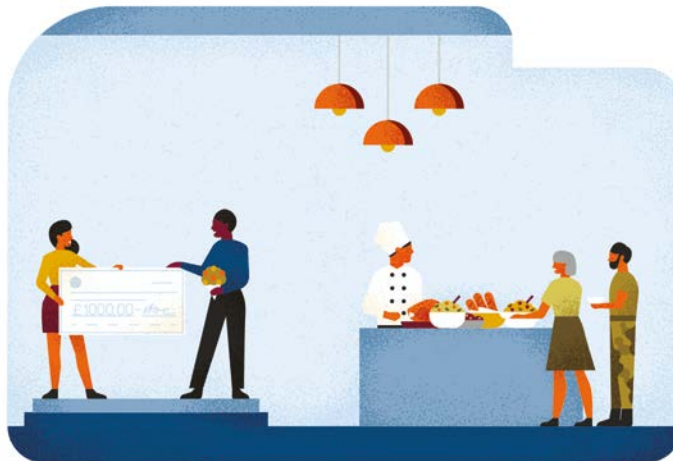


Local community



We have a long history of providing a central hub to many communities where people have met and socialised for decades. Therefore, we want to help to support the communities we are proud to have been a part of for many years.

Many of our brands are long standing supporters of causes which resonate with the brand and its guests. For example, All Bar One supports Shelter with selected dishes including a donation. Toby Carvery supports Armed Forces and Nicholson's the Royal National Lifeboat Institute.

We are actively looking to enhance the positive impact we can have on local communities, including supporting charities, providing career opportunities, encouraging responsible drinking, and supporting health by reducing the salt and sugar content of our meals.

ISSUES

- Local disruption
- Impact on local economy
- Social mobility
- Charitable partnerships

HOW WE ENGAGE

We have personal interaction with our guests from the local community within our businesses and our general managers have the support to find ways to connect and support their local communities.

Centrally we support charities which are focused on supporting people and communities. Our charitable partners are Mind and Shelter and we are looking at opportunities to enhance the support we offer.

Our Company nutritionist provides expert insight into ways in which we can enhance the nutritional content of our offers, and a working group has established a long-term road map to ambitious goals in this area.

FY 2019 HIGHLIGHTS

Free

TOBY CARVERY ANNUALLY SUPPORTS ARMED FORCES DAY GIVING A FREE MEAL TO MILITARY PERSONNEL

£173m

TAX PAID £173M
(not including tax collected, e.g. VAT)

20%

ACHIEVED SUGAR REDUCTION PLEDGE TO REDUCE SUGAR BY 20% BY 2020

No.3

HARVESTER AWARDED NO.3 IN OUT TO LUNCH RANKINGS BY THE SOIL ASSOCIATION