

OUR STAKEHOLDERS AND SECTION 172

We believe that a real understanding of the priorities of our Group's stakeholders is key to securing long-term success and maximizing value in the business.

This understanding enables us to consider the potential impact of our decisions on each stakeholder group (in accordance with Section 172 of the Companies Act 2006), communicate effectively and then act in a responsible way. Acting in a responsible manner is at the heart of the Group's business practice, as set out on pages 41 to 47 – ESG section.

Through Director and senior management discussions we have identified the Group's key stakeholders to be:

- Customers
- Brand partners and suppliers
- Colleagues
- Investors
- Communities

These principal stakeholder groups are set out in the table opposite, along with why we engage (the reasons why they were identified as key stakeholders) and how we engage with them. 2019 highlights show the progress that has been made in the current financial year.

Description

CUSTOMERS

The Group exists to serve the needs of our customers, of which we serve up to 24 million every week across the world.

Why we engage

- We strive to provide excellent service, quality and choice to each of our customers, at convenient local destinations
- To increase market awareness and enable quick response to customer trends

BRAND PARTNERS AND SUPPLIERS

We partner with prominent fuel brands such as ExxonMobil, BP, Shell and Texaco, well-known grocery and merchandise brands such as SPAR, Woolworths, Carrefour and Louis Delhaize, and globally recognized Foodservice brands such as Starbucks, Burger King, Subway and KFC as well as strong local Foodservice brands such as Greggs and Pomme de Pain.

- To maintain strong long-term relationships
- To ensure continuity of supply
- To provide a relevant and competitive offer for our customers and react to changing trends

COLLEAGUES

We have an experienced, diverse and dedicated workforce of almost 44,000⁽¹⁾ colleagues which we recognize as a key asset of our business.

- We have a diverse workforce, which we consider to be a key asset
- We therefore want to develop and retain talent for the long-term success of the Group
- To maintain an open dialogue with all of our colleagues
- We need to comply with different regulations in each of our territories

INVESTORS

Our investors and lenders play an important role in our business and growth strategy. We maintain close and supportive relationships with this group of long-term stakeholders, characterized by openness, transparency and mutual understanding.

- Our investors are concerned with a broad range of issues, including the Group's financial and operational performance, strategic execution, investment plans and capital allocation

COMMUNITIES

We are committed to supporting the communities in which we operate, including local businesses, residents and the wider public.

- The Group is committed to operating responsibly and to make a significant positive impact and provide opportunities to the communities in which we operate

⁽¹⁾ Includes acquisitions completed in the year and 3,700 employees who joined from the Herbert Group in March 2020

⁽²⁾ This acquisition completed after the year end

How we engage

- We offer a broad product range to our customers from our well-invested site portfolio. Mystery shopper visits are used to ensure that we offer the best customer service. Offers and promotions are used to drive customer loyalty. A new app has been launched to communicate effectively with our customers and to receive feedback

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- We listen carefully to the concerns of brand partners and suppliers and act accordingly. We have regular meetings at both an operational and strategic level and there are clear service level agreements in place. The Board discusses opportunities with new brand partners and suppliers and how to develop new relationships

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- Our approach varies by geography but includes employee surveys, town hall and team meetings and engagement with workers councils. Training schemes are in place to ensure we have the highest quality of staff, and talent schemes recognize our high flyers. The Group aims to be an employer of choice

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- Quarterly investor presentations are hosted by the Group Co-CEO, Mohsin Issa, and Group CFO and ad-hoc investor announcements are provided for relevant Company updates. There are also regular calls for investors with the CFO and Investor Relations team
 - International roadshows take place annually
 - A dedicated online investor portal is updated with presentations, financial reports, trading updates and press releases and an investor mailbox is actively managed by the Investor Relations team

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- We invest time and money in local communities through employees volunteering and via the EG Foundation
 - We pay our taxes and aim to operate responsibly, minimizing our impact on the environment
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2019 highlights

- 1,200 additional sites to improve our offering to customers, with continued expansion of our Foodservice offering
- Over €200m of growth capital expenditure, investing in facilities for our customers
- The Cumberland Farms acquisition brings a successful food and coffee offering alongside a recognized customer loyalty scheme
- Ensured that we kept our customers safe through the COVID-19 pandemic with investment in protective screens, hand sanitizer, in-store floor markings and retaining fair pricing on key products such as toilet rolls, hand sanitizer and household food essentials

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- Renewed agreements with several of our suppliers
 - A new agreement with Olivers Real Food in Australia
 - The acquisition (in March 2020) of 145 KFC restaurants in the UK & Ireland from the Herbert Group strengthens our relationship with KFC, as their largest franchisee in Europe ⁽²⁾

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- A 17,000⁽¹⁾ year-on-year increase in Group employees
 - We have also launched apprenticeship schemes and are the first employer to receive approval from the Association of Accounting Technicians ("AAT") to run our own in-house training scheme

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- Successful completion of two financing transactions in 2019 in support of the Group's international growth strategy
 - Development of Investor Relations team and dedicated communication channels
 - Active engagement during well-attended investor presentations throughout the year

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- International coverage including Disabled American Veterans, Children In Need, Swim to Fight Cancer in Benelux and The Salvation Army in Australia
 - Community initiatives during the COVID-19 pandemic such as free coffee for key workers
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