

As Chairman of the Board, it is my responsibility to ensure that the Group has both effective corporate governance and Board leadership. The Company has adopted the Quoted Companies Alliance Corporate Governance Code (the 'QCA Code') and this report follows the structure of these guidelines and explains how we have applied the guidance. The Board considers that the Group complies with the QCA Code.

COMMITMENT



The Board

The Board believes that corporate governance is more than just a set of guidelines; rather it is a framework which underpins the core values for running the business in which we all believe, including a commitment to open and transparent communications with stakeholders. We believe that good corporate governance improves performance while reducing or mitigating risks.

During the year under review, we obviously faced significant challenges as a result of the Covid-19 pandemic which necessitated changes to how we worked but I believe that the Board and the business rose to those challenges, adapted to them at a remarkable pace and found new ways of operating to maintain our services and our governance structures without compromising on our principles. We have learned from the experience and will be using those learnings to support constant improvement.

Peter Baker
Non-Executive Chairman