

Oscar Topco Limited

Group Strategic Report (continued) For the Period Ended 30 June 2020

Directors' Duties

The Directors of Churchill Contract Services Group Holdings Limited act in accordance with a set of duties that are in the best interests of stakeholders of the company. These duties are in accordance with those detailed in Section 172 of the UK Companies Act 2016.

Directors' statement of compliance with duty to promote the success of the Group

Section 172 of the Companies Act 2006 requires Directors to take into consideration the interests of stakeholders and other matters in their decision making. The Directors continue to have regard to the interests of the Company's employees and other stakeholders, the impact of its activities on the community, the environment and the Company's reputation for good business conduct, when making decisions. In this context, acting in good faith and fairly, the Directors consider what is most likely to promote the success of the Company for its members in the long term. We explain in this annual report, and below, how the Board engages with stakeholders. Not all information is reported directly to the Board and not all engagement takes place directly with the Board.

- The Board regularly reviews the Company's principal stakeholders and how it engages with them. This is achieved through information provided by management and also by direct engagement with stakeholders themselves.
- We aim to work responsibly with our stakeholders, including suppliers. Detail of our anti-corruption, anti-bribery, equal opportunities and whistleblowing policies are detailed in the strategic report. These are reviewed regularly and updated as appropriate.

Relations with key stakeholders are considered below:

- **Employee engagement:** the Directors recognise that their employees are fundamental and core to our business and delivery of our strategic ambitions. The success of our business depends on attracting, retaining and motivating employees. From ensuring that we remain a responsible employer, from pay and benefits to our health, safety and workplace environment, the Directors factor the implications of decisions on employees and the wider workforce, where relevant and feasible. Employee practices are detailed within the strategic report on page 5. During the year the company consults with its employees through surveys and issues such as inclusion and working from home have been covered during the year in this way to shape the company's policies in the future.
- **Shareholders:** the company holds monthly board meetings with its investors where the financial results for the period are presented. This meeting gives an opportunity to discuss current trading conditions, issues and future plans.
- **Suppliers:** the company engages regularly with its key suppliers and recognises the importance of good relationships to support the supply of cleaning consumables to our end clients through the service we provide. We have strong long term relationships with our main suppliers and subcontractors built up over a number of years. Our ethos of operating in a socially responsible manner with our supply chain is detailed in the strategic report on page 5.
- **Customers:** the company seeks strong mutually beneficial relationships with its key customers and regularly engages with them to assess their priorities. We actively seek out and engage with customers who share our key values and ethos of 'Doing the Right Thing'.

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Group Strategic Report (continued) For the Period Ended 30 June 2020

Directors' statement of compliance with duty to promote the success of the Group (continued)

The key board decisions made in the period were:

Significant events/decisions	Key s172 matter(s) affected	Actions and impacts
Acquisition of Churchill Contract Services Group Holdings Limited	Shareholders, employees, customers and suppliers	<ul style="list-style-type: none"> Shareholder consultation took place in accordance with Companies Act requirements. Customer and supplier meetings took place to ensure a smooth transition on the acquisition of Chequers Contract Services Ltd and Chequers Electrical and Building Services Ltd by the Churchill Group and then on the change in ownership of the Churchill Group. Employee talent management and retention programme was created and implemented to enable the continued success of the acquired companies.
Impact of COVID-19 on customers and workforce	Customers, employees Type text here	<ul style="list-style-type: none"> Customers have been consulted in relation to options available to them during the COVID period in respect of maintaining our contracts with them. Utilising the Government's Coronavirus Job Retention Scheme to enable staff to remain employed where the customer sites closed, thereby reducing redundancies in the workforce.
Change of company ownership	Investors	<ul style="list-style-type: none"> The ultimate ownership of the Churchill Group changed when it was acquired on 9 March 2020, with the creation of a new group structure and a 10% equity investment, to support future investment opportunities.

This report was approved by the board on 15 January 2021 and signed on its behalf.



J M Briggs
Director