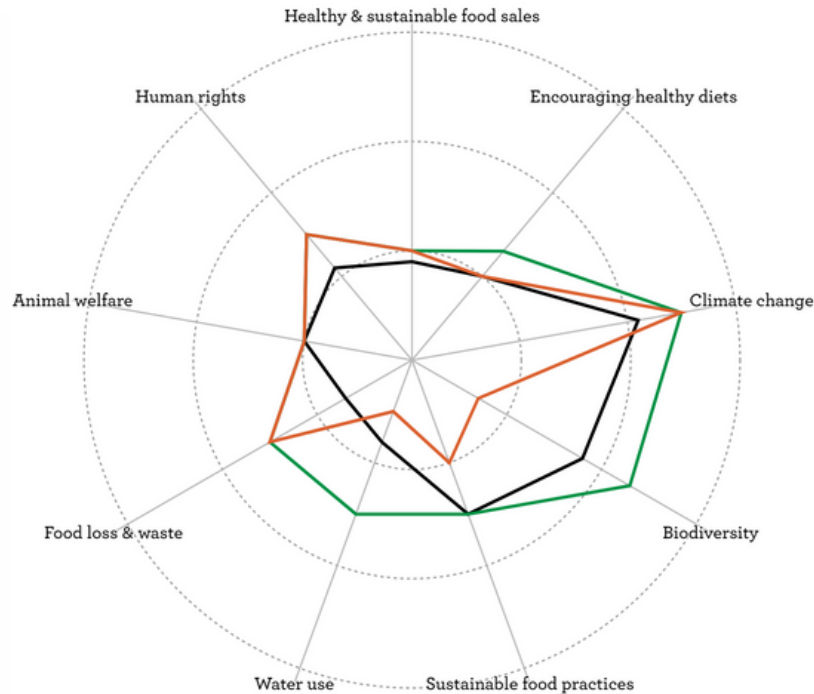


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This analysis is based on information in the public domain, using existing benchmarks, corporate reports and websites, with a fact-checking period provided for each company.

● Average
 ● Leadership 2023
 ● Mitchell & Butlers
 ● Nandos
 ● The Restaurant Group
 ● Weatherspoons
 ● Whitbread



SPIDER DIAGRAM ▲

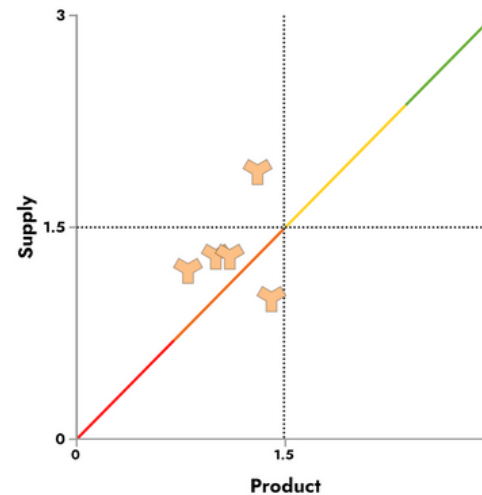
The summary profile comparing Mitchell & Butlers, the average and 2023 leadership profile. The leadership profile is calculated from the best score from any company on each individual metric.

Scores closer to the outer edge of the circle indicates a company has both clear targets and reporting against those targets. Whereas the scores closer to the centre of the circle indicate lack of clear target or disclosure of data.

Company	Healthy & sustainable food sales	Encouraging healthy diets	Climate change	Biodiversity	Sustainable food practices	Water use	Food loss & waste	Animal welfare	Human rights
Leadership 2023	●	●	●	●	●	●	●	●	●
Mitchell & Butlers	●	●	●	●	●	●	●	●	●
Nandos	●	●	●	●	●	●	●	●	●
Restaurant Group	●	●	●	●	●	●	●	●	●
Weatherspoons	●	●	●	●	●	●	●	●	●
Whitbread	●	●	●	●	●	●	●	●	●

TRAFFIC LIGHT SCORE ▲

Traffic lights are allocated from the same data used in the spider diagram profiles.

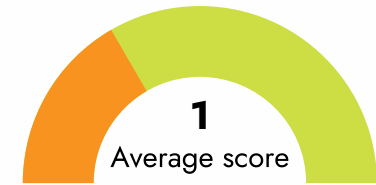


PRODUCT VS SUPPLY CHAIN ▲

Companies are rated on two dimensions, product and supply chains. Ratings for this are calculated from scores on specific metrics related to healthy and sustainable products or to sustainable and equitable supply chains.



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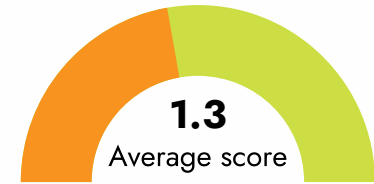


Healthy and sustainable food sales

	Metric	Score	The Food Foundation analysis	Evidence
N1	Company has a target for, and reports on, a sales-weighted % increase in healthy food, menu items or products quantified using a transparent and recognised approach	1	<p>We have set targets for ongoing sugar and salt reduction [same as last year]</p> <p>We introduced calorie information for more than 10,000 recipes in all our core brands in April 2022. This is the foundation of our wider nutrition strategy which was developed to enhance the nutritional quality of the dishes we serve. The strategy focuses on reducing calories and saturated fat, as well as reducing salt in our meals by 2024, in line with Public Health England's reduction targets for children's meals</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
N2	Company has a target for, and reports on, an increase in fruit & veg as % of food procurement or sales.	1	Peas Please pledge to serve 2 portions of veg with every children's meal (Harvester)	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
N3	Company has a target for, and reports on, a % shift in protein procurement or sales that come from animal vs plant-based protein sources.	1	We are working with the World Resources Institute on their Cool Food Pledge programme to reduce the emissions of food supply chain links, which is a significant contributor to emissions globally.	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/



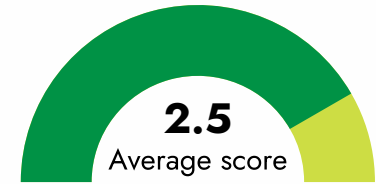
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Encouraging healthy & sustainable diets

	Metric	Score	The Food Foundation analysis	Evidence
N4	Company has a target for, and reports on, the % of menu items or products with intuitive front-of-pack or (restaurants and caterers) consumer-facing nutrition labels (ideal 100%)	1	We introduced calorie information for more than 10,000 recipes in all our core brands in April 2022. This is the foundation of our wider nutrition strategy which was developed to enhance the nutritional quality of the dishes we serve. The strategy focuses on reducing calories and saturated fat, as well as reducing salt in our meals by 2024, in line with Public Health England's reduction targets for children's meals.	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
N5	The company's marketing strategy prioritises healthy foods, especially when marketing to children.	1	We introduced calorie information for more than 10,000 recipes in all our core brands in April 2022. This is the foundation of our wider nutrition strategy which was developed to enhance the nutritional quality of the dishes we serve. The strategy focuses on reducing calories and saturated fat, as well as reducing salt in our meals by 2024, in line with Public Health England's reduction targets for children's meals.	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
N6	The company can evidence reducing food insecurity by improving the accessibility and affordability of healthy food via at least one major strategic or collaborative initiative.	2	<p>One of these is our work with Social Bite, a charity which helps people experiencing homelessness regain their independence, as well as being the largest provider of freshly-made free food in the UK to those in need</p> <ul style="list-style-type: none"> • Strategic partnerships with charities developed, including Shelter and Social Bite • Expand our programme with Social Bite, supporting vulnerable people back into employment • Enhanced employee wellbeing strategy and improved resources and tools available to employees • Increase the number of volunteering hours offered by our teams • Brand-driven relationships with local organisations and charities 	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/

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Climate change

	Metric	Score	The Food Foundation analysis	Evidence
E1	Company has a target for % reduction targets, and reports on, scope 1 & 2 emissions reduction (Science-based target)	3	<p>We align our definition of Net Zero to the SBTi corporate standard. Our Net Zero target includes our Scope 1, 2 & 3 emissions, using an operational control approach. We have set a near-term target (pending submission/ validation from SBTi) to reduce our absolute Scope 1 & 2 GHG emissions 70% by 2030, compared to a 2019 base year (aligned to 1.5 degrees) and a target to reduce our absolute Scope 3 emissions 28% over the same timeframe. We have also set a long-term target (pending submission/validation from SBTi) to reduce absolute GHG emissions from Scopes 1, 2 & 3 90% by 2040 from a 2019 base year and to be Net Zero by 2040. Aligned to the SBTi criteria we will offset our residual 10% emissions using carbon removal offsets at our Net Zero date.</p> <p>Scope 1 tCO₂e: 84,892 Scope 2 tCO₂e: 63, 876</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
E2	Company has a target for, and reports on, scope 3 emissions reduction (Science-based target), specifically food in supply chain	2	<p>We align our definition of Net Zero to the SBTi corporate standard. Our Net Zero target includes our Scope 1, 2 & 3 emissions, using an operational control approach. We have set a near-term target (pending submission/ validation from SBTi) to reduce our absolute Scope 1 & 2 GHG emissions 70% by 2030, compared to a 2019 base year (aligned to 1.5 degrees) and a target to reduce our absolute Scope 3 emissions 28% over the same timeframe. We have also set a long-term target (pending submission/validation from SBTi) to reduce absolute GHG emissions from Scopes 1, 2 & 3 90% by 2040 from a 2019 base year and to be Net Zero by 2040. Aligned to the SBTi criteria we will offset our residual 10% emissions using carbon removal offsets at our Net Zero date.</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/

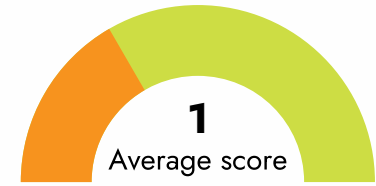
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Biodiversity

	Metric	Score	The Food Foundation analysis	Evidence
E3	Company has a target for, and reports on, zero net land-use conversion through company's reliance on palm oil as a product or an ingredient.	1	All direct palm oil purchases continue to be sourced from Rainforest Alliance approved suppliers [same as last year]	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
E4	Company has a target for, and reports on, zero net land-use conversion through company's reliance on soy as in animal feed.	1	We are working with industry collaboration groups to develop a roadmap to sourcing sustainable soy in our supply chain [same as last year]	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
E5	Company has a target for, and reports on, zero net land-use conversion through company's reliance on beef.	0	No information found	

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Sustainable food production practice

	Metric	Score	The Food Foundation analysis	Evidence
E6	Company has a target for, and reports on, the % of wild-caught or farmed fish & seafood certified to higher sustainability standards	1	<p>Mitchells & Butlers have continued to develop their “Seafood Welfare and Sustainability Sourcing Policy” and are working with the Marine Conservation Society to incorporate the use of their sustainable fish index in the sourcing policies for all fresh and frozen fish.</p> <p>The majority of our suppliers already operate to standards recognised by a number of accredited bodies, including (for farmed fish) the Aquaculture Stewardship Council (ASC) and Global GAP, and (in the case of wild fish) the Marine Stewardship Council (MSC).</p>	https://mab0euw0sa0prod0web01.blob.core.windows.net/uploads/2023/03/animal_welfare_policieess.pdf
E7	Company has a target for, and reports on, the % of products produced under sustainable production practices and recognised environmental management schemes.	1	Red Tractor Assurance	https://mab0euw0sa0prod0web01.blob.core.windows.net/uploads/2023/03/animal_welfare_policieess.pdf

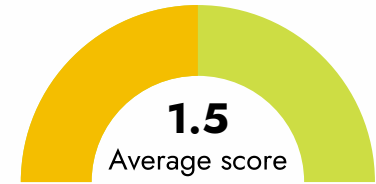
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Water use

	Metric	Score	The Food Foundation analysis	Evidence
E8	Company has a target for, and reports on, water use reduction in operations	1	We are developing initiatives to reduce our consumption of natural resources, with an electricity workload live in the business, and gas and water in the planning phases.	https://www.mbplc.com/static/c1472bc38508e1a86f0e34c95a7a9c5a/MandB_AnnualReport_2022_Accessible.pdf
E9	Company demonstrates it is working collaboratively on multiple projects (UK & overseas) to reduce water stress.	0	No information found	https://www.mbplc.com/static/c1472bc38508e1a86f0e34c95a7a9c5a/MandB_AnnualReport_2022_Accessible.pdf

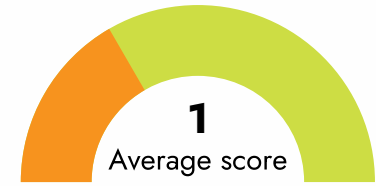
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Food loss and waste

	Metric	Score	The Food Foundation analysis	Evidence
E10	Company has a target for, and reports on, a % reduction in food sold or handled and discloses volumes redistributed, sent to animal feed, anaerobic digestion, and land-fill.	2	<p>Reduce food waste by 50% by 2030 from our FY 2019 baseline. This year we have achieved a 29% reduction in food waste against our FY 2019 baseline.</p> <p>In our sites food waste reduction has been achieved through strengthened operational procedures which reduce the level of waste generated during the food prep process, including accurate portion sizes from suppliers, as well as reduced menu complexity. The introduction of auto-ordering has helped to improve the forecasting of dish mix and therefore reduced waste through spoilage. In addition, we have rolled out Too Good To Go across four brands, saving c.15,000 meals a week from wastage.</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
E11	Company demonstrates collaboration with its main suppliers to track, measure and act on food waste in its supply chain.	1	<p>We are working in collaboration with our waste management providers and suppliers to reduce the amount of waste generated by the business. We have active and ongoing discussions with our suppliers on innovative ways to reduce the environmental impact of our supply chain</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/

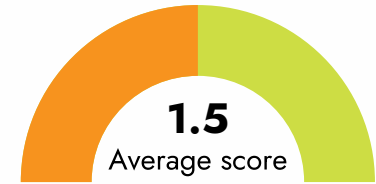
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Animal welfare and antibiotics

	Metric	Score	The Food Foundation analysis	Evidence
E12	<p>BBFAW tier position or Company has a target for % of animal products certified to high animal welfare standards.</p> <p>For companies not assessed by BBFAW: Company has a target for, and reports on, zero supply chain use of antibiotics as a prophylactic or growth promoter and to reduce the total use of antibiotics classified as “medically important antimicrobials”.</p>	1	Tier 3 on BBFAW (2021)	https://www.bbfa.com/benchmark/

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Human Rights

	Metric	Score	The Food Foundation analysis	Evidence
S1	Company recognises the need for a real liveable wage for all employees and reports on progress towards that.	1	<p>A detailed review of the risks associated with the National Living Wage has been completed. This review has been undertaken at a strategic level to ensure that the Group carefully manages productivity and efficiency across the estate.</p> <p>We have successfully implemented a time and attendance system to improve the management controls and reporting of staff hours.</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/
S2	Company has a target for, and reports on, the % of major suppliers engaged to ensure human rights and labour rights, including and beyond tier one. Must include engagement on child and forced labour, and health and safety of workers.	2	<p>Mitchells & Butlers will not permit or condone any form of slavery, servitude, forced or compulsory labour or human trafficking. It clearly states how the Company is committed to ensuring that there is no modern slavery or human trafficking in its supply chains or in any part of its businesses and this is reflected in the Mitchells & Butlers Modern Slavery & Human Trafficking Policy and Supplier Code of Conduct. The statement also covers due diligence processes for slavery and human trafficking, supply chain accountability, Company accountability (including ethical and socially responsible conduct in the workplace), training and information and reviewing key performance indicators to measure how effective we have been to ensure that slavery and human trafficking is not taking place in any part of our business and supply chain, in terms of record keeping and actions taken to strengthen supply chain due diligence, auditing and verification</p>	https://www.mbplc.com/investors/company-news/annual-report-and-accounts-2022/

