

DOING THE RIGHT THING

Pret A Manger's 2020 Environment Social & Governance Report

★ PRET A MANGER ★

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ABOUT THIS REPORT

Welcome to Pret's 2020 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 2020. 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 correct as of 31 December 2020, unless otherwise indicated.



A MESSAGE FROM PANO

Welcome to Pret's 2020 Environment, Social & Governance report. The year 2020 will be remembered for many reasons, and at Pret it will be remembered as a year of change at a scale that we have never seen before.

Our business faced the most challenging year in our history, which forced us to make some tough decisions. We had to say goodbye to thousands of Pret Team Members, with some of our shops closing permanently and many continuing to trade under reduced hours and lower footfall. I continue to be hugely grateful to everyone at Pret who has played a part in helping us get through such a difficult time.

We also had to dramatically adapt our business to the new way of living and working, selling Pret products in new formats and new locations. From our first products sold in the grocery aisle to our ground-breaking Pret Coffee Subscription, we hope

that these channels will lead to new ways for customers to discover Pret.

The Pret Foundation also celebrated 25 years of supporting the homeless this year. As our shops and depots needed to close at short notice in 2020, our shop teams and The Pret Foundation team worked hand in hand to ensure food did not go to waste and as much as possible went to those who needed it most.

As we navigate this new landscape, we will always look to our values to help guide our decision making. Thank you to all our Team Members and customers who are on this journey with us, and we look forward to keeping the joy of Pret going in 2021 and the years to come.

Best wishes,

Pano Christou
Chief Executive Officer

2020 HIGHLIGHTS

The year 2020 was not business as usual for Pret and our values have helped guide our decision making in these unprecedented times.

We are incredibly proud of our team's ability to mobilise and find ways to support our communities during the events of 2020.

HELPING THOSE IN NEED



Globally we
donated over

**7.3
MILLION**

items from our
Pret shops

GIVING BACK



Over

**£0.6
MILLION**

of discounts given
to health care
workers globally

LEADING VEGAN INITIATIVES



Alternative milks
options became

FREE

for our customers
in the UK, FR & US

REDUCING WASTE

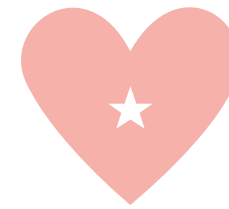


Over

**£1.5
MILLION**

worth of stock
donated from our
warehouses when
shops temporarily
closed

CELEBRATING THE PRET FOUNDATION



**25
YEAR**

anniversary of
The Pret Foundation

TRANSPARENT REPORTING



To reach our
plastic goals,
we are now

**ANNUALLY
PUBLISHING**

our packaging
footprint

1.0
OUR STORY



1.1

FRIENDS WITH A MISSION

In the mid-1980s, mobile phones were massive, Madonna was huge and queues for lunch were often long...

Most sandwich shops for time-poor city workers in London were low-quality and poorly managed. Service standards were hit and miss, staff unengaged and the quality of ingredients varied immensely.

Fed up with this, Julian Metcalfe and Sinclair Beecham started Pret A Manger to make the food they craved but couldn't find. They opened the very first Pret at 75B Victoria Street, London in 1986 with a promise of simple, delicious food served by friendly, motivated staff. This was the beginning of a sandwich revolution.

More than 30 years later, that passion is true today and it will still be true tomorrow. Menus of freshly made food full of delicious flavours. Coffee that's always organic and crafted with care. Everything made and served by incredibly hardworking, energetic teams that create the special 'Pret Buzz'.

We have been on quite a journey since then with over 7,000 Team Members freshly preparing food for 506 company-owned shops supported by staff members in our support centres in London, Paris, Hong Kong and New York. Additionally we have 42 shops operated by franchise partners across the UK, France, US, Denmark, UAE, Germany, Switzerland and Singapore (with a further 5 non-converted shops from the 2019 EAT acquisition).



PRET'S MILESTONES



1986
Our first shop in Victoria opens

2000
Our first New York shop opens with surplus food donations to City Harvest



2006
The Pret Charity Run starts – our very own fleet of vans delivering our unsold food to hostels, shelters and charities all over London

2008
Rising Stars
PROGRAMME

lifts off in the UK, offering jobs and support to those who are experiencing homelessness or at risk of becoming homeless.

2012
Shops achieve

ZERO



2016
Our little veggie experiment
★ **VEGGIE PRET** ★
pops up
...little did we know, we'd have 10 Veggie Pret's open across the country in the first five years!

2019
The Pret House opens, aiming to provide safe and affordable housing for individuals on the Rising Star Programme.



2020
Our first Environment, Social and Governance Report is published

We're back!

1995
The Pret Foundation
REGISTERED CHARITY NO. 1050195

The Pret Foundation is set up with the aim to alleviate poverty in the UK

2001
Our first shop in Hong Kong opens with surplus food donated to charities like Feeding Hong Kong



2007
First front of house recycling bins installed in our shops.



2012
Our first shop in France opens with any surplus food being donated to charities like Secours Populaire and Restos Du Coeur.



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

2018
Our reusable cup discount launches in the UK and then goes global

2020
Our French shops joined the renewable energy club in 2020.

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

1.2

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 every day. What started out as just a handful of sandwiches has now grown to over 7 million food items donated globally in 2020.

It wasn't called sustainability then, 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.

The Pret Foundation

REGISTERED CHARITY NO. 1050195

The Pret Foundation became an officially registered charity in 1995 to ensure that this good practice became part of Pret's DNA. With the aim to alleviate poverty, hunger and homelessness, The Pret Foundation now operates in all our international markets. It ensures as much unsold Pret food as possible is donated daily to local communities and charities in need. It also offers financial grants to charities tackling homelessness and poverty across all Pret markets. In the UK, The Pret Foundation also runs The Rising Stars programme, which provides jobs in local Pret shops to those without a home address or with a criminal record.

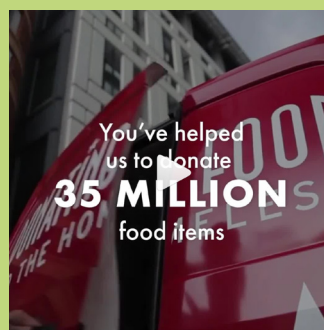
Throughout this report we will highlight how The Pret Foundation and our teams collaborated more than ever before to ensure that food from both our shops and depots could go to those in need throughout 2020.

CELEBRATING
25
YEARS

In 2020, The Pret Foundation also celebrated a landmark anniversary of 25 years as a charity with the aim to help alleviate poverty, hunger and homelessness. Here is an overview of the impact made in partnership with our customers, teams and charitable partners across all of our markets from New York to Hong Kong.

Find out more about the team's incredible work on [our website](#).

Watch video here



1.3

NEXT STEPS

In 2020, the global reset in activity has also shown that our air can be cleaner, that our environments can recover, and that communities can improve when we challenge our assumptions on what is business as usual. Our first Environment, Social & Governance report, which covered our operations through 2019, outlined our approach to keeping people and our environment at the heart of Pret.

In 2020, the material issues remained the same but with a greater call to action given the impact of the global pandemic on our communities, environment and business.



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 to mitigate the impacts of climate change. We have started to reduce the impacts of our shops and distribution network. There is much more for us to do throughout our supply chains and through a review of every activity in our business.



Inclusive Economy

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 environmental, 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 and thereby directly tackle the issues of our operations.

2.0

OUR IMPACT



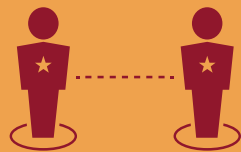
2.1

HAPPY TEAMS, HAPPY CUSTOMERS

The events of 2020 challenged us to find new ways to live up to this value and how we bring joy to our teams and those we serve.

Responding to COVID-19

In 2020, we had to sadly close shops across our markets in response to the growing pandemic. As we reopened our shops in each market, we had to operate in new ways to follow public safety and government guidance. By the end of 2020, these measures now feel common place to many of us but we are grateful for our teams and customers for helping implement these changes.



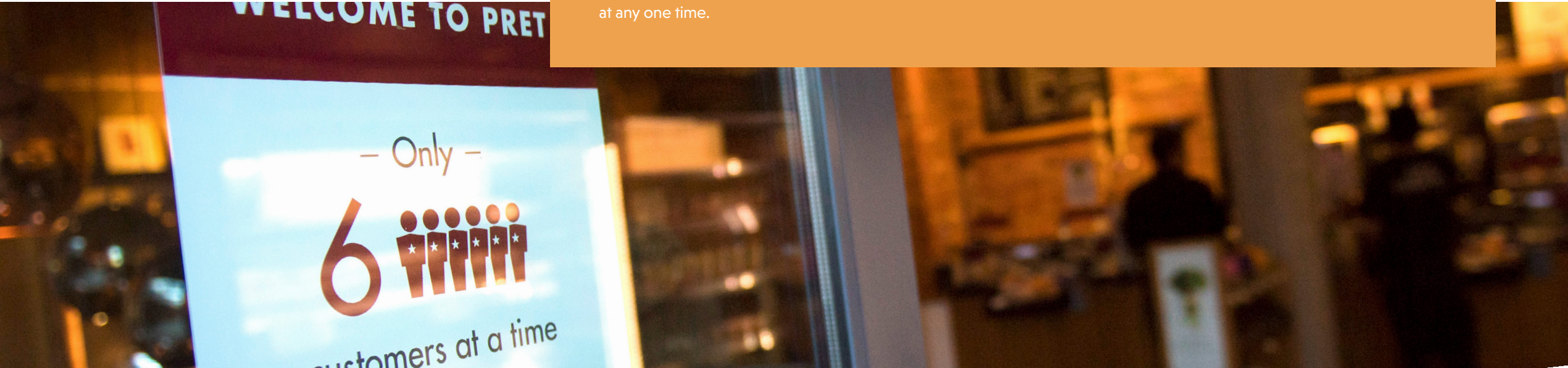
Supporting social distancing through measures such as floor markers, protective screens around our tills and limits to the number of people in our shops at any one time.



Updating measures around the new norms of hand sanitiser, face coverings and completing contact tracing where applicable in markets.



Developing updated processes and training methods to ensure we had applicable return-to-work manuals and resources to support shop teams and managers.



UK ALLERGEN ACTION

In 2019, Pret launched the Pret Five Point Allergy Plan, designed to help every UK customer with allergies or intolerances get the best possible information about food and drink sold at Pret. The plan brought together some of the most important changes Pret has been making, touching on all our ways of working including our food development processes, labelling, team member training, shop design and customer communications.

We have since enacted all five steps in our plan across our UK shops. Throughout Covid-19, we have maintained our focus on allergies and intolerances, with the key developments noted here. We will continue to identify ways to further improve as well as share our insights and experience with the wider industry.

THE PRET *Five Point* PLAN

1 **FULL INGREDIENT LABELS IN EVERY UK SHOP ON ALL FRESHLY MADE PRODUCTS.**

Pret completed the rollout of full ingredient labelling in September 2019. This was a significant operational change and was supported by new labelling technology and comprehensive training for Team Members.

2 **REMOVING ALLERGENS FROM PRODUCTS WITHOUT COMPROMISING TASTE.**

To further reduce the barriers to eating out for people with allergies, we updated our new product development process to better identify allergens and whether they can be removed. All of our UK suppliers have also completed an updated allergen risk assessment.

3 **TABLETS WITH FULL INGREDIENT INFORMATION IN EVERY UK SHOP.**

These tablets are available in all UK shops today, enabling customers to proactively search through Pret's menu and filter out ingredients based on their individual dietary needs.

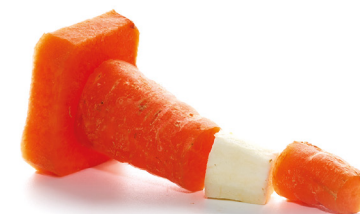
4 **SHARING OF INCIDENT UPDATES.**

Pret shares detailed updates on food safety and ingredients with senior management on a regular basis. Information is also provided to key external stakeholders on an ad hoc basis.



5 **AN INSIDE-OUT APPROACH TO ALLERGY AWARENESS.**

Pret has built on its allergy training programme – which includes Pret Academy, online, and on-the-job modules – to encourage the right behaviours and understanding of allergies in every shop. Specific measures include adding allergy awareness to Pret's weekly "Mystery Shopper" programme; launching new upskilling programmes for Baristas, Hot Chefs and other key roles; as well as UK-wide training for Team Members on the new labelling process.



CARING FOR OUR TEAMS

In our 2019 report, caring for teams focussed on the joy of Pret and creating an environment where our team members can learn a lot and have fun. In response to the pandemic in 2020, caring for our teams has been defined by the mental and physical wellbeing of our teams.

In 2020, Pret increased well-being communications and information across our Pret communication channels to help improve access and awareness to workshops, tools and resources to support individuals and teams on topics such as resilience, adapting to change, supporting anxiety and depression in challenging times, and psychological safety in the workplace.

We looked to support our Pret family through this incredibly difficult time through:

- ★ Identification of suitable companies that were recruiting in an attempt to match those leaving Pret with opportunities in other businesses.
- ★ Creation of the Pret Talent Directory to advertise available Pret Support Centre Talent, which was marketed to over 5000 HR professionals.

Developing our training offer

Ensuring Pret is a place where Team Members develop and grow both professionally and personally has always been a source of great pride for our business.

Our Pret Academy operates in each market (UK, USA, France and Hong Kong) and offers 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.

In 2020, we had to restructure our in person training offer to understand how we could still deliver development opportunities to our teams either remotely or with social distancing.

In response to this challenge, our learning offering moved to a self-led, virtual model, which resulted in a 700% increase in engagement rate in e-learning access. Pret also implemented and then extended a new learning platform with 16,000 courses for teams to utilise. This particularly supported colleagues on furlough, with both structure, routine and skill development.



CASE STUDY

Recognising success



TAKING ACTION

Pret has always been proud of being a home of many cultures with Team Members comprising over 100 nationalities. On gender equality, our Global Leadership Team continues to lead the way with 5 out of 9 members being women. On gender pay in the UK, our mean pay gap has increased to 6.9% and our median pay gap has decreased to 0% in 2020. For our operations in France, our Professional Equality Index result in 2020 is again 99 points out of 100 highlighting Pret as a responsible employer that does not discriminate between men and women. On social inclusion, our training development pathways ensure that all Team Members have a pathway to become our CEO as it did for our current CEO, Pano.

In 2020, we looked to build on this foundation by starting active conversations with our Team Members and external partnerships especially in the crucial areas of Diversity, Equity and Inclusion.

Beyond our wider feedback channels such as our Big Conversation, in 2020 Pret set up specific listening channels across a range of topics including Diversity, Equity & Inclusion and created a new Global Culture team to ensure that Pret's people culture remained at the heart of our business.

- ★ A Pulse survey asking colleagues for their feeling and sentiment about racial equality at Pret, to help us to listen and identify areas to improve.
- ★ In the USA, a Diversity, Equity and Inclusion committee was set-up to provide a forum for all employees to openly discuss how they were feeling. Throughout 2020, this committee shared educational resources and hosted events to engage employees.
- ★ In the UK, a roundtable was held to listen to and understand the feelings and experiences of our black colleagues, hosted by our UK MD.
- ★ A global culture survey, listening sessions and culture workshops were held to understand the priority wants and needs of teams, their pain-points, and to have a deep understanding of our culture so that it effectively works alongside our strategy to ensure we achieve our vision for the benefit of everyone.
- ★ A global network of Culture Champions has been created to positively influence cultural & behavioural change across the business.

All of these actions are leading to the establishment of clear engagement targets in 2021 and ensuring that our people and culture are core to Pret's strategy.

AMAZING STANDARDS EVERY DAY

Pret is known for freshly prepared food & organic coffee. In 2020, we had to find new ways to bring our delicious food and coffee to our customers while continuing to deliver our amazing standards, every day.

Veggies for all

Plant-based food is a key way in which we can all reduce our carbon footprint. As we worked on new ways to reach our customers, all of our markets and channels were involved in sharing our love of veggie and vegan food in 2020.



In line with the Vegan Society recommendations, we use the term 'Vegan-Friendly' to label products that may not be made in dedicated vegan sites.

Veggie Pret

Established in 2016, Veggie Pret's mission is to push the boundaries on our veggie and vegan offerings.

"Whether you're 100% plant-based, vegan-ish, or meat-free some days, our mission is to make meat-free food so good that it can be enjoyed by everyone. Welcome to Veggie Pret. (Not just for veggies)."

- ★ **June 2016**
Our first Veggie Pret pop-up
- ★ **September 2018**
Hello Manchester: Our first Veggie Pret outside London
- ★ **January 2019**
Vegan Classics launch
- ★ **January 2020**
Veggie Pret's biggest ever menu launch
- ★ **June 2020**
Veggie Pret available for delivery
- ★ **June 2020**
Vegan Bakery Counter available in shops & delivery





Vegan friendly

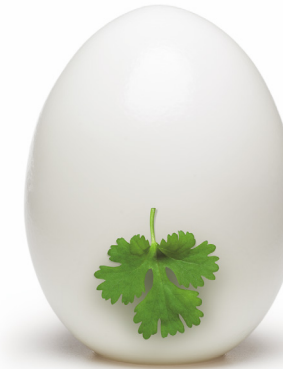
In 2020, we built on our 'not just for veggies' approach to add more products to our core range which also just so happened to be vegan friendly.

Simple swaps, like making our 2020 mince pie vegan as standard, ensured that all customers in our UK could enjoy mince pies and reduce their environmental impact.

In the US, our best-selling soup is Moroccan Lentil. Again, this soup is vegan and in 2020, the team ensured that it was available in the Heat Me At Home range.

And lastly, our Dark Chocolate & Almond Butter Cookie made a splash when it was first launched. It is now our 2nd best-selling cookie in the UK and we shared the love even further in 2020 by posting the recipe on social media for our customers to be able to bake it at home. Best part of all – *it's vegan.*

Join the over
500,000 PEOPLE
and counting who have
seen the recipe for our Dark
Chocolate & Almond Butter
Cookie recipe, learn how to
bake your own [here](#) or pop into
one of our UK shops to enjoy.



Free range eggs

While we're proud of our growing veggie range, some of our most-loved and bestselling products often contain meat. For this reason, Pret is committed to working with our suppliers on animal welfare standards in our products.

As of 2020, Pret is very proud to report that our UK, US, and French markets now only serve eggs (and any product which contains eggs) that meet the local standards of free range, cage free and œuf plein air. In technical terms, this means 100% of shell eggs and egg products (liquid and/or processed) are currently cage-free within our UK, US, & FR supply chain.

To achieve this milestone, Pret finally tracked down the last rogue noodle (truly!) to ensure that all egg and egg products are produced from hens who live in cage free environments. How did it happen? Our teams globally have been working with suppliers in markets to identify supply chains which could support our commitment to quality ingredients and animal welfare.

In the US, the last noodle was actually in our Chicken Noodle Soup. We have now changed recipes to become our Turmeric Chicken and Farro Soup.

BEAN TO CUP

Organic coffee has always been a big part of Pret's offer. With the launch of The Pret Coffee Subscription in 2020, Pret is even more committed to making a positive contribution through our coffee story.

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.

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.





FROM OUR BEANS...

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.



...TO OUR SHOPS...

Small changes in our habits can all add up to make a big impact. As part of Pret's approach to offer positive choices to our customers, customers can now order a milk alternative option without additional charge in the UK, FR and US.



...TO YOUR HOME

In the UK, our organic coffee beans can now be enjoyed at home and purchased from retailers. Even better, you can now recycle our coffee packaging purchased from Sainsbury's and Waitrose via Ocado with carrier bags at larger stores. To make this happen, these bags are not the standard multi-material laminate (which is not recyclable) but are instead 100% polyethylene. This material change ensures freshness of our coffee while also allowing our coffee bags to be recycled with carrier bags at larger stores. It is a positive step in our packaging journey to increase recycling. Pret will keep striving to make more positive changes.

Reduce, reuse, recycle

In January 2020, Pret was strongly focused on how reusables can help reduce single use packaging with our reusable cup discount leading the way. We were incredibly proud that 10% of our Barista prepared drinks were served in reusable cups in the UK; metal cutlery trials were live in shops in France; and that reusable water bottles were on sale in the US. All markets had a reusable cup discount in place to encourage customers to make positive behaviour changes.

Since the onset of the pandemic, many of these activities were paused due to public health concerns. We do not know where the next chapter of the pandemic and public safety will lead. However, we will ensure we re-engage with the reusable agenda when possible. For instance, our UK business was able to restart using reusable cups in October 2020. We will continue to monitor this space.

For times when we do need to use a single use cup, coffee cup recycling has been available in all of our UK shops since 2019. Going further, Pret UK is also a member and financial supporter of the [UK Cup Recycling Scheme](#) to help build the infrastructure to recover and recycle paper cups outside our shops.

PACKAGING PROGRESS

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.

Our Commitments

We have committed globally to making the following changes to our plastic packaging use by 2025. As part of our commitment to achieving these aims, we will be publishing our plastic footprint annually as part of our environment, social & governance reporting.




- 1. Make it 100% recyclable, reusable or compostable
- 2. Eliminate all unnecessary single-use plastic
- 3. Help customers to recycle effectively in our shops

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% recycled content 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.

Three quarters 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%.

Total Packaging
(all materials, all areas)
6,515 Tonnes



2020 PLASTIC FOOTPRINT		TONNES	% OF TOTAL PLASTIC
	Primary	1,039	73%
	Secondary	290	20%
	Transit	98	7%

We're working towards our goal of making all of our packaging recyclable, re-useable or compostable by 2025. To do that we need to eliminate hard to recycle items such as black plastic, PVC and polystyrene which is why we are tracking these here.

Total Plastic	1,427	22%
Black Plastic	18	1%
Polystyrene	152	11%
PVC	0.007	0.0005%

Methodology: the data covers the packaging used in the UK in the calendar year 2020. It includes all packaging used front of house and back of house, for ingredients and finished products and for protection during transit. It includes branded products sold in Pret. We use Valpak to compile and verify our data. We are currently building our databases across our global markets to expand our reporting in future.

2.3

NEVER STANDING STILL

Caring for our people and caring for our environment go hand in hand. In 2020, our teams and The Pret Foundation rose to the challenge of shop and depot closures to ensure that more food than ever before was donated to those in need.

Donating food to those in need

Building upon our existing charity networks developed through the hard work of The Pret Foundation, Pret was able to respond quickly and donate more food than ever in 2020 as we responded to the pandemic.

Fresh food being critical to our operating model, and with the increased closure of shops, we needed to work fast to ensure that food not just from our shops but also their ingredients from our depots could be delivered to those in need rather than simply going to waste. Globally we donated over 7.3 million items from our Pret shops in addition to stock donated from our warehouses.

Pret also created and refined a process for donations from our depot which enabled us to donate over £1.5 million worth of products and ingredients globally. We donated to major food redistribution charity partners on an international level including Fareshare and The Felix Project in the UK, City Harvest and Greater Chicago Food Depository in the USA, Epicerie Alimentaire and Rendez Leur Le Sourire in France and Feeding HK in Hong Kong.

CASE STUDY Delivering food to those in need in the US

With a large amount of available food products and ingredients across warehouses, shop stocks and suppliers, Pret was able to support charity partners like City Harvest and Thrive DC alongside one-off donations:

- ★ Food deliveries to essential workers in each of our markets
- ★ \$96k of shop stocks (4,000lbs) donated to charity partners while the estate closed
- ★ \$543k of warehouse stocks donated to new and existing partners in NYC, Long Island, Washington D.C., Maryland and Chicago

Our US team went the extra mile to also support individuals in voting queues in 2020. Teams delivered fresh food to voting queues in some of the most deprived areas of Philadelphia working with the not for profit organisation, Perfect Strangers.



CARING FOR OUR PLANET

Caring for our planet means collaborating hand in hand with our local governments, supply chains and customers. Here is how we tackled this important topic in 2020.

CASE STUDY Industry collaboration in the UK

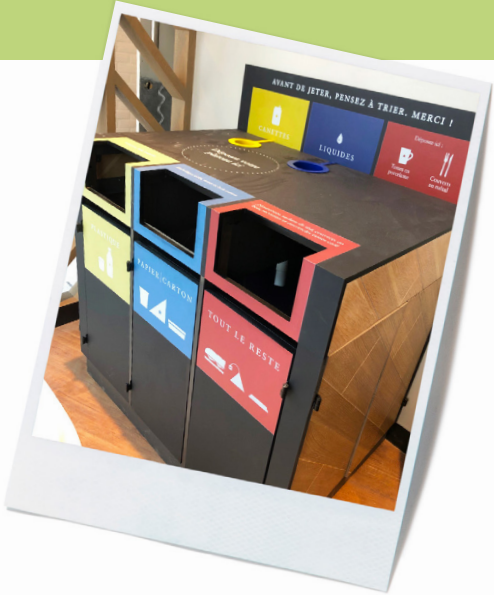
Our UK shops joined with industry and took a further step in reducing carbon by signing up to the [Net Zero Roadmap for the Retail Industry in 2020](#). The roadmap can be viewed [here](#). We look forward to working across the British retail industry as we make progress against these goals.

In 2020, Pret UK also joined the WRAP Food Waste Reduction Roadmap – an industry wide commitment to halve food waste by 2030. As part of this commitment, we completed our first food waste baseline where we identified products and ingredients that are commonly wasted and identified opportunities to increase redistribution.

CASE STUDY Taking action in France

In France, our teams challenged themselves in 2020 to identify and make changes to improve our environmental impact. All of these changes were made through the hard work of voluntary working groups and show what we can all do each and every day. Changes include:

- ★ **Increasing recycling:** Collection of ink cartridges, batteries and out of order printers to be recycled
- ★ **Reducing paper usage:** Requesting our suppliers to send electronic invoices only (with 70% answering the call so far) and switching to electronic pay slips for our own employees.
- ★ **Buying better:** Detergents in Pret France were replaced in 2020 - this gave a triple win of using less dyes, increasing efficiency to use less and changing the packaging.
- ★ **Engaging customers:** New recycling bins were trialed in shops to capture cans, cardboard, paper, and food.



CASE STUDY Hong Kong's Green Kitchen

In Hong Kong, one of our shops became the first Green Kitchen in Taikoo Place!

To achieve this distinction, our teams improved the fixtures and fittings in the shop design to reduce electrical consumption, save water and make use of innovative recycled materials in the shop fit out.

The shop was also one of the first cafés to support the smart reusable cup system at Taikoo Place. This mobile-enabled system allows users to borrow and then return a reusable cup at participating café partners like Pret.

3.0

OUR GOVERNANCE



3.0

OUR GOVERNANCE

Sustainability is an area which will never be completed as there will always be areas to improve. Through our governance and by living our values of 'Doing the right thing', we will continue to find new areas in which to grow and our story is one that will be continually updated.



3.1

MEET THE TEAM

The Global Leadership Team (GLT) are the stewards of our business. With sustainability as an official part of our strategy, the Global Leadership Team receive monthly updates on scope, schedule, resources, risks and benefits.



Pano Christou
Chief Executive Officer
Favourite Barista order:
Black Americano



Andrea Wareham
Chief People Officer
Favourite Barista order:
Flat White



Clare Clough
UK & Ireland
Managing Director
Favourite Barista order:
Oat Flat White



Dan Burdett
Chief Customer
& Growth Officer
Favourite Barista order:
Skinny Hot Chocolate



Eira Jarvis
Asia
Managing Director
Favourite Barista order:
Black Filter Coffee



Jorrie Bruffett
US President
Favourite Barista order:
Oat Flat White



Sarah Venning
Chief Information &
Transformation Officer
Favourite Barista order:
Decaf Flat White



Stéphane Klein
Europe
Managing Director
Favourite Barista order:
Skinny Flat White



Tom Mackay
Chief Financial Officer
Favourite Barista order:
Peppermint Tea

JAB

Pret joined the JAB Holding Company family in 2018. In 2020, the companies within JAB created a Sustainability Collaboration Forum to share best practice across our organisations. Read more about JAB's corporate social governance [here](#).

Partners in Pret

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.

LISTENING AND LEARNING

In our first report, we had a different section called listening and learning that looked to the future and areas where we would like to make an impact. Fittingly we have learned from the previous report that Listening and Learning is also needed as we look back. We will not get everything right and are now repurposing this section to update on corrections and amendments.

If you look closely at our 2019 report (published in Summer 2020), the timeline has been updated compared to this 2020 report. The reason for this is that our timeline for 2012 was incorrect. We had a UK policy for zero to landfill in place in 2012 but we had only achieved it in London by that point. At time of publishing our previous report, we thought the above to be true.



We will continue to use this section in the coming years to update on any changes. Pret wants to get this right (or as right as possible) so please let us know if you think there are any points which need clarification or correction.

Pret Values

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



3.3

LIVING OUR VALUES

Here is some of the lovely feedback from our customers in 2020.

We hope to share more Pret joy with you in 2021.

Just a quick email that I have travelled from Luton airport on the evening of the 10th and got back to Luton airport again on the 28th of October (morning) 2020. I must say on both occasions the service was absolutely fantastic and the staff has been brilliant. Really made my hours of waiting at the airport a good time. Drinks and food were fantastic too. The staff on shifts been amazing, credit to your company. They also followed Covid guidelines and the shop was sparkling clean. Felt safe during my time there. Hope you find a way to reward them! Well done Pret!

What a great treat I had when I enjoyed eating at your 319 Broadway and Thomas St. NYC Financial District Manhattan Store. Excellent prompt courteous service; personable staff. Tasty food in decent portions and price. Well Done all around.....
Enjoyed every minute of our visit.
Great Service to the area at Fair Decent prices for the large tasty amounts.

Dear Pret team, I would love to mention that the Pret team in City of London (near London Wall) is absolutely amazing. I only know one of their names – Damian – but the whole team is just amazing. They provide the best service, make the store feeling very cozy and have always positive approach regardless how busy they are and the current situation. I look forward every morning to go and get my coffee from them. Thank you!!

我係香港嘅醫護人員。
依家大家都要謹守工作崗位及留家抗疫。
感謝你的公司給我咁醫護人員優惠
很喜歡你們公司的食品帶回工作崗位享
受豐富美食
I am a HK healthcare worker. During the covid situation, we need to work very hard at the hospital. And I want to thank Pret for giving the discount offer to healthcare workers. We love Pret food and it really makes our days.

Hello good people of Pret, I don't often take the time to send complements, and honestly I have waited too long to send this one. I wanted to note that the staff at the 1275 Penn shop in DC has been the symbol of exemplary customer service during this COVID crisis. I only make it to my DC office about once a week, but the service at my local Pret makes it easy for me to make my decision for breakfast or lunch. The manager and staff there appear to take a real interest in their customers and attention to making the experience such that we'd want to return. Always the helpful reminder when there is bread or other sides to pick up with your meal and reminders about the helpful coffee program. The experience has without exception been friendly and welcoming - which is extremely rare in fast/fast-casual service these days. The team at 1275 Penn deserves kudos and a (COVID-friendly equivalent) "high-five" for their great work. Thanks to that team - please pass along the recognition.



DOING THE RIGHT THING

Pret A Manger's 2020 Environment Social & Governance Report