



Section 172 Statements

Section 172 of the Companies Act 2006 requires directors to take into consideration the interests of stakeholders in their decision making. The directors continue to consider the interests of the group's employees and other stakeholders, the impact of its activities on the community, the environment and the group's reputation, when making decisions. Acting in good faith and fairly between members, the directors consider what is most likely to promote the success of the group for its members in the long term. The statement below sets out how the directors discharge their duty to give consideration to the group's stakeholders:

Section 172 factors	Considerations and actions
Consequence of any decision in the long term	The Board believes the group's long-term success is best achieved by adapting and evolving its strategy in line with market demands. The Board is responsible for establishing and reviewing the long-term strategy alongside the annual plan for the group, based on proposals made by senior management.
Interests of employees	The directors regularly engage with employees by providing updates on the group's business performance and conducting various surveys and questionnaires throughout the year. The feedback received is then analysed and appropriate actions are taken based on this evaluation. The group also celebrates the success of individual staff member achievements.
Fostering business relationships with suppliers, people who draw on the group's support and others	The directors engage in discussion and collaborate with the group's suppliers on a regular basis. In addition to that, the directors visit the group's services frequently and engage with people who draw on the group's support via events such as "Choice has Got Talent" and local competitions. These events provide opportunities for them to be part of the wider Choice community.
Maintaining high standard of business conduct	The directors work closely with the Quality and Compliance team to help ensure that all critical policies and guidance for internal and external stakeholders are updated on a regular basis. In addition to that, the group operates a whistle-blower hotline as well as a separate whistleblowing email

address which provides an appropriate channel for concerns to be reported.

Some of the people who draw on the group's support also participate in its internal quality review of residential homes and their findings are fed back following the visits.

Acting fairly between members

The group's key stakeholders' and members' views are brought into the boardroom throughout the annual cycle. The Board has overseen the implementation of measures to ensure that stakeholders' and members' interests are considered.

