

## **Statement by the directors in performance of their statutory duties in accordance with s172(1) Companies Act 2016.**

The Directors of the Company, as those of all UK companies, must act in accordance with a set of general duties, these duties are set out in s172 (1) of the companies act 2006 which is summarised below:

The Board of directors of Future Industrial Services Ltd consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (as having regard to the stakeholders set out in s172 (1) act) in the decisions taken in the year ended 31 December 2019.

- the likely consequences of any decisions in the long term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's actions on the community and environment;
- the need to act fairly between shareholders of the company.

It is important to recognise that in a large organisation such as ours, the Directors fulfil their duties partly through a governance framework and a delegated authority matrix that delegates day to day decision making to employees of the Company. The board regularly meet to review and assess the governance framework, the delegated authority matrix, and the impact this is having on the wider stakeholders.

The following summaries how the directors fulfil their duties:

### **Risk Management**

We provide business critical services to our customers in highly regulated environment. As we grow, our business and risk environment also become more complex. It is therefore vital that we effectively identify, evaluate, manage, and mitigate the risks we face. The company therefore manages this in two ways, firstly through a risk management committee made up from a cross section of the workforce and secondly, as a key agenda point on the monthly board meeting.

To enable the company to report more accurately and timely and therefore manage risk more efficiently, 2019 has also seen the completion of the implementation of a new integrated IT system phase one, Nav+. An investment that will further platform the business for its ongoing growth. This went live in January 2020 and has brought immediate financial and operational benefits to the business.

### **Our People**

The Company is committed to being a responsible employer, our business behaviour is aligned with the expectations of our people, customers, investors, communities, and society as a whole. People are at the heart of our Industrial Services and Environmental services business.

For our business to succeed we need to manage our people's performance, development and bring through talent while ensuring we share common values that inform and guide our behaviour so we can achieve our goals in the right way.

The company does this through a number of different ways

- the company sets annual objectives for the staff which the individuals' annual bonus is aligned to. These objectives are aligned to the company's objectives and goals.
- All staff have been trained in carrying out PDPs, monthly 121 and objective setting
- The company promotes staff development and all staff have a training programme to develop internally the skills need to deliver a high-class performance for the company's customers
- The company runs an apprenticeship scheme which has run for a number of years
- Staffs welfare is paramount, and the company has implemented an employee assistance and welfare programme for ALL staff

### **Business Relationships**

Our strategy priorities organic growth, cross selling and up selling services to existing clients and bringing new customers into the company. To do this we need to develop and maintain strong client relationships. We value all our suppliers and through our supplier approval process ensure the supplier base is aligned to our goals and fit with our culture, especially in the area of health and safety.

To support our customers, the company have transitioned to a service and product structure with two divisions, Specialised Industrial Services and Environmental Services, each headed up by a member of the Senior Operational team. This has enabled customers to understand much clearer the services the Company offers and to bring efficiencies to the business and allow the company to deliver a high-quality service to all its customers.

### **Community and Environment**

The company's approach is to use our position of strength to create positive change for people, communities and the environment with which we interact. The Company is committed to reducing their environmental impact and working with the communities around all their sites.

Within the last year, the company has become a member of Business in the Community (BITC), who are dedicated to working with their members to achieve responsible business. Working with them will allow FIS to align our business direction with the UN Sustainable Development Goals, ensuring we take action to address environmental issues including climate change and social issues such as inequality. It will also enable FIS to become more active within the local communities around its sites, with partnerships with local schools planned for the near future.

The Company also has an Environmental, Social, Governance (ESG) Policy in place and as part of this, various measures have been put into place to reduce the impact of the company on the environment. These initiatives were introduced following a baseline assessment carried out across the company's operations and have been led by senior management. All areas of the business have introduced measures, including fleet, administration, waste disposal and industrial services.

### **Shareholders and investors**

The board is committed to openly engaging with our shareholders and investors, as we recognise the importance of a continuing effective dialogue, whether this is institutes such as the company's banker or investors. It is important that our shareholders and investors understand our strategy and direction and are part of the company's decision making. These must be communicated clearly, timely and feedback heard and discussed.