

Business Plan 22/23

Business Plan Governance



- Approval of Ubico's Business Plan is a reserved matter for our eight shareholders
- Approval of the Business Plan by shareholders demonstrates control over Ubico as part of retaining our Teckal exemption
- All shareholders have an equal vote
- Majority decision, but consensus is sought among all shareholders

Business Plan Timeline



July –
October

- Develop proposed business plan themes

November
- February

- Shareholder engagement

February

- Final draft shared with shareholder representatives and Ubico's board for final comment

March-
April

- Formal Shareholder approval sought via written resolution

Five Year Vision



Vision

Recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivering best value and reliability

Pillars

People

Operational Excellence

Climate

Business Development

Pillars



People



The right talent in the right roles with the right skills

Operational Excellence



Deliver quality, add value, maintain high standards

Business Development



Build capability to deliver value to our partnerships

Climate



Minimise our environmental impact and support our shareholders to meet their carbon neutral targets

People



Agile Leadership Teams

- Build HR function to meet the needs of Ubico's expanded operations
- Design a leadership training and development program to meet the needs of the senior leadership team
- Review terms and conditions for all staff, assessing against the market

Attractive Local Employer

- Continue to improve applicant process
- Modernise the company induction process to enable digital delivery
- Ensure ongoing support mechanisms for mental health and wellbeing

Excellence in training and development

- Create a training and apprenticeship strategy for Ubico
- Ensure ongoing quality provision of in-house training
- Pilot a learning management system (LMS)

Operational Excellence



Delivering Quality

- Maintain our Operator's Licence (for our fleet) and our environmental permits (for our licensed sites)
- Retain our ISO45001 certification
- Embed the company-wide use of the fleet management system
- Embed Gloucester City services

Adding Value

- Drive continuous improvement, safety, innovation and efficiency
- Mobilise connected workforce project in line with agreed roadmap
- Continue to explore opportunities for cross-boundary working and increased integration and collaboration

Finance, Procurement and Governance

- Introduce annual assurance review
- Long term strategic financial model in place for partners
- Continue to explore options to help partners meet budget pressures

Marketing

- Improve website and social media footprint to enhance market presence to current and potential employees
- Undertake a branding review
- Promote our successes in carbon reduction initiatives

Climate



Strategy

- What Ubico can do
- What we need shareholder approval to do

Partnership Working

- Work with our partners to evaluate the journey to net zero on our fleet
- Develop high level options for strategic depot locations to inform shareholder partner decision making

Compliance and Performance

- Create baseline KPI framework to underpin progress reporting
- Expand carbon reduction driver training
- Retain ISO14001

Business Development



Increased operational services for Shareholders

- Explore expansion of services offered to current shareholders
- Further work to assess feasibility and benefits around recycle reprocessing and facilities management

Future Ubico

- Consolidate our business foundations
- Agree principles with existing shareholders
 - Geography
 - Risk appetite
 - Alignment
- Further assess vehicle for delivery if/when necessary

Business plan engagement - next steps

- **Socialise**
 - Shareholder engagement continues until February
- **Finalise**
 - Board endorsement and shareholder sign off of final document March/April
- **Deliver**

Any questions?

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