



Compass Resilience Framework

2026

Bibby Line Group:
A family business known for
creating a better future together.



The Next Chapter of Compass

Shared Ambition, Sharper Focus, Greater Impact.

At Bibby Line Group, we believe long-term success is built on more than financial performance alone. As a family-owned business with over 200 years of history, creating lasting value for our colleagues, customers, communities and the environment is part of who we are. That is why, in 2021, we launched Compass – setting ourselves ambitious goals at a time when doing so represented a significant commitment for the Group.

We are proud of what Compass has achieved since then. Colleagues have volunteered thousands of days, supported charities and schools, strengthened customer relationships, driven colleague engagement and helped reduce our environmental impact.

More importantly, we have seen thousands of examples of colleagues going above and beyond to make a difference – stories celebrated through our Annual Review and Bibby Awards. Compass has become a genuine differentiator for Bibby, helping demonstrate what we stand for. It has also gained recognition externally, winning awards and providing an approach that others have looked to learn from. Compass Evolution is our natural next step. We are building on this strong foundation, keeping our purpose and vision unchanged, along with our four strategic Compass 'Points': Environment, Community, People and Customer.

What is changing is how we focus our efforts and measure success. We have refreshed our 12 Trailblazer focus areas to concentrate activity where it can have the greatest impact, supported by clearer ambitions, more consistent annual progress measures and closer alignment with relevant external frameworks. This gives us a more focused and transparent approach, helping us prioritise what matters most, track progress and continually raise our ambition.

Compass Evolution is designed to be practical, measurable and enduring. It gives every Bibby business and colleague the opportunity to contribute to something that goes to the heart of who we are – and supports our ambition to be 'A family business known for creating a better future together.'

Jonathan Lewis, Bibby Line Group CEO



Compass: Progress since launch

Celebrating what we've achieved together across our Compass Points since launch.

From pioneering zero-emission vessels, record volunteering days and exceptional customer service scores, to creating inclusive workplaces where we all thrive, grow, and make a difference, Compass has delivered real impact across our environment, communities, people and customers.

 3,000+ colleague days donated to good causes over the last three years	 100% of offices and depots that have eliminated Single Use Plastics	 NPS customer engagement scores at the end of 2025: +53 Bibby Financial Services +77 Garic +77 Bibby Marine
 9.6% Reduction in Group carbon emissions year-on-year between 2024 and 2025	 BLG Colleague Active Inclusion & Health & Wellbeing Guide Published	
 Colleague Networks launched including Neurodiversity, Disability & Menopause	 300+ days volunteered to environmental causes as part of environmental campaigns	 £500,000+ raised by colleagues and the business for charities
 1,100+ participants competing in our wellbeing challenges, resulting in 26,800+ hours of activity	 7.6/10 Colleague Engagement Score in 2025 (At benchmark)	 Community Impact Fund launched to help deliver large impact community projects
		 10 school partnerships established and 333 days donated to schools over three years
		 1,900 colleague nominations across two years for Bibby Line Group Awards



Compass Evolution: Our Four Points, Visions and Revised Focus areas

ENVIRONMENT

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

COMMUNITY

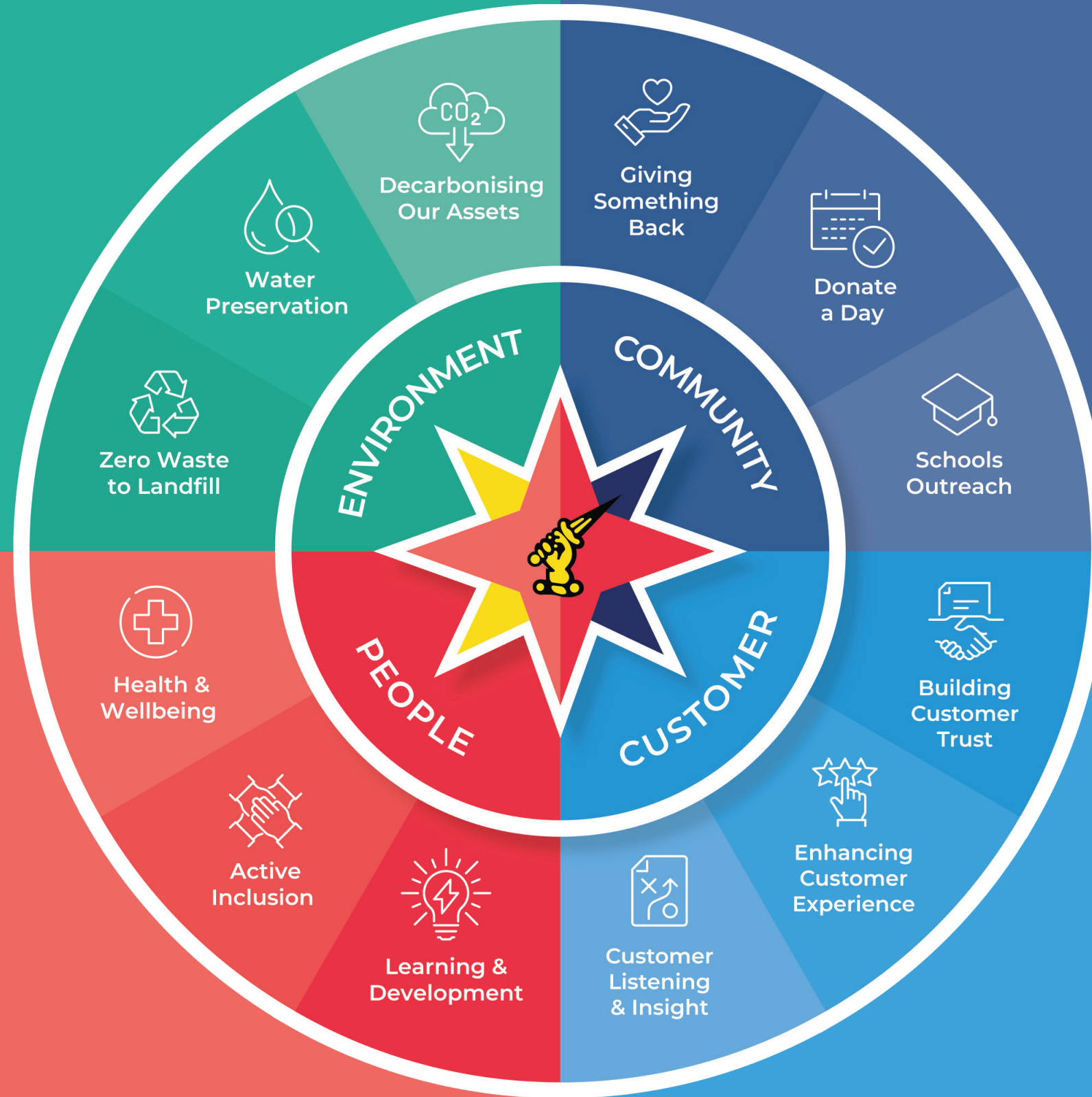
Vision: “We strive to improve the quality of life for all in the communities in which we work and live”

PEOPLE

Vision: “To build workplaces where everyone can belong, grow and succeed, unlocking the full potential of our people and our businesses.”

CUSTOMER

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



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

Compass Resilience Framework



Updated October 2026

Our Compass Framework provides a clear approach for how Bibby Line Group creates long-term value for our colleagues, customers, communities and the environment. Each of our four strategic 'Points' are supported by focused priorities, a long-term ambition and annual progress measures, ensuring we remain accountable while continually improving our impact.

			Annual Achievement Levels (Contributing to our Long-Term Ambitions)		
			<i>Good – Progressing Towards our Annual Ambitions</i> <i>Great – Realising & Exceeding our Annual Ambitions</i>		
Point	Focus Area	What this means	Long-Term Ambition	Good	Great
Environment	- Decarbonising Our Assets - Water Preservation - Zero Waste to Landfill	We are reducing our environmental impact by lowering greenhouse gas emissions, using natural resources responsibly and minimising waste, supporting our journey to net zero.	Net zero carbon emissions by 2040	Making measurable progress towards our annual environmental targets	Achieving the annual milestones required to remain on track for our 2040 target
Community	- Giving Something Back - Donate a Day - Schools Outreach	We create positive social impact by empowering colleagues to volunteer, supporting charitable causes and inspiring future generations through education and community partnerships.	1,000+ colleague volunteering days every year	800-1000 colleague volunteering days delivered	>1,000 colleague volunteering days delivered
People	- Health & Wellbeing - Active Inclusion - Learning & Development	We put colleagues at the heart of our business by creating an environment where everyone can be safe, healthy, feel included and supported to learn, grow and perform at their best.	Colleague engagement in the Top-quartile of surveyed organisations	Upper-middle quartile engagement (50th–74th percentile)	Top-quartile engagement (75th–100th percentile)
Customer	- Customer Listening & Insight - Enhancing Customer Experience - Building Customer Trust	We strengthen long-term customer relationships by listening, acting on insight and continually improving the experience we provide, helping our customers succeed.	Maintain leading customer advocacy levels (NPS >+60)	Good customer advocacy (NPS 0 to +30)	Great customer advocacy (NPS >+30)

Compass directly support these UN Sustainability Development Goals (SDGs):



Our business activities also support these SDGs:

