

# Employees



Our people are central to our business, bringing to life brand visions through engaging interaction with our guests and preparation of high quality food and drink.

Through our open and inclusive culture, we aim to create an environment which allows our people to develop and thrive. We are proud of the training and development opportunities we offer and strive to provide progression opportunities to all of our people.

The welfare of our employees is of paramount importance to us and we are continually reviewing the support we offer to employees across the business.

## ISSUES

- Ensuring employee expectations and needs are met
- Providing development and progression opportunities
- Diversity and inclusion

## HOW WE ENGAGE

We have two formal feedback surveys a year providing the opportunity to gain insight into employee satisfaction and to highlight opportunities to improve our offer as an employer.

One to one manager reviews take place twice a year where clear objectives are set and reviewed.

Employee forums are hosted by the Executive team and are open to all employees, giving the opportunity for team members to directly discuss any issues. The Executive team also conduct regional meetings with all General Managers twice a year providing business updates and the opportunity for open discussion.

Dave Coplin, independent Non-Executive Director, is the nominated Board member responsible for representing the employee voice at Board level.

We are committed to providing equal opportunities for all of our employees. Our employee Diversity Policy ensures that every employee, without exception, is treated equally and fairly and that all of our employees are aware of their responsibilities.

The following table sets out our diversity balance between men and women at the end of FY 2019.

	Men	Women
Directors	9	3
Other senior managers	30	13
All employees	21,965	24,121

## FY 2019 HIGHLIGHTS

### ENGAGEMENT SCORES UP ACROSS ALL COHORTS

# 81%

**RETAIL STAFF TURNOVER DOWN 3PPTS TO 81%**

### STRONG INTERNAL DEVELOPMENT

### AWARD WINNING APPRENTICE SCHEME

### MENTAL HEALTH TRAINING ROLLED OUT TO ALL GENERAL MANAGERS