

# Engaging with our stakeholders

## Stakeholder engagement

We engage regularly with stakeholders at Group and/or business level, depending on the particular issue.

As illustrated in our Group business model and strategy section on pages 9 to 11, the role of the Group, and therefore of the Board, is to provide a framework in which the Group businesses have the freedom and decision-making authority to pursue opportunities with entrepreneurial flair and to manage risks at the level at which the businesses operate. We consider this to be an important factor in the success of the Group.

Authority for the operational management of the Group’s businesses is delegated to the Chief Executive for execution or for further delegation by the Chief Executive to the senior management teams of the businesses. This is to ensure the effective day-to-day running and management of the Group. The chief executive of each business within the Group has authority for that business and reports directly to the Chief Executive.

While day-to-day operational decisions are generally made locally, the Board not only provides input on the principal decisions and strategy, but also supports individual businesses by facilitating the sharing of best practice and know-how between the businesses.

This approach necessarily involves a high degree of delegation of communication with stakeholders to the management of the Group businesses. Where the directors of the Company have not themselves directly engaged with stakeholders, those stakeholder issues are considered at Board level both through reports to the Board by the Chief Executive and/or Finance Director and also by the senior management of the Group’s businesses. Senior management are requested, when presenting to the Board on strategy and principal decisions, to ensure that the presentations cover what impact the strategy/principal decision has on the relevant stakeholders and how the views of those stakeholders have been taken into account.

In the following pages, we set out the key stakeholder groups with whom engagement is fundamental to the Group’s ongoing success.



**Employees**  
We employ approximately 133,000 people. Our people are central to our success.

### Key matters

- Health and safety
- Diversity, equity and inclusion
- Cost of living
- Culture and wellbeing
- Engagement and development

### How the businesses engage with this stakeholder group

- Intranet
- Newsletters
- Surveys
- Email
- Training
- Notice boards
- Health and Safety programmes
- Town halls
- Meetings

### How the Board engages and/or is kept informed and takes matters into account

- So as to seek to ensure that the ‘voice’ of each workforce in the Group is heard at Board level, Richard Reid, as designated Non-Executive Director for engagement with the workforce, meets with employees from a selection of businesses. Each business division also specifically reports to the Board on workforce engagement within that division. The Board also receives two specific updates each year from Richard Reid and the Chief People and Performance Officer in respect of progress on workforce engagement and resulting actions.

- The Group Safety and Environment Manager provides the Board with updates on safety trends and progress against key performance indicators, supplemented by updates from the divisions.
- The Chief Executive and Finance Director continue to engage with Company employees both at the corporate centre and at the regional businesses through town halls in the businesses covering issues such as business updates and ESG topics.

See the letter from Richard Reid on pages 84 and 85, which includes details of some of the outcomes from workforce engagement. See also the ‘Our people’ section on pages 50 and 51.



**Suppliers**  
As a diversified international Group, we have many complex supply chains.

### Key matters

- Responsible sourcing
- Supply chain sustainability
- Payment practices
- Capital strength
- Human and labour rights in our supply chains
- Transparency in supply chains

### How the businesses engage with this stakeholder group

- Conversations (face-to-face or virtual)
- Training
- Communication sessions
- Correspondence
- Audits
- Engagement with trade unions and NGOs

### How the Board engages and/or is kept informed and takes matters into account

- Senior management of each business division (often with the assistance of specialists from within that division) regularly report to the Board on key relationships and projects with suppliers either as part of their business updates to the Board or through reports to the Chief Executive and Finance Director.
- The Board reviews each business segment every year, including a review of ESG issues, with support from the Director of Legal Services and Company Secretary and the Group Corporate Responsibility Director.

Examples of key matters or projects on which the Board was briefed include:

- the expansion of the Kilombero sugar plant in Tanzania;
- the responsible exit from Myanmar as a source of garments for Primark; and
- human rights and environmental due diligence in respect of our supply chains.

See further details on page 45 in respect of the implementation of a responsible exit from Myanmar as a source of garments for Primark and page 47 in respect of ESG governance.



**Customers/Consumers**  
The buyers of our safe, nutritious and affordable food, and clothing that is great value for money.

### Key matters

- Healthy and safe products
- Value for money
- Availability of products
- Customer relations
- Social and environmental impact
- Store environment

### How the businesses engage with this stakeholder group

- In-store signage (Primark)
- Face-to-face interactions with staff
- Customer surveys
- Websites
- Labelling
- Social media
- Customer/consumer contact lines
- Market data analysis

### How the Board engages and/or is kept informed and takes matters into account

- The Board is regularly updated by each business division on its strategy, including in relation to key customers and key activities impacting customers and consumers.
- The Group Director of Financial Control provides the Board with an annual report on food and feed safety.
- The Chief Executive and Finance Director meet each division quarterly to discuss key commercial matters.

Examples of key matters or projects on which the Board was briefed include:

- changes to fitting rooms at Primark stores to seek to ensure that our customers feel safer and more welcome;
- performance of the Click and Collect trial at Primark;
- self-checkout trials at Primark;
- Twinings marketing trials; and
- increased marketing investment in Patak’s, Blue Dragon, Jordans Dorset Rvyita and Mazzetti.

See further details on page 15 about Twinings marketing trials and on page 34 about Primark using self-checkouts to enhance customers’ in-store experience.