

Stakeholder Engagement continued

Section 172(1) Statement

We are committed to upholding the very highest standards of conduct and all decisions we make are for the long-term success of the business.

We believe that our business will continue to grow and prosper if we understand and respect the views and needs of our stakeholders. Typically for a global company like ours, we have a robust governance framework which includes delegation of day-to-day decision-making to our employees.

Under Section 172 of the Companies Act 2006 (CA2006), a Director of a Company must act 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. In doing this, the Directors must have regard (amongst other matters) to:

- The likely consequences of any decision in the long term
- The interests of the Company's employees
- The need to foster our business relationships with suppliers, customers and others
- The impact of our operations on the community and the environment
- The desirability of the Company maintaining a reputation for high standards of business conduct
- The need to act fairly between shareholders of the Company

Our key stakeholders

We value all of our stakeholders and make continual efforts to consider their needs and the impact decisions have on them. Below, we've highlighted sections of this report which particularly illustrate how our Directors drive the long-term success of our business at the same time as balancing the best outcomes for all.

- Stakeholder Engagement (pages 20–21): we identify our key stakeholders, and why and how we engage with them
- Our ESG Report (pages 23–36), which describes the progress we have made with our ESG strategy, including diversity and inclusion, our community outreach activities and our Task Force on Climate-related Financial Disclosures (TCFD) report
- Board Activities (pages 67–68), we give examples of how our Board interacts with, and makes decisions based on, our employees, investors and other stakeholders
- Understanding our Stakeholders (pages 70–71), we outline how Directors engage with investors, employees and the community and consider their interests

Long-term decision making

Our strategy is to sustainably generate and preserve value for stakeholders and wider society over the long term by facilitating a wider range of trading and investment opportunities for ambitious people around the world. This long-term view drives both the strategy and the setting of objectives for employees. Our risk-management procedures identify the potential consequences of short, medium and long term decisions, identifying appropriate levels of identification, mitigation, reduction, management or elimination in the best interests of the Group and stakeholders.

A continued understanding of the key issues affecting stakeholders is an integral part of how our Board operates. The insights that our Board gains through its engagement mechanisms form an important part of the context for all its discussions and decision-making processes. To find out more about how the Board has considered the interests of various stakeholders, and which matters the Directors considered when trying to align and mitigate opposing views, please see our Board Activities on pages 67–68.



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