

**Statement by the Directors in performance of their statutory duties in accordance with the
Companies Act 2006 S426B Section 172**

N.I.S. Holdings Ltd and the Group's Companies (N.I.S. Ltd, NSG Environmental Ltd and Hold Engineering Ltd) directors act in ways they consider, in good faith, most likely to promote the success of their respective companies for the benefit of their members as a whole and, in doing so, have regard (amongst other matters) to:

- The likely consequences of any decision in the long term.
- The interests of the company's employees.
- The need to foster the company's business relationships with suppliers, customers and its shareholders.
- The impact of the company's operations on the community and the environment.
- The desirability of the company maintaining a reputation for high standards of business conduct.
- The need to act fairly between members of the company.

Strategy and Decision-Making

The strategy of the Group is to continue to deliver ambitious but manageable growth in the long term. Despite the hardship endured by people and businesses during the coronavirus pandemic, both in the UK and globally, recent years have seen the Group outgrow its SME status, largely due to the vision and culture instilled from the top down by the Group's leadership teams. Key to this is the promotion of positive working cultures, underwritten by core values that employees and wider stakeholders can relate to and embody:

- NIS Ltd: Respect, protect, commit and inspire.
- NSG Environmental Ltd: Passion, integrity, challenge and collaboration.
- Hold Engineering Ltd: Supportive, open, accountable and positive.

The Holdings and Company directors meet on a monthly basis to discuss actions, progress and the long-term strategy of each company. This not only ensures the continued success of the Group, but also ensures each director is accountable for their decisions and acting in the best interests of their company and the Group as a whole.

Employees

The directors understand and appreciate that the Group's employees are fundamental to its long-term success. The health, safety and wellbeing of the employees are of paramount importance alongside the provision of an ethical workplace. Linked to the overarching business strategy for stability and reinvestment, the Group looks to provide a secure, long-term working environment with commensurate remuneration and benefits policies.

The directors are committed to creating and sustaining organisations that actively promote dignity, respect, diversity and equality of opportunity for all and are free from discrimination, harassment or victimisation of any sort. The Group believes that every member of staff has a unique range of skills, abilities and experiences, all of which will ultimately benefit the communities the Group serves.

The directors also recognise that employing people from a wide variety of backgrounds will give the Group the widest possible range of skills, abilities and experience. The Group's equality and diversity policies highlights each company's commitment to these areas and outlines the standards expected from the directors, staff and wider stakeholders.

The Group, led by its directors, invests heavily in the training and development of its people and provides opportunities for promotion and progression to all members of staff, regardless of age, gender, race or any other protected characteristics. Career progression is supported through Personal Development Plans (PDP) and Continuing Professional Development (CPD), as well as reward and recognition initiatives.

Customers, Suppliers and Institutions

Intrinsic to the ongoing success of the Group is its relationships with suppliers, customers and others. The directors strive to not only meet but exceed the Group's customers' expectations by performing to the highest standards throughout each business. To ensure that this is achieved, each company has systems in place that are certificated to ISO 9001:2015 and continuously reviewed and updated to ensure all regulatory, legal and client requirements are met.

Senior managers and directors participate in inspection programmes that constantly audit and measure performance and identify areas of improvement. Quality is a key performance indicator within the Group and directors oversee improvement programmes that set targets that continuously challenge processes and procedures.

This is supplemented by the use of fair payment terms, conditions and practices to ensure the Group's positive relationships with suppliers and customers are maintained and built upon. From micro-businesses and SMEs to large organisations, the Group has a diverse supply chain that shares its values and looks after its people. This is ensured through a robust supplier evaluation process that addresses issues such as equality, discrimination, modern slavery and child labour.

Environmental and Social Responsibility

The Group fully supports the national and international goal of reaching net zero carbon emissions by 2050. As part of this, the Group firmly believes that nuclear power is essential to achieving this goal and endorse the Nuclear Industry Association's *Forty by '50* initiative, which includes a clear, long-term Government commitment to new nuclear power, driving down the costs of new build projects and establishing delivery excellence, and maintaining the 2030 targets of the Nuclear Sector Deal. In addition, the Group also supports the Government's ambition to 'leave our environment in a better state than we found it' through its *25 Year Environment Plan*.

As businesses with rich histories of safe and successful nuclear decommissioning projects and services, the Group believes the decommissioning of nuclear sites provides a social license to enable new nuclear generation.

Environmental management is embedded in all aspects of the Group's organisations and cultures, and the directors are committed to continuously improving the Group's environmental performance. The Group recognises that tackling climate change and looking after the environment is everyone's responsibility. That is why the Group works with suppliers that share this sentiment and have proactive environmental procedures in place. To ensure this, each company's supplier evaluation process

addresses issues such as environmental management systems, performance, and staff training and awareness. The Group also uses local suppliers where possible to reduce the environmental impact of transport.

The directors believe they have a responsibility to build relationships within local communities and are committed to delivering social responsibility plans that make a difference in the local community. Each company's efforts in this area are spearheaded by a designated director, with a focus on community engagement, financial help and charitable support. Previous activities include volunteering, sponsorship of local sports teams and STEM support to both primary and secondary schools. In addition to this, the Group also organises regular fundraising events and encourages employees to support causes that benefit local and national charities and communities.

Income and Expenses

The directors, senior management team and project teams meet regularly to discuss current and future strategic, business and project performance. Individual project status review meetings are also undertaken on a periodic basis to analyse performance to date, project milestones and potential challenges to ensure complete delivery of the project aligned to stakeholder requirements.

Detailed monthly management accounts are produced for the board, alongside internal overhead reports for the relevant budget holders to scrutinise. The Holdings and Group Company directors meet on a monthly basis to assess all Group business activities, including detailed financial reviews of income and expenses with key consideration to action points, business threats, opportunities, future expansion plans and all health, safety and environmental issues.

Conclusion

N.I.S. Holdings Ltd's continued financial improvement is testament to the Group's business acumen, business development plans, expansion with existing and new stakeholders, and overall stewardship. The Group's directors are fully committed to their duties as directors and will continue to promote the success of their respective companies and the Group as a whole.