

## Stakeholder Engagement and Section 172 Statement

The Board is aware of its responsibilities to promote the success of the Company in accordance with section 172 of the Companies Act 2006 and, in describing the relationships between Forth Ports and its key stakeholder groups, the Board has taken into consideration the Financial Reporting Council guidance on this matter. By focussing on our purpose and values along with our strategic priorities, we consider our employees, customers, suppliers, local communities and other stakeholders whilst delivering long-term sustainable growth for our investors. The Group's main stakeholders, their expectations and how the Board responds to them are explained as follows:

Stakeholder expectations	How the Board responds
<p><b>Employees</b> Forth Ports employs over 1,000 people directly. The vast majority of the workforce are on the quayside loading and unloading vessels or directly supporting these teams, handling a diverse range of cargoes for our many customers.</p>	
<ul style="list-style-type: none"> <li>• Safe working conditions</li> <li>• Fair terms and conditions</li> <li>• Job security</li> <li>• Regular communication</li> </ul>	<ul style="list-style-type: none"> <li>• Covid-19 response where the board was mindful of the governmental regulations and guidance and responded quickly to assess the evolving requirements as these developed;</li> <li>• Adaptation of working practices where necessary and regular communication with all employees with specific support for vulnerable employees to protect them;</li> <li>• Signatory to the Maritime Mental Health Pledge;</li> <li>• Continuous improvement of health and safety practices including the 'Visible Felt Leadership' initiative, with greater use of technology to keep reviews and initiatives progressing despite the changes to working practices;</li> <li>• Consideration of impact of decisions on employees with views of employees and wider workforce considered – these are obtained via company-wide communications and local port/asset employee meetings;</li> <li>• Publication of our Gender Pay Gap Report for 2021;</li> <li>• Range of development opportunities available including Apprenticeship and Graduate programmes, as well as dedicated training centres at Tilbury (including simulators) and Grangemouth, with a shift to more online training;</li> <li>• Charitable and community projects.</li> </ul>
<p><b>Customers</b> Forth Ports supports over 500 domestic and international customers that are linked existentially to the growth and the success of each of its ports.</p>	
<ul style="list-style-type: none"> <li>• Trusted long-term partnerships</li> <li>• High and consistent levels of operational efficiency</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication regarding changes to operations relating to Covid-19;</li> <li>• Support of a number of European customers in transitioning post Brexit, with the Group putting in place further/expanded BCPs to build capacity in key unitised locations to help customers minimise friction at the borders;</li> <li>• Regular contact with customers following the grain silo incident to ensure continuity of service;</li> <li>• Alignment of our business with customer needs, such as investment at Tilbury2, warehousing at Grangemouth and renewable energy investment at Dundee and Leith;</li> <li>• Customer meetings, events and attendance at key industry conferences;</li> <li>• Deepened and broadened our knowledge/expertise of our key markets through targeted analysis/data, in particular our unitised business in 2021 to inform discussions on congestion;</li> <li>• Strategic acquisitions of Targe Towing in 2021 and OM HeavyLift in 2022 to enhance the breadth of our service offering to better serve our customers' needs.</li> </ul>
<p><b>Suppliers and Contractors</b> A wide range of suppliers, contractors and advisors supporting our operational and investment plans.</p>	
<ul style="list-style-type: none"> <li>• Trusted long-term partnerships</li> <li>• Fair terms and conditions</li> <li>• On time payment</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication regarding changes to operations relating to Covid-19;</li> <li>• Timely payment to suppliers;</li> <li>• Supplier performance management – dedicated procurement team focus on developing and managing supplier relationships, including regular account review meetings – maintained controls, systems and processes in place to ensure suppliers were supported;</li> <li>• CIPS certification;</li> <li>• Modern Slavery – details of efforts we have made to combat modern slavery are detailed in our 2021 Modern Slavery Statement which can be found on our website <a href="http://www.forthports.co.uk">www.forthports.co.uk</a>.</li> </ul>
<p><b>Communities and other stakeholders</b> Encompassing our neighbours in the communities where our ports are to local, national and UK wide private and public bodies.</p>	
<ul style="list-style-type: none"> <li>• Jobs and investment</li> <li>• Compliance with regulation and legislation</li> <li>• Good neighbours, operating safely</li> <li>• Actively help and support local communities</li> <li>• Protection of the environment and heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Thames Freeport Development – job creation; green investment and levelling up;</li> <li>• Early and transparent consultation with the local communities as part of significant developments such as Tilbury2, Dundee and Leith Outer-berth for offshore renewables;</li> <li>• Tilbury on the Thames Trust;</li> <li>• Charitable and community projects including Leith Community Trust in 2021;</li> <li>• Planned Green Freeport bid for Firth of Forth;</li> <li>• GRESB submission (Global ESG Benchmark), delivering improved score.</li> </ul>
<p><b>Shareholders</b> The owners of the business who are a number of UK and international pension funds.</p>	
<ul style="list-style-type: none"> <li>• Clear strategy and strong execution</li> <li>• Financial discipline</li> <li>• Sustainable growth and regular dividends to match pension liabilities our shareholders are managing</li> <li>• Protection of Group's reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Additional Board updates on Covid-19 impact/response;</li> <li>• Board decisions are made with the long-term success of the Group in mind;</li> <li>• Active and ongoing dialogue with shareholder representatives who sit on the Board;</li> <li>• Regular board meetings including review of key operational, commercial and financial matters as well as specific meetings to review Five Year Strategic Plan and Budget;</li> <li>• Consideration of ESG matters including an increasing focus on green credentials.</li> </ul>