

The Cardboard Box Company Ltd

S172 report

1. The likely consequences of any decision in the long term

The Board constantly look ahead on market developments, potential acquisitions and capital expenditure.

2. The interests of the company's employees

The Board places the health, safety and wellbeing at the forefront of our approach encouraging employee engagement in this process.

The business has developed and committed to a Health & Wellbeing Strategy. This correlates with our statement on employee involvement in the business.

At every Board and Executive Management meeting the first item on the agenda is health, safety and wellbeing.

During the course of the year the Board asked each operating business to survey their employees on the companies approach to this important subject and assess it in several areas:

- Management commitment
- Communication
- Priority of safety
- Safety rules and procedures
- Personal priorities and need for safety
- Work environment

The Board and Executive Management take these and devise actions, communications and engagement strategies to address the feedback received and all with the aim of continually improving the businesses approach to employee's health, safety and wellbeing.

Training plays a key role in this and organised online training sessions on different subjects are used to improve awareness and help positively develop our safety culture.

Employees also have access to confidential helplines for any wellbeing or mental health issues they may need help on.

3. The need to foster the company's business relationship with customers, suppliers and others

Key customer relationships are multi-layered with multiple contact points, including Senior Management.

Key category suppliers are managed at a senior level and reviewed monthly as an integral part of business review.

Supplier relationships are reviewed on the basis of quality, service and cost effectiveness with strategic focus on security and continuity of supply.

4. The impact of the company's operations on the community and environment

Local Management are encouraged to play an active role in their local community. Fund raising activities by employees are supported by a Group matching scheme and promoted via newsletters and social media channels.

Our product is highly recyclable and the waste generated from the manufacturing process is captured and returned to paper mills for further recycling.

5. The desirability of the company maintaining a reputation for high standards of business conduct

The Board requires all Directors and Executives to maintain high standards of behaviour, integrity and conduct whether dealing with employees, customers, suppliers and other stakeholders.

6. The need to act fairly between members of the company

Regular meetings are held between majority and minority shareholders of this large private group of companies. This covers both review of current business performance and future strategic direction.