

Doing The right Thing



Penny James
Chief Executive Officer

Twelve months ago, we launched our Group vision and strategy which has at its heart our desire to be personal, inclusive and a force for good. As a business leader I am acutely conscious of the impact Direct Line Group's decisions can have on all our stakeholders.

During 2020, more than ever, we have focused on supporting our customers and the wellbeing of our people while additionally doing all we can to contribute to the national effort. The global drive to tackle the Covid-19 virus has served as a reminder that we need to act together for the wider social good. We also need to accelerate the steps we are taking to protect our planet from the impact of climate change.

We have learnt a great deal from the unexpected events of 2020 and, as a result of some of the short-term decisions we took out of necessity, we have discovered new ways of working that we intend to adopt for the long term. With over 9,000 of our people successfully delivering from

home we have the opportunity to reimagine the way we work. Less time spent physically in the office can have significant positive knock-on effects: more flexible working which we know is better for gender equality; lower carbon emissions through reduced travel and a smaller office footprint; and increased social mobility as our recruitment pool is less geographically restricted.

When it comes to serving customers our ongoing commitment to drive additional value by providing flexibility and personalised insurance has never been more appropriate and beneficial. I am proud also that we set up our first ever Community Fund. Initially the Fund's purpose was to provide much needed support to organisations dealing with the immediate crisis but we now intend to build on this. In 2021 we will continue to work with our chosen charities to build a lasting legacy.

This year has also accelerated our plans to reduce our emissions so that we can give back more to the planet than we take out.

Fundamentally we believe that embracing sustainable practices leads to a better corporate culture, better-quality products and greater long-term sustainability for all our stakeholders. We are aiming for a triple win: win for the customer by sharing real value with them, win for our people and shareholders who are invested in our success, and a win for society and the planet because we know that our long-term success is intrinsically linked to the success of the community and the environment around us.

2020 has been a difficult year. It has touched individuals, organisations and societies around the world in ways we could never have imagined. For some of our stakeholders there will have been a personal impact we could sadly do nothing about. But we have tried at all times to deliver on our ambition of doing the right thing by our customers, our people and our stakeholders. We are determined to build on this platform as we strive to be a more sustainable business for the future.