



Communities and the environment
Supporting society and respecting the environment are two of the key ways we live our values and make a difference.

Key matters

- Climate change mitigation and adaptation
- Natural resources and circular economy
- Social impact – including employment opportunities
- Agriculture and farming practices

How the businesses engage with this stakeholder group

- Coaching and training programmes
- Community programmes and schemes
- Dealings with NGOs and other expert programmes and schemes
- Various environmental programmes

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

- Senior management of the business divisions report to the full Board on their key ESG matters.
- The Board reviews risk assessments undertaken by the businesses each year which consider, among other things, climate change impacts and risks.
- The Director of Legal Services and Company Secretary and the Group Corporate Responsibility Director present to the Board on broader corporate responsibility issues that sit beyond our direct manufacturing operations e.g. in the supply chains.
- The Board receives updates from the Chief People and Performance Officer and the Group Safety and Environment Manager on operational safety and key environmental matters in our direct manufacturing operations reflecting an additional focus on climate and sustainability.
- The Board receives updates and provides views on key sustainability matters. This included individual sessions with non-executive directors on climate-related financial reporting.

See the Responsibility section on pages 46 to 67 of this Annual Report. See also the sections of our Responsibility Report 2023 providing further details of our businesses’ work with people in the supply chains and surrounding communities.



Shareholders and institutional investors
The Company has a mix of individual and institutional shareholders, including bondholders, whose views are valued.

Key matters

- Business and financial performance
- Return on investment
- ESG
- Remuneration

How the businesses engage with this stakeholder group

- Press releases
- Annual general meeting
- Annual Report
- Responsibility Report
- Website
- Results announcements
- Meetings
- Registrar

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

- The annual general meeting provides an opportunity for retail shareholders to ask the Board questions.
- The Board also responds either directly or via its in-house company secretarial team to queries raised throughout the course of the year.
- Regulatory News Service (RNS) announcements keep investors updated on business and financial performance and other matters.
- Each year, the Chairman meets with the Company’s largest institutional shareholders to discuss their views, issues or concerns.
- The Chief Executive and/or Finance Director meet with investors throughout the year.
- At each Board meeting, the directors are briefed on meetings that have taken place with institutional shareholders and on feedback received.
- The Remuneration Committee Chair meets with investors and analysts to answer queries and respond to feedback around remuneration issues.
- The Responsibility Report is approved by the Board and is produced to provide greater transparency in response to increasing requests for information from investors.
- All shareholders are treated equally and a Relationship Agreement is in place with the Company’s controlling shareholders (see pages 116 and 117).

See further details on page 86, which includes details on this year’s annual general meeting.



Governments
The Group is impacted by changes in laws and public policy.

Key matters

- Corporate governance and audit reform
- Energy support schemes
- Tax and business rates
- Agricultural and trade policy
- Climate and environment-related matters
- Public health
- Support of businesses and workers

How the businesses engage with this stakeholder group

- Meetings, calls and correspondence
- Responding to consultations and calls for evidence
- Providing data/insights (e.g. supply challenges and international conflict)
- Participation in government schemes
- Parliamentary events
- Industry forums
- Site visits
- Attendance at conferences

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

- The Company engages with governments to contribute to, and anticipate, important changes in public policy.
- The Board takes into account the interplay between commercial decisions and government policies and aims in its investment decisions.
- The Board is briefed on engagement with governments, which, using the UK as an example, might cover matters specifically related to energy support schemes, environmental policies including Extended Producer Responsibility, decarbonisation and the Emissions Trading Scheme, high streets and business rates and the impact of international conflicts.



Our refurbished store on Mary Street, Dublin