

**GROUP STRATEGIC REPORT
for the Year Ended 31 March 2021**

FINANCIAL RISK MANAGEMENT

The group is exposed to financial risks that include the effects of the global pandemic, interest rate rises and credit risk. The group has in place a risk management programme that seeks to preserve working capital and limit any adverse effects on the financial performance of the business. A robust and well managed credit control function together with trade credit insurance which covers most of our debtors shields the business from potential losses due to customer failures whilst also enabling the group to prosper from granting greater limits. Levels of debt finance and the related financing costs are continually monitored.

CARBON REPORTING

The group is required to disclose greenhouse gas emissions ("GHGs") from its energy consumed under three scopes - combustion of gas, purchase of electricity for own use and consumption of fuel. These figures are presented below:

	GHGs Tonnes	kWh
Gas	12.05	65,793
Biomass	6.44	425,900
Electricity	141.08	664,441
Transportation	<u>1,428.74</u>	<u>5,933,638</u>
Total	1,588.31	7,089,772
Average UK headcount	260	260
Usage per person per year	6.11	27,268

Calculation methodology

Consumption analysis from the group's energy suppliers for usage of gas and electricity was used and converted using the UK Government GHG Conversion Factors for Company Reporting.

Transport consumption usage data for both commercial vehicles and cars was calculated using diesel expenditure and using an average diesel price of 89.42 pence per litre for the financial year. Litres of diesel was then converted using the UK Government GHG Conversion Factors for Company Reporting.

ON BEHALF OF THE BOARD:

Mr J F Beesley - Director

26 November 2021