



**Which? Limited (Company number 00677665)
(the 'Company')**

S172(1) Statement on stakeholder engagement

Extract from the Directors' report for the year ended 30 June 2020 (from pages 4 – 5)

"Directors' duties under Section 172(1) Companies Act 2006 and stakeholder engagement

In discharging their section 172 duties, the directors are required to have regard, among other matters, to the:

- likely consequences of any decision in the long-term;
- interests of the company's employees;
- need to foster the company's business relationships with suppliers, customers and others;
- impact of the company's operation on the community and environment;
- desirability of the company maintaining a reputation for high standards of business conduct;
- need to act fairly as between members of the company.

In addition, they have regard to other factors which they consider relevant to the decision being made.

Mission and values play a fundamental role in the way that the company delivers its strategic goals and operates day-to-day. By considering its mission and values, together with its strategic priorities, the directors aim to make sure that its decisions are consistent and predictable and benefit UK consumers. The Board of directors receives regular updates throughout the year on engagement with the company's different stakeholders. The directors spend time ensuring they integrate this into their thinking and decision making.

Consumers and members

We want to make life simpler, fairer and safer for consumers and, working together with our parent charity, the Consumers' Association, we aim to understand the landscape of current and emerging consumer issues better than anyone else. We undertake and have access to quantitative and qualitative research from consumers and members, listen to member stories received via our website and helplines, use economic and policy expertise and engage with specialist organisations to ensure our products, services and advice provide consumers with the help they need when they need it. A significant part of the quantitative feedback is gathered through Which? Connect, a research panel of more than 30,000 members who, through surveys and focus groups, feed directly into our work.

Notwithstanding the work we do already, we know we need to do more to broaden our membership base and enhance consumer and member participation with the products and services we offer. Looking forward, the company will be making changes to its membership offer during 2021-21. We believe these will be the foundation for building a much larger and more diverse membership, bringing significant benefits to what we do.

Businesses

Throughout our product testing, endorsement schemes (including Trusted Traders) and investigative journalism, we engage and influence businesses to help them to stand out from the crowd and deliver for consumers to higher standards, helping good businesses to thrive and holding bad ones to account.

As a responsible organisation, we also consider the impact of our decisions on our suppliers, endorsement holders, traders and retail partners. We also worked with them to advise them on new safety standards once it was safe to return to work.

Our people

Last year we invested in a new employee engagement tool so that we could more regularly check in with our colleagues around how they feel about working at Which? and their ideas around future improvements. We also regularly survey our people and set up cross-organisational working groups and forums to gather inputs on key initiatives, including how we can make Which? a better place to work. In the last 12 months, that has included understanding how we can make Which? a more inclusive and diverse place to work and our people's preferences around returning to work and how we continue to engage a remote workforce.

We want everyone at Which? to feel fairly rewarded for the work that they do. Reward isn't only about salary, but also our employee benefits and recognising the great work that's carried out every day by our people. Our Reward policy plays an important role to support this in helping us to attract, retain and motivate our people, enabling us to become the pre-eminent force driving positive impact for and with our consumers.

Our Pay Principles aim to recognise the duality of our organisation as a not for profit and give us the flexibility this requires to recruit in key talent markets. We externally benchmark employee Total Reward (salary + benefits) on an annual basis using a hybrid approach comparing remuneration elements against other charitable, commercial and not for profit organisations. We aim to be a market median payer for salaries. We have a common reward framework which enables fair and consistent comparison of all roles using Hay KornFerry and Wills Tower Watson methodology. Each role is assigned a job family and compared against external market data with roles of a comparable skill level, accountability and experience.

Our shareholder and supporting its public purpose for the benefit of the wider community

As a wholly-owned subsidiary of the charity, the Consumers' Association¹, it is important that the company delivers its commercial goals consistent with the public purpose of the charity and its group strategy. The directors regularly engage with the Council of Trustees (the Association's governing body) to review strategic direction, financial performance and operational resilience and effectiveness of the company and the group and understand the positive impact it is having for UK consumers as a whole.

Diversity & Inclusion

The Leadership Team shared a series of anti-racism commitments in June 2020, contributing towards the ongoing process of making our organisation more diverse, inclusive and reflective of UK society and the consumers whose interests we represent. This includes reviewing our processes across all departments and being committed to an ongoing learning journey for all."

¹ **The Section 172(1) Statement by the Consumers' Association (Company number 00580128 (and Charity number 296072) is available within their Annual Report and financial statements for the year ended 30 June 2020 available at <https://www.which.co.uk/about-which/company-info/which-annual-reports>**