

GROUP STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2023

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 Group's employees and other stakeholders, the impact of its activities on the community, the environment and the Group'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 Group 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 Group'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, antibribery, 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 Group 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 Group's policies in the future.

Shareholders: the Group 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 Group 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 6.

OSCAR TOPCO LIMITED

GROUP STRATEGIC REPORT (CONTINUED)
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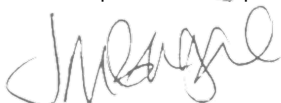
The key board decisions made in the year were:

Significant events/decisions	Key s172 matter(s) affected	Actions and impacts
<p>Significant increase in the cost of goods and services, including:</p> <p>National Living Wages: Increased by 9.7% from 1 April 2023</p> <p>Inflation has risen to a 40-year high in the 2023 financial year (June 23 – 7.9%).</p>	Suppliers, employees, customers	<ul style="list-style-type: none"> • Continue to implement tighter cost control measures to ensure profit margins are protected. • The commercial teams are in regular communication with the clients regarding price increases. • Our contracts allow for government led increases. • We continue to procure from a reliable solid supply chain with the most attractive pricing.
<p>Climate change, resulting in unpredictable and severe weather, has the potential to disrupt business operations and risk employees safety and well being.</p>	Employees and customers	<ul style="list-style-type: none"> • Continue to raise energy awareness and behavioural change across our workforce, through implementing: <ol style="list-style-type: none"> 1. Regular company wide sustainability bulletins 2. Energy management training • Our sustainability Charter remains the key driver in providing a strategic direction for minimising our environmental impact across the business.
J V Price Integration	Suppliers, employees and customers	<ul style="list-style-type: none"> • The Group decided to integrate the back-office processes of J V Price into the shared services function of the Churchill Group from 01 July 2023.
Decision made for the Churchill Group to become majority owned by an Employee Ownership Trust	Employees	<ul style="list-style-type: none"> • In August 2023, Churchill Group became majority owned by an employee owned trust, making our employees beneficiaries of our future success.

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



J M Briggs
Director

Date: 18/12/2023