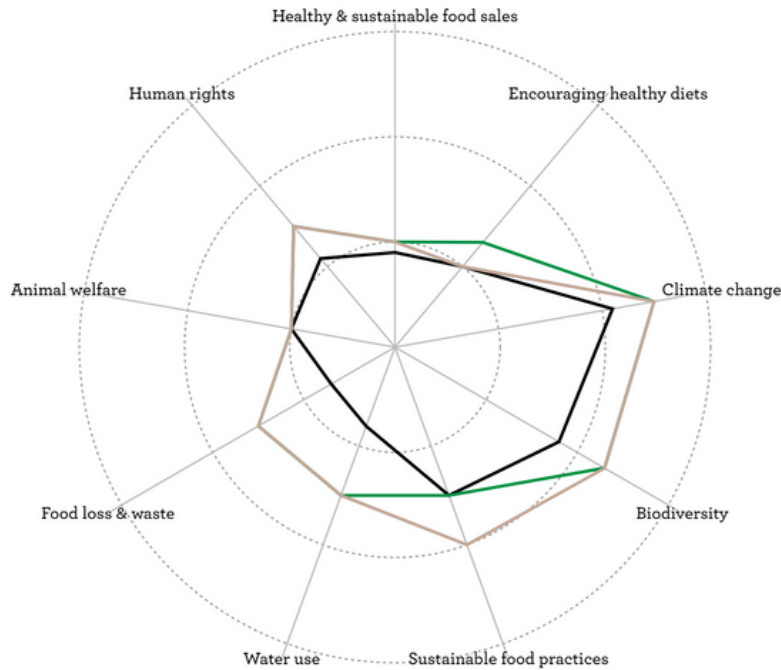


# WHITBREAD

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 ▲

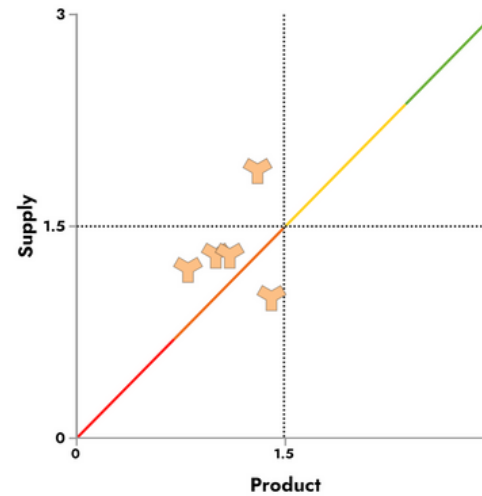
The summary profile comparing Whitbread, the average and 2023 leadership profile. The leadership profile is calculated from the best score from any company on each individual metric.

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.

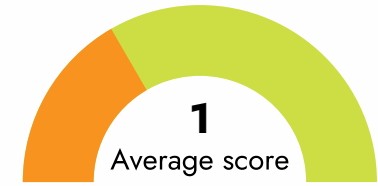


## PRODUCT VS SUPPLY CHAIN ▲

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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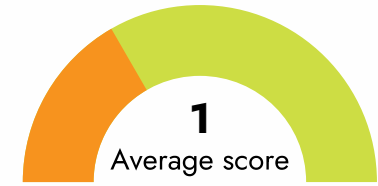


## Healthy and sustainable food sales

	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>Alongside sugar, this year we are reporting on our salt and calories targets. As a signatory to the Government's Responsibility Deal in 2010, we have been steadily reducing the salt content of our meals towards the targets set in 2012 and 2017 and now towards those set by the Government's Office for Health Improvement and Disparities for 2024. We are pleased to have seen an overall reduction of salt (4.8%) and sugar (24.1%) in our meals which is an average across all brands from the 2017 baseline.</p> <p>In Premier Inn main courses, we have seen a calorie reduction of 10%. This is due to reformulating or removing our highest calorie dishes and expanding the range of lower calorie choices.</p>	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
N2	Company has a target for, and reports on, an increase in fruit & veg as % of food procurement or sales.	1	<p>We also review positive nutrients and have added extra portions of vegetables wherever possible, particularly on our children's menus, where we have pledged to always offer a minimum of two portions of vegetables with every main course as part of the Peas Please Pledge.</p>	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
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	<p>We also offer a range of meat-free dishes in each of our brands suitable for vegans and vegetarians.</p>	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>



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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	<p>We have a responsibility to enable guests to make informed choices, from product pricing through to nutrition, so clear labelling is crucial.</p> <p>(PUP 2022): We want our guests to be able to make informed choices about the food and drink they order. So, in addition to calorie labelling being available on our websites and in restaurants, we will ensure that calorie labelling for all our dishes is available at all customer points of choice, including delivery platforms and apps, in line with Government guidance</p>	<p><a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a></p> <p><a href="https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESGReport-2021_22.pdf">https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESGReport-2021_22.pdf</a></p>
N5	The company's marketing strategy prioritises healthy foods, especially when marketing to children.	1	<p>(PUP 2022): We will strive to be a leader in our sector for delicious, appealing and healthier children's food (eg through children's menus and Peas Please pledge)</p>	<p><a href="https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESGReport-2021_22.pdf">https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESGReport-2021_22.pdf</a></p>
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	<p>In 2022/23, we donated over 42,000 meals to local charities across the UK through our partner, FareShare.</p>	<p><a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a></p>

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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>Commitment: Scope 1 &amp; 2, net zero by 2040, 80% reduction by 2030. Scope 1 &amp; 2 emissions have been submitted to SBTi for validation.</p> <p>This year we reduced our carbon emissions intensity by 52.5% from our 2016/17 base year.</p>	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
E2	Company has a target for, and reports on, scope 3 emissions reduction (Science-based target), specifically food in supply chain	2	<p>Commitment: We will reduce our Scope 3 carbon emissions intensity by 50% by 2035 and 64% by 2050. These are currently with the SBTi for validation.</p> <p>This year, our Scope 3 emissions were just over 468,000 tonnes, this is a 28.1% intensity reduction from our base year, 2018/19, which is also the last time we calculated emissions.</p> <p>This year we invited all our suppliers to share their net zero targets, progress and key challenges. Of those that responded, 55% had targets in place to reduce their carbon emissions. Of these, 37% included Scope 3 reduction within their net zero strategy of which over 50% had submitted to SBTi.</p>	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>



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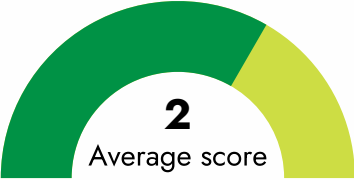
## Biodiversity



	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.	3	69% of Palm Oil in our own branded products is RSPO certified. We have set a target for 100% of own branded products to come from certified palm oil sources in the UK (Mass Balance and Segmented) by 2025. As the first sector member of the Roundtable on Sustainable Palm Oil (RSPO), we have certified processes to show the Chain of Custody of certified palm oil and to support the sustainable palm oil production and supply.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
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	This year we have been working to map our soy footprint across our F&B supply chain to understand where it is coming from and how much is currently certified as sustainable in order to set a target to drive improvement.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
E5	Company has a target for, and reports on, zero net land-use conversion through company's reliance on beef.	3	100% of our raw beef range in the UK and Ireland is produced to a recognised farm assurance scheme in its country of origin. Across our businesses, we are committed to ensuring all our meat suppliers operate in conjunction with the 'Five Freedoms' principle proposed by the Farm Animal Welfare Council.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>



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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	3	We have retained MSC Chain of Custody status and 100% of our whole fish is certified to internationally accredited sustainability standards (MSC for wild caught fish and Best Aquaculture Practices, Global Good Agricultural Practices, or equivalent for farmed fish).	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
E7	Company has a target for, and reports on, the % of products produced under sustainable production practices and recognised environmental management schemes.	1	100% of our whole shell eggs are cage free, and we are working towards our target of having 100% of our ingredient egg requirement sourced from cage-free hens by 2025 (this relates to Whitbread's own recipes only). We are currently at 70%.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>



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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	2	<p>We report water consumption at estate level every year, including all brands and facilities management sites located in the UK. This can be found in our SASB report. [Last SASB report was 2020]</p> <p>76,885m3 of water saved through internal water auditing and supply pipe leak detection in the UK.</p>	<p><a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a></p> <p><a href="https://cdn.whitbread.co.uk/media/2021/05/07105647/SASB-final.pdf">https://cdn.whitbread.co.uk/media/2021/05/07105647/SASB-final.pdf</a></p>
E9	Company demonstrates it is working collaboratively on multiple projects (UK & overseas) to reduce water stress.	1	<p>In 2018, Whitbread were the first hospitality company to be granted a water supply and sewerage licence (WSSL), limited to Self-Supply by Ofwat, and we are now a retailer in the English market. This licence not only gives us control over water data collection and management, but also direct engagement with each of the 16 water Wholesalers, which has proven key to our water efficiency programme.</p> <p>This year we set a 20% reduction per sleeper target, after a trial of innovative water-saving technologies, involving a number of hotels in water stressed areas, revealed a reduction in water use of just over 20%.</p> <p>We will now roll out these water-saving technologies across our UK estate of over 845 hotels - prioritising those in areas at higher risk of water stress.</p>	<p><a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a></p> <p><a href="https://cdn.whitbread.co.uk/media/2021/05/07105647/SASB-final.pdf">https://cdn.whitbread.co.uk/media/2021/05/07105647/SASB-final.pdf</a></p>



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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	Our target is to reduce food waste by 50% by 2030 against a FY18/19 baseline. Unfortunately this year, we have gone backwards versus our target, achieving a 12% reduction from 32% a year ago. 11.8% reduction in food waste from our 2018/19 baseline year in the UK.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
E11	Company demonstrates collaboration with its main suppliers to track, measure and act on food waste in its supply chain.	1	Our target is to reduce food waste by 50% by 2030 against a FY18/19 baseline. Unfortunately this year, we have gone backwards versus our target, achieving a 12% reduction from 32% a year ago. 11.8% reduction in food waste from our 2018/19 baseline year in the UK.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>





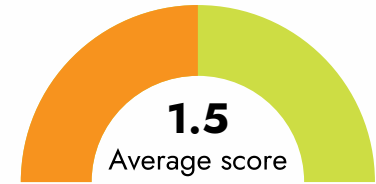
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## Animal welfare and antibiotics

	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	2021: Tier 3	<a href="https://www.bbfa.com/benchmark/">https://www.bbfa.com/benchmark/</a>

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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	In UK Operations, we invested over £55 million during the year across hourly and salaried roles in our UK Operations, with pay increases for over 90% of our team members, our highest level of payout on the annual incentive schemes for many years for our site managers, and a further pay increase in November 2022 for over 90% of our UK workforce. In addition, we paid a one-off cost-of-living payment in November 2022 to provide further support as we entered the festive period.	<a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a>
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>We believe respect for human rights should be a part of everyone’s working day, in every country and throughout our supply chain. We are committed to respecting these rights in line with the UN Guiding Principles on Business and Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.</p> <p>In 2022/23, we undertook a Companywide human rights impact assessment, in partnership with Stop the Traffik. Reviewing both our business operations and value chain across the UK and Germany and also our joint venture partner. The analysis identified the most salient human rights risk that we face, along with a series of recommendations to align with best-practice mitigation. Taking these results, we have begun a gap analysis comparing our existing policies, processes and critical control points with industry benchmarks and identifying potential areas for improvement. We aim to complete this in the coming months and work to close any gaps identified during the remainder of the year.</p> <p>Through our work with STOP THE TRAFFIK, and our International Sourcing team in Shanghai, we now map every newly identified factory (tier 1 or tier 2) located in China to assess proximity to identified risk hotspots.</p> <p>The Core Sustainability team works very closely with this team to ensure our policies and processes related to modern slavery and other elements of responsible sourcing are adhered to and implemented effectively across our value chain. We ensure that a sustainability representative is present within procurement and supply chain leadership calls, on a monthly basis, to guarantee alignment. In addition, we aim to ensure that KPIs are agreed and embedded in personal objectives across the functions annually, to align and embed our Responsible Sourcing Policy and processes in the key implementation roles.</p>	<p><a href="https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf">https://cdn.whitbread.co.uk/media/2023/05/Whitbread_ESG_Report_FY22_23.pdf</a></p> <p><a href="https://cdn.whitbread.co.uk/media/2023/05/23926_MSA-Report-2022-23_Stage2_230510_14.48-Final-High-Res.pdf">https://cdn.whitbread.co.uk/media/2023/05/23926_MSA-Report-2022-23_Stage2_230510_14.48-Final-High-Res.pdf</a></p>

