



2020 Environmental, Social and Governance Report

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About this report

This report presents the Environmental, Governance and Social (ESG) information, metrics and policies that are material to Blanco Technology Group (“Blanco” or “the Company”). This includes, where possible, disclosure in line with the Sustainability Accounting Standards Board’s (SASB) Software & IT Services standard and Blanco’s alignment with the United Nations Sustainable Development Goals (SDGs). Key to our ESG approach is the promotion of recycling and repurposing of devices, reducing physical destruction and landfill waste and promoting a positive environmental impact.

About Blanco

Blanco invests in its people, providing opportunities and promoting personal development. It recognises the positive societal impact its operations have, including driving industry standards and safeguarding data. The ESG-related Key Performance Indicators (KPIs) we have introduced allow us to track the positive impact we have had through our business operations and are included in this report. Further information on Blanco’s ESG approach can be found on the Company’s website - www.blancco.com

Blanco is the industry standard in data erasure and mobile device diagnostics software. Our data erasure software provides thousands of organisations the tools they need to enable sustainable data sanitisation processes across the widest array of IT assets. By focusing on erasing and reusing assets instead of physically destroying them, organisations can improve their security posture and address corporate social responsibility requirements, while also ensuring compliance with local and global data privacy requirements.

Blanco data erasure solutions have been tested, certified, approved and recommended by 15+ governing bodies and leading organisations around the world. No other data erasure software can boast this level of compliance with the rigorous requirements set by government agencies, legal authorities and independent testing laboratories. All Blanco erasures are verified and certified, resulting in a tamper-proof audit trail.

Values



Our Culture

We believe in an environment where people welcome and expect opposing views, think on their feet and adapt calmly to changing circumstances.



Our Mission

To deliver the highest quality technology and efficient data management processes by leveraging our global expertise in data and asset lifecycle solutions.



Our Impact

Blanco was one of the first companies to be awarded the London Stock Exchange's new Green Economy Mark accreditation. This certification is given to companies which generate between 50 and 100 per cent of total annual revenues from products and services that contribute to the Green Economy.



Our Vision

To enable companies to responsibly manage their data by erasing concerns for organisations worldwide.



Blanco is proud to be awarded the London Stock Exchange Green Economy Mark.

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) were created to tackle some of the world's greatest challenges, such as inequality, climate change and environmental health. In 2016, the United Nations created 17 SDGs, with 169 underlying targets and a target achievement goal of 2030.

Every part of society – from governments and organisations to businesses and private citizens – must play a part in achieving the SDGs in order to create a better and more sustainable future.

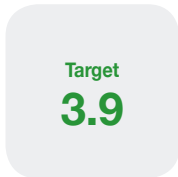
In shaping our approach to sustainability and ESG risk management, we considered these SDGs and identified a series of objectives, relevant to our business, to which we can contribute. We identified Champions committed to tackling the risks that relate to achieving the specified SDGs and we continue to incorporate them into our risk management practices so that we effectively consider them in the day-to-day running of our business.

SDG

2020 approach



We actively encourage good health for employees – providing a safe working environment and supporting employee wellbeing through various initiatives.



Target outline

By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

Relevance to Blanco

Blanco helps businesses transition to a more sustainable circular business model and away from non-environmentally-friendly methods of destruction that underpin growth in e-waste and perpetuate the release of harmful toxins, such as mercury, into the environment.

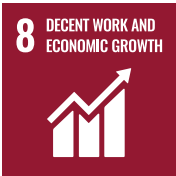


It is the creativity and innovation of our people that drive our business. Our colleagues are our most important asset and we endeavour to ensure they have a safe and stimulating working environment that supports both personal and business growth. Our goal is to enable businesses to reduce e-waste levels by transitioning to the erasure of data on IT assets rather than destroying them."

SDG 3 Champion

Sarah Smith, Human Resources Director

UN Sustainable Development Goals

SDG	2020 approach	Target outline	Relevance to Blanco
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>We run a university partnership scheme at our development centre in Finland to encourage development of individuals leaving education, as well as relying on a number of university graduates in our India office to work on product development and support. This promotes knowledge sharing across seniority and encourages diversity in the workplace. Our Company growth generally contributes positively in the locations in which we operate – often tracking ahead of the long-term economic growth rates observed in those countries.</p> <p>During the year Blanco's headcount increased from 272 to 314.</p>	<p>Target 8.2</p> <p>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p> <p>Target 8.4</p> <p>Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.</p>	<p>Blanco invests in new product developments and integrations while focusing on technical innovation.</p> <p>Blanco's products encourage re-using hardware and promote responsible consumption.</p>

“Increasing ESG pressures are causing companies to look for alternative methods for data security management before reusing or reselling assets and effective data erasure forms a key component to this. At the core of our Company is technical innovation to promote responsible consumption. We seek to foster a working culture that provides the opportunities for personal growth that support our ambitions as a business.”


SDG 8 Champion
Adam Moloney, Chief Financial Officer

SDG	2020 approach	Target outline	Relevance to Blanco
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>We promote innovation and growth as a market leader. We invest in new product developments and integrations and work closely with our customers in order to develop products to slot seamlessly into their processes.</p>	<p>Target 9.5</p> <p>Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.</p>	<p>Blanco invests organically in its R&D capabilities as well as acquiring complementary and value enhancing Intellectual Property. In 2019 Blanco acquired Inhance Technology, an Irish-based device diagnostics solution provider.</p> <p>Blanco runs a university partnership scheme in a development centre in Finland to encourage development of individuals leaving education, as well as relying on a number of university graduates in the India office to work on product development and support. The investment in innovation was demonstrated by the nine new patents filed in FY20 (FY19: seven patents filed).</p>

“Blanco invests heavily in research and development and we engage with universities across the globe to encourage graduates to work on product development and support.”

SDG 9 Champion
Russ Ernst, EVP Products and Technology

UN Sustainable Development Goals

SDG	2020 approach	Target	Target outline	Relevance to Blanco
	<p>Our products promote responsible consumption through the re-use of hardware.</p> <p>During 2019, Blanco securely sanitised an estimated 76 million kilograms of electronic equipment.</p>	<p>Target 12.4</p>	<p>By 2020, achieve the environmentally-sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment.</p>	<p>Blanco's solutions help businesses by supporting them to transition towards more sustainable circular business models and away from less environmentally friendly methods of data and device destruction, which can lead to harmful toxins, such as mercury, to pollute the environment and impact humans, flora and fauna.</p>
		<p>Target 12.5</p>	<p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p>Blanco's product offerings promote the recycling and repurposing of devices through diagnostics and resell and erasure and re-use.</p>
		<p>Target 12.6</p>	<p>Encourage companies, especially large and multinational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>In this report, we are outlining how we are moving towards a more transparent way of reporting and demonstrating our commitment to a more sustainable way of operating.</p>

“Responsible consumption and production is in our DNA. We develop and deliver industry-leading products and services that meet the exacting standards of data governance whilst simultaneously enabling our customers and the markets in which they operate to promote the “reduce, reuse and recycle” principle that underpins the increasing drive towards a more circular economy.”

SDG 12 Champion
Matt Jones, CEO

Activity Metrics

Metric		Disclosure		
(1) Number of licenses or subscriptions	Number	Total	FY'20	TC-SI-000.A
			42,908,334	
(1) Data processing capacity (2) percentage outsourced		475 GHz, 28%: 2.15Tb, 7% Our outsourced capacity is hosted by AWS.		TC-SI-000.B
(1) Amount of data storage (2) percentage outsourced	Terabytes Percentage (%)	70 Terabytes, 13% Our outsourced capacity is hosted by AWS.		TC-SI-000.C

Environment

Environmental topic	Accounting metric	Unit of measure	Disclosure	
Environmental Policy or Management System	Environmental policy or management system	Link or description of processes	As an office-based business with 314 employees across the globe our environmental impact is small. Nevertheless, we remain committed to limiting our direct environmental footprint and encouraging proactive and conscientious practice of resource use across our office sites. In Ireland we have introduced a number of environmentally friendly initiatives, including supporting the Bike to Work scheme, removing single use cups and putting paper recycling bins at desks. We seek to rent office space that provides facilities to meet our operational needs, principally hiring offices contained within larger buildings with communal areas. As a business we promote the circular economy, extending the lifetime of devices through data erasure, thereby reducing demand for new products.	
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable Energy and Emissions Reduction Efforts	Gigajoules (GJ) Percentage (%) Discussion	We are committed to limiting our direct environmental footprint and encouraging proactive and conscientious practice of resource use across our office sites. Presently, none of our Blanco offices occupies the entire building. Our offices are all contained within larger office blocks with communal areas. During 2020, we embarked upon an exercise to map our carbon footprint and will engage with a third party to support our measuring, reporting and future strategic decision making relevant to our carbon footprint.	TC-SI-130a.1

Environment

Environmental topic	Accounting metric	Unit of measure	Disclosure																
	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand Cubic meters (m ³), Percentage (%)	Our water usage is limited to personal consumption by our 314 employees within our offices. We do not consider water extraction to be a material risk to our business and therefore do not track consumption.																
	Water reduction efforts	Thousand Cubic meters (m ³), Percentage (%)	Our water usage is limited to personal consumption by our 314 employees within our offices. We do not consider water extraction to be a material risk to our business and therefore do not track consumption.																
	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Discussion and Analysis	We have considered this metric and believe it not to be relevant to the Blanco business model as we do not construct data centres ourselves. Nevertheless our data centre needs are provided by AWS, which has exceptionally high standards.																
Climate Change Risk and Opportunity	Process for identifying and managing climate change risks and opportunities	Discussion	Our products are a key asset in reducing the environmental impact of technology users and promoting responsible consumption. Through data sanitisation, we extend the lifetime of products, negating the need for device destruction and subsequent disposal in landfill. This process also reduces the demand for new IT equipment, the production and distribution of which carries a greater carbon footprint than technology use itself. Our solutions result in saving resources, limiting harmful emissions and supporting the circular economy.																
Environmental Impact	Number of assets securely erased (1) Laptops (2) Desktops (3) Servers (4) Loose drives (5) Smartphones (6) Tablets	Number (millions) Discussion	<p>Our solutions help businesses by supporting them to transition towards more sustainable circular business models and away from less environmentally-friendly methods of data and device destruction. By erasing obsolete data and reusing old devices until the end of their useful life, whereby they can be disassembled and recycled, the environmental impact of those devices can be substantially reduced. The typical refresh rate of certain devices is about 3 years; data sanitisation can double the lifetime of a product.</p> <p>The table shows the number of erasure licences utilised in the FY20 financial year.</p> <table border="1"> <thead> <tr> <th>Asset</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Laptop</td> <td>10,983,642</td> </tr> <tr> <td>Desktop</td> <td>3,860,587</td> </tr> <tr> <td>Server</td> <td>830,776</td> </tr> <tr> <td>Loose Drive</td> <td>3,971,439</td> </tr> <tr> <td>Smartphone</td> <td>22,331,336</td> </tr> <tr> <td>Tablet</td> <td>559,498</td> </tr> <tr> <td>TOTAL</td> <td>42,537,279</td> </tr> </tbody> </table>	Asset	Count	Laptop	10,983,642	Desktop	3,860,587	Server	830,776	Loose Drive	3,971,439	Smartphone	22,331,336	Tablet	559,498	TOTAL	42,537,279
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	Landfill waste prevented	CO2 (Kilograms) Discussion	<p>Our work reduces environmental harm by avoiding the necessity of landfill waste and drives the circular economy by enabling reuse of devices, thereby lessening the demand for new products. Research suggests that the environmental impact of most consumer electronics is greatest during the manufacturing and distribution process. Thus, by extending the useful life of assets the potential to dissipate and slow the impact of the manufacturing process increases, reducing emissions and natural resource use, such as water and precious minerals.</p> <p>Based on information gathered from customers, an estimated 75.9 million kilograms of electronic equipment was securely sanitised during the year, with a pre-use carbon footprint of 5.6 billion kilograms. We produced a thought leadership article on the growing e-waste problem “Poor Sustainability Practices - Enterprises are Overlooking the e-waste Problem”, which surveyed 1,850 senior decision makers across multiple sectors from across the globe. The report can be found here.</p>																

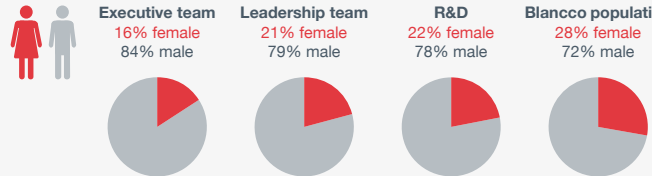
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TC-SI-130a.2

TC-SI-130a.3



Social

Social topic	Accounting metric	Unit of measure	Disclosure	
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore		Our total headcount is 314 employees based in over 15 different locations across Europe, APAC and America. Of this population 49% of employees are in Europe, 36% in APAC and 15% in the US and Canada. Just over 15% of our employees are permanently home-based which gives us the flexibility to hire talent anywhere in the world for many of our roles. Tapping into exceptional talent without the need for relocation enables us to continue to recruit a diverse and skilled workforce across the world. Employing top talent with differing skills and backgrounds gives the business a diversity of thinking.	TC-SI-330a.1
	Employee engagement discussion		Employee engagement is measured in our Annual Global Employee survey which we run in September each year. The engagement score for the September 2020 survey was 80% (September 2019: 77%).	TC-SI_330a.2
	Percentage of gender and racial/ethnic group representation for (1) management (2) technical staff (3) all other employees	Percentage (%)	<p>Our gender breakdown: Across our global operations, the majority of our employees are locally employed. During 2020, Blanco activated a diversity programme that will collect appropriate information to support future Diversity & Inclusion activities.</p>  <p>Blanco believe that Diversity is about recognising, valuing and accepting differences between people, including but not limited to those of race, ethnicity, gender, age, religion, disability, sexual orientation, educational background, experience and knowledge and harnessing these differences to create a productive and thriving workforce.</p>	TC-SI-330a.3
	Diversity & Inclusion training and recruitment initiatives	Discussion	<p>We operate in a diverse range of economic and cultural environments, with a lot of cross-border communications at all levels. A key aspect of developing the success of the Group is to support an open culture and encourage the mix of cultures and business practices across the Group. We are an equal opportunities employer and actively encourage employee progression at all levels of the organisation.</p> <p>To encourage greater gender diversity within our software development team we have engaged with higher education institutions in Finland where software development has traditionally been a male dominated field. We have successfully offered internships to university students in relevant subjects that have resulted in permanent employment for those students following completion of their studies. Blanco attend university recruitment events and conducts talks at universities and higher education colleges to raise awareness amongst students for the opportunities that we provide. We run a university partnership scheme in our development centre in Finland to encourage development of individuals leaving education, as well as relying on a number of university graduates in our India office to work on product development and support.</p> <p>We continue to review our recruitment processes, with the aim of increasing diversity in our workforce more broadly. This includes assessing whether there are other routes we can take to market that would increase the diversity of the candidacy pool, as well as carrying out internal training to support our business objectives.</p> <p>During FY21, we will be collecting data on our employees to gain a full understanding of the racial diversity of our teams and consulting with the employee base to implement steps to improve diversity where possible.</p>	
	Description of policies and programs in place for employee development	Discussion	We recognise the importance of our employees and actively promote their development. This helps the Group to achieve its objectives while at the same time allowing our staff to progress their own careers, giving them access to and opportunities to develop the technologies in which we specialise. We therefore support any individual who wishes to undertake training that could benefit themselves and the business.	





Social

Social topic	Accounting metric	Unit of measure	Disclosure
Recruiting & Managing a Global Diverse & Skilled Workforce (cont)	Promoting employee wellbeing	Discussion	Our employees' wellbeing is a key priority and we continue to invest in their and our future. We actively encourage good health for employees – ranging from providing a safe working environment to provision of fruit, offering standing desks and subsidising gym membership. The nature of the business also offers flexibility, which works very well for people, especially for those employees with children, who benefit from the flexible hours.
Social Impact Climate Change Risk and Opportunity	Number of internships offered	Number	We have had five internships agreed over the last 12 months, one of which was cancelled due to COVID-19.
	Number of permanent employees from internships	Number	Two internships that ended in September 2019 resulted in permanent employment for the students within the Blanco team in Joensuu, Finland. We currently have two internships ongoing, both are agreed to last until January 2021.
	Number of talks at universities and higher educational colleges	Number	We presented Blanco at a total of three university events, one in Lappeenranta and two in Joensuu.
	Description of charitable contribution to society	Discussion	In light of the COVID-19 pandemic, which has caused huge disruption to children's education, we have been working with WANdisco on a project to collect donated computer equipment and redistribute to underprivileged children. We have provided free licenses, enabling all devices that have been donated to be securely sanitised before they are redistributed.
Health and Safety	Number of RIDDOR reportable (or equivalent) incidents during the year	Number	Our health and safety record remains excellent, with no RIDDOR reportable (or equivalent) incidents during the year. All office-based employees receive the appropriate level of health and safety training. Every office has an established health and safety structure in place to deal with health and safety matters.




Governance

Governance topic	Accounting metric	Unit of measure	Disclosure
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioural advertising and user privacy	Discussion and link	<p>We place the highest importance on respecting and protecting the privacy and confidentiality of the information that our customers share with us. Our Privacy Policy Statement is reviewed annually and publicly available on our website here.</p> <p>Through our Privacy Policy Statement, we inform our customers about the type of information that is collected through our websites and how we collect, use, share and protect their personally identifiable information (PII). We inform our customers about the choices they can make regarding the way their information is collected online, how we use demographic data for secondary purposes and how to limit the sharing of their personal information.</p>

TC-SI-220a.1



Governance topic	Accounting metric	Unit of measure	Disclosure	
Data Privacy & Freedom of Expression (cont)			<p>We may use the information collected online to communicate with our customers and provide our website users with a requested service or product, special offers or additional information, as requested. Unless required to be disclosed in response to a legal process or to a law enforcement agency's request, we will not share the collected information with third parties other than as set forth in our Privacy Policy Statement, nor will we keep PII longer than necessary, except as otherwise required by law. We may, however, share personally identifiable information in order to carry out our daily operations. For more information, the Privacy Policy is available on our website at here.</p> <p>Blanco both applies Privacy by Design and Data Minimisation throughout its development process and Sales activities. As a result, Blanco generally seeks to avoid processing of customer personal data and if such cannot be avoided or is materially required to use the features of the Blanco product and/or services, we take mitigative measures where possible, including data anonymisation and/or data encryption among other InfoSec measures.</p>	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Number	<p>We are not a B2C-oriented Company and as such only process information if it is obtained through direct consent and/or a legitimate business interest is shown (e.g. a signed agreement).</p> <p>We may place or recognise unique cookies or use other electronic technologies on an user's device in order to help display advertisements that users see on our websites.</p> <p>We may use information such as a user's visits to and activity on, our websites, IP address and other such usage information alone or in combination with other information, to display advertisements on the user's device that may be of particular interest to them.</p>	TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Reporting currency	We have not been part of, or been involved in, any material legal proceedings associated with user and/or customer privacy.	TC-SI-220a.3
	(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	Number, Percentage (%)	We have not been part of, or been involved in, any material legal proceedings associated with user and/or customer privacy.	TC-SI-220a.4
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring		<p>We are committed to comply with US, EU and other economic sanctions and applicable laws and regulations for the products and services Blanco provides and for the countries Blanco operates in and/or delivers to.</p> <p>We have in place a Company-wide Compliance Program, tied directly to the Sales system and processes. As a result, every sales opportunity is reviewed prior to commitment and such screening includes the country in which the products/services are taken and the identity of the customers/users. As such, we have safeguards in place to block any transaction that may be required to comply with applicable law and regulations and/or to terminate any transaction for the same reason.</p>	TC-SI-220a.5

Governance

Governance topic	Accounting metric	Unit of measure	Disclosure	
Data Privacy & Freedom of Expression (cont)	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring		<p>Our Compliance Program includes compliance with the US Department of Treasury’s Office of Foreign Assets Control (OFAC) and company-wide training on OFAC policy is provided for all Blanco employees. We include mandatory export compliance and other relevant clauses in all of our contracts.</p> <p>Finally, we have a company-wide compliance trainings in place which apply to all employees.</p> <p>We continually monitor compliance with our OFAC Policy, procedures and relevant laws and regulations to ensure that we do not do business or conduct transactions with any of the individuals or companies listed in the Specially Designated Nationals and Blocked Persons List (SDNs) or OFAC-sanctioned countries without appropriate US Government authorisations and if necessary, lead efforts to investigate, correct and disclose sanctions compliance failures.</p>	TC-SI-220a.5
Data Security	(1) Number of data breaches (2) percentage involving personally identifiable information (PII) (3) number of users affected	Number Percentage (%)	<p>Except as a matter of public record or regulatory compliance, we do not disclose this information. However, we can confirm there have been no material data breaches incidents in the past year.</p>	TC-SI-230a.1
	Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	Discussion and analysis	<p>We have in place an Information Security Policy which has been aligned to comply with current cybersecurity regulatory requirements and with leading industry best practices to ensure the resiliency of Blanco’s infrastructure, at a level commensurate to the risk appetite of the organisation.</p> <p>We also use industry-recognised security safeguards, such as firewalls, anti-virus software, intrusion detection systems and operational procedures to detect and preclude unauthorised parties from accessing our systems. We have security measures in place to protect against the loss, misuse, unauthorised modification or destruction of the information under our control.</p> <p>For Blanco’s products, we have the following global certifications and standards in place:</p>	TC-SI-230a.2

More information can be found on our website [here](#).



Governance topic	Accounting metric	Unit of measure	Disclosure	
Data Security (cont)	Data sanitisation	Discussion	The secure erasure of data is our top priority and our data erasure solutions have been tested, certified, approved and recommended by 15+ governing bodies and leading organisations around the world.	
Intellectual Property Protection & Competitive Behaviour	Total amount of monetary loses as a result of legal proceedings associated with anti-competitive behaviour regulations	Reporting currency	During 2019, there were no material losses as a result of legal proceedings associated with anti-competitive regulations or Intellectual Property Protection.	TC-SI-520a.1
Risk Management	Approach to risk management	Discussion	<p>The Board is responsible for determining the nature and extent of the risks it is willing to take in delivering Blanco's strategic objectives and manages these risks through the Blanco Risk Management Framework.</p> <p>The strategic risk appetite for the business is reviewed annually by the Board. The Audit Committee is asked to assess whether risks are within the Group's risk appetite.</p> <p>Further detail to Blanco's approach to risk management and Principal Risks can be found in the Annual Report.</p>	
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues (2) service disruptions (3) total customer downtime	Number Days	<p>99.8% Uptime Service Level Agreement.</p> <p>Our Risk Management Policy has established the processes to identify, classify, mitigate and resolve risks, across all functional groups. This enables functional owners to manage potential risks and put plans in place in order to reduce performance issues, service disruptions and recovery with minimal downtime.</p> <p>Minimising performance issues and service downtime is core to our business as a SaaS and On-Prem software solution Company. We regularly monitor existing and new risk mitigation plans with senior management and functional owners and keep an up-to-date risk register for evidence.</p> <ol style="list-style-type: none"> ISMS Policy Risk Management Policy Risk Register Issue Register 	TC-SI-550a.1
	Description of business continuity risks related to disruptions of operations		<p>Our Business Continuity Plan caters to all locations' operations and functions globally. It includes all services, tools, and infrastructure used to support critical Blanco business activities. This plan refers to a coordinated strategy involving a plan, procedures and technical measures that enable the recovery of process during and after disruption. Preparation for, response to and recovery from a disaster affecting the operations requires the cooperative efforts of many recovery teams comprising of members from support groups and the functional areas supporting the operations, represented in the Business Continuity Plan. Every function maintains business continuity specific issues and risks, mission critical applications for business continuity and function-wise contingency plans, which results in well prepared RPO and RTO values.</p> <ol style="list-style-type: none"> Business Continuity Plan Risk & Issue Registers Function Specific <p>In 2020, due to the COVID-19 pandemic, we closed all 15 offices around the world and managed this process without material disruption to the business.</p>	TC-SI-550a.2



Governance

Governance topic	Accounting metric	Unit of measure	Disclosure
Corporate Governance Intellectual Property Protection & Competitive Behaviour Risk Management	Board Oversight of ESG	Discussion	Adam Moloney, Chief Financial Officer, Executive Director and Member of the Board of Blanco Plc, has led Blanco's working group and engagement with third-party advisors to consider Blanco's Environmental, Social and Governance (ESG) credentials (including our stakeholder engagement) and the output from this, including future ESG reporting.
	Corporate Governance Guidelines	Discussion	The Board has adopted the Quoted Companies Alliance Corporate Governance Code (2018) (the QCA Code) and this is our second year of reporting against this code. Information about how the Company has applied the ten principles from the QCA Code can be found in the Annual Report .
	Board Performance Reviews	Discussion	<p>The Board carries out a regular (usually annual) effectiveness review using questionnaires. The questions are updated each year. This year, due to the COVID-19 pandemic, the review was deferred to allow the executive team and the Board the necessary time to focus on the business. It is anticipated that the next review will be undertaken towards the end of the calendar year, or early in 2021.</p> <p>Details of the most recent review are given on the Company's website. In addition to the above exercise, the Chair held meetings with each of the directors and the Company secretary to discuss individual performance and succession planning. The Senior Independent Director led an evaluation of the Chair.</p> <p>No issues of concern were raised in this review.</p>
Business Ethics	Code of Business Conduct	Discussion	Our Code of Business Conduct (Code) provides a clear framework on which to base decision-making and provides details of what is expected from each of us to maintain the highest standards of responsibility, transparency and commitment. Complying with the Code, Blanco maintains its commitment to its employees, the Company and stakeholders, customer and business partners, and the community at large. The Code applies to all employees of Blanco, as well as those working on our behalf in any capacity.
	Anti-Corruption & Bribery Policy	Discussion	Our Anti-Corruption and Bribery Policy ensures that all our business are conducted in an honest and ethical manner and in compliance with the law. The policy applies to all employees of Blanco, as well as those working on our behalf in any capacity. New employees are required to read the policy, feedback with any questions, then sign to demonstrate that they have read and understood. Ongoing training is carried out to cover any policy updates or changes.
	Whistleblower Policy	Discussion	There is a whistleblowing hotline that is monitored by a third-party specialist call handler, compliant with the Private Security Industry Act requirements for interviewing callers. They provide a confidential and independent global service for staff to report concerns, which are escalated immediately to the CFO and Audit Committee for appropriate action.
	Human Rights Policy	Discussion	Our Code of Business Conduct incorporates our commitment to human rights. We ensure that our activities support human rights with respect to all our groups of interest in Blanco; employees, the Company and stakeholders, customer and business partners and the community at large.



Governance

Governance topic	Accounting metric	Unit of measure	Disclosure																														
Customers	Customer NPS score	Score	<p>FY20: Score (Respondents) Q1 - 41 (17) Q2 - 35 (17) Q3 - 46 (22) Q4 - 63 (29) Full year results: 48 [average] (85 [total])</p> <p>Customer satisfaction is measured through our Net Promoter Score (NPS). The NPS score is continuing to rise, with increasing numbers of customers responding, thereby strengthening the validity of the score and showing that we are now out in front of the industry.</p>																														
	Number of customers	Number	<table border="1"> <thead> <tr> <th>All sales</th> <th>FY'19</th> <th>FY'20</th> </tr> </thead> <tbody> <tr> <td>Enterprise & data centre</td> <td>1,429</td> <td>1,427</td> </tr> <tr> <td>Itad</td> <td>446</td> <td>482</td> </tr> <tr> <td>Mobile</td> <td>145</td> <td>196</td> </tr> <tr> <td>Total</td> <td>2,020</td> <td>2,105</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>All sales</th> <th>FY'19</th> <th>FY'20</th> </tr> </thead> <tbody> <tr> <td>Enterprise & data centre</td> <td>1,289</td> <td>1,264</td> </tr> <tr> <td>Itad</td> <td>396</td> <td>405</td> </tr> <tr> <td>Mobile</td> <td>105</td> <td>128</td> </tr> <tr> <td>Total</td> <td>1,790</td> <td>1,797</td> </tr> </tbody> </table>	All sales	FY'19	FY'20	Enterprise & data centre	1,429	1,427	Itad	446	482	Mobile	145	196	Total	2,020	2,105	All sales	FY'19	FY'20	Enterprise & data centre	1,289	1,264	Itad	396	405	Mobile	105	128	Total	1,790	1,797
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	Customer engagement	Discussion	<p>We engage and listen to our customers through a range of customer satisfaction and market research surveys and focus groups. Their feedback is analysed by our Customer Advisory Board and used to drive product and service initiatives that will deliver the greatest value to the customer.</p>																														

