

Corporate Governance Statement

At OUTCO Limited, good governance underpins our ability to deliver safe, compliant, and high-quality services across the UK. As a Medium to Large private company, we recognise our duty under The Companies (Miscellaneous Reporting) Regulations 2018 to disclose our corporate governance arrangements. While we are not listed and are not formally required to follow a specific corporate governance code, we have chosen to apply principles consistent with the Wates Corporate Governance Principles for Large Private Companies.

> **Purpose and Leadership**

OUTCO's purpose is to deliver technology-enabled outdoor estate maintenance services with a focus on compliance, safety, and environmental responsibility. The Board sets the strategic direction and ensures it aligns with long-term business sustainability.

> **Board Composition**

The Board comprises experienced executive and non-executive directors who bring diverse skills in operations, finance, compliance, and strategic growth. Appointments and changes to the Board are made to ensure appropriate oversight and leadership capacity across the Group.

> **Director Responsibilities**

The Board meets regularly to review strategic performance, risk, and compliance. A clear division of responsibilities exists between the Chair and operational leadership. Board decisions are documented and made with reference to stakeholder interests and statutory duties under section 172 of the Companies Act 2006.

> **Opportunity and Risk**

The Board has oversight of risk management processes across OUTCO, including operational, financial, compliance, and environmental risks. Risks are assessed regularly and are mitigated through systems certified to ISO 9001, 14001, and 45001.

> **Remuneration**

Remuneration is set to attract and retain skilled personnel and reflects the responsibilities of each role. It is reviewed annually to ensure it remains competitive and aligned with company performance and values.

> **Stakeholder Relationships and Engagement**

We actively engage with our employees, clients, suppliers, and communities. Our commitment to responsible business conduct is reflected in regular communication, staff surveys, supplier engagement, and a whistleblowing policy. This ensures ethical conduct, transparency, and collaboration across all levels of the business.

This statement was reviewed and approved by the Board of Directors on [insert approval].

Signed:

R P Smeaton, Director