

Stakeholder engagement

Identifying our key stakeholder groups makes our business better

The Directors have ongoing engagement with all our key stakeholders: Our Investors. Our People. Our Communities, and Our Partners.

The Directors continually review the impact that any decisions will have on these key stakeholders.

The Board regularly reviews the Company's principal stakeholders and how it engages with them. This is achieved through information provided by management and by direct engagement with stakeholders themselves.

We aim to work responsibly with our stakeholders, including suppliers. The Board has reviewed its anti-corruption and anti-bribery, equal opportunities and whistle-blowing policies.

The key Board decisions made in the year are set out below:

- Response to COVID-19
- Determine Xaar 3D as asset held for sale
- Relocation of HQ office space to Cambridge Research Park
- Investment in ImagineX platform and development of new products
- Branding activities for re-launch of Xaar to OEM customers
- Investment in new legal entity in China to support growth.

Stakeholders

Shareholders

All Board decisions are made to promote the long-term success of the Group for the benefit of our shareholders.

People

Our people are a highly-skilled and technical workforce. They are an essential component of the Group's ability to stay ahead in a fast-moving world.

Community

As a Group, we have a wide-reaching indirect impact on the communities and environments we interact with and we are committed to making sure that this impact is as positive as possible.

Customers

Understanding our customers is critical for the success of our businesses. By developing long-term relationships with them we are well placed to support their evolving business requirements.

Suppliers and partners

Our relationships with our suppliers and partners are integral to the delivery of quality products to our customers and the operational success of our business.

Material issues

- Financial performance
- Our strategy
- Long-term viability
- How the Group meets its environmental, social and governance objectives.

- Culture
- Values
- Operating in an ethical environment
- Progression and personal development opportunities
- Remuneration
- Diversity and inclusion
- Workforce engagement.

- Economic and operational impact of Group businesses on local communities
- Environmental impact of operations, both directly and indirectly
- Being able to demonstrate clear environmental, social and governance policies and how these are measured.

- Operational strength and the ability to meet customer requirements
- Ability to provide high-quality solutions and technical expertise and advice
- Ensuring we remain competitive with a strong, differentiated value proposition
- Innovation with R&D to develop new solutions to customer requirements.

- Ensuring an ethical supply chain
- Potential disruption of supply chain
- Competitiveness
- Financial performance
- Research and development investment.

Engagement methods

- Annual General Meeting
- Annual Report and Accounts, results statements, trading updates and press releases for new branding and ImagineX product launches
- Regular interactions between Directors and shareholders via investor relations roadshow and one-on-one meetings or video calls
- Further details of shareholder engagement are reported in the Directors' Remuneration Report (pages 78 to 96).

- Response to COVID-19 to secure a safe working environment and initiate a working from home policy where appropriate.
- Annual review and renewal of corporate policies and procedures
- Annual employee appraisal by managers and development plan
- Establish apprenticeship and graduate training schemes
- Recruitment, Retention and Development plans
- Regular business forums with Non-Executive Directors and senior management update calls to all employees
- Further details of employee engagement are reported in the Directors Remuneration Report (pages 78 to 96), and Sustainable and responsible business (pages 34 and 35).

- Provide PPE and 3D printed visors to local NHS hospital
- Developing the reporting of emissions across the Group with the intention to further improve environmental performance
- Communication and involvement of employees in office relocation
- Charitable donations determined by employees for local charities
- Further details of activities in the community are reported in Sustainable and responsible business (pages 34 and 35).

- Developing high-quality products in conjunction with customers to equip them to maximise productivity and operational efficiency to utilise less energy and fewer raw materials
- Maintaining effective customer relationship management tools to support the identification of customer needs
- Focus on continued innovation and prioritisation of R&D resource and spend in new ImagineX platform
- Key account management structure across the businesses to encourage meaningful, consistent and ongoing engagement with OEM and UDI customers
- Investment in China subsidiary to be closer to strategic customers.

- Review of supply chain to minimise impact of Brexit / TCA
- Effective and regular communication with suppliers with standardised procedures
- Ensuring high standards throughout our Tier 1 supply chain, measuring our key suppliers against specific criteria, including anti-slavery
- Clear payment practice processes across the Group to ensure fair and prompt treatment of creditors
- Continually monitoring the quality of our strategic suppliers to optimise operational efficiency
- Ensuring that Xaar values are shared with our business partners and suppliers.