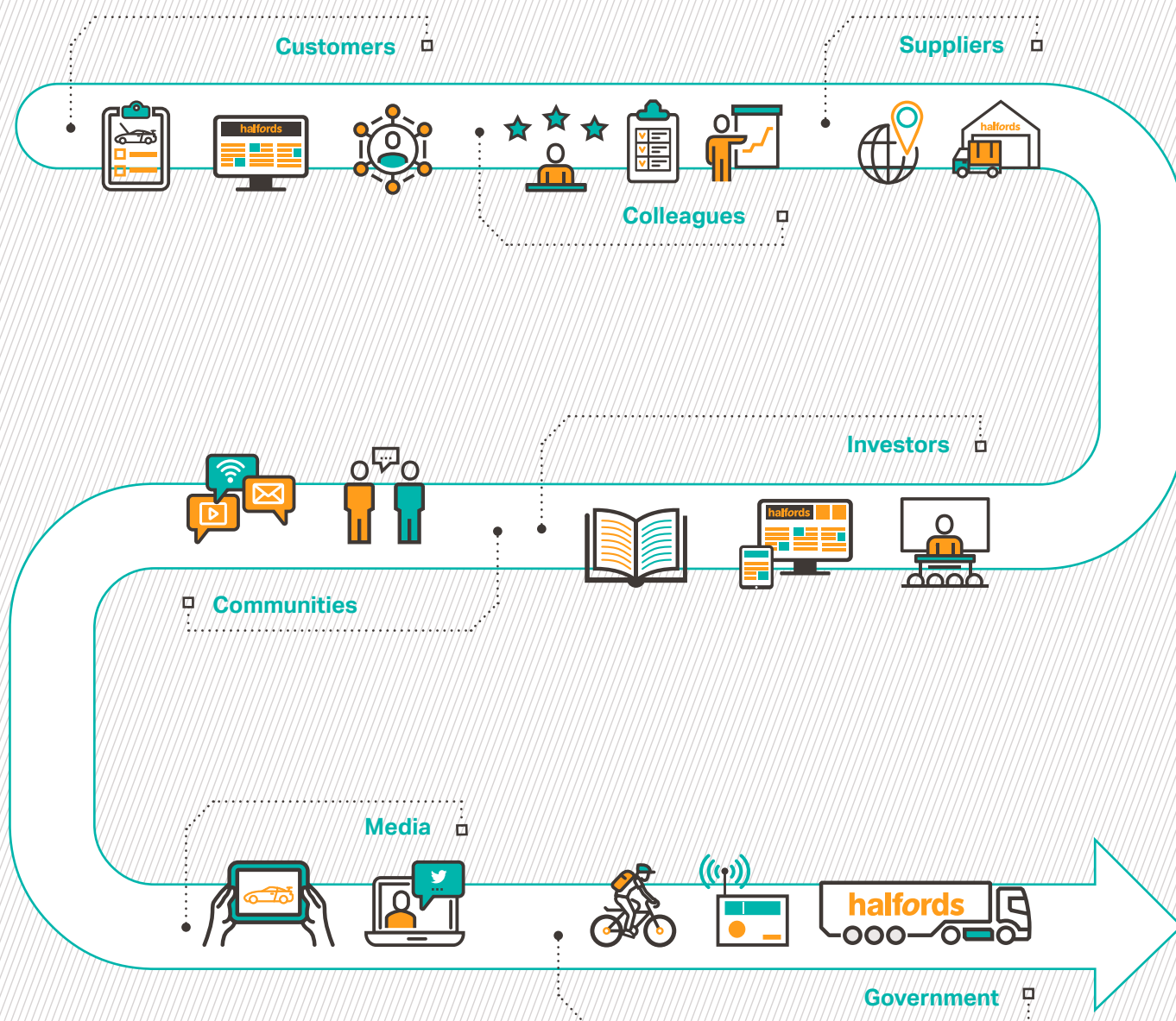


# Stakeholder Engagement

We have set out over the next two pages the nature and quality of our key stakeholder relationships

Effective utilisation of our resources and relationships are an integral part of our plan to drive long-term sustainable growth. Our model is underpinned by our financial discipline, astute purchasing and strategic reinvestments.



Stakeholder	Why it is important to engage	Ways we engage	Stakeholders' key interests
<b>Customers</b>	Understanding our customers' needs and behaviours allows us to deliver relevant products and services, retain customers and also attract new ones. It also identifies opportunities for growth.	<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> <li>• Rewards</li> <li>• Commercial website</li> <li>• Social media engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of services</li> <li>• Customer service</li> <li>• Convenience</li> <li>• Ranges</li> </ul>
<b>Colleagues</b>	Interactions with our colleagues are the main ways that customers experience the Company's brand. Our colleagues are fundamental to the achievement of our customer experience ambitions and are the cornerstone of our service and services proposition.	<ul style="list-style-type: none"> <li>• '3-Gears' training programme</li> <li>• Listening: surveys and colleague groups</li> <li>• 'Aspire' store management development courses</li> <li>• Recognition and reward</li> <li>• Apprenticeship programme</li> </ul>	<ul style="list-style-type: none"> <li>• Career opportunities</li> <li>• Wellbeing</li> <li>• Training and development</li> <li>• Pay and conditions</li> <li>• Colleague engagement</li> </ul>
<b>Suppliers</b>	Engaging with our supply chain means that we can ensure security of supply and speed to market. Our brand relies heavily on the high standards of our carefully selected suppliers, in order for us to deliver market-leading products and services.	<ul style="list-style-type: none"> <li>• Far East trading office developing mutually beneficial relationships</li> <li>• Logistics efficiencies and environmental management</li> <li>• Supplier conferences</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Quality management</li> <li>• Cost efficiency</li> <li>• Ethical Trading policy</li> <li>• Long-term relationships</li> </ul>
<b>Investors</b>	As a publicly listed company we need to provide fair, balanced and understandable information to instil trust and confidence and allow informed investment decisions to be made.	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• RNS announcements</li> <li>• Annual General Meeting</li> <li>• Investor presentations</li> <li>• Corporate website</li> <li>• One-on-one meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Operating and financial performance</li> <li>• Dividend</li> <li>• Risk information</li> <li>• Access to Management</li> <li>• Future-oriented information</li> </ul>
<b>Communities</b>	Ensures continued viability of the business into the long-term. We aim to contribute positively to the communities and environment in which we operate.	<ul style="list-style-type: none"> <li>• Community investment initiatives</li> <li>• Media channels</li> <li>• Re-cycle initiatives</li> <li>• Prison initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of Group activities on the wider community</li> <li>• Corporate Social Responsibility ("CSR") agenda</li> </ul>
<b>Media</b>	Ensures transparency of information on the business. As a business-to-consumer company, we need strong multi-channel exposure to connect with customers and our wider stakeholder audience.	<ul style="list-style-type: none"> <li>• Product videos and peer reviews</li> <li>• TV and radio advertising campaign</li> <li>• Email and PR customer engagement</li> <li>• Improving Twitter, Facebook and Youtube content</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable range, product and pricing information</li> <li>• Transparency of reliable and timely Group information</li> </ul>
<b>Government</b>	Policies and regulatory changes may provide opportunities and pose risk to our operations. Working closely with the Government ensures that our products and services evolve.	<ul style="list-style-type: none"> <li>• Cycle-to-Work policy campaigning</li> <li>• DAB radio working groups</li> <li>• Driver training and vehicle safety enhancements</li> <li>• Engaging with VOSA, DVLA, TSI, ASA and HSE</li> </ul>	<ul style="list-style-type: none"> <li>• Transport policies and schemes</li> <li>• CO<sub>2</sub> reduction strategies</li> </ul>