

### **Stakeholder engagement**

Effective engagement of stakeholder groups supports the principles of Section 172 of the Companies Act which sets out that directors should have regard to stakeholder interests when discharging their duty to promote the success of the company.

Our success depends on forging positive relationships with the people, communities and organisations that have an interest in our business and may be impacted by the decisions we make. We actively engage with our stakeholders to understand their views. The views of our stakeholders assist in shaping our strategy and business model. We set out below how we engage with our main stakeholders and our impact.

#### **People**

We endeavour to listen to our people, to provide feedback and keep them engaged and informed. Successful performance can be delivered through a high level of engagement ensuring our people share the company's core values and feel supported by our culture. We are committed to creating an environment in which our people feel valued, supported and fulfilled.

It is key that we continue to engage and listen to all feedback to harness the talent that we already have within the company and also ensure there exists a working environment that allows people to flourish. A company wide People Opinion Survey takes place annually enabling us to address areas for improvement to make the company a better place to work.

#### **Clients**

We understand our clients' needs through focused key account management led by our Executive Directors and their management teams.

We have long-term relationships with our clients across multiple contracts. We are able to meet the specific needs of each of our clients to deliver best in class solutions.

#### **Suppliers**

Dialogue with suppliers is important to mitigate supply chain risk and to ensure we have access to the most cost effective products and services. We work closely with our suppliers to ensure we can meet our business requirements in a cost effective sustainable way.

Our code of conduct sets out clear standards regarding our ways of working with suppliers. Having key account support and face-to-face meetings with suppliers helps to build trust and long term relationships which is beneficial to both parties.

#### **Communities**

Giving back to the communities we work in through local employment and community engagement is important to us and well documented in our Corporate Social Responsibility report. We create relationships with our clients, local councils, community groups, schools and colleges to deliver long-term benefits.

Encouraging an interest in STEM (science, technology, engineering and maths) subjects among school students helps us to raise awareness of careers in our sector. We have 55 STEM Ambassadors, all volunteers from across our business and their work in schools is critical to bringing the world of work to life. Our Ambassadors will have spoken to over 5,000 students and held over 30 days of workshops.

Through our workshops many students get a taste of the challenges our staff face and an understanding of the practical application of STEM subjects. Our aim is to increase the number of school workshops that are delivered, and reach a larger audience of students. This will support our future talent recruitment and ensure young people gain meaningful employment.

In September 2019, MUS was delighted to receive the gold award from the Armed Forces Covenant Employer Recognition Scheme ("ERS"), an example of our targeted recruitment solutions with service leavers. The ERS recognises commitment and support from UK employers for current and former defence personnel and has been developed by the Ministry of Defence. Awards are given to employer

organisations that pledge, demonstrate or advocate support to the defence and Armed Forces community.

MUS also supports employment and apprenticeship schemes. We continue to expand our apprentice and graduate intake as well as creating new programmes for the long term unemployed, service leavers and ex-offenders.

### **Shareholders**

The company is a wholly-owned subsidiary of Minerva Equity Limited, a United Kingdom incorporated company which is owned by management and Blueprint Investments Sarl (Luxembourg). Blueprint Investments Sarl (Luxembourg) is indirectly controlled by PAI Europe VI, a private equity fund which is ultimately controlled by PAI Partners. Monthly reporting of performance is discussed by management and PAI.

PAI aim to increase the profitability and long-term strategic value for the businesses they own in partnership with the management teams. We target long term profitable growth and deliver reliable and stable revenue streams, margins and cash flow.

### **Lenders**

Lenders to the group provide a significant source of capital to enable the group to be successful and finance its activities. In this process they participate as investors in and supporters of the group.

We regularly share financial and operational information with our lenders and the progress against the strategic objectives set by the board.