

**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 MARCH 2021**

The group has applied the methodology as laid out in the 2019 UK Government GHG Conversion Factors for Company Reporting published by the UK Department for Environment Food & Rural Affairs DEFRA to convert the energy used in the group's operations to emissions of CO₂. Carbon emission factors for purchased electricity are calculated according to the 'location-based grid average' method. Data sources include billing from the energy supplier and the organisations internal fuel usage systems.

It is not currently deemed that there are any ratios which express the group's annual emissions in relation to a quantifiable factor in association with the group's activities.

The group has taken a range of energy efficiency measures to increase the group's energy efficiency. In the last year the following projects have been implemented:

- New build sites have been constructed to meet the highest energy ratings
- The use of the latest technology and materials when refurbishing care homes across the group
- LED lighting has been fitted for both normal and emergency lighting across the group, both internally and externally
- Movement sensors have been installed to control lighting in areas to reduce the risk of lights being left on unnecessarily
- Older boiler systems have been replaced with newer and more energy efficient models

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Group Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.