

Value creation story

FY 2021 highlights

Suppliers



Achieved tier 2 Business Benchmark on Farm Animal Welfare rating

Worked closely with suppliers through the pandemic closure and reopening to ensure businesses reopened with sufficient stock levels at relatively short notice



Minimised waste in the supply chain from initial closure of the business due to Covid-19 through our partnership with FareShare

Our suppliers provide the products which bring our brand visions to life. Our guests' tastes are continuously evolving and our ability to meet changing preferences at scale sets us apart from our competitors.

We build long-term and collaborative partnerships with our suppliers and it is thanks to these relationships that we were able to successfully reopen the majority of the estate following the various Covid-19 closures with minimal stock issues. Through these long-term partnerships, we work to maintain transparency about our payment terms. We worked closely with suppliers during the closures and subsequent reopenings to ensure the needs of both businesses were met as far as possible and to ensure relationships were maintained. By working together, we can develop new and innovative products with suppliers which help our brands adapt and evolve, building both of our businesses.

We work with suppliers to understand the environmental impact of our supply chain and work together to minimise the negative impact of production and transportation. We are working to ensure that all of our suppliers can support our sustainability ambitions, including prioritising high animal welfare standards.

Guests

Industry leading safety scores

4+

online review score of over 4 out of 5 across the business

Average online review scores increased after reopening following initial Covid-19 closure

