Healthcare Business Solutions UK Ltd

Section 172 Statement for the year ended 31 December 2025

Overview

Robust decision making is key to driving the achievement of the Company's purpose and strategy, and alignment with its values. Consideration of the matters set out in section 172(1) of the Companies Act 2006 (the "Act") underpin a robust decision-making process. The Directors of the Company consider that decisions taken during the year ended 31 December 2025 have been made in a way that is consistent with section 172 of the Act and, they have acted in a way that would most likely promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in the Act including:

- the likely consequences of the decision in the long-term;
- the interests of employees;
- the need to further the Company's business relationships with suppliers, customers, and others;
- the impact of the Company's operations on the community and the environment; and
- the desire to maintain a reputation for high standards of business conduct.

In addition to the above, the Board recognises the importance of engagement with the Company's key stakeholders and the impact of its decisions thereon.

Stakeholders and engagement

The Board considers the Company's key stakeholder groups to include: its **patients, community, suppliers and partners, colleagues, regulators** and its **shareholders.**

The Board has engaged directly and indirectly with these groups during the year, ensuring that Directors were informed about the interests and views of stakeholders, enabling decisions to be made that drive outcomes which support of the Company's long-term sustainability and success. The Board expects management to engage with relevant stakeholder groups during the year and pay due consideration to each of these when making decisions, broadening awareness and understanding of the impact that decisions may have on those stakeholders.

The relevance and importance of the Company's stakeholder groups and how the Directors have engaged therewith (directly or indirectly), during 2025 is set out below. Further details on the key decisions made during the year can be found further in the report.

Stakeholder	Stakeholder engagement and consideration
Patients *The Company strives to provide care that meets patient needs across a range of specialties, in both physical and digital settings*	- The Board received regular Clinical Performance updates with regard to patient experience and outcomes, with findings used to consider options to further improve the patient experience of the services. - Patient-Reported Experience Measure ("PREMs") findings are used to improve customer engagement, with knowledge shared across the business and with the Board via regular reporting. - The Company has expanded the size of the patient partnership involvement group so that patients can be consulted and make suggestions on proposed changes to our services - The Company has undertaken usability testing with patient stakeholders as part of work on Medical Device compliance, which informs us how patients interact with our systems.

Stakeholder	Stakeholder engagement and consideration
Community *The Company understands that it has a vital role to play in being a responsible corporate citizen and believes this is important to the reputation of the Company* *The Company strives to play a positive role in society*	- The Company's directors are committed to minimising the environmental impact of the Company and mitigating the impact of climate change. Notably, the Company operates with a remote and hybrid workforce and does not own any physical office space. - The Company promotes the expansion of digital healthcare solutions to reduce its carbon footprint, in both the private and public markets, with a focus on the range of digital services provided and patients supported. This ambition underpins the strategic plan approved by the Board in October 2025.

Stakeholder	Stakeholder engagement and consideration
Suppliers and Partners *The Company manages and promotes strong relationships with its network of suppliers to ensure good service, cost*	- The Board maintained oversight of the ongoing appropriateness of outsourcing and third-party arrangements within scope through updates of operational performance through the year.

effectiveness, and collaboration.	

Stakeholder	Stakeholder engagement and consideration
Colleagues *The workforce's culture, values, behaviours, performance, and engagement drive how the Company serves its customers and interacts with suppliers. The Company values inclusion and belonging and continues to create and develop an inclusive culture*	- The Board was provided with regular updates on People, covering People related strategy risks, operational resilience, talent development, and training. - Feedback from the HBSUK workforce is sought through biannual surveys, where staff can provide their views on the experience of working for HBSUK and which informs management's action plans for further improving employee engagement - The Company has undertaken usability testing with clinician stakeholders as part of work on Medical Device compliance, which informs us how they interact with our systems

Stakeholder	Stakeholder engagement and consideration
Regulators *The company is registered with the Care Quality Commission ("CQC") and operates a Class 1 Medical Device with the Medicines and Healthcare products Regulatory Agency ("MHRA")*	- The Board received regular updates on regulatory engagement via the CEO and CMO reports, including but not limited to how the regulators had been engaged with on key matters during the year - Directors, and certain other senior executives, had several engagement meetings with the CQC. Work has progressed with auditors aligned to the MHRA during the year as well.

Stakeholder	Stakeholder engagement and consideration
Shareholder The Company has one immediate shareholder, AXA PPP Healthcare Group Ltd, which provides its equity capital. AXA SA is the ultimate shareholder. References to "Group" in this statement relate to AXA SA (including AXA SA and its subsidiaries as a collective).	- The Company engaged with its shareholder, where required, through its reporting to the Board, where the shareholder is represented. - During the year, the Company's immediate shareholders, had the opportunity for engagement on a number of topics such as financial performance and strategic opportunities connected with the Company.

Key decisions in 2025

Below are examples of key decisions made by the Board during the year, highlighting alignment to our strategic priorities, how the Board reached its decisions (including consideration of the matters set out in Section 172; the interests of stakeholders; related risks and opportunities; and challenges it faced) and the outcome of those considerations. Strategic priorities as part of the 2026 – 2029 plan include:

- Process optimisation, automation and simplification;
- Platform and Service Development;
- People; and
- Customer relationship management

The examples below are provided to demonstrate how the Directors of the Company have acted in compliance with Section 172 of the Act during the year ended 31 December 2025.

Key Board Decision	**Approval of Modern Slavery Statement**
Link to Strategic Priorities	**How the Board reached its decision**
People	**Consideration of section 172 matters** In June 2025, the Board reviewed and approved its annual Slavery and Human Trafficking Statement pursuant to Section 54 of the UK Modern Slavery Act 2015 ("MSA"). The Board confirmed its satisfaction that it was compliant with the legislation.
Outcome	*In its review of the Modern Slavery Act Statement, the Board confirmed that it had taken the appropriate steps to ensure it did not take part in Modern Slavery or Human Trafficking practices nor did it have entities in its supply chain with any other business which were involved with such practices, promoting the success of the Company, its members and all its stakeholders and maintaining a reputation for high standards.*

Key Board Decision	**Approval of 2026-29 Financial Plan**
Link to Strategic Priorities	**How the Board reached its decision**
Process optimisation, automation and simplification. **Platform and service development**	**Consideration of section 172 matters** In October 2025 HBSUK's Board approved the 2026-29 financial and strategic plan, setting out the company's ambition to expand existing digital services, modernise its clinical onboarding platform and generate scale efficiencies from process automation.
Outcome	*In its decision to approve the financial plan, the Board confirmed that the plan was in the best interests of the company and its stakeholders, notably patients that would benefit from the Company's intention to scale and provide care to more people, and clinicians that would utilise from the enhanced onboarding platform. The Board was satisfied that it aligned with the Company's strategic objectives to promote the success of Healthcare Business Solutions UK Ltd.*