

# Doing the right thing

Pret A Manger's 2019 Environment, Social & Governance Report

\* PRET A MANCER \*







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# About this Report

This is Pret's first Environment, Social and Governance (ESG) report. We are proud to share our journey with you, and are committed to publishing future reports in order to track our progress over the years to come.

Unless otherwise noted, this report covers data and activities for calendar year 2019 from Pret's wholly owned operations. The content covers the parts of our business over which we have operational control and does not include joint ventures, franchised or outsourced operations, except where noted. Selected data and information on our global supply chain activities are also included. All data is as of 31 December 2019, unless otherwise indicated.



# A Message from Pano (he's our CEO!)

We've named this report after one of our values – Doing the Right Thing. Pret people have always kept

this close to their hearts. But now more than ever, it is vital that we do the right thing, every step of the way – for our customers, teams, suppliers and the wider communities in which we operate.

Never could I have imagined that we would be publishing

our first sustainability report at such a challenging time for Pret and for the world. The COVID-19 outbreak has forced us to make some very difficult decisions, as we begin transforming our business model to succeed in a dramatically different retail environment.

Looking back at 2019, there are many highlights in our sustainability journey that I am proud of – from donating over 6 million food items to the homeless, to working with our peers to improve the recovery and recycling of coffee cups in the UK. We also introduced full ingredient labelling on all our freshly made products, to ensure every customer has the information they need to make the right choice for them.

And while 2020 will sadly be remembered for the impact of the pandemic, we are nonetheless determined to make sure Pret emerges a stronger, better, and more sustainable business in the future. Looking ahead, we will continue to challenge ourselves, innovating and collaborating with others to respond to the issues that really matter to our customers.

With love,

Pano Christou

# 2019 HIGHLIGHTS

# Exceeding targets

In 2019 we hit our target of using on average 30% recycled PET in our consumer packaging in the UK, France and Hong Kong

#### \*

Investing in our community Over £2 million donated to support local charities

#### Developing our people Over 16,000 people trained

Over 16,000 people trained through our Academy

# Joining new coalitions

Pret joined the B4IG to tackle inequality and promote diversity in our workplaces and supply chains

#### Celebrating long-term relationships

5 year anniversary of the Pret Coffee Fund supporting our farmers

### Giving back

Over 6 million food items donated globally to the homeless in 2019

# ★ Changing habits

Over 10 million cups saved since our reusable discount started in 2018

# Our Story

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#### <sup>1.1</sup> Friends with a Misson

In 1986, college friends Julian Metcalfe and Sinclair Beecham were sick of processed food and impersonal service so they opened the very first Pret A Manger in 75B Victoria Street. It promised simple, delicious food served by friendly, motivated staff.





We've grown a bit since then and now have **over 13,000 Team Members** freshly preparing food for **586 shops** across **10 countries** supported by staff members in our support centres in London, Paris, Hong Kong and New York. Additionally, we have 10 franchise partners, operating 41 shops across the UK, France, United States, Denmark, UAE, Germany, Switzerland and Singapore.

It has been a time of change at Pret and 2019 was no exception; we opened 82 new Pret shops, started to turbocharge our Veggie Pret initiative through the purchase of EAT, and welcomed Pano as our new CEO.

With all of this change, what's remained the same is our values. Read more about them in section 3.0 Our Values & Governance.



#### <sup>1.2</sup> Pioneering First Steps

Ever since Pret opened the doors of its very first shop in Victoria, London, we have been giving away our unsold food to the homeless. What started out as just a handful of sandwiches has now grown to over 6 million food items globally in 2019.

It wasn't called sustainability then, but we called it good sense. This led to our pioneering approach of preparing freshly made food for our customers every day, with the day's unsold food being delivered to hostels and charities supporting the homeless. This huge effort ensures as much of our unsold food as possible is given to people who really need it instead of ending up in the bin.

# The Pret Foundation

The Pret Foundation became an officially registered charity in 1995 and its sole aim is the alleviation of poverty, hunger and homelessness. Our reach now extends internationally, so we can provide support to more charities located in Pret markets around the world.

Activities made possible through the Pret Foundation include:

#### Jobs for the Homeless

We believe that employment is part of the solution to homelessness, so we set up the Rising Stars programme in 2008. Every year, the initiative offers 40 people a job at Pret, ensuring their travel, uniform and food costs are all covered as well as offering counselling and fun workshops.

#### Food Donation

At the end of every day our shops donate unsold food to charity. Over six million food items were distributed in 2019 to those who need it most.

#### Shelters and Charities

We support charities and projects to help homeless people up and down the country. In 2019, the Foundation worked with over 67 charities.

Find out more about the team's incredible work on our website.



#### <sup>1.3</sup> Collaborative Next Steps

People have always been at the heart of Pret. As you read our report this year, we hope that you will see how important caring for people is to us. To take bigger strides forward, we would like to highlight three projects which started in 2019 and will help shape our future steps in collaboration with our teams, customers, peers and charitable partners.

#### Opening Pret House

Around 75% of our Rising Stars graduate after 14 weeks and almost half stay with Pret for more than a year. But each year, some stars don't graduate and the biggest reason is the lack of suitable accommodation. To help address this we opened Pret House WLM St Luke's, to provide safe and comfortable accommodation.

The newly renovated rooms in London are available to the Rising Stars who are or have been on the programme. With the House, Rising Stars benefit from access to additional support and a brilliant sense of community.

#### Find out more here.

It was a team effort to open Pret House in February 2019. From supplier donations to contractors providing labour and materials at cost, and to our very own property team who designed and project managed the entire refurbishment – thank you to everyone who made this project so special.



### Joining the Business for Inclusive Growth

The Business for Inclusive Growth (B4IG) platform launched in August 2019. It is a coalition of leading international companies and we will be working collaboratively towards:

1. Advancing human rights in direct operations and supply chains.

2. Building inclusive workplaces.

3. Strengthening inclusion in company value chains and business ecosystems.

We are proud to join the B4IG and look forward to making new strides in this critical area.

Find out more here.



### Working Hand in Hand

We are working hard to make a positive impact and to help make caring for our planet a little bit easier for our customers and teams.

We can all make a difference to the environment through the choices we make every day. That is why we are working hard to make small changes easy for our teams and customers. It's these shared steps that will have a big impact. To see how we have been changing our menu and our shops for the better, read section 2.0 Our Impact.

#### <sup>1.4</sup> Listening and Learning

For our first Environment, Social and Governance report, we have mapped our initiatives to global and business specific challenges. As our strategy develops so will our materiality and reporting to ensure that we are prioritising the most impactful initiatives.



#### Climate Change

Climate change impacts everyone so we all have a role to play to tackle the issue of rising greenhouse gases and to try to stabilise global temperatures at or below a 1.5°C rise. We have started to reduce the impacts of our shops and distribution network, however, there is much more for us to do in our supply chains and through a review of every activity in our business.



#### Inclusive Economy

In 2019, over 13,000 people were employed by Pret and thousands more were indirectly impacted by our business through our suppliers and partners. The UN lists decent work, employment creation, social protection, rights at work and social dialogue as key parts of meeting the Sustainable Development goals. At Pret, we want to ensure that there is opportunity for all and that our business & The Pret Foundation support some of the most vulnerable in our society.



#### Sustainable Food Systems

The food-to-go sector has specific environment, social and governance challenges – particularly around people and packaging. We have grown a lot since our first shop opened in 1986 and so has our understanding of how we have an impact on the world around us. We aim to be leaders in the food-to-go space to directly tackle the issues of our operations.

Read more about how we are tackling these issues in section 2.0 Our Impact.

# Pret's Milestones



# 2.0 Our Impact

# <sup>2.1</sup> Developing our Future Leaders

Our people are the key to our success, so we ensure all of our teams receive the opportunity to develop with Pret.



#### Pathways to Success

Pret is a melting pot made out of over 134 nationalities. Inclusive recruitment and opportunity are part of the Pret DNA and this is apparent in every Pret shop and in our support centres.

Pret is a place to develop and grow both professionally and as a person. Offering practical training as well as a range of certified qualifications, members of our shop teams and support centres have opportunities to develop and advance their careers into many different roles at Pret and beyond.

Our different talent programmes allow us to create an internal talent pipeline which benefits our teams and Pret. This approach has resulted in the majority of our managers starting as team members and 90% of our operation managers gaining their roles through internal promotions. Our own CEO started his Pret journey in our shops and you can read more about Pano in the Case Study: Pano meets Isaac.



"You can't hire someone who can make sandwiches and teach them to be passionate. So we hire passionate people and teach them to make sandwiches."









# The Pret Academy

Our Pret Academy operates in each market (UK, USA, France and Hong Kong) ensuring global training and consistency. The Pret Academy provides:

- Training to all Pret people in the skills, knowledge, values and behaviours required to perform their roles with confidence.
- Our people with the opportunity to develop into larger and more challenging roles over time, as they wish.
- The framework through which individuals & teams realise their potential.
- Healthy pools of successors waiting in the wings to ultimately ensure we have the right person in the right place at the right time.
- A culture that inspires individuals to learn and grow enabling Pret to meet its strategic objectives.

Pret's blended learning is a mixture of online training courses, in-shop training, coaching, mentoring and classroom courses.

During 2019 we invested over £1.4 million on classroom training hours with over 16,000 delegates worldwide and our online training was accessed by the entire workforce either as part of compliance training, Pret's development pathways, or for personal growth.

#### 2019 ACADEMY DELEGATES



Find out more about the Pret Academy here.

#### ► WATCH VIDEO

#### CASE STUDY Pano meets Isaac

There is no bigger example of opportunity at Pret than our current CEO Pano. Pano became CEO of Pret in October 2019. He first joined Pret as an Assistant Manager at the Carnaby Street shop in 2000, working his way up to become Managing Director of Pret UK in 2014 and Chief Operating Officer at the start of 2019. But this story isn't about Pano, it is about Isaac. Isaac is a 16 year old apprentice at Pret and was a keynote speaker at our 2020 kick-off event. In his own words: "Kids from my area don't grow up to be CEOs".

Through Pano's inspiration and the apprentice programme, Isaac now has a path to be our next CEO and so does our entire apprenticeship class. In 2019, 58% of our Level 2 apprentices (16-24 year olds) were promoted in their first 3 months. Comparing this to our business average of 12-15 months, it demonstrates how a programme like our apprenticeships supercharges development. Best part of all: through the support of the UK government apprenticeship scheme, no financial debt is incurred by our apprentices.

Find out more about the qualifications and support which can be gained from our programme on <u>our website</u>.







# Community Outreach

We are actively looking to expand our ability to give Good Jobs to Good People by reaching out to communities who might not be aware of our brand or career opportunities.

In the UK, youth unemployment is nearly three times higher than the average unemployment level of any other age group<sup>1</sup>. Pret has an opportunity to offer jobs and skills training for young talent and in 2019, we engaged with over 3,900 students aged 14-18 across 80+ State schools and colleges through our in-person outreach programmes. We have engaged with thousands more through our online initiatives.

In France, we run a similar programme for young people, called "Alternance" where apprentices alternate 2 days in school and 3 days working in our shops. We have 16 apprentices who started in 2019.

In Hong Kong, we participate in a Government programme which aims to get young school-leavers into full time employment. We call this the "Pret Star Programme". To set them up for success, trainees take part in 10 days of pre-employment workshops, followed by 6-months of work experience and mentoring. We have had 10 trainees since 2018, one of whom won a Merit award from the Labour Department in 2019!

1https://www.youthemployment.org.uk/labour-market-overview-december-2019/

# Women in Leadership

Our Global Leadership Team (GLT) is leading the way for equal representation for women with five out of eight GLT members being women. Meet our GLT in section 3.0 Our Values & Governance.

For our operations in France, our Professional Equality Index result is 99 points out of 100. Highlighting Pret as a responsible employer that does not discriminate between men and women.

On gender pay, we have a median pay gap of 0.4% in the UK which while it is small, it is still a gap. To reduce this, we have started a journey to have the right conversations to create meaningful plans that make a difference to the working lives of our people. Read more about Gender Pay Gap and our next steps in our annual report <u>on our website</u>.



# Happy Teams

At Pret, we want everyone to be part of a great team, learn a lot and have fun.

We have in place a range of initiatives and programmes to make sure our teams are supported and feel valued, rewarded and engaged. Some examples are: Monthly Team Parties, Employee Assistance Programme, Hardship Fund, Mental Health First Aiders and National Competitions (2019 was Sustainable Shops).



# Joy of Pret

Happy Teams, Happy Customers is one of our core values. One of the ways in which we encourage our teams to have fun together but also with our customers is through Joy of Pret. With this programme, every team member is empowered to create random acts of kindness with our customers – for example, handing out a free hot drink. Pop into a shop and see if we can all share in the joy.

Every year, we also have Pret's Big Conversation to help us understand how engaged our teams are through a formal engagement survey. Our engagement scores for 2019 were:



We aim to achieve high standards in all that we do, and we continually seek to improve in any way that we can. Our engagement benchmark is 7.8 out of 10 and we have plans in place in each market to achieve this goal.

Our teams' feedback and input helps to shape the strategic direction that Pret takes. We have different mechanisms to engage in meaningful conversations with our teams. Check out section 3.0 Our Values & Governance for more details.



In light of the stresses added by COVID 19 this year, please look out in our report next year for all of the ways that we are supporting our employees' health, wellbeing, and livelihoods throughout this difficult period.

# 2.2 **Empowering our Teams** and Customers

We're in this together – here's how we've made changes to our products and shops to enable us all to make a positive impact.

# Not Just For Veggies

Eating more plant-based food is a key way in which we can all reduce our carbon footprint. Since our first little Veggie Pret pop-up in 2016, we've been expanding our veggie and vegan range to make sure that it can be enjoyed by everyone (not just for veggies).

In 2019, we turbocharged our Veggie Pret initiative by launching our vegan classics range and making big plans to add more shops. Which is your favourite?











Charlotte is our Senior Food Innovation Manager and the brains behind Veggie Pret's Vegan Classics.

"Re-imagining our bestselling products into our Vegan Classics range was a really fun process. We wanted to develop delicious vegan products that even the most loyal of meat eaters would enjoy again and again, so we focused on using vegetables and easily accessible ingredients like tofu to create really tasty meat substitutes that give our recipes just as much flavour and texture as their meaty counterparts. We are always looking for new products to expand the Vegan Classics range, which has already become some of our bestselling veggie lines!"



47% of our main meals are vegetarian or vegan (that includes our sandwiches, salads, soups and hot food!)



100%

of our Veggie Pret

shops range is

(of course!)





70% vegetarian or vegan of main meals are exclusive to Veggie Pret



#### Reduce, Reuse, Recycle

In 2018, we led the way with our 50p reusable cup discount in the UK. It has now gone global and we have discounts in place in all markets to encourage our customers to use reusable alternatives. We are incredibly proud of the uptake from our customers – thank you for helping to make a difference!

We have also been looking at how we can reduce the use of single use water bottles. Globally, we have been installing over 250 filtered water stations in our shops. The stations are easy to spot and we want everyone - not just Pret customers - to feel empowered to come in and fill up for free without hesitation.



#### CASE STUDY UK Coffee Cup Recycling

Inside our shops, we are proud that we have offered bottle and can recycling to our UK customers since 2007. In 2019, we rolled out coffee cup recycling to all of our UK shops and we also joined the <u>UK Cup</u> <u>Recycling Scheme</u> to help build the infrastructure to recover and recycle paper cups. We will continue our efforts maximise recycling in our shops. Over **10 MILLION** cups saved since our *reusable* discount started in 2018



# Saving Energy

You might find that our doors are shut a bit more often, please do come in – we're trying to save energy! With the help of our teams, we reduced our energy consumption in the UK by 5% in 2019. These savings were achieved through our Top Tips for Energy Saving Programme which includes actions actions that we can all do at work and home such as; ensuring doors are kept closed and equipment is turned off when not in use.





### Since 2015, we have sourced renewable electricity for all of our Pret managed shops in the UK.

This means that our kitchens, in addition to being run by our passionate team members, are powered by wind, solar and hydroelectric energy.

# Well done to our **top energy saving shop** of Salisbury!

Through behaviour changes, our star team reduced their energy consumption by more than 10%!







#### CASE STUDY Recycling in Hong Kong

In 2019, our Hong Kong shop in Devon House became the first in the region to implement customer facing recycling.

At opening we agreed several projects in collaboration with the landlord to improve availability of recycling facilities. This has included, improvements to waste segregation back of house as

#### well as front of house.

In the kitchen, the team is separating food waste, plastics and coffee grounds for recycling. The grounds are even used as fertilizer to grow plants on site.

The front of house bin allows customers to separate their items for recycling in store by providing separate streams for cans, bottles and general waste.

The Pret team are actively working to improve the front of house recycling experience for customers and plan to trial new configurations in future to help make it easy for customers to segregate and recycle their waste in shop.

# <sup>2.3</sup> Sourcing for Good

When it comes to sourcing, Pret is committed to organic coffee and quality ingredients. Our teams work tirelessly with our suppliers to understand how we can make a difference and source ingredients as sustainably as possible.

# Bean to Cup

How we source our coffee & tea is important – making up 19% of our global sales, it is an area that is critical to our business and which has specific sustainability challenges including climate change, farmers' livelihoods and supply chain transparency.

Whether you are in New York or Hong Kong, our brilliant baristas serve only 100% certified organic arabica coffee. Sustainable farming practices help our farmers to protect the land they farm and provide us with delicious coffee harvests, year after year.

You can have the same great feeling when drinking our teas too. Our tea is also 100% certified organic globally.





# The Pret Coffee fund EST. 2014

Pret is committed to building long term relationships with the farming communities from which we source coffee. The majority of our coffee is sourced from Peru, so that was the place to start.

There are significant challenges facing coffee farming families across the world. These challenges – climate change, high costs of coffee production, limited profitability for farmers and significant rural to urban migration amongst youth – all put the future of coffee at risk.

For these reasons, Pret decided in 2014 to invest in a project to support the next generation of coffee farmers.

### What is the Coffee Fund?

For over 5 years, Pret has worked directly with Cenfrocafe Cooperative in Cajamarca, Peru. Together we have designed a course to educate, inspire and support the next generation of coffee farmers, helping them to build a sustainable business through coffee farming.

Each year a group of approximately 65 young farmers from across the region are enrolled on the course. Over the space of a year, the course provides them with new approaches, ideas and practical training to improve yield and quality, adapt to a changing farming environment and to grow a business through coffee farming.

### What Have we Achieved so Far?

The extensive nature of the course has meant that we have been able to make a real and lasting impact on the young people who have received the training, their families and the wider farming communities with whom they have shared learnings. We are extremely proud of what our partnership has achieved so far, which includes:

- A total of 326 students having completed the course, with a further 60 students enrolled on for the sixth year.
- 94% of the students who have undertaken the course have remained in coffee farming, 50 of which have gone on to secure additional employment within the sector.
- Youth membership at Cenfrocafe has more than doubled, from 181 when the course began in 2014, to 405 young members in 2019.
- Yields at the demonstration plots which have been created on the land of young farmers, are now at 32.74qq/ha, which is well above the average in the region of 18qq/ha, and above the cooperative average of 25qq/ha.
- 124 young people have taken up leadership positions either in the cooperative or in their communities.



#### CASE STUDY What is next for Pret's Coffee Fund?

Aimee is our Global Coffee Development Manager and leads Pret's Coffee Fund. "We are extremely proud of the young farmers who have been through the course and what we have achieved in partnership with Cenfrocafe in Peru to date. We are now looking to expand the Fund to support many more young farmers in each of our core coffee origin countries: Honduras, Ethiopia and Sumatra."

#### CASE STUDY Fernando's Journey

" I can continue to invest in my farm and fulfill my dream "

Fernando

Fernando Cruz Ojeda is a 28 year old farmer from La Coipa village, San Ignacio, Cajamarca. He lives on

a farm with his mother and two other brothers. Fernando worked on both his farm and on neighbouring farms, to try to support his family as best he could.

"Before the project I worked in the field in daily agricultural work, the income was very limited because it depended on the sale of my coffee and the salary I received as a worker in other farms which were not very high.

In 2015, Centrocafe sent an invitation to the entire network of partner communities to invite young people to participate in the second year of the Coffee Fund. Fernando was chosen to represent the community on the project.

"What I have learned most in this project is to value our product, our coffee. With the training I have developed skills that I had not realised were possible. The module I was best at was physical analysis of coffee, specifically detecting coffee defects. Thanks to this, the cooperative hired me the following year to develop that work in the collection centers."

Fernando's skill was clear, and he was subsequently hired to visit farms to help them evaluate their production. Thanks to his training and professional development, Fernando has been able to support his family in ways that he didn't imagine possible.

"There have been many changes in my family, there is much more communication and we reach a consensus when we have to make decisions in the farm or if we have any problems."

"Thanks to what I have learned with the project, I have been able to share my knowledge with my brothers and we have been able to improve our production. In addition, after participating in the project, I have made friends with the classmates who were from other distant places, but now we are good friends. I also have a little more income for my personal expenses and to be able to pay for my studies, with that I can continue to invest in my farm and fulfill my dream, which is when I finish my career I can build my own house for myself. Unlike other years, I can say that I now have a much happier home than before."

# Farm to Fork

We pride ourselves on being able to serve our customers freshly made food every day. In order to achieve this, our supply chain works hard to deliver fresh ingredients daily to our kitchens. From the sourcing of our products to the delivery to our shops, we have the ability to impact on our customers' health, our suppliers' livelihoods, and the environment which we all share.

Depending on where our shops are in the world, different supply chains are in place (and different issues need to be tackled). As we develop our reporting, we will be adding more information to our websites so that our customers are informed and empowered.





Globally we work with a number of assurance schemes such as Rainforest Alliance, Certified Humane, Certified Organic, Free Range and Red Tractor.

#### Animal Welfare

While we're proud of our growing veggie range, some of our most-loved and bestselling products often contain meat. This is why we're committed to working with our suppliers on animal welfare standards. Recently we have joined forces with NGOs, suppliers, and our peers to improve animal welfare for chickens. We've signed up to the European Chicken Commitment for all our operations in the UK and France. Change isn't easy but working together we can make a difference. When one of our founders, Julian Metcalfe, watched a documentary in 2009 about responsible fishing, he made the decision to ensure that all Pret tuna is pole & line caught and it is now our standard globally. This sustainable method of fishing limits the risk of bycatch and allows tuna to be fished at sustainable rates, keeping fish populations healthy.

Did you know that all our eggs in the UK are free range? From breakfast baguettes to our classic egg mayo sandwich, free range means that our laying hens have access to outside space during the day ensuring they have enough room to express natural behaviours.

# <sup>2.4</sup> Caring for our Environment and our Communities

More and more we are finding our environment and our communities are inextricably linked. Here is how we are part of it.

### Packaging Action

In 1998, we became the first major high street food shop to sell sandwiches in a cardboard box. Since then we have grown in size as has our understanding of how we have an impact on the environment around us. As a food-to-go business, packaging plays an important role in how we serve our customers and reducing the environmental impact of our packaging is a key area of work for us.

In addition to being one of the founding members of the UK Plastics Pact, we have committed globally to make the following changes to our plastic packaging use by 2025.

#### 1. Make it 100% recyclable, reusable or compostable

Our long-term ambition is to move to an easily recyclable, plastic-free sandwich pack. The packaging is currently in development phase.

#### 2. Eliminate all unnecessary single-use plastic

We have started removing unnecessary single-use plastic globally. Plastic forks, knives and straws have already been removed from our French and UK shops and we're looking to identify solutions for other items like coffee cup lids.

#### **3.** Help customers to recycle effectively in our shops

You will be seeing new bins and signage being trialled in shops. We're also working with waste management companies, industry partners, charites and government organisations to support improvements to waste collection and recycling.



Hong Kong

France

Two thirds of our packaging by weight is made from paper or cardboard and the majority of this is sourced from sustainably managed forests that carry the FSC or PEFC accreditation. We are working with our last few suppliers to make this 100%.

Where we use rigid plastic for our bottles, pots and lids, it is all widely recyclable and contains as much post consumer recycled material as we can feasibly use. We are already at or above the target of 30% rPET in the UK, France and Hong Kong. We are working closely with our packaging suppliers to increase this figure, and the only thing stopping us is the availability and quality of the recycled material.

Did you know that our water bottles in the UK, FR & HK have a very slight blue tint? It means that we have achieved 51% recycled content in these bottles!

# PACKAGING Timeline







#### CASE STUDY France

In addition to our global measures to reduce single-use packaging, our French Team have had a busy 2019 trialling and rolling out solutions to tackle single-use packaging. These include:

- Moving all shops to FSC certified wooden forks, knives, spoons and coffee stirrers.
- Trialing metal cutlery for eat in customers with the aim to extend this test to other shops.
- Using crockery cups to serve our hot drinks in a large majority of shops.

# Food Waste and Hunger

What happens to the leftover food is incredibly important and has been part of Pret's story since we opened our first shop. It is estimated at almost one third of all food produced globally is wasted (along with the resources used to make it) – and with families struggling with food poverty and climate change, we have to do our part.

Across our shops globally, we donate our unsold food at the end of the day. In 2019, over 6 million food items were re-distributed globally to families in need through our Pret Foundation and partner networks.



#### Special Thank You

Many people lend a helping hand to ensure that unsold food is donated to charity at the end of each day. As we are currently facing the COVID 19 crisis, we are working with our global food donation network more than ever before. We will update you in more detail on our efforts in next year's report.

#### Did you know that our soup and Christmas sandwiches support local communities?

Through product donations such as 10p for every cup of soup sold in the UK or as part of our Christmas sandwich campaigns, together we raised over £2 million in 2019. Our US bakery counters were also in the holiday spirit in 2019 with 20c donated to the Pret Foundation for every bakery purchase in December. These funds go to support our charity collections and partners. Read more about the great charities which these funds support in our <u>Instagram takeover</u>.

# 3.0 Our Values and Governance

Esther

#### 3.1 The Pret Values

Our values underpin everything that we do from new team members on our shop floor to our new CEO. When we do these things brilliantly, Pret is at its best.





lever



#### 3.2 A Global Network

The Pret family extends from our millions of customers, our fantastic suppliers, to our passionate teams.

#### <sup>3.3</sup> Fresh Governance

For sustainability to make impactful and lasting changes, it must be incorporated in every part of our business. At Pret, everyone has a role in being stewards of our sustainability initiatives. Here is how we work with our Global Leadership Team, Partners in Pret, and JAB.

#### Global Leadership Team

With our new CEO, we have a new Global Leadership Team (GLT) who are the stewards of our business. The Global Leadership Team receives monthly reports on the status of sustainability initiatives. Through this process, we track: scope, schedule, resources, risks and benefits.

We also have bi-annual forums where shop representatives will meet with the GLT to highlight areas of opportunity and areas to celebrate. We encourage all our teams to share ideas or raise concerns through a dedicated communication channel called the Shops' Voice.

#### Partners in Pret (PIP)

Our PIP scheme was created in 1999 to recognise Pret employees who have demonstrated their unique contribution and commitment to Pret. With partners from all markets and levels of the business, the scheme gives partners a share of Pret both in terms of involvement and in share options. We rely on our PIP scheme to give critical feedback to the business from those who love it. Partners in Pret meet quarterly and provide feedback to the GLT.

#### JAB

Pret joined the JAB Holding Company family in 2018 and we are looking forward to learning from our sister companies to share best practices. Read more about JAB's corporate social governance <u>here</u>.

Meet

#### THE GLOBAL LEADERSHIP TEAM



Pano Christou Chief Executive Officer Favourite Pret product: Posh Cheddar Baguette



Clare Clough UK Managing Director Favourite Pret product: Avo & Herb Wrap



Eira Jarvis Asia Managing Director Favourite Pret product: Black Filter Coffee



Stéphane Klein Managing Director of Europe Favourite Pret product: Jambon Beurre Baguette



Sarah Lee US President Favourite Pret product: Chicken Parm



Konrad Meyer Chief Financial Officer Favourite Pret product: Pret Porridge & Flat White



Sarah Venning Chief Information & Transformation Officer Favourite Pret product: Dark Chocolate & Almond Butter Cookie



Andrea Wareham Chief People Officer Favourite Pret product: Smoked Salmon Sandwich

Global Leadership Team (and their favourite products) as of 30 June 2020

# \* PRET A MANCER \*

Pret A Manger's 2019 Environment, Social & Governance Report