

Section 172 Statement

Stakeholder	Stakeholder's key interests	Reason for engagement	Ways of engagement
Customers	<ul style="list-style-type: none"> • Competitive prices • Safety • Convenience • Choice • Customer service 	<p>Understanding consumer behaviour and the changing trends in the marketplace allows MFG to develop the right offering to enhance the overall customer experience.</p>	<ul style="list-style-type: none"> • Customer feedback • Social media engagement • Promotions • Loyalty schemes
Employees	<ul style="list-style-type: none"> • Pay and Benefits • Job satisfaction • Career development • Security • Well being 	<p>Well trained and motivated staff are the key to the success of the business.</p>	<ul style="list-style-type: none"> • Staff are highly motivated and well rewarded for success • Benefits package and encouragement of participation in pension schemes. • Career progression opportunities and support for development • Strong managerial capacity • Expansion of in-house capacities in business-critical functions • Communication between Board and workforce through regular executive team communications, both verbally and via email • The Board consider workforce suggestions via an anonymous suggestion box
Contract Managers	<ul style="list-style-type: none"> • Opportunity for success • Support and guidance • Site developments • Training • Uniform and appropriate third party contracts 	<p>Collaborative approach with Contract Managers ensures best practice, adherence to legislation and guidelines and mutually beneficial operating and financial outcomes.</p>	<ul style="list-style-type: none"> • Support provided by MFG industry experts • Robust and economically beneficial third-party contract arrangements • Well established operating model that evolves consistently to the benefit of both parties. • Training and assistance provided allowing for development of individuals and their businesses.

<p>Suppliers</p> <ul style="list-style-type: none"> - Fuel - Non Fuel 	<ul style="list-style-type: none"> • High sales volumes • Brand awareness/ protection • Long term relationships • Adherence to payment terms <ul style="list-style-type: none"> • High sales volumes • Evolution of relationships • Adherence to payment terms • Promotional activity • Product trials 	<p>Strong, cohesive relationships with the supply chain ensure security of supply, competitive pricing and promotional support.</p> <p>The MFG business leverages the brand value of national and internationally recognised brand names so it is vital to the success of the MFG business and important to the suppliers that both parties work collaboratively for the mutual benefit of both.</p>	<ul style="list-style-type: none"> • Close working relationships with major fuel suppliers through regular communications • Promotional and marketing support • Quality management systems • Training of key staff representing third party brands • Adherence to and support of third party strategies in support of their brands
<p>Communities</p>	<ul style="list-style-type: none"> • Alignment of product offering to local community needs • Environmental, Social, Governance (ESG) factors 	<p>MFG stations are an important part of the fabric of the local community and offer a number of services no longer available on the high street as consumer trends and patterns change. Sites need to supply appropriate goods and services for the communities living around them.</p> <p>The sites need to be safe, free from pollution and the Group needs to safeguard those that work and visit by upholding the highest standards with regard to ESG factors.</p>	<ul style="list-style-type: none"> • The Contract Manager arrangement empowers the Manager to determine the appropriate products to sell, supported by the Regional MFG teams. • Training, procedures, audits and regular reviews focus on ESG matters. • Compliance with regulations and third party review.
<p>The Environment</p>	<ul style="list-style-type: none"> • Pollution • Spills • Carbon measurement • Efficient water usage 	<p>Commitment to minimising environmental implications of the operation.</p>	<ul style="list-style-type: none"> • Highly trained, well-resourced in-house environmental expertise. • Extensive use of third party environmental consultants. • Ongoing environmental spend, tank relinings, pump and line improvements

			<ul style="list-style-type: none"> ● Equipment replacement policy to improve energy efficiency. ● Programme of Electric Vehicle charging points installations. ● Compliance with internationally recognised standards. ● Risk assessments, procedures, training
Landlords	<ul style="list-style-type: none"> • Timely payments of rents • Care and Maintenance of sites 	Collaborative approach required for successful operation of leasehold sites.	<ul style="list-style-type: none"> ● Strong business relationships and regular communications ● Timely and accurate payment ● Responsible custodianship of sites
Government	<ul style="list-style-type: none"> • Taxation • Planning • Carbon reduction • EV infrastructure 	<p>Policies and regulatory change are prevalent in the business MFG engages in, strict adherence is critical for the success of the business.</p> <p>MFG strategy is to be regarded as being a good corporate citizen and to pay its fair share of tax.</p>	<ul style="list-style-type: none"> ● Published tax strategy ● Use of third party expertise ● Strong relationships ● Reputation for integrity and honesty ● Energy efficiency programs