

# Corporate governance report

## Chairman's introduction to Corporate governance

I am pleased to present the Corporate Governance report for 2019. This year sees further strategic progress which brings with it increased challenges to the Group's corporate governance. Our reputation as a Group is founded on the highest levels of ethical standards in the way in which we deal with each other and our diverse stakeholders. This key cultural focus on good governance remains at the heart of everything we do as a Group. 2019 has also been a time for change of composition within the Board (as described below), and I look forward to working with our new Board members, who bring a wealth of new skills and experience to the opportunities and challenges ahead of us.

This report includes details about the Board and an explanation of our individual roles and responsibilities. We also summarise the key activities of the Board during the year and key priorities for 2020 on page 46. The Chair of each Board Committee discusses the activities of that Committee during the past year. We also include a section explaining how the Board has fulfilled its duties towards our key stakeholders – our employees, our customers and suppliers, our shareholders, our local communities and the environment, and how we plan to further build on this in 2020.

The UK Corporate Governance Code 2018, publically available at [www.frc.org.uk](http://www.frc.org.uk) (the Code), which replaced the UK Corporate Governance Code 2016, has applied to the Company since 1 January 2019. This report explains how the Company has applied the Principles set out in the Code. The Code places an emphasis on the role the Board plays in creating a positive, responsible and responsive culture. We welcome the importance the new Code affords to workforce engagement and the representation of the employee voice in the boardroom. We appointed Inken Braunschmidt as the Non-Executive Director for employee engagement. Further information on this is in the Sustainability report on page 31. The remit of the Remuneration Committee was enhanced during 2019 to cover senior leadership reward, pay policy, gender pay and employee engagement. During the period ended 31 December 2019 (and up to the date of this report), the Company has complied with all relevant provisions of the Code.

As discussed in my Chairman's statement on page 4, whilst I will have served as a Director for a period of 9 years, given the recent change of CEO, the Board have requested and I have agreed to make myself available for re-election at the 2020 AGM whilst the search for a new Non-Executive Chairman commences.

## Culture and values

The Board recognises the importance of its role in building a sustainable business by setting the tone of James Fisher's culture and embedding it throughout the Group. Our core values of delivering excellence and continual innovation and our Code of Ethics (the behaviours we expect) underpin everything that we do and set out the type of organisation we want to be. Everyone who works for and with us is required to comply with these.

The Executive Directors have a critical role in setting the tone of our organisation and championing the behaviours we expect to see. The Executive Directors led engagement throughout the year to highlight our values and beliefs. Various indicators are used to provide insight into our culture, including employee engagement and health and safety. We regularly assess the state of our culture, through activities such as compliance reviews and we address behaviour that falls short of our expectations.

## Board composition

In December 2018, we announced that Nick Henry was retiring from the role of Chief Executive Officer. On 1 October 2019, Nick was succeeded as Chief Executive Officer by Eoghan O'Lionaird (who joined the Board in September 2019). In addition to this executive succession planning, the Nominations Committee continued to keep under review the composition of the Board to ensure that we have the right balance of skills and experience. Inken Braunschmidt joined the Board on 1 March 2019 and Aedemar Comiskey was appointed as the Senior Independent Non-Executive Director in place of David Moorhouse, who stepped down from the Board in February 2019. Further details are set out on page 57 of the Nominations Committee report.

## Diversity

Diversity remains an important area of focus, with the Code stressing the importance of diversity in creating a successful and sustainable business. The Board is committed to improving diversity in its widest sense, including gender, ethnicity, diversity of thought, tenure, age, experience, skills, geographical expertise, educational and professional background.

In its Board diversity policy, the Board set its own target of having two women on the Board, which, as at the date of this report, has been met. However, the Board acknowledges the recommendations made by Hampton-Alexander review including its target of 33% representation of women on boards by the end of 2020 and will keep this under review for our Board Diversity policy.

The Board also targets having a minimum of one Director from an ethnic minority background by 2024. As at the date of this report the Board has no Directors from an ethnic minority background.

The Executive Team is made up of seven individuals, two of whom are women.

## Our external environment

We constantly strive to make sure that our approach to risk management is effective, extending beyond financial risk to a wider range of operational risks. There is a full report on our activities in this area in our Principal Risks report on page 27. Uncertainty continues following Brexit and the Board maintains its watching brief, although the Board's assessment remains that the overall risk to the Group from Brexit remains low.

**Corporate governance report** continued

On 5 November 2019, we announced that the Group had been the subject of a cyber incident which resulted in the Group taking its systems offline for a short period while we recovered systems and data from disaster recovery back up. The incident illustrates an increasing risk in this area for all companies. More information on this incident and the Group's response is set out on page 27.

**Board effectiveness**

In the 2018 Annual Report and Accounts, I provided a summary of the results of the externally-facilitated evaluation of the Board, following which the Board put in place an action plan to address the challenges identified in the report. During 2019 we continued to address the agreed actions, all of which were complete or (for longer term projects) were in progress by the end of the year. Also in 2019 we carried out an internal review of how the Board and its Committees function, and to provide recommendations for ways to improve their overall effectiveness. Details of the process, outcomes and actions are described on page 47. Following his appointment, the CEO has been undertaking a review of Group strategy, which he discusses in the Chief Executive review on page 5.

**Annual General Meeting (AGM)**

I would encourage all shareholders to attend the AGM, to be held at 11.00am on Thursday 30 April 2020 at the Abbey House Hotel, Abbey Road, Barrow-in-Furness, Cumbria, LA13 0PA, as it provides an excellent opportunity to meet the Executive and Non-Executive Directors.

**Malcolm Paul**

Chairman

26 February 2020

## Our governance structure

### The Board

Chaired by Malcolm Paul

Meets regularly, with six scheduled meetings during the year.

The Board is responsible for providing effective leadership to the Group. The Board is responsible for steering the Group's purpose, culture and values, for setting the Group's strategic priorities and overseeing their delivery in a way that enables sustainable long-term growth, while maintaining a balanced approach to risk within a framework of effective controls. It has a schedule of key matters which are reserved for its own decision-making, which is reviewed annually and approved by the Board.

#### Chairman

Leads the Board, sets the agenda and promotes a culture of open debate between Executive and Non-Executive Directors.

- Regularly meets with the Chief Executive Officer, the other Executive Directors and other senior management to stay informed.
- Ensures effective communication with our shareholders.

#### Senior Independent Non-Executive Director

- Provides a sounding board to the Chairman and appraises his performance.
- Meets with Directors to review the Chairman's performance. This review is then shared with the Chairman.
- Acts as intermediary for other Directors, if needed.
- Available to respond to shareholder concerns when contact through the normal channels is inappropriate.

#### Non-Executive Directors

- Contribute to developing our strategy.
- Scrutinise and constructively challenge the performance of management in the execution of our strategy.

#### Non-Executive Director for Employee Engagement

- Responsible for representing the voice of our colleagues in the boardroom.
- Provides a regular platform for the independent element of the Board to have direct conversations with the employees, individually and in group settings, to gain insights into their experiences, concerns and perspectives, and to better understand whether the cultural change already underway.

#### Executive Directors

- Responsible for management of the Group as a whole.
- Delivers strategic objectives within the Board's stated risk appetite.
- Responsible for management of Group finances and records.

### Nominations Committee

Chaired by Malcolm Paul

Meets at least once a year.

Reviews the structure, size and composition of the Board (including skills, knowledge, diversity and experience) and recommends changes, succession planning for Directors and senior executives.

Identifies and nominates candidates for approval to the Board, to fill vacancies when they arise.

The Nominations Committee report on pages 56 to 58 describes in detail the Committee's role and activities.

### Audit Committee

Chaired by Justin Atkinson

Meets a minimum of three times a year.

Assists the Board in its oversight and monitoring of financial reporting, reviews the Group's internal financial controls and systems for risk management and internal controls and assesses independence and objectivity of external auditor.

The Audit Committee report on pages 51 to 55 describes in detail the Committee's role and activities.

### Remuneration Committee

Chaired by Aedamar Comiskey

Meets at least once a year.

Agrees the remuneration policy for Executive Directors and other senior executives; reviews the appropriateness and relevance of the Group's remuneration policy; and ensures that the provisions of the Code relating to remuneration are fulfilled.

The Directors' remuneration report on pages 59 to 76 describes in detail the Committee's role and activities.

### Special Purposes Board Committee

Consisting of the Chairman and the Executive Directors

Meets according to business requirements.

Empowered, under written terms of reference, to take actions relating to the affairs of the Company in the normal course of business and of a routine nature, subject to such limits as the Board in its discretion determines.

### Disclosure Committee

Consisting of the Chairman, the Executive Directors and the Group General Counsel and Company Secretary

Meets when necessary.

Oversees the Company's compliance with its disclosure obligations.

### Group Health and Safety Committee

Chaired by Eoghan O'Lionaird

Meets on a quarterly basis.

Discusses all health and safety issues including incidents, mitigating actions and training requirements and reports recordable safety incidents to the Board.

### Group Sustainability Committee

Chaired by Eoghan O'Lionaird

Meets on a regular basis.

Identifies, monitors and coordinates the Group's sustainability commitments, working with sustainability "champions" from each trading business.

### Group Risk Committee

Chaired by Eoghan O'Lionaird

Meets on a quarterly basis.

Identifies and monitors operational risks throughout the Group, supports the internal control and risk management strategy and policy.

### Executive Team

Chaired by Eoghan O'Lionaird

Consisting of the Chief Executive Officer, Group Finance Director, Director – Marine Support, Group General Counsel and Company Secretary, Group Head of Human Resources, Group Business Development Director and Group Financial Controller.

Meets on a monthly basis.

Responsible for supporting the Executive Directors in the exercise of their delegated authority from the Board and the day-to-day operation of the Group.

### Operating Divisions

Day-to-day business delivery.

Executive Directors meet on at least a quarterly basis and have monthly performance management calls with managing directors of principal businesses.

### Corporate Functions

Day-to-day business delivery.

Executive Directors and heads of corporate functions meet at the Risk Committee on a quarterly basis.

## Corporate governance report continued

## Induction and training

In 2019 there were a number of new appointments and changes in roles. On-going training and development for Directors is available as appropriate and is reviewed and agreed with the Chairman annually. Specific and tailored updates were provided by external advisers and management to the Audit, Nominations and Remuneration Committees. Key themes included trends and changing disclosure requirements regarding financial and narrative reporting, accounting and auditing standards and remuneration developments. During the year the Board also received reports from the Group General Counsel and Company Secretary on compliance, as well as current legal and governance issues. The Board is confident that all its members have the knowledge, ability and experience to perform the functions required of a director of a listed company.

Upon appointment to the Board, Directors undertake an induction programme, receiving a broad range of information about the Group tailored to their previous experience. This includes information on the operational performance and business of the Group and details of Group strategy, corporate governance and Board procedures. Assisted by the Group General Counsel and Company Secretary, I have responsibility for these induction programmes, and also for the Board's training and professional development.

For Eoghan O'Lionaird's appointment as the new Chief Executive Officer, a bespoke induction programme was created, enhanced by the on-going assistance of Nick Henry who spent one month with Eoghan and remains available to Eoghan until the end of March 2020 to ensure a smooth and efficient transition. As well as meeting members of the Board on a one-to-one basis, and receiving the induction materials relating to Group structure and governance in a meeting with the Group General Counsel and Company Secretary, Eoghan's induction programme included visits to all of the Group's businesses with Nick Henry where he was introduced to management and employees.

The Non-Executive Directors regularly visit major business centres of the Group in order to meet employees and to enhance their knowledge, including in relation to the services and products offered and to support their understanding of the operational aspects of our businesses. This in turn acts to strengthen their contribution to Board debate. The Non-Executive Directors also received presentations from management on key strategic plans, including relating to individual businesses and markets, as well as from the Group Head of Human Resources.



**Inken Braunschmidt**  
Non-Executive Director

### Q&A with Inken Braunschmidt

#### **Inken, what did you find most helpful about the induction process?**

I was given a detailed induction to the Group's business which included briefings on the Group's strategy and business model, as well as the Board's activities over the last year and its governance structure. This gave me a real insight into the Group's key opportunities and challenges, and ensured that I have the information and knowledge required to enable me to make an effective contribution to the Board.

#### **Which sites did you visit and what did you learn?**

I visited sites in Aberdeen and Barrow-in-Furness and met colleagues from across the business. I also visited the Cumbrian Fisher in Portsmouth. These visits helped me to understand some of the most material businesses markets, customers, competition, business opportunities and risks. It also gave me a useful head start on my role as Non-Executive Director for employee engagement.

#### **What have you discovered so far about the culture of James Fisher?**

James Fisher is an exciting company rooted in history. The core values of delivering excellence and continual innovation have been the key contributors to the Group's success. With my experience in innovation and as part of my role as Non-Executive Director for employee engagement, I can already see that the passion and creativity of the people around the Group is an important strength, and remains key to the Group's continued success.

As part of her induction, Inken met with the Chairman and other members of the Board on an individual basis.

Inken received induction materials including recent Board and Committee papers and minutes of meetings, the articles of association, matters reserved for the Board and Committee terms of reference. The Group General Counsel and Company Secretary briefed Inken on core Group policies and on Board and Committee procedures.

To prepare for her role as Non-Executive Director for employee engagement, Inken also met with the Group Head of Human Resources.

Topic	Key activities and discussions in 2019	Risk management framework	Key priorities for 2020
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Reviewed and approved the corporate strategy.</li> <li>Reviewed and approved a number of acquisitions.</li> <li>Reviewed and approved major capital investments.</li> <li>Reviewed financial key performance indicators (KPIs).</li> <li>Considered and approved the Group's dividend policy.</li> </ul>	<ul style="list-style-type: none"> <li>Financial risk.</li> <li>Project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Approve the corporate strategy and keep under review.</li> <li>Consider acquisitions and determine appropriate course of action.</li> <li>Consider further capital investments.</li> <li>Keep financial KPIs under review.</li> <li>Keep the Group's dividend policy under review.</li> </ul>
<b>Risk and risk management</b>	<ul style="list-style-type: none"> <li>Carried out a robust assessment of principal key risks, monitored and reviewed the internal controls process, and assessed the Group risk profile (see the Principal Risks section starting on page 23 for more detail).</li> <li>Reviewed the potential impact of Brexit to the business.</li> <li>Monitored compliance with key Group policies.</li> </ul>	<ul style="list-style-type: none"> <li>Project delivery.</li> <li>Operating in emerging markets.</li> <li>Contractual risk.</li> </ul>	<ul style="list-style-type: none"> <li>Review key risks and ensure that the Group continues to develop and embed best practice for risk management.</li> <li>Continue to monitor the impact of developments related to Brexit.</li> <li>Continue to monitor compliance with the key Group policies.</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Continued to focus on the composition, balance and effectiveness of the Board, in particular with the appointment of Inken Braunschmidt as a Non-Executive Director, Aedamar Comiskey as Senior Independent Non-Executive Director and Eoghan O'Lionaird as Chief Executive Officer.</li> <li>Reviewed the key operational roles and identified gaps in experience needed to deliver the strategy.</li> <li>Reinforced compliance with Code of Ethics, a document which sets out the Group's culture and values, all in accordance with the principles of good corporate governance.</li> <li>Considered and approved changes in response to the 2018 Corporate Governance Code</li> <li>Engaged with our individual shareholders at the AGM.</li> <li>Engaged with institutional shareholders, investors and other stakeholders throughout the year.</li> <li>Separate Non-Executive Director sessions held with the Chairman to discuss leadership and other Board matters.</li> <li>Reviewed and approved the 2018 Annual Report and Accounts. The Board agreed that, taken as a whole, the 2018 Annual Report was fair, balanced and understandable.</li> <li>Reviewed the initial recommendations from the designated Non-Executive Director for employee engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and retention of key staff.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the Company continues to develop and embed best practice in responsible business behaviour.</li> <li>Maintain and enhance the Group's culture and values and key policies and procedures.</li> <li>Continue to strengthen internal controls and reporting.</li> <li>Further understanding and planning actions in response to new regulations over the period.</li> <li>Consult with shareholders on the draft remuneration policy which will be presented to shareholders for approval at the AGM in 2021.</li> </ul>
<b>Organisational capacity</b>	<ul style="list-style-type: none"> <li>Monitored health and safety performance across the Group. Regular Board updates received on actions improving health and safety.</li> <li>Health &amp; safety governance and reporting reviewed and enhanced.</li> <li>Reviewed the governance framework and continued training and awareness drives for key policies.</li> <li>Supported by the Nominations Committee, monitored senior executive talent management and development plans with succession planning for all key positions in mind.</li> </ul>	<ul style="list-style-type: none"> <li>Health, safety and environment.</li> <li>Contractual risk.</li> <li>Recruitment and retention of key staff.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor senior executive talent management and development plans to provide succession for all key positions.</li> <li>Continue to enhance the diversity across the Group.</li> <li>Continue to hold meetings with people in the senior talent pipeline to further improve information flow.</li> </ul>
<b>Board development</b>	<ul style="list-style-type: none"> <li>Continued to focus on the composition, balance and effectiveness of the Board. Reviewed Board composition, diversity, and discussed and acted on the recommendations of the Nominations Committee.</li> <li>Reviewed the report and recommendations from the external evaluation of the Board and created action plan.</li> <li>Undertook an internal evaluation of the Board, its Committees and individual Directors, and developed an action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and retention of key staff.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the Board's strategic understanding of key markets as the Group continues to grow.</li> <li>Increase number of Board visits to promote understanding of markets and the business development opportunities they offer, and to promote employee engagement with Board.</li> <li>Complete actions agreed following the external evaluation of the Board and Committees.</li> <li>Annual internal evaluation of Board and Committee performance.</li> </ul>

## Corporate governance report continued

Board and Committee meetings attendance	Board	Audit Committee	Remuneration Committee	Nominations Committee
Total number of meetings during 2019	6	3	3	4
<b>Executive Directors</b>				
Stuart Kilpatrick	6	N/A	N/A	N/A
Fergus Graham	6	N/A	N/A	N/A
Eoghan O'Lionaird <sup>1</sup>	1	N/A	N/A	N/A
<b>Non-Executive Directors</b>				
Malcolm Paul	6	3	3	4
Aedamar Comiskey <sup>2</sup>	5/6	2/3	2/3	3/4
Michael Salter	6	3	3	4
Justin Atkinson	6	3	3	4
Inken Braunschmidt <sup>3</sup>	3/4	2/3	1/2	1/2
<b>Former Directors:</b>				
David Moorhouse <sup>4</sup>	2	1	1	2
Nick Henry <sup>5</sup>	5	N/A	N/A	N/A

In the table above, where for example 2/3 is stated the Director attended two out of three meetings that they could have attended.

1. Eoghan O'Lionaird was appointed as CEO on 1 October 2019.
2. Aedamar Comiskey was unable to attend the Board and Committee meetings on 21 February 2019 due a family bereavement.
3. Inken Braunschmidt was appointed on 1 March 2019. Inken was unable to attend the Board meeting on 1 May 2019 due to a prior business commitment.
4. David Moorhouse resigned from the Board on 28 February 2019.
5. Nick Henry retired as CEO on 30 September 2019.

To enable the Board to discharge its duties, the Chairman ensures that all Directors receive accurate, timely and clear information on all relevant matters in advance of the Board meetings, including comprehensive financial and business reports covering the Group's principal activities. All Directors received papers for all meetings and had the opportunity to comment in advance of meetings they were unable to attend.

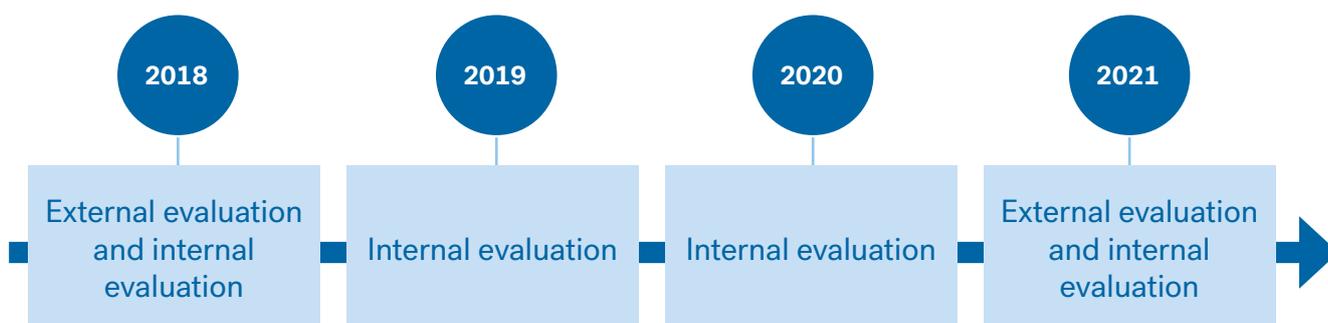
### Support

Should Directors judge it necessary to seek independent legal advice about the performance of their duties with the Company, they are entitled to do so at the Company's expense. Directors also have access to the advice and services of the Group General Counsel and Company Secretary.

The Group General Counsel and Company Secretary is responsible for advising the Board, through the Chairman, on all governance matters and for ensuring that Board procedures are followed, and applicable rules and regulations are complied with. The Group General Counsel and Company Secretary also advises the Directors on any important changes in legislation, regulation and best practice.

### Board evaluation

At the end of each year, the Board undertakes an annual evaluation of its own performance and that of the Remuneration, Nominations and Audit Committees and the Chairman against the framework of Board effectiveness produced by the FRC. The schedule and summary of findings for Board evaluation is set out below:





## Corporate governance report continued

The 2019 performance evaluations were designed to assist the Board in identifying strengths and weaknesses and areas for further improving performance and required each Director to complete in confidence a detailed questionnaire relating to key aspects of Board performance, and performance of the Board's principal Committees. The review included an analysis of the Board's and Committees' performance in key areas including corporate governance, structure and procedures, strategy, and effectiveness, risk management and control and communications with shareholders and other stakeholders. The results of the evaluation were collated and reported to the Board via the Chairman with recommendations for further consideration and action as appropriate.

The 2019 review concluded that the Board functions well as a unit and provides a good balance of support and challenge to management.

The annual review of individual Directors' performance was conducted internally. The Chairman's performance was reviewed by the other Non-Executive Directors led by the Senior Independent Non-Executive Director and taking into account the views of the Executive Directors. The performance of the Executive Directors was reviewed by the Non-Executive Directors with the Chairman in attendance. The Chairman and the Executive Directors reviewed the performance of each of the other Non-Executive Directors. The Board considers that each Director continues to contribute effectively and to demonstrate commitment to the role.

### Risk management and internal controls

The Board is responsible for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives and for ensuring that the Company maintains sound risk management and internal control procedures. More information in relation to those principal risks, the Group's approach to mitigating them, and the risk management and internal control procedures within the Group are set out in the Strategic report on pages 23 to 27.

On behalf of the Board, the Audit Committee monitors the Group's risk management and internal control process and reviews its effectiveness on an on-going basis. This is part of an established process, in accordance with the Code and the Financial Reporting Council's (FRC) associated Guidance on Risk Management, Internal Control and Related Financial and Business Reporting, for the identification, evaluation and management of the significant risks facing the Group, which operates and is reviewed continually throughout the year. The Group's internal control systems are designed to provide the Board with reasonable assurance as to the effective and efficient operation of the Group and to ensure the quality of internal and external reporting and compliance with all applicable laws and regulations. However, there are inherent limitations in any system of internal control and accordingly even the most effective system can provide only reasonable and not absolute assurance.

As part of its internal control procedures, the Group maintains policies and processes for whistleblowing, anti-bribery and corruption and to uphold its zero-tolerance approach to any form of modern slavery. More information in relation to those policies are included in the principal risks and uncertainties section of the Strategic report on pages 23 to 27.

The Board has carried out a robust assessment of the overall effectiveness of the Group's system of internal controls and risk management procedures, and of the principal risks facing the Group, including those that would threaten its business model, future performance, solvency or liquidity and emerging risks. This included a process of self-certification by the management teams of each trading business in which they were asked to confirm that their businesses have complied with Group policies and procedures.

In addition, it involved reviewing the results of the work of the Group's internal audit function and the risk and management processes identified above.

### Financial and business reporting

The Board considers that the Annual Report and Accounts taken as a whole present a fair, balanced and understandable assessment of the Group and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy. More information about how this assessment was made is set out in the Audit Committee report on page 52.

The going concern assessment is set out in the Directors' report on page 77; the viability statement is set out in the principal risks section of the Strategic report on page 24; and the Strategic report on pages 9 to 10 sets out an explanation of the Company's business model and the strategy for delivering the Company's objectives.

# Relations with shareholders and other stakeholders

## Environment:



### How we engage:

We are committed to conducting business in an environmentally responsible manner. The Group has a governance structure in place to consider carbon emissions, energy usage, water consumption, waste and product responsibility to minimise the impacts of its operations on the environment.

## Employees:



### How we engage:

We believe it is important to dedicate time, effort and attention to implementing systems, ways of working and initiatives to create conditions in which people are eager and empowered to contribute.

Our business performance depends on our ability to attract, develop and retain talented individuals at all levels. This year, we employed an average of 3,292 people across 20 countries.

40% of our employees responded to our annual employee survey. Of those, 81% stated that they would recommend James Fisher as a great place to work.

In accordance with the Code the Board took the decision to appoint a designated Non-Executive Director to further improve our workforce engagement. More details of the appointment can be found on page 31.

## Customer and Suppliers:



### How we engage:

We believe in customer-focused solutions. Investment in innovation adds value to our customers. We are dedicated to providing great service through value added solutions combined with high quality products. Group companies promote human rights, social responsibility, trade compliance and anti-corruption within their own supplier base.

Our customers range from those dealing with individuals living in some of the world's poorest communities to governments and some of the world's largest multinational companies

## Local Communities:



### How we engage:

Every day we deliver in sustainable and responsible ways. We encourage our businesses to support local communities within their operational areas.

Our products and services help to support local communities everywhere we operate, and range from remote islands to capital cities.

## Shareholders:



### How we engage:

We maintain an active dialogue with our shareholders throughout the year from our AGM through to a planned programme of investor relations activities.

We also respond to daily queries from shareholders and analysts and have a section of our website which is dedicated to shareholders: [james-fisher.com/investors/](http://james-fisher.com/investors/).

Our registrars, Link Asset Services also have a team of people to answer shareholder queries in relation to technical aspects of their holdings such as dividend payments and shareholding balances. All of our financial results presentations are available on our website at [james-fisher.com/investors/](http://james-fisher.com/investors/).