

ENGAGING WITH OUR STAKEHOLDERS

This statement has been prepared to provide information to assess how the directors have performed their duty to promote the success of the Goodwood Group.

The Board is collectively responsible for managing the affairs of the Company to achieve its long-term prosperity by making important decisions, monitoring performance and establishing ethical standards.

In its decision-making, the board follows a range of group-wide policies in place to protect employees and provide a safe working environment, to ensure compliance with all regulatory requirements and adherence to the highest professional and ethical standards in dealing with customers, suppliers and colleagues, to ensure that it continues to operate in a socially responsible and compliant manner and to manage environmental sustainability. In doing so, and by balancing the interests of the Company's stakeholders, the Board seeks to maintain a reputation for high standards of business conduct

Strategy

Our core values sit alongside the business model and guide our decisions, actions and behaviours. These are; Obsession for Perfection – quality; The Real Thing – authenticity; Derring Do – the wow; Sheer love of Life – infectious enthusiasm.

Delivering to the highest standards is embedded in our way of working, and our goal is to continually exceed our customers' expectations and reach our strategic goal of being the Home of Exceptional Experiences.

Members, Customers and Partners

The Board believes that putting the interests of our members, customers and partners at the heart of our business is critical to our success. We are a customer-led business which builds strong, long term relationships with our partners, with a reputation for outstanding customer service.

Our engagement with these stakeholders allows us to understand their needs and receive feedback that is essential to maintaining strong relationships across our business. We achieve this through:

- regular reporting and discussion of matters and updates relating to members, customers, partners and guests
- Ongoing measuring and monitoring of customer experience
- Analysis of feedback via customer surveys and regular social media channel monitoring
- Meetings with clients, customers and partners
- Monitoring and analysis of complaints to ensure our response and treatment is fair
- Active and regular customer service training for staff

Employees

The Group recognises that to develop and maintain a thriving business and achieve our strategic aims we have to use diverse, creative and effective ways to attract great talent, which is achieved through a metrics led approach, using best practice recruitment strategies and capitalising on our internationally known brand. We are committed to offering an inclusive and diverse environment and we recognise that delivery of excellence relies on each employee feeling valued, respected and motivated to deliver their best.

Engagement is achieved through:

- regular measurement of the engagement levels of our workers, and review and analysis of annual all-employee opinion survey results, followed by consideration of follow-up plans.
- participation by directors and management in regular employee engagement activities
- communications to employees on the performance and operation of the business
- oversight of and participation in training, development and mentoring programmes for employees
- A "One Goodwood" programme existing solely for the benefit of employees

- focussing on mental health and offering a supportive workplace, helping our people to identify and address stress, anxiety and depression as well as offering external employee assistance and intervention

Suppliers

The Group's supply chain forms an integral part of our commitment to offering exceptional quality and so the board seeks to engage a high performing and sustainable supply chain that operates to a consistent set of standards. We recognise the importance of reliability and integrity in dealings with our suppliers and so we ensure that:

- clear contractual processes are in place, encouraging best practice
- we work only with suppliers who share our values, to help them deliver safe and sustainable solutions in line with our policies and standards, with a particular focus on supporting local businesses.
- we seek to make continual improvements to our sustainable sourcing, for both food and non-food products;
- payment is made on time (our average payment is made within 35 days)
- contracts and terms are regularly reviewed and there are established processes for the management of supply chain risks and issues, with escalation to the Board and management as appropriate

Community and Environment

The board is committed to contributing long-term value and making a lasting, positive impact on the society in which we operate and the environment more broadly. We take seriously the great responsibility of protecting, maintaining and enhancing the character, setting and landscape of the Estate's beautiful 11,500 acres on one site in rural West Sussex, for the enjoyment of future generations without compromising their needs.

The board provides active strategic direction and support for a Sustainability Steering Group which actions the Goodwood Sustainability programme. This focusses on nine key areas: carbon, natural capital, water, waste, sustainable business, social value, events and entertainment/hospitality. We aim to enhance our natural capital and support sustainable and organic farming. Our natural resource management is focussed on preservation and enhancement and so we have also implemented the Goodwood Stewardship Plan to develop and protect the various Estate-based business, to implement a groundwater management plan, oversee a wide-scale forestry planting scheme, identify development projects and introduce or enhance the public experiences offered by the Estate. We have also installed a Biomass boiler which will service the energy needs of a large proportion of the Estate for years to come.

Other methods of support and engagement include:

- actively seeking to support community initiatives and charities, and encouraging employees to fundraise and volunteer for charities, including Goodwood's charity partners
- maintaining active communication with tenants and with local groups, such as parish councils, to ensure open and accessible lines of communication.
- providing a wide range of workshops and visits to schools and colleges to facilitate Learning Outside the Classroom, delivered through the Goodwood Education Trust, a charity established by the Duke of Richmond in 1976.

Regulatory and third parties

We recognise that we need to hold strong relationships with the numerous regulatory and professional bodies with which we interact. Engagement with these helps Goodwood develop and maintain open and transparent relationships, maintain a reputation for high standards of business conduct and also helps the Board ensure that the business is aligned to the evolving regulatory framework.

These stakeholder interests are engaged and managed through:

- regular reporting and discussion on regulatory developments, correspondence and interactions with all the bodies which govern areas of our business, such as the HSE, the CAA, the BHA and the PGA
- regulatory risk and compliance reporting to the directors' Risk and Compliance Committee

- training for all employees on applicable regulatory requirements
- regular and consistent communication with local bodies, such as South Downs National Park and Chichester District Council.
- Active monitoring of legislation and regulations which affect our various businesses.