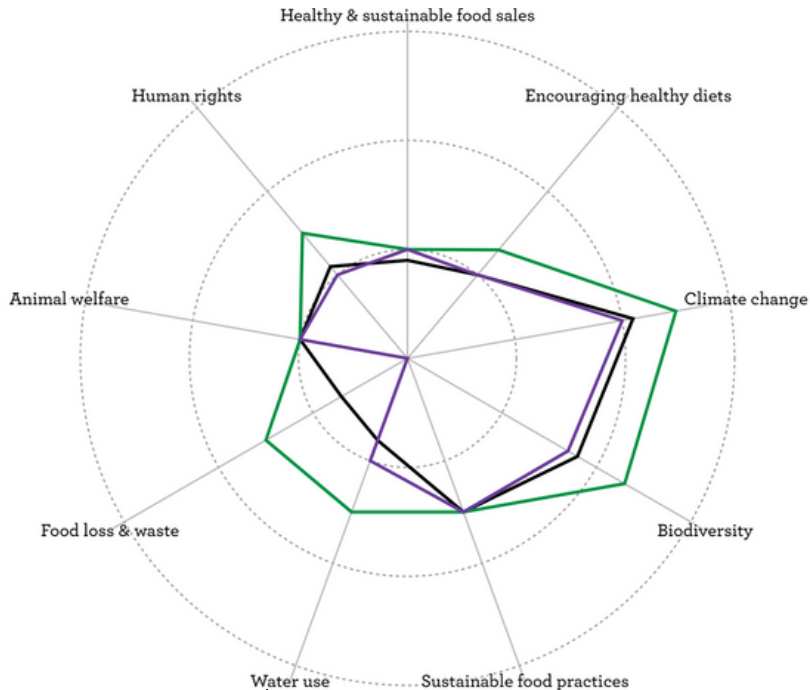


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This analysis is based on information in the public domain, using existing benchmarks, corporate reports and websites, with a fact-checking period provided for each company.

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



SPIDER DIAGRAM ▲

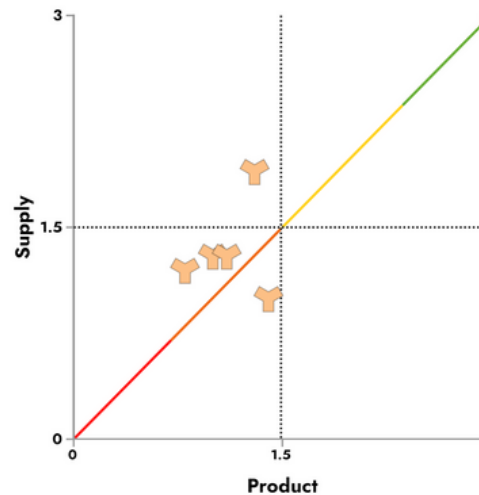
The summary profile comparing The Restaurant Group, the average and 2023 leadership profile. The leadership profile is calculated from the best score from any company on each individual metric.

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.

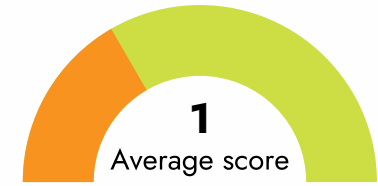


PRODUCT VS SUPPLY CHAIN ▲

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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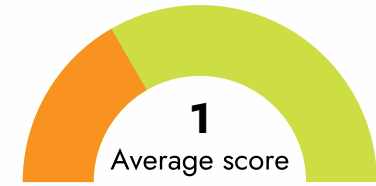


Healthy and sustainable food sales

	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	We are committed to offering a healthy choice for our customers. The nutritional balance of menus is incorporated into the menu design process, and we have an ongoing programme of activity to reduce salt, sugar and calories across our menus. For example, our work in 2022 to reduce salt from high volume lines to meet the 2024 Public Health England salt reduction targets has resulted in the removal of 1.6 tonnes of salt. Our brand standards are developed to ensure that all additives used are in line with industry best practice.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
N2	Company has a target for, and reports on, an increase in fruit & veg as % of food procurement or sales.	1	The business continues to innovate in anticipation of future food trends with a focus on maintaining our 50% plant-based commitment whilst also protecting iconic Wagamama dishes. Vegan participation of sales has grown to 20% which has been supported by the launch of our plant-pledge and 50% plant-based menu.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
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	The business continues to innovate in anticipation of future food trends with a focus on maintaining our 50% plant-based commitment whilst also protecting iconic Wagamama dishes. Vegan participation of sales has grown to 20% which has been supported by the launch of our plant-pledge and 50% plant-based menu. We continue to expand our vegan/plant-based menus and support the Veganuary campaign. Our vegan menus in Frankie & Benny's, Chiquito and Wagamama are certified by the Vegan Society and our food development teams across our brands work closely with plant-based suppliers to develop plant-based dishes that will delight our customers.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf



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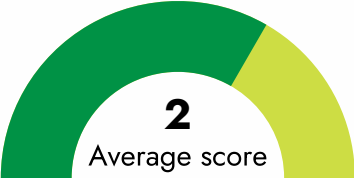


Encouraging healthy & sustainable diets

	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	All our printed menus in England now have calories listed on every dish. Online, customers can access the same nutritional information. Wagamama provide the full nutritional suite online.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
N5	The company's marketing strategy prioritises healthy foods, especially when marketing to children.	1	In 2022 we made healthy changes to our Frankie & Benny's and Chiquito children's menus. All meals on the children's menu for these brands are served with a veggie pot of cherry tomato, cucumber, and pepper sticks. See also link to the most recent Soil Association Out to Lunch campaign results (2021) - our Wagamama, Frankie & Benny's and Chiquito's brands were included in this assessment. We have been actively working on the areas identified for improvement - the next assessment will take place in 2024.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
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.	1	Wagamama division also have a current (2023) partnership with the Bread and Butter Thing. Details are on the Wagamama website: "set up in 2016, The Bread and Butter Thing brings low-cost food to low-income communities. those in need of support pay a fraction of the cost for food, which is sourced direct from manufacturers and retailers. it has over 40,000 members and redistributes to over 5,000 families a week, who typically pay £7.50 for £35 worth of groceries [...] this year, we are supporting in two key ways: *financial support going towards providing just over one million meals to The Bread and Butter Thing's members *teaming up to champion The Bread and Butter Thing's warm hub initiative, we will also be providing warm and inclusive community spaces in selected restaurants". In addition, during the 2022 Christmas period, Frankie & Benny's donated a festive meal to someone in need with every turkey dinner sold (see link to dine out magazine article).	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf



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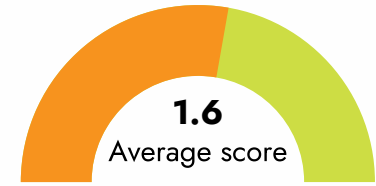


Climate change

	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)	2	<p>2022 result: Reduced by 91% vs 2021 emissions.</p> <p>Energy usage and emissions reported across Scope 1, 2 and 3 in 2021 are not representative of a full trading year due to Covid restrictions and are therefore not comparable with 2022.</p>	<p>https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf</p>
E2	Company has a target for, and reports on, scope 3 emissions reduction (Science-based target), specifically food in supply chain	2	<p>Scope 3 2022: 243,979 tCO2e.</p> <p>Energy usage and emissions reported across Scope 1, 2 and 3 in 2021 are not representative of a full trading year due to Covid restrictions and are therefore not comparable with 2022.</p> <p>As a founder member and co-chair of the emissions working group for Scopes 1 and 2, we play an active role in developing sector wide plans to reduce emissions and are committed to the Zero Carbon Forum goal to achieve net zero by 2040.</p>	<p>https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf</p>



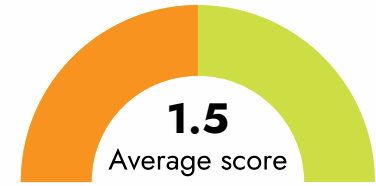
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Biodiversity

	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.	2	Where palm oil is used as an ingredient in our products, it is Roundtable on Sustainable Palm Oil (RSPO) certified, and suppliers are required to provide certification evidence. We have embarked on a palm oil removal programme to remove palm oil from our products. A small number do not have a feasible alternative currently, but we are monitoring these and will remove as alternatives become available.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
E4	Company has a target for, and reports on, zero net land-use conversion through company's reliance on soy as in animal feed.	2	We are committed to sustainable sourcing and recognise the need for action to address the challenges associated with the production of soy. We require all soy used in our ingredients to be sustainably sourced, and where suppliers source soy from South America we require Round Table on Responsible Soy (RTRS) certification. We are also working to ensure that soy used as animal feed in our supply chain is sustainable and traceable. As part of our engagement with suppliers to reduce emissions across our supply chain, we require information on soy used in animal feed. During 2023, we plan to expand our supplier engagement activities to consider more nature and biodiversity-related information.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
E5	Company has a target for, and reports on, zero net land-use conversion through company's reliance on beef.	1	We work with our suppliers and farmers (both UK and non-UK) to reduce and control unnecessary antibiotic use in farm animals. All our Wagamama, Leisure and Concessions beef steaks and burgers are from UK and Irish farms reared to Red Tractor or Bord Bia welfare standards, the Irish equivalent of Red Tractor.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf

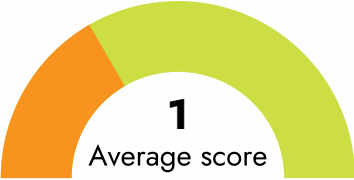
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Sustainable food production practice

	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	2	<ul style="list-style-type: none"> • Sourcing Marine Stewardship Council (MSC)-certified fish rated 3 or below • For farmed fish and seafood, only sourcing from GLOBALG.A.P or BAP 2-star or higher certified farms • Reviewing the Good Fish Guide every six months when it is published and modifying our menus to remove any fish classified as “avoid” in terms of purchasing • Where tuna is used it is dolphin friendly 	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
E7	Company has a target for, and reports on, the % of products produced under sustainable production practices and recognised environmental management schemes.	1	<p>Beef steaks and burgers are from UK and Irish farms reared to Red Tractor or Bord Bia welfare standards, the Irish equivalent of Red Tractor.</p> <p>Food Made Good is the world’s largest food service sustainability programme providing a recognised industry standard for measuring sustainability across the hospitality sector. The assessment focuses on areas across Sourcing, Society, and the Environment. Areas where we performed strongly across all of our brands included use of renewable energy, sourcing fish responsibly, and supporting global farmers (the majority of tea, coffee, sugar, and exotic fruit is certified to a recognised standard, e.g., Rainforest Alliance or Fairtrade for coffee).</p>	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.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	Water is an essential resource for our operations, but we recognise that water stress in the UK is increasing as a result of climate change. We measure and report our water consumption on directly billed sites as part of our SASB disclosure, and our environmental policy sets out our commitment to minimise water use whilst maintaining operational viability, and the hygiene needs of guests and team members. In 2022 we commenced a pilot of a water conservation technology.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
E9	Company demonstrates it is working collaboratively on multiple projects (UK & overseas) to reduce water stress.	1	Water is an essential resource for our operations, but we recognise that water stress in the UK is increasing as a result of climate change. We measure and report our water consumption on directly billed sites as part of our SASB disclosure, and our environmental policy sets out our commitment to minimise water use whilst maintaining operational viability, and the hygiene needs of guests and team members. In 2022 we commenced a pilot of a water conservation technology.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf



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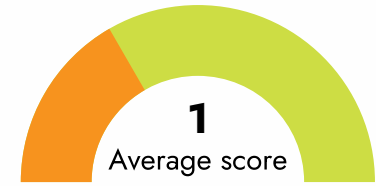


Food loss and waste

	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.	0	In 2022 we worked closely with the Sustainable Restaurant Association on food waste. Plate waste audits and interventions carried out on trial sites across the Group in 2021-2022 showed the potential for a 20% reduction in plate waste per cover, mainly from ensuring the correct portioning of carbohydrates.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
E11	Company demonstrates collaboration with its main suppliers to track, measure and act on food waste in its supply chain.	0	No information found.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf



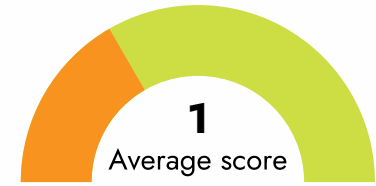
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Animal welfare and antibiotics

	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	We work with our suppliers and farmers (both UK and non-UK) to reduce and control unnecessary antibiotic use in farm animals.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf

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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	The Group pays all of its colleagues at least the National Minimum Wage (or for the over 23s the National Living Wage) appropriate to their age.	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf
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.	1	<p>We are committed to responsible sourcing throughout our supply chain, ensuring our customers get good-quality, high-welfare, and sustainable food on their plates. We are a member of the Supplier Ethical Data Exchange (Sedex), which facilitates measurement and improvement in ethical and responsible practices across the supply chain. We require all our suppliers to be registered and risk assessed with Sedex. All suppliers must:</p> <ul style="list-style-type: none"> • Sign up to and meet the requirements of our Responsible Sourcing Policy and other relevant policies. • Upload their Modern Slavery Act policy as part of their onboarding and ongoing review. • Be certified to the British Retail Consortium Food Safety Global Standard or GFSI equivalent, or working towards this. We work closely with smaller, local suppliers to support them on their journey to achieving GFSI certification, ensuring that in the meantime they are fully compliant with all other requirements of our polices. 	https://www.trgplc.com/wp-content/uploads/2023/03/TRG-Annual-Report-2022.pdf

