

## Introduction to S172

The Board is responsible for leading stakeholder engagement. Considering stakeholders when making decisions of strategic importance is fundamental to the execution of our strategy and critical in achieving long-term sustainable success.

The Board understands the needs of our different stakeholders to ensure that the long-term consequences of any decisions are well considered. It is not always possible to provide positive outcomes for all stakeholders and the Board is mindful when making decisions based on the competing priorities of stakeholders.

Our stakeholder engagement processes enable our Board to understand what matters to stakeholders and carefully consider all the relevant factors and select the course of action that best leads to the high standards of business conduct and success of Forest Holidays in the long-term.

## Key stakeholders

The Board considers its key stakeholders to be its team members (employees), customers, suppliers, local communities in which it operates, the environment, Governments and industry bodies and its shareholders.

## S172 (1) Statement

In accordance with Section 172(1) of the Companies Act 2006, a Director of a company must act in the way he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard, amongst other matters, to:

- a. the likely consequences of any decision in the long-term
- b. the interests of the Company's employees
- c. the need to foster the Company's business relationships with customers.
- d. the impact of the Company's operations on local communities and the environment
- e. the desirability of the Company maintaining a reputation for high standards of business conduct.
- f. the need to act fairly between members of the Company.

The following disclosure describes how the Directors of the Group have taken account of the matters set out in section 172(1) (a) to (f) and forms the Directors' statement required under section 172 of the Companies Act 2006.

## How the Group engages with its key stakeholders

Stakeholder	Engagement examples
Team members	<ul style="list-style-type: none"> <li>• Comprehensive onboarding and induction plans for new team members</li> <li>• Companywide online learning platform to upskill and develop our team</li> <li>• Quarterly company-wide team member engagement survey</li> <li>• Weekly company-wide team member updates</li> <li>• Annual leadership academy for team members focused on personal development</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Customer feedback survey for every customer on arrival and departure</li> <li>• Regular customer database surveys conducted to provide customer insight</li> <li>• Interaction with customers on location on a daily basis</li> <li>• Relevant targeted marketing campaigns and engaging social media content</li> </ul>

	<ul style="list-style-type: none"> <li>• Sales and Service support function and social media assists with all customer queries</li> </ul>
Partners & Suppliers	<ul style="list-style-type: none"> <li>• Working in partnership with Forestry England, Forestry Land Scotland and National Resources Wales to deliver environmental, social and economic benefits for all</li> <li>• Five-year partnership with the UK's National Parks that will connect over 20,000 young people with nature</li> <li>• Three-year commitment to fund a rural business start up every year with the Prince's Countryside Fund</li> <li>• Where possible, a commitment to buy goods from local suppliers</li> <li>• Assessment and onboarding process for all new Forest Holidays suppliers</li> <li>• Regular account management meetings are held with representatives from our larger suppliers</li> <li>• Periodic supplier meetings covering topical matters, for example Brexit readiness and COVID-19.</li> </ul>
Local communities & Environment	<ul style="list-style-type: none"> <li>• Employment of c.650 individuals from local communities</li> <li>• Forest Ranger employed at each location to both protect, enhance and educate our customers about the local forest environment</li> <li>• Each location has a long-term biodiversity enhancement strategy and active woodland management plan</li> </ul>
Governments (and tax authorities) & Industry bodies	<ul style="list-style-type: none"> <li>• The Group has processes in place to monitor new regulations and compliance requirements that may impact the business – including for example product regulations, financial accounting and reporting updates and tax accounting and reporting compliance</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Individual meetings with institutional shareholders throughout the year</li> <li>• Monthly performance report shared with all shareholders</li> </ul>