in Madrid, with significant progress made on vessel modelling. In parallel, we’ve signed a key collaboration agreement with Stillstrom, a global leader in offshore charging systems – underlining our commitment to pioneering cleaner operations and driving industry-wide innovation.

E-Mission Zero Campaign: A Sector-Wide Call to Action

But our ambition doesn't stop at vessel construction. In June 2025, we launched *E-Mission Zero* – a campaign and open letter calling on the offshore wind sector to accelerate the adoption of zero-emission technologies. Backed by partners Kongsberg Maritime and Stillstrom, the campaign highlights that the technology to cut emissions exists today – but real change demands collective, urgent action.

A Clear Business and Environmental Case

Offshore wind has a vital role to play in the global energy transition, with emissions far lower than fossil fuels. Yet without decarbonised marine operations, the sector risks undermining its own climate credentials. Our call to action is clear, deploy, scalable, zero emission solutions now – such as in-field charging, which can cut emissions from SOV vessels by 95% and reduce operating costs.

A Challenge for the Future

As offshore wind capacity is set to more than double by 2030, Bibby Marine is leading the way for a cleaner, more sustainable future. Our message to the industry is simple: we’re not just talking – we’re acting. And we invite others to do the same.



Marine Strategic Project Spotlight:

Renewed Strength –
Trent’s Transformation
and Fresh Identity

Meet John Olesen,
Technical and Operations Director,
Bibby Marine

“ Bibby Challenge’s dry dock at Dormac Shipyard was a major milestone for us. Over seven months, we replaced more than 250 tonnes of steel, and repainted the hull with her new name, Trent – part of a wider review and update of our barge names, better reflecting our commitment to stronger community ties and brand clarity. We installed electric calorifiers, a new fire detection system, repaired storm damage, and upgraded accommodation including a new crew kitchen and galley. This extensive refit not only boosts sustainability but also enhances operational readiness, ensuring Trent is ready for the future and continues delivering flexible, comfortable living solutions. ”



Bibby Marine Colleague Focus:

Meet Robert
Morrison,
Bibby Renaissance
Bargemaster



As Bargemaster of Bibby Renaissance, I’m proud to be the first point of contact for our customer. Over the past two years, my team has built a strong, trusted relationship here in the Netherlands – one that gives us valuable insight into what matters most to those we serve.

By working closely with our client, we’re able to not only meet current needs but also identify opportunities for continuous improvement. A recent example is that we upgraded and enhanced communications across all vessels via Starlink, significantly improving connectivity, helping everyone stay better connected with both work and home. A friendly, professional crew and a well-maintained vessel continue to drive high satisfaction scores, setting a strong foundation for the year ahead.

We also go beyond the basics. From seasonal celebrations and branded gifts to premium entertainment options, we’re creating a true ‘hotel at sea’ experience. We’re not just solving problems – we’re turning them into opportunities to delight.



Bibby Marine Lays Keel for World-First Zero-Emissions CSOV

In July 2025, Bibby Marine marked a historic moment in maritime innovation, laying the keel for the world's first zero-emissions Commissioning Service Operation Vessel (eCSOV) at the Armon Shipyard in Vigo, Spain.

The keel-laying ceremony celebrated more than the start of construction – it honoured over two centuries of pioneering spirit. BLG CEO Jonathan Lewis welded a coin from 1807, the year of Bibby's founding, into the keel plates to symbolise the company's legacy and future ambition.

“ This vessel isn't just a feat of engineering – it's a statement of values. Innovation, trust, and doing the right thing brought us here. We chose to lead, not follow. And decades from now, we'll look back with pride knowing we helped create a better, cleaner future – together. ”

Jonathan Lewis, Group CEO, BLG

“ We are very grateful to BML for entrusting us with this project. It's not every day that we have the chance to design the most advanced ship in its class. Bibby is the perfect group of people to make this happen. ”

Caridad García Meroño, CEO of Design Partner Seaplace

Small Gestures, Big Impact: Bibby Marine's Support for Seafarers in Retirement

“

The partnership support from Bibby Marine has made a heartfelt difference to our residents at Mariner's Park. The time their teams have spent volunteering – painting, repairing and simply connecting – brought real joy and a sense of community to our home. The Christmas hampers were another thoughtful gesture that reminded our retired seafarers they are remembered and valued. These acts of kindness go far beyond the day itself – they lift spirits and strengthen the bonds between those at sea and those now ashore. Thank you to Bibby Marine for their continued help and support.

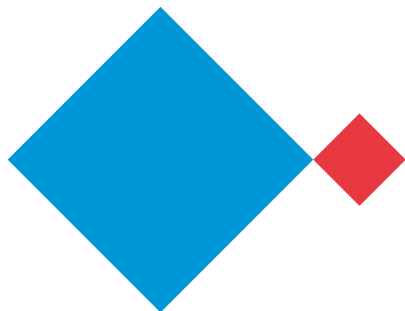
Andrew Jones, Nautilus Director of Welfare & Care

▲ The Bibby Marine team have spent time painting, repairing and simply connecting with retired seafarers at Mariners Park



Garic:
Driving
Sustainable
Innovation
Through Smarter
Site Solutions

Garic continues to lead the construction and infrastructure sectors with a bold, practical approach to sustainability – placing customer needs, market evolution, and environmental responsibility at the heart of its strategy. In an industry facing rising expectations for low-carbon operations and resource efficiency, Garic is delivering forward-thinking products and services that create measurable impact on-site.



Five Principles for Smarter, Greener Solutions

At Garic, our products are designed around five core principles:

Efficiency: Systems are engineered for ease of use, improved thermal performance, reduced material needs, and lower base power loads. Every asset is built with a second life in mind, supported by our circular economy manufacturing facility in Bury.

Renewable Prioritisation: We prioritise clean, reliable renewable energy as the primary power source – meeting market appetite for low-carbon site setups and helping customers meet their environmental goals.

Energy Storage: Our systems store surplus renewable energy during peak generation, ensuring year-round energy self-sufficiency even when production dips.

Backup Power: A dependable power source is integrated as a last resort to maintain continuity and avoid operational disruptions.

IoT & Compliance: We use IoT sensors to optimise performance, prevent breakdowns, and provide verified data for environmental reporting – aligned with the Anti-Greenwash Charter.

Partnering for Impact

We collaborate closely with trusted supply chain partners to co-develop high-performing, low-impact solutions. From design and materials to logistics and lifecycle management, we align around shared values to drive innovation and deliver what the market needs.

Circular Economy in Practice

Our Bury facility puts circular economy principles into action – minimising waste, maximising material reuse, and extending product life. External partners are chosen for their ethical and environmental alignment, reinforcing a low-impact production ethos at scale. Every new solution is assessed using our SEE Framework – Social, Environmental, and Economic – by both customers and colleagues. If it doesn't deliver benefits across all three pillars, it doesn't proceed. This ensures our innovations are practical, measurable, and meaningful.

Delivering Sustainability That Works

Garic's approach combines environmental leadership with commercial effectiveness. By embedding sustainability into every product and process, we're helping customers operate more efficiently – while accelerating the transition to a cleaner, smarter future for the site solutions sector.



95%
of Capex spend
has been on eco
fleet - over £10m



509
eco assets added
to our fleet since
Jan 2024



Garic Strategic Project Spotlight:

Painting a Greener Future: Innovation That Lasts

Meet Steve Ogden, Production Manager, Garic

“ I’m proud to lead a team that’s driving real change through innovation and sustainability. Over 2024, we invested heavily in upgrading our spray booth and blast shop facilities, adopting Polyaspartic/Pulracote paint technology. This means our products now enjoy a finish that lasts up to five times longer and cuts VOC emissions by 30%, a huge step forward for the environment and our customers.

The new blast system boosts throughput by 40% while cutting landfill waste through material recirculation – another win for sustainability and efficiency. This project has been a true team effort, embodying our commitment to responsible business and delivering excellent quality that our customers can rely on. ”



Garic Colleague Focus:

Meet Dean Higham, Head of Customer Service, Garic



I started at Garic over eleven years ago as an HGV driver, and it’s been a brilliant journey ever since. I moved into Regional Operations support managing tanker servicing, and now I lead our hire desk as Service Manager – right at the heart of customer service. I’m passionate about making things easier for our customers. Solving problems quickly and efficiently is what drives me every day. Having worked in so many parts of the business, I’ve seen the challenges first-hand, and I use that experience to make sure we deliver the kind of service I’d want to receive myself.



Garic Client Partnership:

Supporting Canal and River Trust with a state-of-the-art welfare cabin

“ At the Trust we are always seeking to improve our on-site welfare provision and reduce our energy consumption, which is often difficult in our site conditions.

We had two units on hire for the past eight weeks, and the backup generator has never been used - all the power for the cabins has come from the solar panels, so no fuel consumption and zero emissions. We have received 100% positive feedback from our site-based colleagues whenever they've used an Armadillo 18 Eco+ unit from Garic. One site supervisor said they were “the best welfare units we've ever hired”, which is as good a testimonial as you can get from end users. ”

Dean Davies, Head of Direct Services, Canal and River Trust.



Garic Working in Partnership with Communities:

Tools, Time, and Teamwork: Garic's Impact at Bury Hospice

“

Bury Hospice is incredibly grateful for the ongoing partnership support we receive from Garic. Each month, a team of Garic colleagues generously volunteers their time in our donations warehouse, helping to sort through items and repair furniture. The tools they've donated have been invaluable in enabling this work. Their practical support makes a real difference, helping us to raise vital funds and keep our operations running smoothly.

After colleagues enjoyed their volunteering days here in 2024, this became a regular partnership in 2025 - something we're truly thankful for. Garic's dedication not only strengthens our charity but also brings a spirit of teamwork and compassion that truly reflects the values we hold dear.

Joanne Johnson, Volunteer Services Coordinator for Bury Hospice



▲ The Garic team regularly donate time to support charity partner Bury Hospice

4.

Sustainability



Our Environment

Reducing carbon emissions and environmental harm is no longer optional – it's a business imperative. Across our group, we're decarbonising our operations, eliminating single-use plastics, and powering our sites with 100% renewable energy. While each business is taking a tailored approach, we are united by a shared commitment to a more sustainable future.



Decarbonising Our Assets

Bibby Marine has made major progress on its groundbreaking zero-emission eCSOV service vessel. The vessel will be the world's first truly zero-emission service operation vessel when launched, and with vessel construction now underway, this project marks a defining moment in the maritime sector's shift toward sustainable operations.

Garic accelerated its sustainability journey this year, with the company's recent rebrand reflecting a clearer, greener strategy. It expanded its range of low-emission site products helping customers cut emissions, fuel use and costs. Progress also continued towards a zero-waste-to-landfill goal, with new investment in refurbishment to extend product life and reduce embedded carbon.



100% Renewable Energy Use

Across the group, we've deepened our understanding of our environmental footprint, working with external partners to assess our carbon baseline and inform future reduction efforts. One of the most direct ways we've reduced our impact is by switching to renewable energy.

Three of our four businesses have already transitioned to 100% renewable energy sources including wind, solar and biomass – with the remainder expected to follow as contracts and market conditions allow. This transition is already making a measurable difference in lowering emissions and embedding sustainable practices into day-to-day operations.

Single Use Plastic (SUP) Reduction

All land-based sites across Bibby Financial Services, Garic, Bibby Marine, and Group Head Office are now free from purchased SUPs. Meanwhile, Bibby Marine has continued to work with floating accommodation charter clients to encourage SUP reduction, helping them adopt the more sustainable practices already in use across our WaveMaster fleet.



Environmental Heroes Initiative

In 2025, we introduced *Environmental Heroes* – a group-wide, colleague-led sustainability campaign designed to raise awareness and inspire everyday action.

Over three months, colleagues completed more than 250 sustainable activities, from swapping car journeys for walking or cycling, to planting trees, sharing eco-tips, and donating unused clothes. In total, teams contributed over 100 days to environmental causes.

Standout efforts included the BFS Czechia team supporting the handling of 10,000 young tree seedlings, Garic teams conducting local litter picks, and an ensemble of colleagues from across the group donating 180 hours to improve Autism Together's community farm.



Environment:

Impact Snapshot

Environment Vision:

“ We are committed to being an increasingly sustainable business, minimising our environmental impact and influencing positive change. ”

Environment Lead KPI:

“ Net zero total carbon emissions by 2040. ”

2024 / 2025 Environment Focus Areas:

1

Decarbonising our Assets



2

Single Use Plastic (SUP) Reduction



3

100% Renewable Energy Use



2024 Key Metrics



3 / 4

businesses now using 100% renewable energy



100%

Offices and depots that have eliminated Single Use Plastics



100+

days volunteered to green causes as part of Environmental Heroes initiative

Environment Metrics and Outputs: Jan 2024 – Dec 2024

	2022	2023	2024
Scope 1,2,3 Emissions - continuing operations (CO2e tonnes) across the group	21,580	20,326	22,209*
Intensity ratio across the group	105.2	84.7	82.8
Energy consumption used to calculate the above emissions (kWh)	79,669,266	72,299,419	86,328,916

Environment Lead Perspective:

“ We’ve made real progress embedding sustainability into how we operate, and investing in the eCSOV is a strong signal of our intent. Our new Enviro Heroes campaign also celebrated colleagues making small, meaningful changes - while having fun. We did see a rise in reported emissions, which reflects the full supply chain impact of our new vessel over the next couple of years, but this is a vital step towards cleaner operations. ”

Nigel Quinn, Bibby Marine CEO and Compass Environment Lead

*2024 Scope 1, 2, and 3 emissions include upstream emissions associated with the future construction of the eCSOV, triggered by the order placed during the year. These are recognised from the point of contract to reflect the environmental impact of planned construction and supply chain activities.



Our Communities

We believe that when the communities in which we operate prosper, so do we. As a family business we want to encourage, incentivise and reward colleagues for making a positive impact in communities.



Giving Something Back (GSB): Fundraising Programme

Our GSB fundraising programme continued to demonstrate the power of collective generosity over the last 12 months. Through BLC's match-funding scheme, colleagues and the business donated £158,000 to over 140 charities in 2024, spanning everything from local grassroots organisations to national and international causes.

Standout moments over the last year include the third annual Bibby Charity Dragon Boat Race in June 2025, which brought together 160 colleagues and Bibby family members to raise over £28,000, and a charity trek through the Chiltern Hills in September, which raised more than £8,000. We were also proud to see our Payroll Giving scheme recognised with a Platinum Award – upgraded from Bronze – highlighting the enthusiasm and commitment of our people.



Donate a Day: Volunteering Programme

Volunteering remains a vital part of our community impact. In 2024, we exceeded our target of 1,000 volunteer days, with 1,194 days donated to community causes across every country where we operate.

These included mentoring young people, supporting food banks and tackling environmental challenges. Our third annual *Operation Give Something Back* festive campaign saw

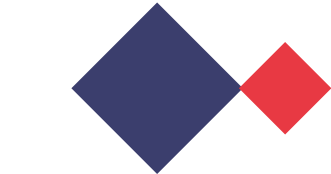
colleagues contribute over 1,880 hours of their time to support more than 30 charities – our most impactful year yet. Last summer, over 100 colleagues took part in our fourth mass environmental volunteering day, removing plastic and litter from multiple sites.

Inspiring Futures: Our Schools Outreach Programme

We were also proud to continue expanding our Schools Outreach programme, which helps young people develop the skills, confidence and insight they need to thrive in the world of work.

In 2024, we partnered with 10 schools across the group, creating meaningful opportunities to engage pupils from a broad range of backgrounds. Over 150 – more than 10% of all volunteer days – were dedicated to school-focused activities, including mock interviews, career talks, work experience placements and careers fairs.

A new financial literacy initiative from our financial services business, delivered age-appropriate workshops to Key Stage 4 pupils on topics like budgeting, saving, and understanding payslips. The team also hosted two Money Smart workshops and two mock interview sessions in the first half of 2025, donating 57 days of colleague time.



Community:

Impact Snapshot

Community Vision:

“ We strive to improve the quality of life for all in the communities in which we work and live. ”

Community Headline Goal:

“ 1,000 colleague days given to the community every year. ”

2024 / 2025 Community Focus Areas:

1

Giving Something Back Fundraising Programme



2

Donate a Day Volunteering Programme



3

Schools Outreach Programme



2024 Key Metrics



1,194

days donated by colleagues to good causes



£158,000

– amount donated to charity



10

school partnerships

Community Metrics & Outputs: Jan 2024 – Dec 2024

	2022	2023	2024
Days donated to charity by colleagues across the group	372	615	1,194
Amount donated to charity by Bibby Line Group	£32,668	£48,115	£51,834
Amount raised by colleagues across the group	£41,573	£94,500	£105,001
Total money to charity by colleagues and the business	£74,242	£142,600	£158,000
Days donated to schools by colleagues across the group	-	59	150
School partnerships across the group	5	9	10
Charities supported through colleague match funding (estimated)	67	90	140
Estimated total hours donated during Operation GSB, seasonal volunteer campaign	750	1,290	1,884

Community Lead Perspective:

“ It’s been another hugely successful year across Compass Community, with more colleagues volunteering their time to local causes, more funds donated, and more schools engaged than ever before. We’re working hard to maintain this momentum to ensure we continue to contribute positively to the communities in which we live and work. ”

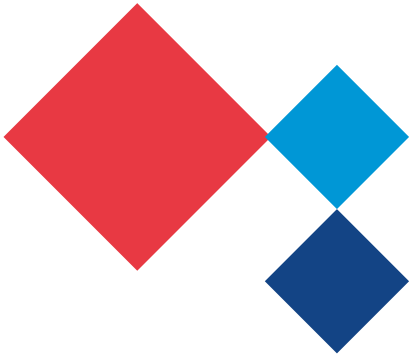
Jonathan Andrew, BFS CEO and Compass Community Lead Customer



2024/2025 Compass Impact Summary:

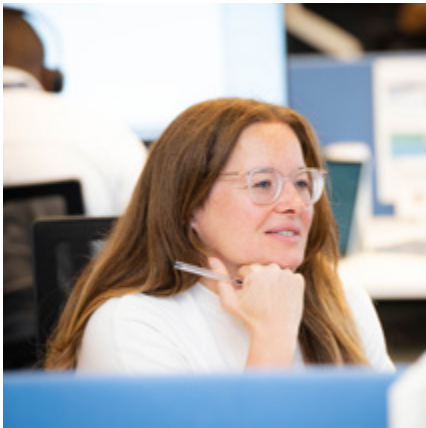
Our People

The BLG People Vision seeks to put colleagues at the heart of Bibby businesses, working together to create safe, inclusive environments where we all thrive, grow and make a difference.



Wellbeing at the Heart

Health and wellbeing remained a priority this year. Over 250 colleagues took part in the GoJoe wellbeing challenge, logging 5,200+ hours of physical, mental, and financial wellbeing activity. Our Spring 5K saw teams across the Group raise funds for Ronald McDonald House Charities in April 2025. We strengthened our colleague Mental Health First Aider network, while Marine and Garic deepened sector-specific partnerships to support workplace wellbeing.



Building an Inclusive Culture

Inclusion continues to underpin how we work. Over 100 managers completed the *Active Inclusion for People Managers* programme, with all remaining managers due to complete the training by the end of 2025. Colleagues celebrated Pride, International Women’s Day and Active Inclusion Week, and we commissioned the *Bibby Guide to Active Inclusion*, launching in October 2025. We also launched a group-wide cultural review, to refresh the Bibby Values and designing a new Leadership Framework to shape the behaviours we need for the future.



Growth Through Learning

We have also focused on our learning and development. A new Talent and Succession Framework was launched in 2024 and further enhanced in 2025. *Learning @ Bibby Month* promoted development conversations across the business. Colleagues were provided with tools to make the most of the discussions with colleague development plans agreed across the group. Our Learning Forum and digital platforms make development part of everyday life.

Celebrating Success: Recognising Excellence

Celebrating our people has been a standout theme this year. September 2024 saw the launch of our first-ever BLG Awards, attracting more than 900

nominations and 80 finalists. The ceremony in May 2025 was a powerful moment for colleagues, senior leaders and the Bibby family to come together and spotlight the passion and purpose that define Bibby. The event kicked off a full Week of Recognition, supported by our new combined digital platform for peer-to-peer appreciation.

Enabling Change Through Stronger People Infrastructure

This year saw major steps to modernise and align our people practices. We brought together HR teams from across the group into a single, integrated function – sharing expertise, tools and insights to deliver greater value and consistency. In parallel, we updated the design of our Executive Incentivisation framework. Aligned with the BLG Reward philosophy, it places greater emphasis on long-term business impact and personal performance in strengthening strategic foundations. We also implemented a new HR IT system across BLG, BML and Garic – marking a first for Garic and a big leap toward more integrated, efficient people support.

Engaged workforces

At the end of 2024, our engagement scores remain competitive and above industry benchmarks in key areas. Overall colleague engagement was 7.8/10 – 0.1 point above the True Benchmark. Diversity and Inclusion scored strongly at 8.4/10, maintaining its position 0.2 above the benchmark and just 0.1 below top-quartile performance. Health and Wellbeing remained a standout area, scoring 8.2/10 and holding its place in the top quartile. Learning and Development also scored 7.8/10 – 0.3 above the benchmark and 0.2 below the top quartile.

People:

Impact Snapshot

People Vision:

“ We seek to put colleagues at the heart of Bibby businesses, working together to create inclusive environments where we all thrive, grow and make a difference. ”

People Lead KPI:

“ Colleague engagement scores in top quartile of surveyed companies. ”

2024 / 2025 People Focus areas:

1

Health and Wellbeing



2

Active Inclusion



3

Learning and Development



People Metrics & Outputs: Jan 2024 – Dec 2024

	2022	2023	2024
Colleague Engagement Scores			
Engagement	7.8	8	7.8
Inclusion & Diversity	8.4	8.6	8.4
Growth	7.5	7.8	7.8
Health & Wellbeing	8.2	8.3	8.2
Female Representation			
All colleagues	1335	1434	1365
Percentage of women on BLG Executive teams	15%	10%	20%
Percentage of women on BLG Boards	4.5%	9%	14%
Health and Safety			
Reporting of Incidents, Diseases & Dangerous Occurrences Regulations	4	2	0
Near Misses Reported	29	26	15
Non Lost Time Incidents Reported	15	25	24
Lost Time Incidents Reported	0	5	7
Observation/Proactive Reports Created to avoid accidents	1015	894	1042

People Lead Perspective:

“ Over the past year we have continued to review and upgrade the core people processes and whilst challenging business contexts have contributed to a slight dip in headline engagement, we remain within or close to upper-quartile performance in the three People Trailblazers, and I am confident that our investment in Values, Culture and Leadership will help put us on the path to top quartile colleague engagement. ”

Jonathan Kohn, BLG Chief People Officer and Compass People Lead



2024/2025 Compass Impact Summary: Our Customers

Across each of our subsidiary organisations, customers are the reason that we have a business. In a rapidly changing world, long-term partnerships built on trust are what give our businesses stability and direction. Whether we are innovating, solving problems as partners, or simply showing up for our clients day in, day out – our success is rooted in their success.



Listening and Improving Through Feedback

We use Net Promoter Score (NPS) to understand how our customers feel – a simple but powerful measure of how likely our customers are to recommend us.

In 2024, we saw big gains: BFS rose from +40 to +53, Garic jumped from +54 to +72, and Marine moved from +63 to +66. These scores reflect growing trust and stronger relationships. NPS action-planning forums identify key themes from survey results and drive specific actions to continuously improve customer service.

Alongside NPS, we closely monitor retention rates, complaint resolution, and customer feedback across all channels, helping us continuously learn and improve.

Customer Forums

Each business runs a Customer Forum – arenas where clients share honest feedback and shape the future of our service. From innovation in construction (Garic) to energy transition at sea (Marine), and BFS's evolving product offers.

Feedback gathered during these forums is reviewed by sales teams, leading to actionable changes such as improved product range and service offers.



Customer Charters

Across the group, our Customer Charters help turn our values into action. These charters clearly define what our customers can expect – whether it is quick response times, tailored advice, or clear communication. Each business has agreed to shared service principles grounded in the Bibby Values, reinforcing a common commitment to service excellence across all touchpoints.

Customer First Week: Bringing Customer Voices to Life

In March 2025, hundreds of colleagues from across the group took part in our third annual Customer First Week – celebrating and enabling great service across the group.

With 40+ events, videos, blogs, and lunch-and-learns, the week brought customer voices to life for every team. The energy and ideas shared are helping us stay customer-focused and deliver even greater value, and with tangible business improvement ideas captured to take forward.

The insight from Customer First Week continues to shape our approach to service, helping us build stronger relationships and deliver even greater value in the months and years ahead.



Customer:

Impact Snapshot

Customer Vision:

“We continually work to be our customers’ partner of choice and support them to thrive.”

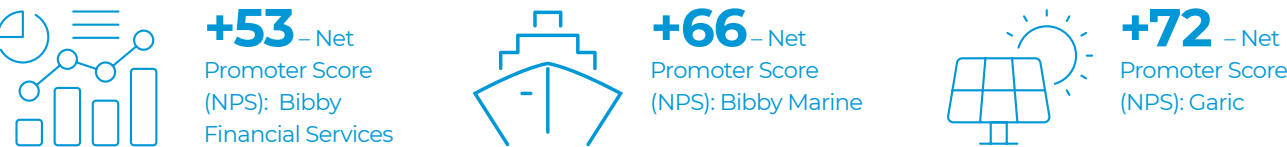
Customer Lead KPI

“Leading Net Promoter Score (NPS) customer satisfaction score of >60.”

2024 / 2025 Customer Focus Areas:



2024 Key Metrics



Customer Metrics & Outputs: Jan 2024 – Dec 2024

	2022	2023	2024
Net Promoter Score (NPS): Bibby Financial Services	+35	+40	+53
Net Promoter Score (NPS): Bibby Marine	+83	+38	+66
Net Promoter Score (NPS): Garic	+72	+54	+72

Customer Lead Perspective:

“Our people remain at the heart of providing excellent service to our valued customers, and our NPS scores reflect our focus on service and innovation. We have a fantastic opportunity to build on this further, learning from feedback and continuing to delight new and existing customers.”

Adam Park, BFS Marketing and Communications Director and Compass Customer Lead



The background features a dark blue field with a glowing, perspective-driven grid of white dots and lines that recedes into the distance. A large, solid red triangle is positioned on the left side, pointing towards the center of the image.

5.

Future Focus

Bibby Line Group: Investing for the Future



“ We are committed to delivering our vision: a family business, known for creating a better future together. ”



“ We have continued to progress in the face of challenging external markets. We have invested in the business, invested in people, and continued to strive to deliver ever improving levels of customer service. Across the group we can see how those investments will bear fruit in years to come.

There is no obvious path to a change in the broader business environment. So for now, this is the “new normal”.

We will therefore continue to invest in people, culture and capability as they are the source of competitive advantage. We will continue to invest in growth to build stronger market positions and greater scale benefits. We will continue to invest in technology and streamline our processes, supporting our colleagues to deliver even better customer solutions. Through these actions we will create value for all of our stakeholders.

We are building resilience by staying close to customers and understanding their needs, ensuring we have great people with strong talent pipelines, supporting the communities in which we operate and ensuring we remain on the right side of the climate debate.

We are committed to delivering our vision: a family business, known for creating a better future together. ”

Jonathan Lewis, Bibby Line Group CEO

Thank you to all our customers, colleagues,
partners and shareholders who all play a vital
role in supporting us in our success and helping
us achieve our vision of being 'A family business,
known for creating a better future together'



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