

Cross Manufacturing Company (1938) Limited

For the year ended 31 March 2024

Section 172(1) statement

The Board's approach to section 172(1) and decision-making

The duty of the Board is to promote the success of the company for the benefit of its members as a whole, whilst having regard 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 others;
- 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; and
- the need to act fairly as between members of the company.

The duty to promote the success of the company and to act fairly as between the members of the company is fully understood by the Board and underpins all decisions. Cross Manufacturing is a private company, with a stable shareholder and customer base. The company's long-term ethos is evidenced by its track record of decisions. In addition, the market sectors it supplies demand continuity and a long-term approach.

The interests of employees have always been part of the Board's thinking, particularly in relation to health and safety, pay and benefits. This is demonstrated by an excellent safety record, very low staff turnover and a substantial number of staff with long service. The Board is committed to equal opportunities in employment, including for disabled people.

The need to foster good relationships with customers is a high priority and is evidenced by good customer retention rates. Due to the nature of the industries in which the company operates, there is very regular contact with customers and continual monitoring by them of our delivery and quality performance. This is further reinforced by regular audits carried out by customers and other bodies, to ensure compliance with customer and industry standards. Good relations with suppliers are also needed due to the specialised nature of materials purchased and the impact of any supplier quality or delivery failures on the company's business. The selection of suppliers and monitoring of their performance is built into the company's quality systems. We also ensure that our suppliers are paid promptly, and in line with best practice.

The company actively engages with the local community, and this includes hosting visits to our factories and museum. We also support a number of local charities. The Bath factory is in a residential area and the company has always consulted with neighbours when making changes that could affect them.

The company has held the environmental accreditation ISO 14001 for a number of years and is actively working towards ISO 50001 energy management certification. In the interim it remains committed to reducing its energy usage and environmental impact across all three of its sites.

The industries served by us demand high standards of business conduct and these are reflected in the company's policies on ethics, confidentiality and anti-bribery and corruption.