

bjss

S172 statement



S172(1) statement

Section 172 of the Companies Act 2006 requires every director to act in the way he or she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole.

In governing the Company and discharging their duties under section 172 during this reporting period, our directors continued to exercise all their duties, while having regard for these and other factors as they reviewed and considered proposals from senior management and the wider BJSS leadership community and stakeholders.

The BJSS Board regularly reviews and identifies key stakeholders, understanding who they are and why they are important. The stakeholders we consider in this regard are our employees, our customers, our partners, suppliers, and the communities in which we work. The Board recognises that building strong relationships with our stakeholders will help us to deliver our strategy in line with our long-term values and operate the business in a sustainable way. The Board also involves stakeholders in the decision-making process where possible, helping ensure that their perspectives are considered and valued.

Stakeholder engagement

At every Board meeting the directors review the progress against strategic priorities such as international growth and the changing shape of the services delivered to clients. Ultimately Board decisions are taken against the backdrop of what it considers to be in the best interest of the long-term financial success of the Company and BJSS' stakeholders, including employees, the community, partners, suppliers, and customers.

The Board is committed to effective engagement with all of its stakeholders. Depending on the nature of the issue in question, the relevance of each stakeholder group may differ and, as such, as part of its engagement with stakeholders, the Board seeks to understand the relative interests and priorities supporting adjustments in strategies and approaches based on stakeholder feedback and changing circumstances.

The Board regularly receives reports from management on issues concerning customers, our employees, partners, and suppliers and the wider community which it takes into account in its discussions and in its decision-making process under [section 172](#).

In addition to this, the Board seeks to understand the interests and views of the organisation's stakeholders by engaging with them directly as appropriate.

Some of the ways in which the Board has engaged directly with stakeholders over the year are set out below.

Customers

BJSS' clients span a number of industries, businesses, and service lines. We work closely with our customers to understand their evolving needs so we can improve and adapt to meet them.

Throughout the year the Board received updates on key customer issues through our client service performance updates and regular enhanced net promoter business reviews.

Members of the Board also meet with customers directly through their account executive roles and promote a culture that prioritises customer satisfaction and outcomes at all levels of the organisation.

Environment

BJSS has established a steering team, reporting to the BJSS director responsible for ESG and Sustainability. The Sustainability Steering Group and Heads of Business work with BJSS teams to drive the decarbonisation efforts of BJSS and attainment of the SBTi, 1.5c commitment, and our overarching Net Zero 2025 goal. Our Mission Zero sustainability programme is our actionable roadmap detailing the related measures and activities that drive our outcomes and tell the BJSS sustainability story. It includes organisational structure, well-defined initiatives, and specific implementation plans.

The Board regularly receives reports as a standing agenda item on Board meetings. The management report on issues concerning our environment policy related to all areas, including our customers, our employees, partners and suppliers, and the wider community.



We work with clients at an account and engagement level to establish the approach to sustainability that is appropriate for their projects over time. In 2020, we set out our sustainability commitments for the next five years.

- **Operations:** Building on our existing Carbon Neutral status since 2019, we aim to become a net-zero-carbon (CO₂) business by 2025/2026 by reducing our environmental impact, minimising waste, conserving water, and by offsetting our emissions in the short-term. We will use our position as a technology business to positively promote digital communication and flexible working.
- **'Tech for Green' services:** Our services to our clients embed approaches to reduce energy through system design - including the use of cloud and serverless computing. We work collaboratively to establish and achieve environmental goals through the delivery of the contract. BJSS is constantly working with clients to encourage high environmental standards. We work collaboratively to establish and achieve environmental goals through the delivery of the contract. These reviews are now mandated as part of our overall assurance processes, supported by green software training and a green software impact questionnaire which is completed by delivery managers and senior technologists.
- **Making sure BJSS is a great place to work:** We continue to build a culture of sustainability in which paperless working and public transport use is 'the norm'. Through environmental training and volunteering, we will create a shared agenda between staff, customers, and suppliers based on a greater connection to the world around us.
- **Partnerships:** BJSS continues to have significant positive influence on the environment outside of our core business. We are actively working with our partners, and the broader digital community, and taking an active role in a much wider scope of initiatives. We are active in technology communities that continue to try to understand how the technology sector can contribute towards a zero-carbon future. Each BJSS region has formed strong regional ties into the local digital community, and promotes awareness of the impact of technology on the environment.
- **International:** We are now present in 26 locations in the UK and internationally. As we grow, we will select offices close to public transport hubs and refurbish existing offices to take advantage of the latest environmental innovations. These include thermally-efficient construction techniques, movement-sensitive lighting, and water-saving appliances. Our goal is to continue to reduce our carbon intensity measurements per consultant every year to 2025.
- **Community:** We will continue to positively influence communities in each region, playing an active role in using technology to support a zero-carbon future. Our focus will be on driving carbon literacy in households, schools, and businesses, and increasing skills through initiatives such as our Zero-carbon Hackathons. BJSS is working in partnership with BJSS Environmental Limited, an entity which was established to support conservation efforts in the UK.

At the centre of meeting these aspirations is a commitment to enhancing the way we track, measure, and report against our environmental aims to be carbon net zero by 2025/2026 and create a culture of continuous improvement. This year we have taken some significant steps forward in our journey:

- We have republished our Carbon Reduction Plan, which details our existing carbon footprint and our next steps to achieving carbon neutrality. This plan has provided a strong anchor for a set of LCRP (Local Carbon Reduction Plans)
- We have been certified as carbon neutral under Scope '1/2/3' GHG emissions, by Carbon Neutral Britain, since 2019. This year we have extended Scope 3 categories to include all applicable categories
- Over the next two years we will continue to reduce carbon emissions to net-zero status by 2025/2026. To support our progress towards achieving net zero, BJSS has set targets from 2024 to 2026. BJSS has targeted 200 kgCO₂e per BJSS consultant through the 2024/2025 business year (from 419 kgCO₂e in 2019) including the additional areas being brought into scope
- We have continued to implement and tune systems that all allow BJSS to capture demographic data from all existing staff, new starters, and applicants to help mature of carbon measurements around commuting and home working
- Our supplier decarbonisation programme is underway, driven through a model office project being delivered in our Nottingham Hub to establish the blueprint for addressing embedded emissions in the supply chain for all purchased goods and services. Informed by the data collected from the model office project we will continue to work with suppliers to reduce our carbon footprint, support them in decarbonisation and reduce the environmental impact. We will prioritise engaging our largest suppliers in these efforts

Employees

BJSS' workforce is key to its success. Our people help us maintain our strong reputation for excellent delivery, and are fundamental in delivering BJSS services. Attracting and retaining good people has been one of the most significant challenges faced by the Board during the financial year. Our people proposition helps us attract, develop, and retain the best talent, equipped with the right skills for the future.

The BJSS Board have continued to emphasise employee engagement. We will continue to drive equality and accessibility across all areas of our business to grow and develop as a collaborative, open, and respectful environment in which everyone can fulfil their potential, be themselves, and enjoy their working life at BJSS.

The Board receive updates from senior management on various aspects of our Great Place to Work programme, and feedback through tools such as the Group annual survey, which help provide the Board with insight into key aspects of our employee programmes. We are also actively engaging in ways to get more regular feedback from employees throughout the year.

Moreover, the members of the Board engage with the Group's employees in a variety of ways, including attending regular town hall sessions, as well as informal interactions through social and technical update events, both in person and virtually.

Hybrid working has allowed us more opportunity to make decisions about where is best suited to do our work, based on the requirements of our employees and our clients. By doing this, we have reduced the challenges that come with working exclusively from one place or the other and aim to get the best out of ourselves and each other.

Partners and suppliers

The Board recognises the key role our suppliers play in ensuring we deliver a reliable service to our customers. BJSS depends on the capability and performance of our suppliers, contractors, and other partners, such as product or cloud partners, industry peers, and academia, to help deliver the services we need for our operations and customers.

Improvements in supplier and partner selection and onboarding helps meet the BJSS service quality requirements, delivery timelines, cost-effectiveness metrics, and ethical standards.

The Board is kept apprised of our partner ecosystem and relationships with our key global delivery partners such as AWS, Microsoft, and Databricks, our participation in industry events, and through broader professional membership.

Communities

Through our Corporate Social Responsibility ("CSR") approach, we support young people from disadvantaged, marginalised, and/or low socioeconomic backgrounds to learn and pursue technology education and careers. We engage credible public, not-for-profit, and private sector organisations to execute sustainable projects in these focus areas, supporting them financially and through pro-bono consultancy. We do not extend any CSR support to political parties or groups with partisan political affiliations, organisations which are racially exclusive, or religious organisations.

The BJSS Board consult with people in areas which our regional offices reside to gain valuable perspectives on the ways in which our activities could impact the local community or environment.

The Board is conscious of BJSS' importance in the communities it serves and has carefully considered the impact of certain business decisions on affected communities. It has also carefully considered the needs of our society as a whole, and has endeavoured to identify sectors with additional needs, such as the BJSS CSR programme focusing on youth in technology.

See bjss.com/community.

In our communities, we are creating new opportunities for future innovators, creative thinkers, and problem solvers, and we are taking positive action towards improving diversity and sustainability. Our Hub Offices in Leeds, London, Nottingham, Manchester, Cardiff, Birmingham, Glasgow, and Bristol, appoint region-specific People Leads who work with regional Heads of Delivery to organise and implement community programmes that help each city's ecosystem.



