

The satisfaction and enjoyment of our guests is critical to the success of our business. We always aim to exceed guests' expectations and continually evolve our offers with that objective in mind.

We collate guest feedback through online channels and via our brand surveys which is collated centrally and used to provide valuable insight to both our operations and brand marketing teams.

As the Covid-19 pandemic has unfolded our ability to provide a safe environment has become more important than ever. We have always strived to achieve the highest safety and hygiene standards and have used this strong base to evolve our ways of working for the new challenges we face. We focus on ensuring high-quality, consistent practices across the business. In the current environment this has been achieved through detailed Covid-secure brand guidelines being developed centrally with brand input and clearly communicated to teams so that expectations are clear. We constantly review the new procedures to ensure that both high safety levels and guest satisfaction can be achieved.

As ever, high-quality food and drink, served by an engaged team, in an appealing environment remain key elements to providing our guests with memorable experiences, alongside the highest safety standards. We continually assess changing guest preferences across these areas to position our brands for success.

Employees

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

Digital learning platform facilitates efficient update of guidelines as needed

Wellbeing support provided throughout

The following table sets out our diversity balance between men and women at the end of FY 2021.

	Men	Women
Directors	7	2
Other senior managers	29	14
All employees	20,118	23,236

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.

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 them the opportunity to directly discuss any issues.

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. The ongoing wellbeing of employees remains a primary focus of the Company as we continue to navigate through the challenges the pandemic presents.

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.

