

## Employees



### FY 2020 HIGHLIGHTS

*M&Be Together is an online community bringing together employees across the Company*

*M&Be Borrowed developed a way to offer a return to work in neighbouring sites for furloughed employees whose 'home' site was closed due to Covid-19*

*Personal development and training opportunities during closure through our digital learning platform*

*Apprentices able to continue their learning throughout lockdown using a remote learning module*

*Digital learning platform facilitates efficient update of guidelines as needed*

*Wellbeing support provided throughout*

Our people are central to our business, bringing brand visions to life 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 continually review the support we offer to employees across the business. Covid-19 has brought this even further to the fore and we have been proud of the quick response we were able to make to the pandemic in order to keep our people safe. Clear and consistent communication has been key throughout the pandemic developments to ensure the Company remains united and informed.

Before reopening, after the initial closure period, we developed detailed brand-specific reopening plans designed to keep managers and teams safe, informed by the results of a survey sent to employees to understand their concerns around returning to work. The ongoing wellbeing of employees remains a primary focus of the Company as we continue to navigate through the challenges the pandemic presents.

### ISSUES

- Creating a safe working environment
- Ensuring employee expectations and needs are understood and met
- Providing development and progression opportunities
- Diversity and inclusion

### HOW WE ENGAGE

Throughout the initial closure period we maintained clear, central communication to all employees aiming to keep everyone up to date with the latest developments in response to the pandemic. Online communication networks were created through social media sites which saw high levels of engagement, facilitating a sense of unity through the closure period and giving the opportunity to share positive news stories.

Before reopening following the initial Covid-19 closures we engaged with employees to understand their concerns about returning to work. We provided thorough information and central support to assist managers in safely reopening their businesses so that team members and guests could feel safe in their business. We reopened businesses at a lower capacity than permitted by Government guidelines to ensure that we could confidently operate under our newly developed measures and gradually increased capacity as teams' experience grew, at all times putting the safety of teams and guests at the top of our priorities.

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.

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.

Dave Coplin, an 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 and Inclusion 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 2020.

	Men	Women
Directors	9	3
Other senior managers	29	13
All employees	20,159	22,392