



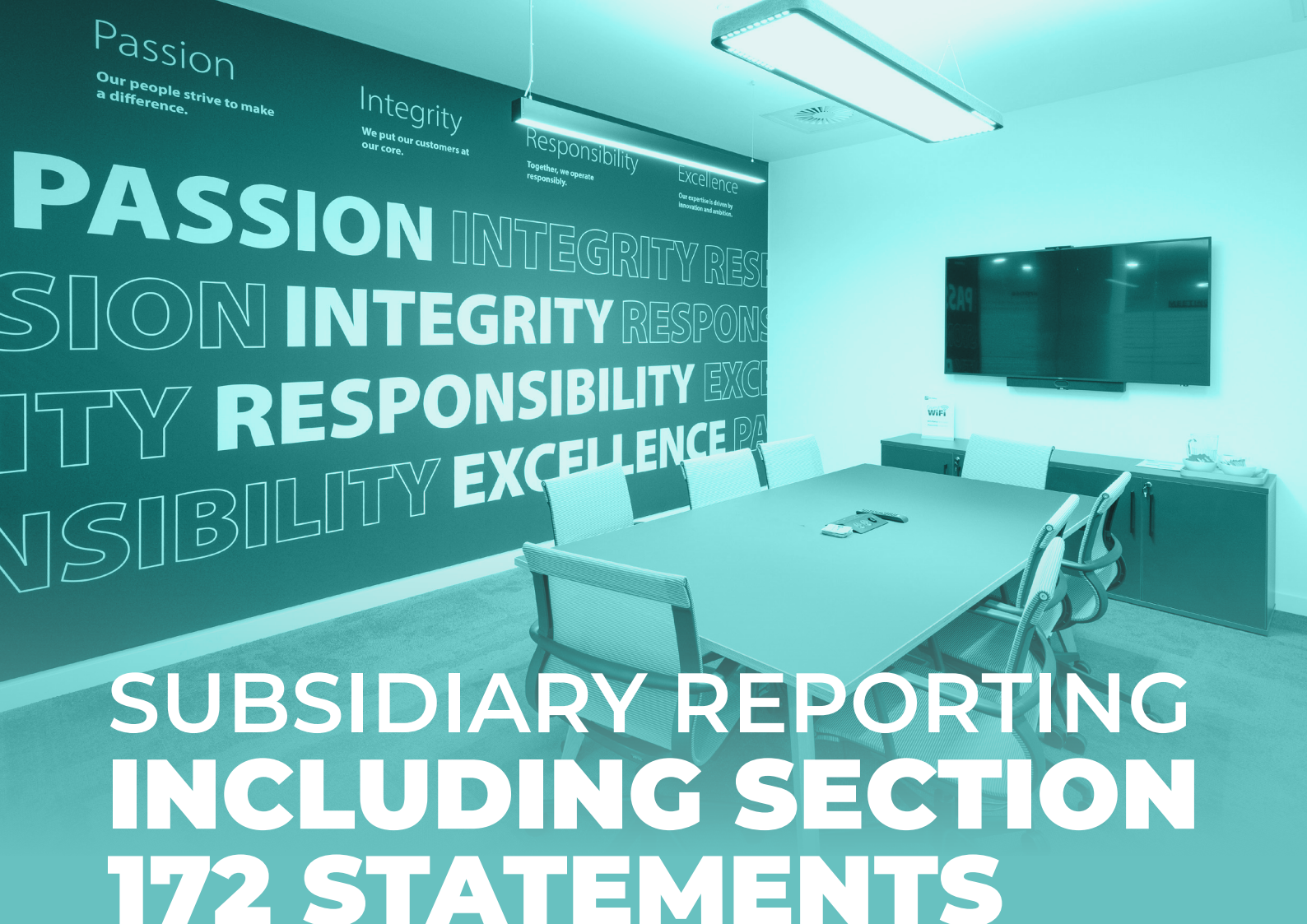
NG Bailey

SECTION 172 **STATEMENT** **SUBSIDIARY** **REPORTING**

FOR THE PERIOD FROM

2 MARCH 2024 TO 28 FEBRUARY 2025





SUBSIDIARY REPORTING INCLUDING SECTION 172 STATEMENTS

In accordance with the Companies Act 2006, the following subsidiaries of NG Bailey Group Limited are required to prepare a statement in the strategic report of their financial statements which describes how the directors have regard to the matters set out in section 172(1) (a) to (f) when performing their duties as a director under section 172 of the Companies Act 2006 (commonly known as a “section 172 statement”):




- NG Bailey Limited
- The Freedom Group of Companies Ltd.
- NG Bailey Facilities Services Limited
- NG Bailey IT Services Limited

The section 172 statement must be made available on a website. As the companies are under common control and management, the section 172 statement is identical across the subsidiaries and has been included below.

Section 172, Companies Act 2006

In line with Section 172 of the Companies Act 2006, the Board's priority is to ensure that the Directors have acted both individually and collectively in a way that 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 with regard to all its stakeholders and maintaining a reputation for high standards of business conduct. In carrying out this duty during the period, the Directors have had regard for, amongst other matters, the areas set out in the table overleaf.

The Company is part of the NG Bailey Group and the Directors are also directors of the ultimate parent company, NG Bailey Group Limited. Consequently, much of this reflects group-wide governance and activity and further information can be found within the NG Bailey Group Limited financial statements.

Area of consideration	Demonstrated by
Reputation of the business 	The NG Bailey Group has a proud heritage and a proven track record of achievement for more than 100 years. We are a business founded on our values of Passion, Integrity, Responsibility and Excellence which guide the Company's strategy, decisions, processes and culture. The Directors believe that in order to continue achieving our goals, the Company must protect our reputation and relationships with its stakeholders through robust governance on a day-to-day basis.
Our shareholders and wider family 	<p>The Company is a subsidiary and is part of the family-owned NG Bailey Group. The family have established their Guiding Principles which capture their long-term aspirations for the Group including leadership excellence, being a great place to work and acting as a responsible business. The Directors seek to align the Company's strategic direction with these Guiding Principles.</p> <p>An understanding of the NG Bailey Group shareholders' goals and priorities is gathered from a programme of communications with the shareholders and wider family.</p>
Impact on communities and the environment 	<p>We recognise that our responsibilities extend beyond our immediate operations, and we are committed to being a good neighbour in our local communities and minimising our impact on the environment. We have established communication channels with communities to listen to their views and we support our employees and customers in charitable and volunteering efforts and community projects.</p> <p>The Group's 'Journey to Net Zero' responsibility strategy supports our long-term goal of doing business in a way that we put more into society, the environment and the global economy than we take out. We are proud to report that NG Bailey Group's long-term science based emissions reduction target, to become net zero by 2045, has been approved by the Science-Based Targets initiative (SBTi) during the period, further supporting our ambitions to limit our climate change impact.</p>
Strategy and long-term impact 	The Directors of the Company, by virtue of their positions on the NG Bailey Group Limited Board, consider the likely consequences of their decisions on the success and long-term stability of the Company. Annually, the Group Board approves the Company's strategy and monitors its implementation throughout the period. This is facilitated by the Group Board's agenda of standing items which includes health and safety, operational and people matters, financial performance, strategy, risks and opportunities, market conditions, cyber security and sustainability. The Group Board and its Committees oversee the Group's comprehensive risk management framework and its application within the Company.
Relationships with employees 	The Directors recognise that attracting, retaining and developing people is key to its long-term success. The Company aims to be a great place to work through market-benchmarked competitive remuneration, training and development and fostering an inclusive culture through our 'Fairness, Inclusion and Respect' programme. Recently the Group has launched its 'Ways of Working Charter' to give our people a shared understanding of a core set of behaviours that we can expect from one another. The charter will be fully rolled out during 2025/26. We engage through team briefings, regular CEO briefings and our business update videos. Feedback is gathered through our annual employee survey, MyVoice, and acted upon. We continually review and update our people offering to ensure it remains competitive, and we seek to support our people through our wider approach to wellbeing.
Relationships with suppliers 	Our supply chain partners play a key role in the Company's long-term stability and success. We manage our supply chain in a responsible and sustainable way and forge close and effective supplier relationships. We recognise the importance of paying the supply chain on time, as demonstrated by our payment performance metrics which are consistently industry leading. In 2024/25, we partnered with the Earlytrade platform to provide our NG Bailey Limited subcontract trade partners with the choice to receive early payments, increasing their optionality around timing of cash flow without changing terms and conditions. Looking ahead, we plan to explore extending the use of this offering to our broader supplier base to increase their optionality around cash flow.
Relationships with customers 	We listen to feedback from customers through our regular customer engagement surveys to identify improvements and retain our industry-leading reputation. This helps us build strong relationships with customers to support the long-term success of the Company. We regularly undertake our Group-wide Net Promoter Score (NPS) surveys with excellent feedback from our customers. We have long-standing relationships with many of our customers and retention rates remain high across all our sectors.

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