

WHITBREAD PLC

Enabling
people to live
and work well

Environmental, Social and
Governance Report 2024/25
Force for Good



At Whitbread, we are committed to making a lasting impact through our Force for Good programme, built on three pillars - Responsibility, Opportunity and Community.

This report focuses on our four strategic levers - decarbonisation, resource use, social mobility and economic contribution - which address our most material topics and enable us to create real impact.



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Overview

Alignment with reporting standards

Our approach to materiality

The Group started and was making good progress on the European Corporate Sustainability Reporting Directive (CSRD) for Premier Inn Germany, specifically in the areas of double materiality assessment and topics for disclosure.

Following the EU Omnibus Regulation announcement in February 2025 on the simplification of sustainability reporting, we paused our work in order to consider the alignment of timings and other sustainability standards, as well as the impact this will have on the Group-wide disclosures.

The topics identified as material in previous years continue to define the focus of the Group sustainability strategy. These are: climate change, energy, water, circular economy, supply chain, equal treatment and opportunities for all, product safety and quality, and corporate culture.

The Sustainability Accounting Standards Board (SASB)

To ensure our Environmental, Social and Governance (ESG) Report provides decision-useful information and meets industry expectations, we align our disclosures with the two relevant industry-specific SASB standards: Hotels and Lodging, and Restaurants.

Carbon disclosures

Our mandatory Group-wide greenhouse gas (GHG) reporting for Scope 1 and 2 has been prepared in accordance with the UK Streamlined Energy and Carbon Reporting Regulation (SECR). Our Scope 3 account is prepared in accordance with the GHG Protocol.

Assurance

Selected data within this report has been independently assured by a third party to the International Standard on Assurance Engagements (ISAE) 3000 standard, and all related information can be found in the Appendix.

“This year, we have improved our disclosures to reflect our maturing sustainability strategy and to stay ahead of incoming mandatory reporting requirements in the UK and EU.”

Will Silverwood
Head of Sustainability

Our reporting suite

As a FTSE 100 company, Whitbread discloses ESG information in a suite of reports.

Our annual ESG Report provides a comprehensive overview of our impacts, targets and progress over the year. The Task Force on Climate-related Financial Disclosures (TCFD) report, included in the Annual Report, outlines climate-related risks and opportunities, detailing our responses to the 11 TCFD disclosures and Companies Act 2006 requirements. Our Net Zero Transition Plan, updated every three years, complements these disclosures.

The annual Modern Slavery Act Statement details our efforts to source products and services responsibly, while our Gender and Ethnicity Pay Gap and Diversity & Inclusion reports highlight our commitment to fostering an inclusive workforce.



Annual Report, including TCFD

Read more about our financial and non-financial performance during the year



ESG Report



Net Zero Transition Plan

Read more about plans to reduce our carbon emissions



Modern Slavery Act Statement

Read more about how we are ensuring a safe environment for everyone we work with



Gender and Ethnicity Pay Gap Report

Read more about how we are building a fair and inclusive culture at Whitbread



Diversity & Inclusion Report

Read more about how we value difference at Whitbread

Whitbread at a glance

Who we are

Whitbread is the UK's largest hospitality business and a long-term constituent of the FTSE 100 index. With Premier Inn, we are the number one hotel operator in the UK and also have a growing presence in Germany.

What we do

We provide high-quality, affordable hotel rooms, with a great value food and beverage offer, creating value for our stakeholders whilst remaining a Force for Good.



[Click here to find out more on our corporate website](#)

Our brands

We're hospitality experts, running some of the UK's best-loved hospitality brands, including Premier Inn.

Hotels



Food and beverage

The majority of our guests are served by an integrated restaurant within the hotel, tailored for the Premier Inn guest. At approximately 200 of our sites, guests are served by a neighbouring branded restaurant trading under one of our six brands.



COOKHOUSE+PUB



Where we operate¹



United Kingdom and Ireland

Our largest and most profitable market is driven by high volumes of domestic travel, supplemented by inbound travel. With a significant decline in the independent sector and limited new room growth from other branded operators, a favourable supply backdrop is expected to remain in place for the next few years.

UK long-term room potential

125,000

Open rooms²

86,000

Committed pipeline⁴

8,000



Germany

The German hotel market is 40% larger than the UK and shares a number of attractive structural characteristics that helped drive Premier Inn's success in the UK. Having grown rapidly in recent years, we are on course to become Germany's number one hotel brand, delivering profitable growth and attractive long-term returns on capital.

Long-term ambition to become

No.1

Open rooms³

11,000

Committed pipeline⁴

7,000

¹ As at 27 February 2024.

² Includes six sites in Ireland, one site in each of Guernsey and the Isle of Man and two sites in Jersey.

³ Includes one site in Austria.

⁴ Sites where the Group has a legal interest in a property with the intention of opening a hotel in the future.


Our purpose and strategy

Purpose

To provide high-quality, affordable hotel rooms to our guests, to help them to live and work well and to positively impact the world around us. With no barriers to entry or limits to ambition, we will provide meaningful work, skills and career development opportunities for our teams.

“Our ambition is to be the world’s best budget hotel brand.”

Dominic Paul
Chief Executive



Click here or Scan the QR code to find out more in our Annual Report and Accounts 2024/25

Strategic pillars

Our strategy comprises the following three pillars:



Grow and innovate in the UK



Focus on our strengths to grow in Germany



Enhance our capabilities to support long-term growth

Click here to find out more in our Annual Report and Accounts 2024/25

Force for Good

Our long-established and industry-leading sustainability programme is fully embedded within each pillar of our business strategy. We have set ambitious targets across all areas of our business.



Click here to find out more online



Responsibility

We always seek to operate in a way that respects people and the planet

See page 14



Opportunity

We want all of our team members to reach their potential with no barriers to entry and no limits to ambition

See page 27



Community

We are focused on making a meaningful contribution to the customers and communities we serve

See page 33

Underpinned by our values

warm+
welcoming

passionate
+proud

budget
+brilliant

CEO statement

“Our commitment to social responsibility, particularly in areas such as inclusive apprenticeships and career development, is something I am deeply passionate about.”

Dominic Paul
Chief Executive



At Whitbread, we help millions of people live and work well every year. By giving our guests a great night’s sleep, we help them wake up ready to take on the day – whether that means achieving their goals or exploring new places.

As the largest hospitality business in the UK and with a fast-growing presence in Germany, we are contributing to those countries’ economic growth via the jobs we create, the taxes we pay and the communities we help to regenerate. Yet our impact extends further – while leisure guests bring additional spend to the communities they visit, our business guests also bring expertise and skills, driving even greater economic value.

With over 280 years of history, we know a thing or two about long-term planning. Our Transition Plan, set to be refreshed in the next financial year, outlines the actions we are taking to make our assets sustainable and more resilient in the face of climate change. It’s not just physical risks we are addressing – our customer proposition is evolving too, adapting to changing consumer preferences. We are rethinking our menus to offer healthier and more diverse choices, balancing nutritional value with affordability. Our responsible sourcing practices ensure human rights are respected in our supply chain, encourage lower impacts on the environment and promote better animal welfare.

Our commitment to social responsibility, particularly in areas such as inclusive apprenticeships and career development, is something I am deeply passionate about. We pay above minimum wage and avoid zero-hour contracts, emphasising fair employment practices. By recruiting, developing and nurturing talent, we seek to create a workforce that can help drive long-term growth.

Prioritising initiatives that deliver both environmental and economic returns is crucial, especially when faced with a more challenging economic environment. Replacing gas boilers at the end of their lifetime with air-source heat pumps, cutting food waste and reducing water use mean we can achieve significant efficiencies at the same time as driving environmental gains.

Our vertically-integrated model is a source of significant competitive advantage compared with other hotel models, providing us with operational control and enabling us to adapt quickly. Our commitment to making all new spaces electric only, with no gas used for heating and cooking, underscores our focus on long-term cost reduction and sustainability.

Our sustainability initiatives, united under our Force for Good strategy, robust governance framework, sustainability-linked KPIs embedded in remuneration and established reporting process mean that we are able to drive positive change and are well-positioned to meet the increasing ESG legislative requirements in the UK, Ireland and Germany.

Importantly, our Force for Good underpins our three strategic priorities: Grow and innovate in the UK; Focus on our strength to grow in Germany; and Enhance our capabilities to support long-term growth. We are confident that by 2030, in line with our Five-Year Plan, the Group will not only generate more profit, but will also be more resilient.

Dominic Paul
Chief Executive
30 April 2025

General Counsel statement

“Premier Inn operates the highest number of low-carbon* rooms in the UK – 1,500 as of March 2025, according to our analysis. Next year, we will surpass 2,000 rooms where no fossil fuels are used for hot water, cooking or heating.”

Clare Thomas
General Counsel



* By 'low-carbon' we mean that the hotels are powered by electricity backed by Renewable Energy Guarantees of Origin (REGO) and no gas or liquefied petroleum gas (LPG) is used for water and space heating and cooking. REGO certify that the equivalent number of units of electricity purchased have been generated from renewable sources such as wind or solar.

Sustainability performance is fundamental to our ambition to be the world’s best budget hotel brand. It supports our growth plan and efficiency programme, as well as being embedded throughout our operations – from food sourcing to building new sites, from providing career opportunities for all to investing in local regeneration. This is why guests trust our brands and investors are confident in our future.

Our Force for Good programme is focused on the four strategic levers: decarbonisation, resource use, social mobility and economic contribution. These issues are the most material to Whitbread and, given our operating model, we are able to make a difference.

This year, the Board approved our fully costed operational decarbonisation programme, enabling us to reduce Scope 1 emissions from our hotel estate, one of the largest in the UK, in the most economically viable manner. We are replacing old gas boilers with air-source heat pumps, electrifying our kitchens and installing water-efficient shower heads. These initiatives drive an immediate reduction in our carbon footprint and operational costs, enhancing the value of our assets. Our new hotels and extensions are also being built all-electric, where no fossil fuels are used for hot water, cooking or heating.

Premier Inn operates the highest number of low-carbon* rooms in the UK – 1,500 as of March 2025, according to our analysis. Next year, we plan to increase this number significantly.

Each problem we tackle highlights the complexity and multi-faceted, multi-stakeholder nature of

the challenge. We are grateful to our suppliers and partners who share our journey and are fully committed to our common goal. Our top 100 suppliers account for 80% of our Scope 3 emissions, and 37 of them have either committed to or set Science Based Targets initiative (SBTi)-validated emissions targets.

With every new hotel, we create jobs in local communities, contributing to economic growth across the UK, Ireland and Germany. As a 33,000-strong employer, we make sure that the opportunities we provide have no barriers to entry and no limits to ambition. This is our social mobility strategy in action, underpinned by more than 750 apprenticeships each year and investments in a diverse talent pipeline, skills development, leadership courses and team wellbeing. As a result, we have been recognised as a ‘Top Employer’ by the Top Employers Institute for the 15th consecutive year.

Being inclusive and providing opportunities for all is not just about our own workforce. Our charitable partnerships with Great Ormond Street Hospital in the UK, Children’s Health Foundation in Ireland and Children For a Better World in Germany, as well as local initiatives, are both employee and customer led and raised £2.6m collectively this year.

I would like to thank our teams for their dedication and perseverance, for pushing boundaries and for refusing to settle for business as usual. Our hard work ensures that our business will continue to thrive well into the future.

Clare Thomas
General Counsel, Executive Committee sponsor of Force for Good
30 April 2025

Highlights

Responsibility

Decarbonisation

We take responsibility for the emissions of our property portfolio, one of the largest in the UK, and work hard to achieve our Net Zero target

We are leading the UK&I hospitality industry with the most low-carbon* hotel rooms by March 2025

>1,500

Every new self-built hotel in the UK&I will be low carbon* from

2025

We have reduced our Scope 1 and 2 emissions intensity from a 2016/17 baseline year by

59.7%

* By 'low-carbon' we mean that the hotels are powered by electricity backed by Renewable Energy Guarantees of Origin (REGO) and no gas or liquefied petroleum gas (LPG) is used for water and space heating and cooking. REGO certify that the equivalent number of units of electricity purchased have been generated from renewable sources such as wind or solar.

Resource use

We reduce our environmental footprint by conserving water and minimising waste, and improve social outcomes via responsible sourcing

We have lowered water use per Premier Inn guest in UK&I from a 2019/20 baseline year

14.2% reduction

We have cut food waste from a 2018/19 baseline in UK&I

31.3% reduction

We assess all our suppliers for inherent human rights risk

100%

Opportunity

Social mobility

We create employment opportunities for all, with no barriers to entry and no limits to ambition

Number of apprenticeships in learning in Operations and Support Centre in 2024/25

>750

We ensure all our teams are paid above the National Living Wage and National Minimum Wage

33,000 employees

72% of our employees in UK&I say they would recommend Whitbread as a place of work



Recognised as a 'Top Employer' by the Top Employers Institute for the 15th consecutive year



Community

Economic contribution

We invest in local development and regeneration, and help people stay active and reach their potential

Estimated that over £4.2m is generated for local businesses at each Premier Inn every year


>£4.2m


Number of room nights business guests spend at our hotels every month

1,000,000

We've raised for charities in 2024/25

£2.6m

 [Read more](#) to find out about the economic and social impact of Premier Inn hotels



Performance report

We have long, medium and short-term targets to drive progress and remain accountable. We review these targets annually to ensure they are still relevant, amending existing or adding new ones as needed.



Responsibility

Key performance indicator	Performance in 2024/25	2023/24	Market	Link to material topic	See more
99.6% absolute reduction in Scope 1 and 2 by 2040 from a 2016/17 baseline	44.0% Scope 1 and 2 absolute reduction from base year	38.0%	UK&I and Germany	• Climate change • Energy	See page 15
84.1% emissions intensity reduction in Scope 1 and 2 by 2030 from a 2016/17 baseline	59.7%/m² Scope 1 and 2 intensity reduction from base year	54.9%/m²	UK&I and Germany	• Climate change • Energy	See page 15
90% absolute reduction in Scope 3 by 2050 from a 2018/19 baseline	16.7% Scope 3 absolute reduction from base year	8.5%	UK&I and Germany	• Climate change • Energy	See page 16
58.1% emissions intensity reduction in Scope 3 by 2030 from a 2018/19 baseline	34.6%/m² Scope 3 intensity reduction from base year	27.6%/m²	UK&I and Germany	• Climate change • Energy	See page 16
We will reduce water use in the UK by 20% per guest by 2030 from a 2019/20 baseline	14.2% reduction in water use per sleeper from our 2019/20 baseline year	10%	UK&I	• Water • Energy	See page 21
We will cut our food waste by 50% by 2030 from a 2018/19 baseline	31.3% reduction in food waste from our 2018/19 baseline year ¹	24.5%²	UK&I	• Circular economy • Climate change • Water	See page 23
We will not send any operational waste to landfill	99.3% of operational waste diverted from landfill	100%	UK&I	• Circular economy	See page 24
100% of our suppliers will be risk assessed for inherent human rights risk	100%³ of suppliers risk assessed ³	100%	UK&I and Germany	• Supply chain	See page 25

Key performance indicator	Performance in 2024/25	2023/24	Market	Link to material topic	See more
100% cage-free status on all whole shell and ingredient eggs by 2025	100% of whole shell eggs served 85.4% of ingredient eggs have cage-free status in our own recipe products ⁴	100% 75.2%	UK&I	• Supply chain	See page 26
100% of raw beef will be produced to a recognised farm assurance scheme in its country of origin	100% of our raw beef range is produced to a recognised farm assurance scheme	100%	UK&I	• Supply chain	See page 26
100% of wild caught fish served will be Marine Stewardship Council (MSC) or equivalent certified	100% of wild caught fish served is MSC or equivalent certified	100%	UK&I	• Supply chain	See page 26
100% of palm oil in own recipe products⁴ will be Roundtable on Sustainable Palm Oil (RSPO) certified by the end of 2025	73% of palm oil in our own recipe products is RSPO certified	71%	UK&I	• Supply chain	See page 26
90% of our cotton sourced as Better Cotton by the end of 2025⁵	At the time of reporting our Better Cotton results were not yet available and will be released by the end of 2025	52.3%⁶	UK&I	• Supply chain	
SBTi no-deforestation commitment across beef, our primary deforestation-linked commodity, with a target date of 31 December 2025	New target	N/A	UK&I and Germany	• Supply chain	See page 25

1 Does not include the waste occurred due to a short-term disruption in one of our partner's warehouses in December 2024.
 2 Restated number for 2023/24 due to an error in the previous years' methodology compared to how our baseline was calculated.
 3 Due to a short-term disruption with one of our key UK suppliers in December 2024, we had to temporarily source some food and consumables from UK supermarkets and retailers as a contingency measure. The 100% figure does not cover this spend.

4 Own recipe is where Whitbread owns the recipe of the product or dish.
 5 Relates to 'cotton in rented linen', 'guest buys the bed' and 'duvet and pillow purchases' annually. Better Cotton is sourced via a chain of custody system of mass balance and is not physically traceable to end products.
 6 The latest available data is for 2022/23.

Performance report continued

Opportunity

2023/24 performance

Target

Key performance indicator	Performance in 2024/25	2023/24	Market	Link to material topic	See more
45% female representation in our leadership population ¹ in 2026 female representation	39.5%	39.8%	UK&I	• Equal treatment and opportunities for all	See page 31
10% ethnic minority representation in our leadership population ¹ in 2026 ethnic minority representation	9.3%	9.1%	UK&I	• Equal treatment and opportunities for all	See page 31

¹ Leadership population is defined by all Head Of / Director roles that are UK based.

Community

Key performance indicator	Performance in 2024/25	2023/24	Market	Link to material topic	See more
20% salt reduction by the end of 2024 from a 2017 baseline salt reduction	21.2%	19.8%	UK&I	• Product safety and quality	See page 34
20% sugar reduction programme from a 2015 baseline sugar reduction	24.7%	24.1%	UK&I	• Product safety and quality	See page 34
20% calorie reduction by the end of 2024 from a 2017 baseline	3.1%	4.3%	UK&I	• Product safety and quality	See page 34
We will raise £3m each year for Great Ormond Street Hospital Children’s Charity raised	£2m	£2.4m	UK	• Corporate culture • Equal treatment and opportunities for all	See page 36



Hotel Manager at Premier Inn St Pancras

External recognition

2024/25 ESG scores



Rated B
In Climate and Water



Rated B-



Rated AA



Rated 18.9
(Low Risk)

We have won several awards over 2024/25 for all areas of our business



Top Employer
For the 15th consecutive year



Disability Smart Awards
Finalist for inclusive recruitment



Stonewall's Workplace Equality Index
Placed tenth – climbing 100 places since 2022



Business Travel Awards
Premier Inn named 'Best Budget Hotel Brand'



UK Green Business Awards
Whitbread's Net Zero Strategy named 'Strategy of the Year'



Best 100 Apprenticeship Employers
Ninth overall and fourth in hospitality



Reisen für Alle
Disabled guest suitability certificates awarded to 16 Premier Inn hotels in Germany



WiHTR D&I Awards
EDI Team of the Year; Role Model Award for Yasmin Mukhida-Olushola, Head of Brand Marketing

We are members of various industry bodies



UK Hospitality



Better Cotton



The UK Plastics Pact



The Roundtable on Sustainable Palm Oil









Sustainable Hospitality Alliance



Zero Carbon Forum

Stakeholder engagement

The interests of all relevant stakeholders are considered by the Board and the Executive Committee when specific decisions are made to promote the long-term success of Whitbread in a sustainable manner.

Stakeholder group	Engagement mechanisms	Outcomes of engagements	Relevant material issues	
 Our teams	<ul style="list-style-type: none"> Whitbread employee forum Our Voice Apprenticeship schemes Internal communications - SharePoint and Viva 	<ul style="list-style-type: none"> Wellbeing initiatives Annual performance reviews Four diversity and inclusion networks 	<ul style="list-style-type: none"> Team engagement remains high across the UK, Ireland and Germany Reduction of 6pp in turnover rates in the UK&I Our ability to recruit in the market is strong 	<ul style="list-style-type: none"> Equal treatment and opportunities for all Corporate culture
 Customers	<ul style="list-style-type: none"> Customer feedback surveys Online reviews E-mails 	<ul style="list-style-type: none"> Social media engagement Premier Inn WOW's! 	<ul style="list-style-type: none"> Verification of rising guest scores Diverse menu choices Market outperformance and YouGov scores demonstrate the quality and value of the brand proposition and its popularity 	<ul style="list-style-type: none"> Product safety and quality Climate change
 Investors	<ul style="list-style-type: none"> Annual General Meetings Financial and ESG disclosures 	<ul style="list-style-type: none"> Investor and sell-side analyst meetings 	<ul style="list-style-type: none"> Transparency on ESG progress Alignment of sustainability goals with investor expectations Strengthened ESG disclosures 	<ul style="list-style-type: none"> Corporate culture Climate change Energy
 Suppliers	<ul style="list-style-type: none"> Supplier Code of Conduct Ethical sourcing policies Supplier meetings 	<ul style="list-style-type: none"> Supplier audits Modern Slavery training Sustainability supplier forums 	<ul style="list-style-type: none"> Improved transparency in our supply chains Improved sourcing practices Collaboration on ESG goals, including carbon, waste, plastics and animal welfare 	<ul style="list-style-type: none"> Supply chains Climate change Product safety and quality
 Government and industry bodies	<ul style="list-style-type: none"> Policy and regulatory consultations Compliance and reporting 	<ul style="list-style-type: none"> Active membership in industry groups (UKHospitality, Zero Carbon Forum) 	<ul style="list-style-type: none"> Contribution to regulatory discussions Leadership in hospitality sustainability Compliance with environmental regulations 	<ul style="list-style-type: none"> Energy Equal treatment and opportunities for all Product safety and quality
 Communities	<ul style="list-style-type: none"> Charity partnerships (GOSH, Children's Health Foundation, Action Funder, CHILDREN) Local employment initiatives 	<ul style="list-style-type: none"> Volunteering programmes Community funding and investment 	<ul style="list-style-type: none"> £26.4m raised for GOSH over a 13-year-long partnership Local economic contribution through job creation and to local businesses Raised €500,000 for Children for a Better World in Germany 660 hours donated to a variety of local community projects 	<ul style="list-style-type: none"> Product safety and quality Equal treatment and opportunities for all Corporate culture

Environmental, social and governance risks

We recognise that there are multiple sustainability issues that can pose risks to Whitbread as a business, whether they be physical, operational, financial or compliance related. ESG matters are fully integrated into the corporate risk management process. The Board has ultimate responsibility for risk management and determines the nature and extent of the risks we are willing to take.



Climate-related risks and opportunities

Changing consumer preferences

As a result of changing consumer preferences, we may begin to see: reduced business travel but increased domestic leisure travel; rising demand for sustainable hospitality offerings from both business and leisure customers; increased demand for services in a low-carbon economy; and a potential shift in global activity towards decarbonised economies like in the UK.



Policy, taxation and compliance

Government responses to climate change may bring direct costs, through carbon taxation and increased assurance and compliance costs, as well as indirect costs through our supply chain. Regulation may require energy efficiency upgrades to buildings, and failure to meet decarbonisation commitments may bring reputational damage.



Technology and operations

Increased investment in new technology and upgrade of buildings will pose a cost, although the increased efficiency of buildings will reduce operational energy costs. Our decarbonisation is dependent on third parties, local government and infrastructure.



Extreme weather events

Extreme weather events, including hot, cold and wet weather, may disrupt operations and supply chains and damage assets. Guest visits may be disrupted by acute events, and energy costs may increase due to chronic events leading to increased heating/cooling needs. However, certain locations may become more desirable as result.



Key actions

- Highly responsive pricing strategy in place to respond to changes in customer demand.
- Evolving our food and beverage product range to remain at the forefront of emerging customer behaviours and demands.
- As our emissions will be accounted for within business customers' Scope 3 footprint, our decarbonisation programme will help ensure we are a priority choice for customers with stretching Scope 3 targets.
- Better communication of our Force for Good programme can enhance our reputation.
- Switching to low-carbon energy sources and renewables and implementing efficiency measures across the Group's operations.
- Considering climate implications when making purchasing decisions.
- Our ability to vary our pricing in response to cost increases where necessary.
- Targets to reduce our own emissions in order to minimise exposure to taxation on carbon.
- Maintaining both short and long-term investment plans with clear connection between these plans and our sustainability targets and commitments.
- Responsible replacing of assets at the end of their life, aligning expenditure with the ongoing maintenance capex cycle.
- Fostering partnerships and relationships and supporting our suppliers to help us meet our objectives.
- Incorporating climate change factors into design of new sites, refurbishment programmes and maintenance capex programmes.
- Adopting resilient building designs and sustainable practices in order to mitigate these risks.
- Ensuring appropriate insurance is in place to mitigate the risks posed by extreme weather.

Environmental, social and governance risks continued

Other principal sustainability risks

Risk/opportunities

Talent attraction and retention

A smaller talent pool due to external public sentiment and attraction to Whitbread may result in low levels of diversity in the senior leadership team.



Supply chain rigour

Reputational damage as a result of unethical supplier practices.



Health and safety

Risk arises principally from allergens, fire, terrorism or another significant safety failure.



Privacy and data security

Data breaches or operational disruption caused by malware.



Key actions

- Annual engagement survey allows us to measure the effect of our actions on employees.
- Investment in ongoing development, wellbeing and engagement improve retention.
- WINCard and Annual Incentive Scheme, with long-term incentive schemes in place for senior team members, include diversity metrics.
- Four inclusion networks help us to develop our Diversity and Inclusion strategy.
- We expect our suppliers' practices to be in line with our values and standards. Suppliers are thoroughly vetted before we enter into any arrangements to ensure they are reputable. They have to sign up to our policies and are monitored through our supplier management arrangements.
- NSF, an independent company, undertakes unannounced health and safety audits on sites covering food, fire and general health and safety requirements.
- We have robust fire safety policies, procedures and training for our team members.
- We have stringent food safety and sourcing policies with traceability and testing requirements, including the independent audit of key suppliers in our supply chain.
- We invest considerable resources into employee training along with allergen information, which is made easily accessible both online and at sites.
- Ongoing site-level training helps us to identify hostile activities and ensure we have an appropriate response should such events take place. The executive team also holds crisis management exercises to ensure we are prepared for such events.
- We have a specialist team and mature information security management in place with a wide range of proactive and reactive security controls including up-to-date antivirus software across the estate, network/system monitoring, and regular penetration testing to identify vulnerabilities.
- We have solid compliance foundations across all countries for data protection and effective collaboration between the Information Security and Data Protection teams exists to minimise risks and ensure compliance with GDPR.



Reception area at Premier Inn St Pancras

Responsibility



The responsibility pillar of our Force for Good strategy covers actions towards reducing our environmental footprint and ensuring ethical procurement.

Inside this section

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Strategic levers

Decarbonisation

We take responsibility for the emissions of our property portfolio, one of the largest in the UK, and work hard to achieve our net zero target.

Resource use

We reduce our footprint by conserving water and minimising waste, and improve social outcomes via responsible sourcing.

Headline targets

Net zero

Whitbread will reach by 2050

20%

Water reduction per sleeper by 2030

50%

Food waste reduction by 2030

Our approach to reducing our carbon footprint

Targets and performance

Material issue
Climate change

Targets

Reduction in Scope 1 and 2 by 2040 from a 2016/17 baseline year

99.6%

Reduction in Scope 1 and 2 emissions intensity by 2030 from a 2016/17 baseline year

84.1%/m²

Progress during 2024/25

Reduction in Scope 1 and 2 by 2040 from a 2016/17 baseline year

44.0%

Reduction in Scope 1 and 2 emissions intensity from a 2016/17 baseline year

59.7%/m²

We have the responsibility to fundamentally change how we operate our business by ensuring we reduce our contribution to climate change.

Our challenge

We have most control over the emissions from our direct operations – Scope 1 and 2. These emissions come from several sources, including F-gases, our logistics fleet and company cars. However, the greatest contribution is the combustion of natural gas and liquefied petroleum gas (LPG) at our sites used for hot water, cooking and heating.

The emissions generated through the products and services we buy – our Scope 3 emissions – are the most complex to address, as they are outside of our direct control and we have very limited data on where they are coming from and how they are changing. Yet they make up three-quarters of our total carbon footprint and therefore represent a significant opportunity for us to address.

Scope 1 and 2 progress

This year, we are proud to have achieved a 59.7% reduction in our Scope 1 and 2 emissions intensity target from a 2016/17 baseline year, to 20.5 kgCO₂e/m² of floor area (22.9 kgCO₂e/m² in 2023/24). Even as we added a net 541 rooms to our network, our gross Scope 1 and 2 emissions (market based) fell by 9.8% year on year (location based fell by 8.6%).

The reduction came from lower consumption of gas and electricity. This is partly a result of our Accelerating Growth Plan (AGP), where we are exiting some of our poorest performing branded restaurants, while others are being converted into hotel rooms which are less energy intensive.

Split of Whitbread's Scope 1, 2 and 3 emissions in 2024/25



However, we are also seeing the impact of our water use reduction programme, focus on energy efficiency and decarbonisation programme. Purchasing Renewable Energy Guarantees of Origin (REGO)-backed electricity in Ireland has also helped to lower our market-based Scope 2 emissions.

Scope 3 re-baselining

In 2023/24, we reported a 36%/m² emissions intensity reduction in Scope 3 from our 2018/19 baseline. This year, we have submitted our Forest Land and Agriculture (FLAG) Targets to SBTi for validation. As a result, we must restate our Scope 3 emissions reduction for FY2023/24 using the updated baseline, and now announce a 27.6%/m² reduction on baseline. As such, this year we are happy to report that our Scope 3 emissions have further reduced to 34.6%/m².

This reduction in part reflects the change in purchasing as a result of scaling back F&B over the past year. Yet the annual reduction is less than we would have expected to see due to a temporary cooling system failure at one of our partner's warehouses.

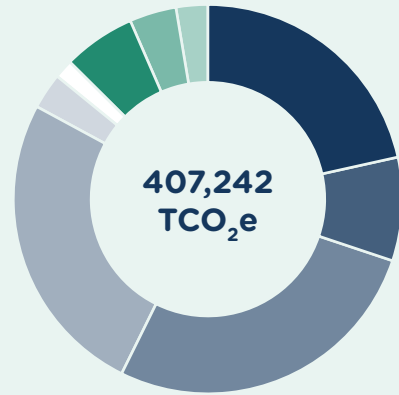
Moving forward

Over the coming year, we will be refreshing our Net Zero Transition Plan, in line with Transition Plan Taskforce guidance to update transition plans every three years. Since we wrote our initial plan, our understanding of our decarbonisation journey has developed significantly through extensive modelling of our opportunities for Scopes 1, 2 and 3.

With more guidance available and a better understanding of how we can respond to mitigate climate-related risks, the updated plan will underpin more than just our own decarbonisation. It will support our transition to a business model that is better adapted and resilient to the impacts of climate change.

Our approach to reducing our carbon footprint continued

Scope 3 FLAG/non-FLAG split and composition



- FLAG**
- Purchased goods and services, and capital goods: **22.8%**
- Non-FLAG**
- Purchased goods and services (product): **9.1%**
 - Purchased goods and services (non-product): **22.8%**
 - Capital goods: **27.1%**
 - Fuel and energy-related activities: **3.2%**
 - Upstream transportation and distribution: **1.7%**
 - Employee commuting: **6.4%**
 - Investments: **4.1%**
 - Other: **2.8%**

Value chain emissions

Over the past year, we have carried out high-level Scope 3 modelling and engaged with our largest suppliers on setting SBTi targets.

This has helped us understand the levers that are available to us, and the expected changes that are outside of our control – for example, dietary change or decarbonisation of the grid. We have also modelled the potential cost and emissions impact if we then exert influence on these levers – for example, through the suppliers we work with, through our own menu design or through the choice of products that we buy.

We know that our top 100 suppliers account for 80% of our emissions from purchasing goods and services, and our top ten account for 36% of those, making the top suppliers a clear priority for us to try and address. Of the top 100 suppliers, 37 have either committed to or set SBTi-validated emissions targets, demonstrating their intentions to decarbonise. We will be prioritising engagement with the remaining major suppliers over the next year. We are also including climate-related clauses in our supplier contracts.

We are working to improve our data wherever possible. For some suppliers, this means moving from a spend-based calculation to volume-based calculation, and for our top suppliers, we will look to move from generic emission factors to real-world product carbon footprints wherever possible. This allows us to accurately reflect the progress they are making to decarbonise, and the decisions taken by our teams to reduce our footprint.



FLAG and non-FLAG emissions

Our Scope 3 emissions are made up of two types of emissions: those which come from forest, land and agriculture (FLAG) and those which come from the rest of the supply chain (non-FLAG).

For example, for our food products, we split the emissions into two parts. The emissions from any land that has been converted to agriculture from natural ecosystems, or from the way in which the land is managed (including fertilisers and pesticides, tilling, etc.), are FLAG emissions. The emissions from processing, packaging, transport, etc. are non-FLAG emissions.

Once our FLAG targets have been validated by SBTi, our existing Scope 3 2030 target of 58.1%/m² will only apply to our non-FLAG emissions. We will then start to report on our FLAG and non-FLAG emissions separately.

Our results for 2024/25 indicate that we are at an 11% absolute emission reduction in non-FLAG emissions, and 33% in FLAG.

Emissions intensity target to reduce Scope 3 by 2030 from a 2018/19 baseline year

58.1%/m²

Absolute reduction target to reduce Scope 3 by 2050 from a 2018/19 baseline year

90%

Decarbonising our estate

Targets and performance

Material issue
Energy

Target

Share of the 3,500 rooms created as part of our Accelerating Growth Plan (AGP) which will be low-carbon*

90%

Progress during 2024/25

Number of low-carbon rooms added

759

Number of hotels with solar panels by March 2025

196

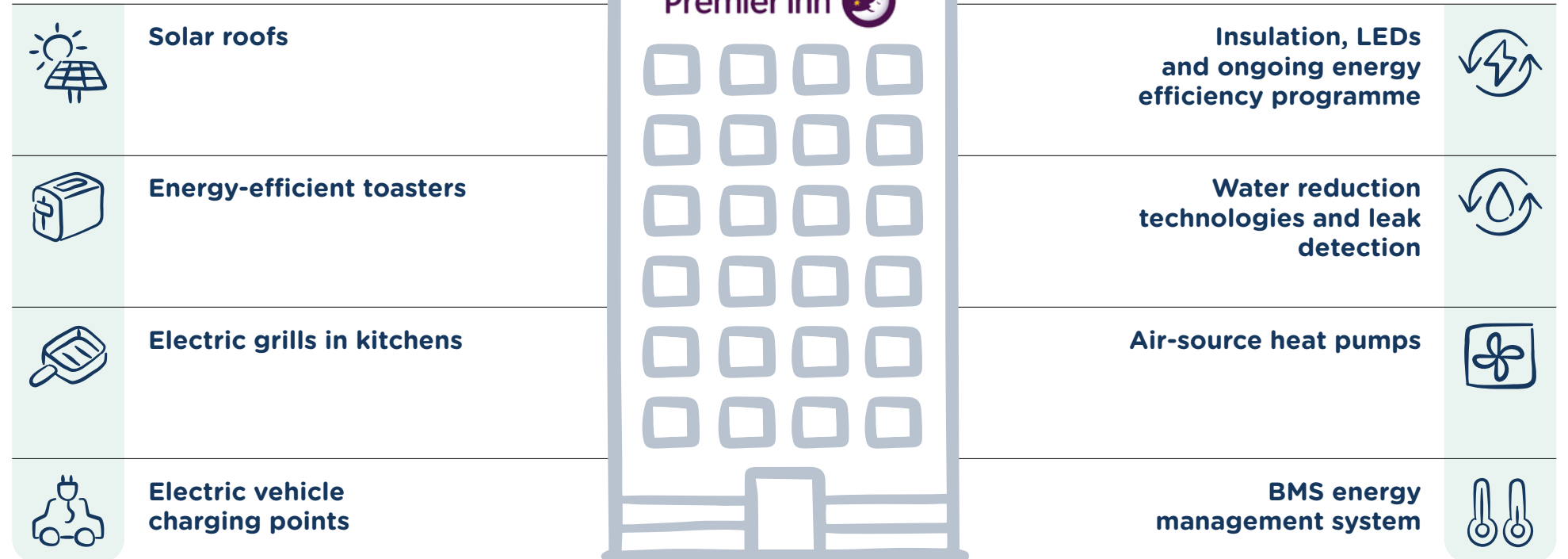
* 'Low-carbon' means that the hotels are powered by electricity backed by Renewable Energy Guarantees of Origin (REGO) and no gas or LPG is used for water and space heating and cooking.

More than 70% of our Scope 1 emissions come from gas and LPG-fuelled equipment for hot water, cooking and heating.

To achieve our SBTi-validated near-term and net zero targets, we must replace this equipment with technology that can be powered by electricity coming from renewable sources.

Our focus on decarbonising our hotel estate, one of the largest in the UK, has allowed us to become the hotel operator with the highest number of low-carbon rooms in the UK - 1,500 by March 2025.

100%
REGO-backed electricity



Decarbonising our estate continued

Our challenge

To decrease our reliance on natural gas, we must look to different technological solutions which can be powered by electricity, including air-source heat pumps. Using this technology is less of a challenge in our new builds, which are constructed to the highest energy efficiency standards, with the necessary water storage and electrical capacity incorporated as part of the design.

Decarbonising our existing hotels is more complex; we must remove existing equipment and install alternative technology, which requires far greater water storage capacity, high electrical capacity and more external equipment.

Our progress

We began our programme two years ago, and now have extensive data from the first six sites that were completed in 2023/24. This has allowed us to really understand the opportunities and limitations associated with their operation, the run costs, and their performance.

During 2024/25, we have completed a further 759 rooms, which are now running on a mixture of air-source heat pumps and other electrical solutions. The next year will allow us to get the data we need to understand how energy prices, weather and occupancy might affect the performance of different options. This, together with the insights we have already gained into the variables around installation costs, will allow us to improve our decarbonisation models.

Moving forward

This year we have built a complex model to understand the rate at which we need to decarbonise our existing estate to meet our 2040 target. With that now clear and agreed, we are working to refine our priority list of sites, looking in particular at those where the boilers are known to be nearing end of life and those running on LPG, as it has a higher emission factor than natural gas.

Accelerating Growth Plan

We have used our Accelerating Growth Plan (AGP) to speed up the decarbonisation of our estate. Within the framework of AGP, we are converting some of our underperforming branded restaurants into higher returning hotel rooms together with an integrated restaurant, which results in lower energy consumption. We are also electrifying the kitchen equipment in affected sites.

Some of the conversions require building extensions; in these cases, we do not add any gas-powered equipment. Further reductions are driven by removing LPG-fired equipment which is more carbon intensive than gas.

AGP will result in 3,500 new rooms, 90% of which will be low carbon, i.e. powered solely by REGO-backed electricity for space and water heating, with no gas connection.

Renewable energy

In 2024/25, we have installed photovoltaic solar systems at 15 existing sites in the UK and Ireland, bringing the total to 196. This means that almost a quarter of our hotels now generates electricity on site, totalling 3.8 GWh in the reporting year. It represented 1.1% of all electricity consumed by the Group in the UK&I.



Integrated restaurant at Premier Inn St Pancras

To reduce emissions associated with the grid, we procure REGO-backed electricity. REGO (Renewable Energy Guarantees of Origin) certify that the equivalent number of units of electricity purchased have been generated from renewable sources such as wind and solar. In 2024/25, 98.7% of all grid electricity consumed by the Group in the UK, Ireland and Germany was REGO-backed.

Kitchen electrification

We will continue electrifying kitchens across the estate, replacing our gas grills with electric grills. These have been extensively tested to provide the same great taste to our guests with the benefit of zero emissions when powered by electricity from renewable sources. All new breakfast rooms installed under AGP have only electric equipment and do not use any gas.

We have also trialled a new type of electric oven which not only replaces the gas grills, but also the fryer, with even greater energy efficiency meaning further carbon savings, as well as health benefits for guests due to reduced oil use.

Building greener hotels

Targets and performance

Material issue
Climate change

Targets

BREEAM Excellent for all future developments in UK&I since

2022

Low-carbon-only* new self-built hotels in UK&I from

2025

Low-carbon-only new hotels in UK&I built by developers from

2027

Progress during 2024/25

Number of hotels receiving BREEAM Excellent

3**

Number of new hotels receiving EPC A

100%

* 'Low-carbon' means that the hotels are powered by electricity backed by Renewable Energy Guarantees of Origin (REGO) and no gas or LPG is used for water and space heating and cooking.

** The other four new hotels are pending certification.

With our long-term target of 125,000 rooms from the current 86,000 across the UK and Ireland, we need to ensure that our growing real estate portfolio is resilient to physical and transition climate risks.

In 2024/25, we opened seven new Premier Inn hotels, all leaseholds, adding over 1,000 guest rooms to our UK network.

Among the newly opened hotels, three showcase Whitbread's leading development strategy - to repurpose underused buildings into high-quality, energy-efficient, all-electric hotels. For example, Cambridge City Centre (Lion Yard), a 125-bedroom hotel, was refurbished from a vacant office space. This allowed us to cut down on embodied carbon, maximise the lifespan of an existing structure and revitalise an underutilised urban building.

By prioritising refurbishment, we will also significantly reduce demolition waste. Our goal is to achieve a 75% reduction in construction waste.

In 2025/26, we plan to open four new hotels, all of which will be low carbon, i.e. powered solely by REGO-backed electricity for space and water heating. From 2025 onwards, all new self-built hotels will be low carbon, and from 2027, all hotels built on our behalf by developers (leases) will also be low carbon.

Of the last 80 hotels opened, 75 achieved an Energy Performance Certificate (EPC) rating of A or B, with 48 securing the highest A rating.

Since the introduction of BREEAM tracking in 2018, we have delivered 127 new hotels, with 78%

Embodied carbon tool

An embodied carbon tool, commissioned by the Property and ESG teams in 2024, is utilised to review and compare the circular economy score and the embedded carbon impact. The intention of this tool was for comparing potential options when trying to acquire sites. However, we have also applied it to assets we purchased earlier. By getting a direct carbon impact score of different design and construction options, our teams can choose the best solution.

For example, we have used the tool for our future London Moorgate hotel. Whitbread acquired 9-11 Angel Court in the City of London in 2021 which is formed of two existing office blocks in a pedestrianised area of the City. The local authority requested retention of the existing facade. Our team was able to propose an optimal scheme for the site which minimised overall construction while still achieving commercial objectives.

achieving a BREEAM rating of Very Good or higher, including 14 rated Excellent and one Outstanding. Recognising the growing importance of sustainable design and construction, we updated our specifications in 2022 to target BREEAM Excellent for all future developments, both freehold and leasehold.

In Germany

Beyond the UK, the business is growing strongly in Germany where it is aiming to be the number one hotel operator. Since 2020, all 14 new-build hotels, including two in 2024/25, either have received or are pending sustainable building certification (BREEAM, LEED or DGNB). One of them, the Premier Inn Karlsruhe City Am Wasserturm, a leasehold, is in a building which meets the requirements of the EU Taxonomy, as certified by DGNB.

All our new hotels in Germany have electric vehicle charging points, with at least four per site. At least a quarter of all our existing German hotels have electric charging, and all of them have bicycle racks. With good transport links and situated in or near city centres, our hotels allow guests to be less reliant on cars.



Cambridge City Centre

Building greener hotels continued

“Our main approach to development is to retain existing structures as far as it’s feasible and commercially viable. This allows us to not only revitalise unused spaces, but also to prevent tonnes of carbon dioxide from being released into the atmosphere during construction.”

Alex Flach,
UK and Ireland Development Director, Whitbread PLC

New-build hotels	FY2023/24	FY2024/25
Number	7	4
Rooms	1,538	548
Total investment, £ million	224.7	64.8
Number of hotels with EPC A	7	4
Number of hotels with BREEAM Excellent	1	2

New hotels in repurposed buildings	FY2023/24	FY2024/25
Number	—	3
Rooms	—	494
Total investment, £ million	—	88
Number of hotels with EPC A	—	3
Number of hotels with BREEAM Excellent	—	1



Construction of Premier Inn Cork

Biodiversity Net Gain

As part of the AGP workstream delivering new rooms into our estate, we are working with local planning authorities to meet their Biodiversity Net Gain (BNG) requirements. We are delivering an improved environment on all sites where we are required to, c.20% of the programme. As part of this, we will be adding approximately 300 new trees to our estate, plus a range of native wildflower and hedgerow species to encourage biodiversity while providing shelter and nesting locations for wildlife.



Accessing lifecycle carbon at 5 Strand

In 2022, Whitbread acquired a partly demolished office building at 5 Strand, off Trafalgar Square in London, with the plan to develop a 693-bedroom hub by Premier Inn. The £200m+ investment underlines our commitment to bring affordable hotel rooms into the heart of London and other major UK cities.

In line with our commitment to reduce our operational emissions (Scope 1 and 2) to zero by 2040, the hub at 5 Strand will be low-carbon, i.e. powered solely by REGO-backed electricity, and no gas or LPG would be used for heating or cooking.

We also aim to design a building that achieves BREEAM Outstanding.

The embodied carbon target of the development is 744 kgCO₂e/m² with a commitment to reduce it further.

Embodied carbon target of 5 Strand
744 kgCO₂e/m²

Driving water efficiency

Targets and performance

Material issue
Water

Targets

Reduction per sleeper by 2030 from a 2019/20 baseline year in UK&I

20%

Progress during FY2024/25

Reduction per sleeper from a 2019/20 baseline year in UK&I

14.2%

Sites with low-flow kits installed in the UK&I

200

Rooms with low-flow kits installed in the UK&I

23,399

The hospitality industry is a high user of water, reported as using up to eight times that of local populations. As such, hospitality businesses have a clear responsibility to practice water stewardship. Yet water efficiency is also a way to future proof our business.

Having set a target to reduce water use by 20% per sleeper by 2030 across our UK&I estate, we have made significant progress during 2024/25 and are on track to hit our target, whilst preserving the quality of our guest experience.

Our challenge

Water scarcity is an issue across the world, and many parts of Europe are already facing water shortages, with an additional five billion litres expected to be needed per day across the UK alone by 2050. The impact of climate change brings uncertainty and unpredictability with regard to availability of water.

In contrast to previous years, 2024/25 saw generally wet weather and no drought orders across the UK. This is of course positive from a perspective of water availability, but uncertainty of future supply, leading to restrictions on development in some areas, combined with rising prices, reinforces the need to reduce usage wherever possible.



Low-flow 2 litre per minute tap at Premier Inn Swindon

Our progress

We have worked closely with water companies to help identify sites to target with our water reduction measures, with areas of water stress one of the key priorities. In 2024/25, we hit a 14.2% reduction in water use per sleeper from a 2019/20 baseline year and a 4.6% reduction per sleeper from 2023/24, exceeding our plan. Overperformance of our shower head project, which we started last year, has been the main factor.

Our water-efficient shower heads have the most impact in sites with extremely high pre-reduction flow rate, up to 20 litres per minute. Bringing it down to 8 litres per minute results in higher than average savings, while our guests say they still get a great shower.

We are exploring alternative solutions which could further increase our water saving, as well as continuing to roll out low-flow taps and toilet cisterns.

Overperformance on water reduction also means that we used less energy for heating water, resulting in financial and carbon savings.

Average water consumption per sleeper at UK&I Premier Inns in 2024/25

123 litres

Rooms completed with low-flow kits in the UK&I by March 2025, since the project commenced



Rooms completed: **33,784**
Rooms remaining: **52,200**

Driving water efficiency continued



The business case for water efficiency

With the start of the 2025-2030 UK water industry Asset Management Period (AMP8), attention is firmly placed on the price increases from April 2025 onwards. These increases are driven by a range of factors including the need for water companies to meet new environmental requirements, for example by upgrading over 2,300 storm sewers to reduce the incidence of sewage spills each year. The price rise will also support key programmes like the rollout of smart metering and efforts to support DEFRA's 9% consumption reduction by 2037/38 (from a 2019/20 baseline) target for the non-household sector (Plan for Water, 2023).

The water-efficient interventions in our sites have largely mitigated the steep increases in water prices seen over the past year.

We also obtain funding contributions from water companies to help reduce the amount of investment required from us to install water-saving kits. Using less water not only benefits us, but also water companies that are trying to better manage their resources and reduce demand. In partnership with Waterscan, we have been able to negotiate with some of the water companies to contribute funding to the delivery of the rollout across our estate.

Germany performance

In Germany, as in the UK, we have been actively working to reduce our water consumption. All 62 open Premier Inn hotels are fitted with new water-efficient hand-held shower heads.

We estimate that this will result in a saving of more than 81 million litres of water per year over the previously installed shower heads, the equivalent of 32 Olympic-sized swimming pools, with extensive cost savings due to the reduced hot water use. In addition, our new-build specification also incorporates a water-efficient rainfall shower head.

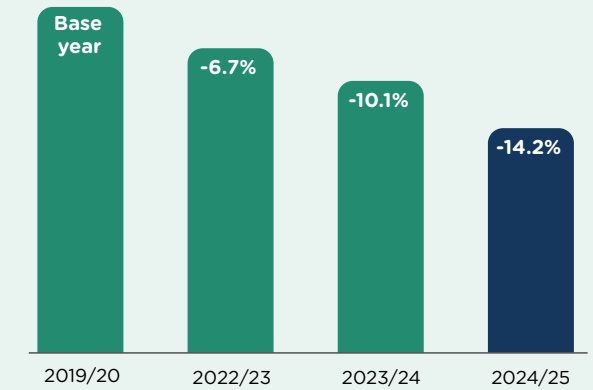
As many hotels in Germany have been converted from other operators, the specification of the existing shower heads varies between sites, meaning a one-size-fits-all solution for the rainfall shower, as in the UK, has not been possible. However, over the next year we intend to test potential solutions and develop a plan to reduce water use without impacting guest experience.

Water withdrawal and discharge

100% of our water is sourced through water companies and we do not directly abstract any water. According to the WWF Water Risk Filter, 38% of our withdrawals are from water-stressed regions. However, the risk can be even higher - up to 60%, according to the Environment Agency's classification of water stress updated in 2021.

Operationally, we align our risk to Wholesaler Water Resource Management Plans published in a 5-year cycle with a 50-year view. These are completed by the suppliers and have more data than the WWF Water Risk Filter on demand, population growth, new developments and climate modelling specific to the UK.

Water reduction per sleeper



Almost all of our discharges are also to third-party wastewater treatment plants, except for 14 on-site wastewater plants that are permitted by the Environment Agency. Our wastewater is domestic and we anticipate that our discharges will increase by around 10% over the next five years, driven by an increase in facility expansion, even though our existing estate will be more water efficient.

All our sites have grease retention units fitted and we do not deliberately discharge fats, oils and grease which can be damaging to the sewers and the aquatic environment. Our used cooking oil is collected by an external party and turned into biodiesel, saving 88% of carbon compared to mineral diesel.

Minimising waste

Targets and performance

Material issue
Circular economy

Targets

Reduction in food waste by 2030 from a 2018/19 baseline in UK&I

50%

Waste diverted from landfill

100%

Progress during FY2024/25

Reduction in food waste from a 2018/19 baseline in UK&I

31.3%

Waste diverted from landfill

99.3%

Meals donated to charities in the UK

137,092

The hospitality sector generates significant amounts of waste through daily operations. We are working towards circularity which not only reduces costs, but also conserves finite resources and decreases emissions.

Our challenge

Over the past year, we have prioritised waste segregation, recognising that good segregation reduces costs, mitigates the risks from the ever-increasing regulatory requirements over the coming years, and has huge environmental benefits. Good segregation starts with the products we buy, and we are starting to ask the right questions at the procurement stages to ensure that end of life is a key consideration.

Food waste isn't just a moral issue; it's an environmental and economic crisis. Almost a third of all food is wasted, meaning land, water and energy are used unnecessarily to grow, process and transport it. This wasted food contributes 8-10% to global greenhouse gas emissions.

At Whitbread, if we meet our target of halving food waste by 2030, we could save more than £5m annually. In 2023/24, we established a cross-functional working group involving Procurement, Restaurant, Sustainability and Logistics teams to tackle this target holistically.

Our progress

Over its first year, this working group has been focused on improving our understanding of waste, and raising awareness among colleagues across the business, including:



- Data improvement:** As more and more vehicles are fitted with weighing capability, our data becomes increasingly accurate. We use it to generate stronger insights into our sites' waste management. We have also introduced Winnow AI technology at five sites, to identify key products being wasted. Through camera-enabled food bin, Winnow automatically identifies and measures each food item put into it. The insights from this will help optimise menu planning, portion sizes and ordering practices.
- Team engagement:** Achieving our target requires our team members to segregate waste correctly and adopt best practices for stock rotation and precise preparation. As well as ensuring they have the information and resources to manage waste properly, we have also released an updated training module on recycling, which teams will have completed ahead of the Simpler Recycling legislation in England. In addition, we have built a campaign to remind our teams why we care, and what they can do, which is now visible throughout kitchens across our estate.

- Redistribution:** While some food waste is inevitable, we are committed to donating excess food wherever possible. Depots use FareShare and other organisations for redistribution, and in 2024/25 we donated 57.6 tonnes, supporting almost 800 charities. However, site-level redistribution remains impractical except in emergencies. That is why we've successfully trialled the sale of surplus breakfast items through the Too Good To Go (TGTG) app at ten sites with potential expansion to 600 sites. TGTG users collect food at a predetermined time, normally towards the end of service, at a reduced price.

The efforts of our working group and site teams allowed us to cut our food waste by 31% in 2024/25 from our 2018/19 baseline, making significant headway towards our target. This number does not include the waste incurred due to a cooling system failure in one of our partner's warehouses in December 2024, which we have treated as an exceptional event. Including the incident, our progress against target would stand at 26.5%.

Minimising waste continued



Keeping in the loop

As we update our furniture and equipment, we strive to ensure that these items remain in use.

We have partnered with BPI to give our catering equipment a second lease of life. Through auctions, we have facilitated the resale of over £300,000 worth of Whitbread assets, helping both emerging businesses and established operators access high-quality equipment at affordable prices.

Additionally, 1,500 kg of furnishings from the Premier Inn in Glasgow City Centre were uplifted by our charity partner, Multibank, and we are exploring ways to expand this initiative.

Since 2022, we have also donated 2,000 mattresses and sofa beds to Hope & Aid, supporting temporary shelters in war-torn regions of Ukraine.

Plastics commitment

In 2022 we set a target to eliminate single-use plastics by 2025. Due to the lack of consistent product-level data to allow us to baseline and monitor progress towards it and recognising that single-use plastics are just one part of the problem, we've restated our target to take an end-to-end approach to waste. Our new commitment will see us work closely with our waste partner to identify the items that are most material to Whitbread, and with suppliers to find solutions.

New commitment

We commit to reducing plastic wherever possible across our hotels, restaurants and associated supply chain.

Key actions

Eliminating problematic plastics:

As defined by the UK Plastics Pact, this includes removing single-use plastics where viable alternatives exist.

Preventing unrecyclable packaging:

Avoiding non-essential, hard-to-recycle materials from entering our operations.

Minimising virgin plastic use:

Encouraging suppliers to incorporate at least 30% recycled plastic wherever possible.

Collaborating with suppliers:

Working together to find sustainable alternatives.

Progress highlights

Trialled PVC-free clingfilm, set to eliminate over six tonnes of problematic plastic.

Partnered with a new cleaning chemical supplier, cutting plastic waste by nearly 80%, through streamlining ranges and purchasing concentrated products.

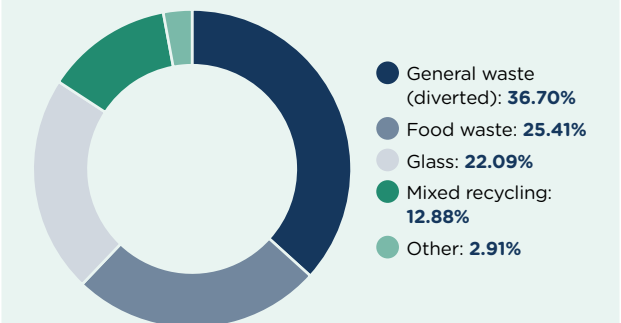
Moving forward on waste

In 2025/26, we intend to focus on how we forecast and order food, recognising that we have a diverse estate, and different brands and sites will have different needs. We are looking to expand our trials with more partners, particularly in the redistribution space. We are going to continue to drive team member engagement, focusing on best practices, both in food preparation and waste segregation.

We know that our sites' management of waste is arguably their biggest direct area of influence when it comes to sustainability, and so we are making sure they hear about its importance at every turn. We are working closely with our waste partner to ensure that, over the coming year, sites have access to the data they need, and managers at all levels will hear about the successes and challenges that we see across the estate.

We also want to expand that engagement to our guests, recognising that we are on a journey and that our guests are key to our success.

Waste composition in 2024/25



Responsible sourcing

Targets and metrics

Material issue
Supply chains

Targets

Share of our suppliers risk assessed for inherent human rights risk

100%

No-deforestation across beef, our primary deforestation-linked commodity, by

December 2025

Share of RSPO-certified palm oil in own branded products by the end of 2025

100%

Progress during FY2024/25

Share of our suppliers risk assessed for inherent human rights risk

100%*

Share of RSPO-certified palm oil in own branded products

73%

Our business is part of complex global supply chains. As a large buyer, we are trying to drive a market for more sustainable products, especially in food and beverages. We have an established strategy in place, backed by a series of policies covering human rights, animal welfare and critical commodities, and use third-party audits and certifications to gain transparency in our value chain.

Governance process

Responsible sourcing strategy and policy development is driven by the Sustainability team reporting to the Group's General Counsel, a member of the Executive Committee, who regularly updates the Board.

In preparation for the incoming European Union Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD), and in response to the German Supply Chain Act (GSCA), the team has made significant improvements in risk assessment, supplier contracts, data management and compliance.

* Due to a temporary disruption with one of our key UK suppliers prior to Christmas 2024, we had to temporarily source some food and consumables from UK supermarkets and retailers as a contingency measure. Apart from this, we maintained our target of assessing 100% of our suppliers for inherent human rights risk.

Adherence to the policies and procedures, as well as supplier engagement, lies with the Procurement team in the Property and International function, led by its Managing Director, who is also part of the Executive Committee.

Both teams work closely together to ensure that our standards are implemented across the value chain. We are introducing responsible sourcing clauses to all supplier contracts, while our staff undergo regular training on relevant issues.

Our suppliers

In 2024/25, we purchased goods and services to support our UK and Ireland business directly from over 2,600 suppliers (also known as Tier 1 suppliers), while our German business is supported by more than 1,500 Tier 1 suppliers. Most of them are manufacturers of finished products (e.g. beds and furniture), food processors, construction contractors, and providers of services (e.g. technology and laundry). C.90% of our Tier 1 suppliers were based in the countries of operation. We had 22 critical, i.e. highly important, suppliers for the UK&I business, and six for Germany.

Over the next year, we will be changing the way we procure food and consumables in the UK. Instead of having a network of suppliers, we will use a single supplier, one that is aligned with industry best practice and can help us to realise significant cost efficiencies. We are confident that in working with our new partner we will continue to evolve the robust responsible sourcing standards we have set on human rights, animal welfare and environmental protection.

SBTi no-deforestation commitment

Despite the change in food procurement, we will continue to source a portion of key lines, especially beef and poultry, directly from suppliers. In 2024, we committed to a no-deforestation policy for our primary deforestation-linked commodity, beef, in line with the current SBTi guidelines, with a target date of 31 December 2025.

However, we know that to significantly reduce our impact on ecosystems we need to evolve the menus in our hotels and branded restaurants.

Risk assessment

Our risk assessment process consists of two key stages: inherent risk assessment and actual risk assessment. During inherent risk assessment, we identify high-risk sectors and geographies within our supply chain. Once an inherent risk assessment is carried out, we move on to the actual risk assessment to identify high-risk suppliers.

We mandate an ethical audit (SMETA or BSCI) of critically important suppliers conducted by an independent auditor. If the auditor identifies major issues, we work with the supplier and the auditor to resolve them. Over the last financial year, 51% of the issues identified and resolved were related to health, safety and hygiene.



See our Modern Slavery Act Statement for more details.

Responsible sourcing continued

Animal welfare

Since 2023, we have achieved a step change in our approach to animal welfare. All primary protein, aquaculture and eggs are sourced to the approved schemes list. Our policy sets the expectation that all parts of the supply chain are certified to a recognised and accredited farm assurance scheme as a minimum prerequisite to supply.

Eggs

Since 2020, 100% of our shell eggs have been sourced from cage-free hens. We are working towards a target of 100% of ingredient eggs used in our own recipes being sourced from cage-free hens by 2025, compared to 85.4% this year. To achieve this target, we have not allowed any new product development containing caged eggs as an ingredient to be signed off during the design phase.


Beef

100% of our raw beef and lamb range is sourced in the UK and Ireland, where it is produced to a recognised farm assurance scheme.

Palm oil

In 2018, we set a target to achieve 100% RSPO-certified palm oil in own branded products in 2025. In 2024/25, we reached 73% (70% in 2023/24). Although, based on the trend, we will likely miss our target, we remain committed to sourcing palm oil responsibly and will be working with our new wholesale partner to strengthen our sourcing standards.



 A chef at Bar & Block Kings Cross

Compliance with EU legislation

Premier Inn Germany has worked on aligning its operations with the requirements of the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz). Whilst at the time of reporting the new German government indicated that the act, effective from 2023, would be abolished, this work prepares us for the incoming CSDDD and EUDR.

The act imposes obligations on companies to prevent human rights violations in their supply chains. This includes:

- Strengthening our due diligence processes to identify and mitigate risks related to human rights violations, environmental harm and unethical business practices in our supply chain;
- Enhancing our reporting mechanisms to ensure that any risks identified are addressed and that corrective actions are taken as required; and
- Engaging closely with our suppliers to ensure that they adhere to the highest human rights standards, including respecting workers' rights and environmental regulations.

We are also strengthening partnerships with the Roundtable on Sustainable Palm Oil (RSPO), FSC/PEFC and Rainforest Alliance to source our key commodities to internationally accredited standards.

Opportunity



At Whitbread, we strive for all our team members to reach their potential, and work hard to retain our warm welcome, our passion and our pride.

Inside this section

- 28 Talent management and training
- 29 Opportunities for disadvantaged youth
- 30 Engagement and wellbeing
- 31 Progress on diversity and inclusion

Strategic lever

Social mobility

We create employment opportunities for all, with no barriers to entry and no limits to ambition.

Headline targets

45%

Female representation in our leadership population in 2026

10%

Ethnic minority representation in our leadership population in 2026

Talent management and training

The hospitality industry is one of the most socially productive as it hires across society. We provide employment opportunities in hundreds of local communities, taking a structured approach to talent development.

In 2024, we extended our structured approach from our leadership population and management groups within the Support Centre to encompass the entire Support Centre. This expansion enables proactive career conversations, talent calibration and tailored action plans for approximately 1,500 colleagues.

A structured talent cycle provides a clearer view of our succession pipeline and capability, allowing us to identify key talent and areas for development investment. At the same time, we are committed to creating opportunities for everyone, actively working to remove barriers to employment – particularly for young people who may face challenges accessing work.

As a result, our development agenda focuses on three areas: careers in Operations; Support Centre development; and opportunities for disadvantaged young people.

Number of apprenticeships in learning in Operations and Support Centre in 2024/25

>750

Progressing careers in Operations

Supporting internal career growth through structured development programmes and apprenticeships

Each year, we need to develop around 800 managers internally to meet our resource needs. To support this, we offer a suite of management development programmes designed to build both technical and behavioural skills at all management levels in Operations. These programmes follow a blended learning approach, incorporating face-to-face workshops, online learning, on-the-job training, role-holding periods, and reflective practice.

Support Centre development

Providing tailored development opportunities for Support Centre colleagues

All of our Support Centre teams have access to a Personal Development Plan and our Get Set Grow development offer, which encompasses core skills, technical skills and personal growth to ensure our team can grow, develop and be their best. In 2024, we ran regular monthly workshops and dedicated Get Set Grow weeks. We also completed the first cohorts of our Senior and Future Senior Leader development programmes.

Apprenticeships in learning

We offer apprenticeships at every level in Operations and Support Centre

We have widened our Support Centre offer to include over 20 different apprenticeships. We also offer apprenticeships at every level in Operations, from Level 2 Hospitality Team Member to Level 5 Operations Manager. Currently, we have over 750 apprentices in learning, with more than 300 successfully achieving nationally recognised qualifications this year. Our commitment to apprenticeships has earned us external recognition, including being ranked 24th in the Top 100 Apprenticeship Employers and ninth in RateMyApprenticeship. Additionally, we received a high commendation from the Multi-Cultural Apprenticeship Awards.



Sarah – Level 3 Apprenticeship, Housekeeper, Premier Inn Waterloo

Sarah has been with the Company for 11 years and wanted to progress in her career. She saw others completing the Level 3 apprenticeship and advancing, which motivated her to enrol. She was also driven by a personal desire to learn and develop. Since completing the apprenticeship, Sarah’s confidence has grown, and she has taken on additional responsibilities, including becoming a representative for our employee forum, Our Voice.

“It was great that if you didn’t have maths and English functional skills, you could complete them through the apprenticeship. The off-the-job training was fantastic because it pushed me to explore different areas of the business, including the restaurant. It helped me understand the bigger picture beyond my department. The biggest skill I gained was learning to run and supervise a team – something I hadn’t done before. Now, my colleagues look to me for support and leadership, preparing me for my next role.”

Opportunities for disadvantaged youth

We continue to expand opportunities for young people facing employment barriers through targeted programmes.

- **Barnardo’s Care-Experienced Young People Pilot:** Supporting young people leaving care.
- **Work Experience:** Offering placements to help young people gain workplace exposure and skills.
- **Thrive:** Providing opportunities for individuals with special educational needs.



Supporting the future for young people with Special Educational Needs



Whitbread’s investment in each individual in partnership with Barnardo’s

£2,000

The number of supported internships for people with special educational needs in 2024/25

25

Barnardo’s

We have partnered with Barnardo’s, a UK-based charity that supports vulnerable children and young people, to develop a ten-week pre-employment programme aimed at helping care-experienced young people get meaningful jobs and careers with Whitbread.

In 2023, more than 13,000 young people in England left the care system on their 18th birthday. Alarmingly, 39% of care leavers aged 19 to 21 were not in education, employment or training – compared to just 13% of all young people in that age group. Additionally, care leavers account for 25% of the adult homeless population, and nearly a quarter of adults in prison have previously been in care.

Our programme helps bridge this gap by building skills and confidence in areas such as customer service, communication, work experience and interview practice. The goal is to secure permanent employment for participants at a local Premier Inn upon completing the programme. We invest £2,000 per individual to support their journey into work.

We have run two pilot programmes with Barnardo’s in Glasgow and Birmingham, with 23 young people participating to date. So far, eight have secured employment or are awaiting a suitable role. Our long-term ambition is to build internal capability and knowledge to attract, hire and develop care-experienced young people directly and at scale.

Supporting young people with special educational needs

We are equally committed to removing employment barriers for young people with special educational needs (SEN). Currently, only 4.8% of people with learning difficulties in the UK are in paid employment. There are over 1.6

million pupils with special educational needs, and the Government has pledged to help 1 million more people with disabilities into work by 2027. Achieving this requires the combined expertise of specialist colleges and employers.

We have two long-standing partnerships with SEN colleges through the Thrive programme: Derwen, established in 2013, and Hereward, set up in 2019. Thrive offers students with complex needs the opportunity to develop essential life skills – such as cleaning and bed-making – to support independent living. Additionally, students nearing employability take their first steps into work, with the potential to transition into supported internships and employment with us.

Both colleges have a small ‘Premier Inn’ setup with three bedrooms, a reception and a housekeeping area. This provides a safe, simulated environment for students to practice hospitality skills as part of their qualifications.

Over the first ten years of these partnerships, 30 students have moved into employment with us. In 2023, we committed to scaling up our impact by expanding our partnership model to facilitate 100 supported internships per year. To achieve this, we established HTS, a new body in collaboration with Hereward College, to onboard additional college partners. In 2024, this expansion led to new partnerships with colleges in Lincoln and Liverpool. As a result, 25 people will complete a supported internship through one of our college partnerships this year.

Our Thrive programme was awarded the Inclusive Recruitment Award at the Disability Smart Awards in April 2024, showcasing our commitment to providing opportunities for individuals with special educational needs.



Warren – Maintenance Team Member and Housekeeper, Premier Inn Birmingham Exchange

Warren participated in a Barnardo’s work placement and successfully secured a permanent role. He now works across two sites as a Maintenance Team Member and Housekeeper. His Hotel Manager, Charlotte, remarked: “He was so good there was no way I couldn’t give him a job.”

Warren shared: “I’ve never been closed off to an opportunity, and there was a guaranteed job at the end. During work experience, I got to try everything, including the restaurant. At the end, I mentioned I was interested in maintenance, and they made sure there was something for me. They’ve also told me about qualifications I can gain in this role, and I plan to earn as many as I can.”

Engagement and wellbeing

Strong engagement and wellbeing within our teams are vital in delivering a great experience for our guests. We have three engagement mechanisms in place: our survey, Your Say; our elected employee forum, Our Voice; and our more ad hoc All Ears programme to deep dive into specific business issues.

We recognise that listening is only one facet of employee engagement and there are several other strands that are important to our teams, which we believe help differentiate us in our sector. We pay all our teams ahead of the National Living Wage and National Minimum Wage, with additional pay for progressing skills, as well as investing significantly each year in recognition and celebration across the business to reinforce our culture.

Share of UK&I employees who responded that they would recommend Whitbread as a place to work

72%

Share of UK&I employees who responded that they feel proud to work for Whitbread

73%



Employee listening

We follow a structured listening calendar, allowing us to gather employee feedback throughout the year. This schedule ensures that themes identified in survey data can be explored in qualitative forums with our teams. In Germany, employee listening follows a different cadence, reflecting the scale and maturity of the business, but remains a key driver of action in 2024.

Our workforce remains highly engaged, with stable employee advocacy levels over the past two years. Our Your Say survey results continue to be positive, with many scores exceeding 80% on key questions.

Employees report feeling valued by their managers, well trained, equipped for their roles and enthusiastic about their work.

Over time, we have steadily improved response rates by refining our survey and communication approaches. In 2024, we received record participation, with responses from over 27,000 employees (more than 80% of our workforce).

Our Voice is our elected employee forum, acting as our key qualitative listening vehicle and fulfilling several statutory roles with respect to the Corporate Governance Code, Health & Safety consultation and any broader formal consultation required with our people. Our Voice representatives meet with their divisional or Support Centre leaders four times a year, come together nationally twice a year, and meet directly with the CEO and Chief People Officer (CPO) on an annual basis to hear about business performance, share ideas and raise questions.

Support through change

The hospitality industry faces ongoing challenges with recruitment and retention, often due to demanding work environments, flexible shifts and long hours. As a result, we prioritise the mental, physical and financial wellbeing of our teams, recognising its direct impact on morale, absenteeism and overall engagement.

In 2024/25, we implemented structural changes to improve efficiency, accelerate decision making, and clarify responsibilities. Change can be unsettling, so we prioritised supporting affected employees by providing access to our wellbeing resources and external partners.

More broadly, we continue to focus on wellbeing, offering multiple support mechanisms to help employees with mental, physical and financial health. The CPO also regularly reports to the Board about wellbeing across the business.

We collaborate with trusted partners, Health Partners and Hospitality Action, to provide expert advice and support, complementing our internal initiatives. Over the past year, we have:

- Delivered an ongoing financial education programme;
- Expanded our network of mental health first aiders;
- Launched a new whistleblowing service, Speaking Out;
- Redesigned our Dunstable office to include a dedicated wellbeing space;
- Maintained our Wellbeing Wednesday communications to provide regular advice and support; and
- Provided employees with access to Spectrum Life, a wellbeing app developed with Hospitality Action. The app offers tools such as a digital fitness programme, nutrition guides, wellbeing e-learning, meditation and podcasts.

Grievance mechanisms

We ensure that employee concerns are addressed through multiple channels:

- Informal support via line managers;
- Formal grievance policy application; and
- Independent whistleblowing service through Safecall.

We deal with each case individually, as well as analysing trends to shape our future activity.

By maintaining open lines of communication, investing in wellbeing and recognising employees' contributions, we continue to build an engaged and motivated workforce that drives business success.

Progress on diversity and inclusion

Targets and performance

Targets

Female representation in leadership population* in 2026 NEW

45%

Ethnic minority representation in leadership population* in 2026 NEW

10%

Progress during 2024/25

Female representation in leadership population*

39.5%

Ethnic minority representation in leadership population*

9.3%

* Leadership population is defined by all Head Of/Director roles that are UK based.

NEW **New target**

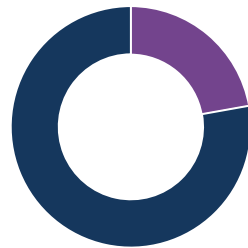


Read more about how we foster an inclusive culture in our Gender & Ethnicity Pay Gap Report 2024

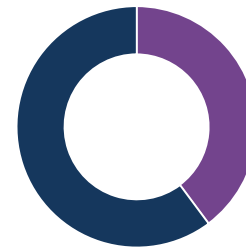
We have surpassed our original 8% target for representation of ethnic minorities in our leadership population, while our gender diversity efforts have resulted in increasing the share of women in our leadership population by 8% in five years. We have set more stretching targets for 2026.

Gender¹ in 2024/25

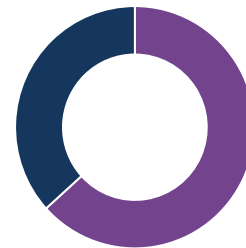
Executive Committee



Leadership population

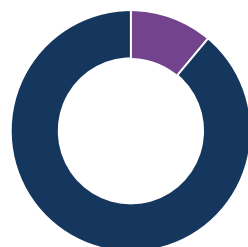


Organisation

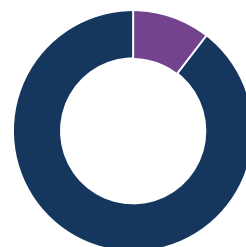


Ethnicity² in 2024/25

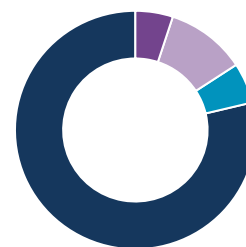
Executive Committee



Leadership population



Organisation



Our eight D&I commitments

We hold ourselves accountable to eight D&I commitments.

Diversity

- Target 45% female and 10% ethnic minorities representation in our leadership population by the end of 2026.
- Internal targets for greater ethnic diversity in middle management through stringent recruitment practices designed to mitigate bias.
- Invest in a diverse talent pipeline to ensure equitable promotion opportunities.
- Leverage data and insights to better understand individual employee experiences.

Inclusion

- Equip teams with D&I fluency through mandatory training and an accessible D&I hub with learning resources.
- Amplify the voices of minority groups by sponsoring employee networks and forums.
- Ensure policies and practices are inclusive of minority groups.
- Celebrate key cultural and awareness events throughout the year.

1 As an inclusive organisation we recognise all gender identities and understand that not all of our team members will identify as male or female.

2 The information provided for ethnicity is discretionary and not all employees, including within the leadership population, have chosen to share their ethnicity with us. 89.5% of our employees have chosen to share their ethnicity with us.

Progress on diversity and inclusion continued

Employee networks

Our inclusion networks play a vital role in raising awareness, shaping policy and fostering education within the business.



Our Gender Equality Network promotes equality for women, focusing on career and development, gender-related health, and family and flexibility.

We hosted the third edition of our 'International Women's Day Superhero' awards across Operations and the Support Centre.

We are on track to receive Menopause Friendly Employer accreditation, and have introduced menopause support guides in

seven languages



GLOW aims to make Whitbread the most inclusive employer in hospitality for sexual orientation, gender identity and gender expression.

Shortlisted in the **Top 15**

for Network Group of the Year at the **British LGBT Awards 2025**

Whitbread placed **Tenth**

in the Stonewall Workplace Equality Index, earning **Gold Employer status**



We **supported Muslim colleagues during Ramadan**, providing managers with guidance on how to support fasting employees.

As part of our office refurbishment, we introduced **multi-faith rooms**.

During **Black History Month**, we promoted **Black-owned businesses** near our Support Centre in Dunstable.

REACH was listed in the **Top 15**

network groups at the **Investing in Ethnicity Awards 2024**



We celebrate and support our employee network, which supports our aim to be an inclusive hospitality business for people living with hidden and/or visible disabilities.

We won the **Inclusive Recruitment award at the Disability Smart Awards 2024** for our Thrive programme

15 years as one of the UK's top employers

In January 2025, Whitbread was recognised as one of the UK's best places to work by the Top Employers Institute, marking our 15th consecutive year achieving this accolade. The Top Employers Institute benchmarks organisations across the UK, certifying them based on its HR Best Practice survey, which covers 20 areas including People Strategy, Work Environment, DE&I, Wellbeing and Sustainability. In 2025, we scored above the external benchmark with the below areas coming out on top:

People Strategy:

100%

(13.5% above external benchmark)

Diversity, Equity and Inclusion:

95.7%

(15% above external benchmark)

Sustainability:

100%

(12% above external benchmark)

Employer Branding:

100%

(10.5% above external benchmark)

Community



As the UK's largest hospitality business, we can impact the nation's health by offering better food choices and investing in children's wellbeing.

Inside this section

- 34 Towards healthier nutrition
- 36 Charitable activities

Headline targets

20%

Calorie reduction by the end of 2024 from a 2017 baseline in UK&I

£3m

Raised annually for our charity partner GOSH

Strategic lever

Economic contribution

We contribute to economic growth in the UK and Germany by creating jobs, supporting social mobility, paying taxes, investing in local development and regeneration, and helping people stay active and reach their potential.

Towards healthier nutrition

Targets and metrics

Material issue

Product safety and quality

UK Government targets

Calorie reduction by the end of 2024 from a 2017 baseline

20%

Salt reduction by the end of 2024 from a 2017 baseline

20%

Our progress in 2024/25

Average calorie reduction from a 2017 baseline in UK&I

3.1%

Average salt reduction from a 2017 baseline in UK&I

21.2%

We own some of the most recognisable restaurant brands whilst our integrated restaurants support our core hotel offering. As a responsible hospitality business, we are committed to serving safe, tasty, quality food that meets our guests' needs for every occasion.

Our challenge

Nutrition and the broader wellbeing of our guests lie at the core of Force for Good. We engage with a wide range of stakeholders, including supply chain partners, trade bodies, the UK Government and nutrition expert organisations, to keep up to date with best practice and the latest nutrition developments so that we can make the most well-informed decisions for our business.

We commissioned the Institute of Grocery Distribution (IGD) to conduct independent research on nutrition and health activities in the marketplace and consumer research on people's understanding of healthier menus, the appeal and dish range on children's menus and the level and clarity of information available to help them make informed choices.

In early 2024, further independent research was carried out with young families to understand the needs of parents when visiting our restaurants as well as those of their children, including not only menu development, but also the restaurant environment and overall experience. Both research findings informed our Food and Health Strategy and our policies and activities that underpin it.



Guests selecting their breakfast at Premier Inn Kings Cross

Our progress

Since 2015, we have upheld our public commitment to continually improve the nutritional value of our menus by supporting the UK Government's sugar, salt and calorie reduction programmes. To date, we have made average reductions across all our menus of 21.2% for salt (baseline 2017), 24.7% for sugar (baseline 2015) and 3.1% for calories (baseline 2017).

Whilst we recognise that more work has yet to be done on calorie reduction, the UK Government reported in 2024 that there had been limited progress achieved by industry as a whole, with a 2% reduction for main meals and 0.9% reduction for children's meal bundles. The new time frame for the Government target was therefore extended to the end of 2025.

Our 3.1% average calorie reduction is lower than the previous year (4.3%) as our analysis now includes the menus from Bar & Block and Premier Inn where historically our reporting has only related to Brewers Fayre and Beefeater in line with the Government reporting framework.

After a detailed review of the calorie content of our dishes across all menus and brands, we have identified where our efforts need to be focused over the coming year.

Moving forward

To support the Government's approach to reducing foods high in fat, salt and sugar (HFSS), we have reviewed all our core menus for their HFSS status and plan to set internal non-HFSS targets in the coming year.

We continue to develop inclusive menus for guests with a range of dietary needs, including dedicated meat-free and Non-Gluten Containing ingredients menus, and these are supported by full nutritional and allergen information in restaurants and online to ensure guests can make genuine informed choices.

Over the next year, we will review our approach to alternative proteins on our menus. Given that many meat-free alternatives are considered ultra-processed foods, we need to find the right balance of nutritional value, environmental footprint, taste and price. We will also work on improving the nutritional value of our dishes by adding more vegetables to our dishes.

Towards healthier nutrition continued

Food product governance

To deliver this successfully, our Nutrition Policy and Code of Practice sets out our nutrition principles and standards and nutrient reduction targets, as well as a framework for the accurate production and presentation of nutrition information. This policy is managed by our Food and Beverage Development and Technical teams working closely with suppliers and supported by a cross-functional team including procurement and marketing.

Alongside this, our Policy and Guidelines for Allergens outlines policy requirements and procedures for allergen management throughout our supply chains and in our own restaurant operations. We take allergens extremely seriously and work hard with suppliers to minimise the presence of allergens in our dishes, as well as with our restaurant colleagues to ensure we offer an inclusive dining experience for everyone.

[Click here to read more about our Responsible Marketing & Advertising Policy](#)

We are members of:



We work closely with external partners including:



Responsible marketing

We are committed to responsibly marketing and advertising our food and drink offer so that our guests can make informed choices with trust and confidence in what we say and do. Our Responsible Marketing and Advertising Policy outlines our commitment to comply with relevant advertising legislation and industry Codes of Practice including Ofcom and ASA and includes specific requirements related to all aspects of marketing to children. This policy is applicable to our food and drink suppliers and marketing agencies and their subcontractors.

We will continue to ensure that no advertising or marketing of high in fat, salt and sugar (HFSS) products will be directly aimed at children under the age of 12. Licensed characters and endorsements from celebrities appealing to children under the age of 12 will not be used to advertise HFSS foods. Wherever possible, these characters and any celebrity endorsements will be used to generically highlight children's menus and healthier options. Any meal deals on children's menus do not include desserts.

All of these policies are applicable to our core food menus for Premier Inn restaurants and Beefeater, Brewers Fayre and Bar & Block brands. They are regularly reviewed and updated by our Food Development, Technical and Marketing teams. Policy delivery and progress towards targets are reviewed on a monthly basis by the Nutrition Steering Group and regular reporting of progress is provided to the wider Sustainability Steering Committee. Further assessments of our other menus and related policies will be undertaken during 2025.



A family enjoying breakfast at Premier Inn Hampstead Heath

Children's menus

Our ambition to be a leader for delicious, appealing and healthier children's food is delivered through the implementation of our Children's Nutrition Standards Policy Menus, and this is also applicable to the snacking ranges available in Brewers Fayre play areas.

The policy recognises that children of different ages have different needs and appetites, so includes guidance for different portion sizes and nutrient contents for four to six year olds and seven to ten year olds. The Children's Nutrition Standards also includes guardrails for Our Promise on children's menus:

- To provide carefully controlled levels of calories, fat, saturates, sugar and salt;
- To meet the nutritional needs of children;
- To include two vegetables out of children's five a day in all our main meals when served with two sides;
- To offer yummy vegetarian options;
- To never use artificial colours or flavours; and
- To offer a range of no added sugar drinks including milk.

Charitable activities

At Whitbread, we remain dedicated to making a positive impact in communities and supporting vital charities, with the continued commitment of our team members and customers.

This year’s charity highlights include raising over £2m for GOSH. Young people in Germany gained hands-on experience at Premier Inn Düsseldorf, exploring various hotel roles to develop new skills. Through the Chairman’s Fund, we distributed 21 grants that supported local projects, totalling over £80,000.

Additionally, we launched a partnership with ActionFunder, a new initiative that enables team members to engage with and support their local communities before the opening of a new site.

GOSH

Over our 13-year-long partnership with Great Ormond Street Hospital (GOSH), we have raised £26.4m. We raised £17.5m towards two remarkable centres, the Premier Inn Clinical Building in 2018 and the Sight and Sound Centre in 2021, and are proud to have now embarked on our third commitment, to raise £20m for the Children’s Cancer Centre. This transformative facility will feature three clinical wards and one patient carer lounge, with completion planned for Spring/Summer 2028. To date, £9m has been raised as part of our commitment.

Across Whitbread, our employees have shown incredible dedication to fundraising events, including challenges like abseiling. Recently, several employees went to new heights, completing a skydive, that raised £8,000, bringing the total raised for GOSH in 2024/25 to over £2m.

Raised for GOSH in 2024/25

>£2m

Children’s Health Foundation

In Ireland, we are proud to support the Children’s Health Foundation in its vital work helping children who are living with chronic and disabling pain. In 2024, we committed to raising €30,000 by 2027 to fund a ground-breaking multi-disciplinary rehabilitation programme, which will be the first of its kind for children in Ireland. This initiative, known as the Complex Pain Service at Children’s Health Ireland, will improve the lives of young patients by reducing pain and enhancing movement whilst helping them return to their daily routines and



Whitbread’s employee skydiving for GOSH

education. Premier Inn hotels in Ireland are actively supporting this effort through various fundraising initiatives, including a 20 pence donation from every child’s meal deal that is purchased. Together, we are committed to making a meaningful difference to the lives of these children and their families.

Charitable activities continued



Winter Party at Premier Inn Darmstadt

Raised for Children for a Better World in 2024/25

€500,000

Children for a Better World

Fundraising activities in Germany have continued to support the national charity Children for a Better World (CHILDREN), with €500,000 raised in 2024/25. This charity aims to give all children and young people in Germany equal opportunities by combating child poverty, providing healthy meals and nutrition education, as well as helping them gain key skills for their personal and professional development. This year's fundraising activities bring the total amount raised for CHILDREN to €1.6m, a testament to the dedication of our team members, as well as the generosity of our guests. Beyond fundraising, Premier Inn hotels in Germany have partnered with CHILDREN to provide inspiring, hands-on experiences for young people. At Premier Inn Düsseldorf, children were invited to the hotel to gain insight into its operations, exploring various tasks and job roles while learning cooking skills from team members in the kitchen. These activities aim to inspire and build valuable skills across a range of areas. Premier Inn Darmstadt also embraced the spirit of giving by organising a Winter Party in partnership with Kinderhaus Paradies. The event offered children a chance to celebrate the season within the hotel and they were gifted a range of donated items from team members, including board games, books and rollerblades. Additionally, Whitbread employees across Germany participated in the nationwide Read Aloud Day (Bundesweiter Vorlesetag), engaging with children and young people by reading stories and encouraging a love for books. These initiatives reflect our ongoing commitment to and support for local communities within Germany.

The Chairman's Fund

The Chairman's Fund has been a cornerstone of our charitable initiatives for over a decade, supporting several established schemes: Raise & Match; Give & Match; GOSH Site Raise & Match Targets; and Bedfordshire Luton Community Foundation (BLCF).

The GOSH Site Raise & Match Targets initiative sets a fundraising target of £150 per site, and when a site raises more than the target, the amount is matched by the Chairman's Fund to support the GOSH Charity. Additionally, our partnership with the BLCF helps improve the lives of people and communities within the Bedfordshire and Luton

area. Through grants that support three project categories, Skills and Inclusion, The Reduction of Rural Social Isolation, and Community Cohesion, we have distributed 21 grants over the past two years, totalling over £80,000. These projects have had a meaningful impact on 8,241 people across local communities, highlighting the positive difference our employees can continue to make.

Hours donated to local community charities when new sites were opened in 2024/25

660



Supporting grassroots charities and community groups

Working alongside the innovative community platform ActionFunder, we have improved the way we support local organisations when opening new Premier Inn and hub hotels. ActionFunder helps our new site teams to choose which charities they would like to help whilst also participating in paid-for volunteering time.

Each site has been allocated a £10,000 community charity fund. These contributions have supported ten local projects, including giving 36 children from Cambridgeshire an educational five day residential farm trip.

Nearly 400 people have benefited in 2024/25, with 185 hours of volunteering having been completed by our team members, strengthening our connection to local communities.

Governance

Strong compliance and a clear governance structure underpin our commitment to long-term value creation for all stakeholders. This commitment starts with our Board, which ensures that decisions are made the right way — responsibly and in line with our goals and values.

Inside this section

- 39 ESG framework
- 40 Board oversight
- 41 Health and safety
- 42 Privacy and data security
- 43 Ethical business practices



ESG framework

Effective Board oversight ensures that sustainability is fully embedded across Whitbread and prioritised effectively.

The Board of Directors engages in annual dedicated sessions to discuss the programme, with regular updates provided by the General Counsel.

The Executive Committee, comprising key leadership figures including the CEO and CFO, conducts bi-annual reviews of the sustainability strategy and progress against established targets.

Sustainability governance is spearheaded by the Group General Counsel, who holds executive responsibility for the Force for Good programme. The Head of Sustainability reports directly to the General Counsel.

To capitalise on sustainability opportunities and ensure the successful implementation of projects, we have dedicated working groups that drive real change across Whitbread.

Whitbread PLC Board
 Ultimate decision-making body sets strategy and approves targets.
 Audit Committee aids Board in overseeing risks, including ESG risks, with a focus on the risk process and the control environment.
 Nomination Committee ensures the Board composition has the necessary balance of skills, knowledge and experience, including those related to ESG issues.
 Remuneration Committee aids the Board in ensuring that ESG is appropriately reflected in our reward structure.



Executive Committee
 Whitbread's day-to-day leadership team oversees sustainability delivery.
 General Counsel is the Executive Committee member primarily accountable for sustainability.



Sustainability Steering Committee
 Oversight of sustainability issues.



Sustainability team
 Proposes and implements the strategy and oversees the incorporation of sustainability into Whitbread's business practices.
 Ensures that, through the business lines, sustainability risks and opportunities are tracked and tested.
 Collects and reports on ESG disclosures, working closely with relevant departments across the business.



TCFD Steering Group



Net Zero Working Group



Food Waste Working Group

Non-exhaustive list of cross-functional working groups that provide oversight and drive implementation of sustainability initiatives.

Board oversight

A robust corporate governance framework is critical for ensuring that we continue to generate long-term sustainable value for all of our stakeholders.

The Board held eight meetings throughout 2024/25, and at two of these meetings the Head of Sustainability attended to take the Board through sustainability priorities for the Group, including the strategy behind our transition to net zero. In addition, at each meeting, the General Counsel delivers an update to the Board, including, where relevant, progress against goals and targets for addressing ESG issues.

The Audit Committee

In 2024/25, the Audit Committee held four meetings, and at three of these the Committee discussed sustainability-related regulation and compliance, as well as the results of the climate risk analysis. ESG was included in the Group risk management process and is formally reviewed twice each year by the Audit Committee as part of its half-year and full-year reviews. The Audit Committee is also responsible for reviewing and approving the 2024/25 TCFD disclosure (included in the Annual Report) and for reviewing the process of assurance over the financial and non-financial information disclosures in respect of ESG.

The Nomination Committee

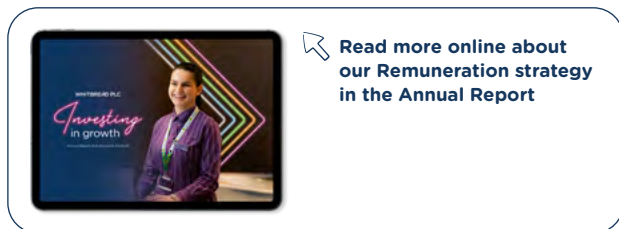
The Nomination Committee ensures that the composition of the Board reflects the necessary balance of skills, knowledge and experience, including those relevant for ESG matters. Experience of managing ESG issues is one of our considerations when selecting Board members.

This year the directors have disclosed their ESG skills and experience, with climate change, carbon emissions and ESG regulation being the most well-represented areas of expertise on the Board. Labour management, diversity and inclusion, information security and healthy nutrition are also strongly covered.

The Remuneration Committee

The Remuneration Committee ensures that sustainability is adequately reflected within our reward structures and monitors performance of senior management against these key performance indicators (KPIs).

The rest of the organisation is incentivised through the WINCard – a balanced scorecard to measure progress against key performance targets that applies to all Whitbread employees, ensuring a focus on specific Force for Good matters throughout the Company.



Read more online about our Remuneration strategy in the Annual Report

Annual incentive

Applicable to our salaried employees including executive directors. The balance of measures influencing the incentive for executive directors in 2025/26 is as follows:

Group profit performance

50%

- Adjusted PBT target.

Germany profit performance

10%

- Segmented adjusted profit target.

Efficiency

15%

- Efficiency savings target.

Strategic objectives

20%

- A mix of financial and non-financial business objectives aligned to the Group's strategic priorities.
- Measures are quantifiable and linked to the business plan and future financial performance.

ESG measures

5%

- Reduction in carbon emissions.
- Diversity in our senior leadership population.

Sustainability-linked KPIs in team member reward

The WINCard provides a facility to measure, monitor and manage business performance in order to drive improvements and is a key input for team member reward. The balanced scorecard operates at site level, providing a common set of measures in each hotel and restaurant and across the Support Centre.

We measure our progress through key performance indicators across People & Operations, Customer, Financial and Force for Good, including metrics on energy consumption and carbon reduction, team and guest safety, etc.

WINCard targets are set at the beginning of each year and those applying to executives are agreed with the Remuneration Committee, with the Executive Committee approving the remaining measures.

In 2025/26 the Force for Good measures are carbon reduction for the UK Support Centre and energy consumption for UK Operations teams and the German business. A traffic light system is used to determine levels of reward across the organisation.

Sustainability-linked KPIs in executive remuneration

ESG has been part of our incentive programme for some time. In 2024/25 ESG measures included in the executive directors' Annual Incentive Scheme were carbon and water reduction and leadership diversity. In the same way, ESG measures also form part of the Annual Incentive Scheme for other senior Whitbread employees, e.g. Executive Committee members.

Health and safety

The safety and security of our teams and guests are a key priority for the Group. We therefore recognise the importance of applying sound health and safety (H&S) management practices to the activities and operation of the organisation.

A robust system

Our H&S management system is based on the principles set out in the Health & Safety Executive’s relevant Guidance Document.

We have an overarching H&S Policy Statement signed by the Chief Executive. It is complemented by a suite of other policies and associated procedures covering our key risk areas such as H&S, Fire Safety, Security and Food Safety.

Our Safety & Security team provide a one-stop shop of related services to the business and manage our programmes and systems.

How it works

- Our team members complete a range of H&S training and e-learning courses. This ensures that they have the necessary skills, information and awareness to undertake their roles and perform their duties safely.
- Detailed Risk Assessments covers the principal hazards and risks in our operation, including a comprehensive Fire Risk Assessment programme.

- A digital compliance monitoring tool, which is in place across the entire estate, tracks and reports on compliance with our H&S related inspections and checks.
- Accident & Incident reporting procedures and investigation protocols ensure that these are investigated thoroughly and any corrective actions implemented in a timely fashion.
- Emergency procedures and protocols are in place for various scenarios including a detailed Emergency Fire Action Plan specific to every hotel and restaurant.
- A dedicated 24/7 Crisis Emergency Helpline is operated by members of the Safety & Security team, offering support and guidance should a crisis situation materialise.

Health and safety KPIs

H&S performance is monitored at executive level through the WINCard, by monthly H&S reports to the Executive Committee and a six-monthly H&S report to the Board.

All of the above enables the business to continuously develop our positive health & safety culture whilst maintaining and improving upon our good safety record.

Employee awareness training

We make sure that our employees are trained in security awareness so that they understand the importance of confidentiality and integrity. We also ensure that they are aware that it is their responsibility to preserve the ongoing integrity of our systems and infrastructure. We conduct additional, ongoing training to help further protect our customer, employee and business information.

Health and safety audits

We have a mature and comprehensive H&S Audit programme in place with every hotel and restaurant receiving a detailed unannounced audit twice per year, as a minimum. These audits are undertaken by an independent company with the results forming the ‘Team & Guest Safety’ measure on the WINCard and consequently they are reported and monitored monthly by the Executive Committee.

All hotels and restaurants are also subject to unannounced visits from various enforcement agencies such as Environmental Health Departments and Fire & Rescue Services. There is a thorough enforcement management process to respond to all letters and action plans received and to promptly address any actions or recommendations arising from such visits.

Food safety

Over the last year, 100% of our restaurants were audited by a third party twice, with 0.6% receiving critical violations which either have been resolved or a plan is underway to resolve them.

Our Food Safety Management System includes detailed hazard analysis and critical control points (HACCPs) and standard operating procedures (SOPs). In the UK, we work through a Primary Authority Agreement with Central Bedfordshire Council which ensures that our food safety management system is robust. The system extends across the whole supply chain from sourcing to restaurant and, along with associated policies and procedures, is reviewed on a planned basis.

To track our service quality performance, we use guest satisfaction metrics. The independent Mystery Diner programme includes key service and quality measures: Staff & Service, Food & Drink Quality, Facilities & Cleanliness, Food Health and Safety Adherence.



Guests at Hampstead Heath Premier Inn

Employee training on product quality

All our kitchen and front of house team members are trained to the Food Safety Level 2 industry standard as part of their company induction. This ensures that they know and understand the correct process and practices to maintain a high standard of personal hygiene, cleaning, food storage, temperature control and cooking.

Whenever we change our menus, each team member receives role-relevant training on the correct preparation, cooking, product knowledge and serving of all our dishes. This ensures that they are following the correct specifications to consistently deliver the correct product quality, to the food safe standards.

Privacy and data security

Data breaches or operational disruption caused by malware can result in a loss of revenue and brand trust, regulatory fines, reputational damage and adverse impact on our share price. We identify cyber and data security as principal risks for the business and address them as a matter of utmost priority.

Data protection

We are committed to ensuring that guests, team members, shareholders and other stakeholders trust the way we manage data. As part of our privacy and information security programmes, we have standards, policies and procedures in place to manage how personal data can be used and should be protected. The Data Protection team sits with the General Counsel, who reports to the CEO, and for security with the Chief Information Security Officer, who reports directly to the Chief Technology Officer (who in turn reports into the CEO) on a day-to-day basis. The Board and executive directors receive detailed updates on our privacy programme and risk management and mitigation activities through the Executive Committee, the Audit Committee and Risk Working Group.

Our Data Protection Working Group is comprised of data protection champions from each function. The group meets on a quarterly basis to ensure that good data governance principles are embedded across the entire business. The specialist technology team exercises a wide range of proactive and reactive security controls including up-to-date antivirus software across the estate, network/system monitoring, and regular penetration testing to identify vulnerabilities.

A General Data Protection Regulation (GDPR) implementation programme is in place across the whole Group. The programme is sponsored by the Executive Committee and is overseen by the Board. It was put in place prior to GDPR coming into force and remains in place to ensure compliance. Data protection compliance is an ongoing process that requires the constant attention of our stakeholders to ensure we continue to improve and implement appropriate measures and procedures.

We have a Privacy Policy which is regularly reviewed for customers, as well as one for employees. As outlined in our Privacy Policy, we have a retention schedule which determines the appropriate amount of time we can retain customer information. We have a process in place to recognise and action rights requests from all our stakeholders and commit to handle any customer complaints immediately and efficiently.

We have a process in place to undertake a Data Protection Impact Assessment (DPIA) for high-risk personal data processing activities. We also ensure appropriate contractual provisions are in place where third parties are handling personal data. Both areas are monitored on an ongoing basis to ensure compliance.



IT security

To make sure we are following best practice, we subscribe to the Information Security Forum Framework (ISF Statement of Good Practice), which sits at the heart of our Information Security Strategy and uses components from ISO 27001. We have our maturity against this framework assessed annually by the external auditor, which is then reported to the Board. In 2024/25, we maintained our maturity in a year that saw increases in the compliance requirements within the ISF Framework.

Our restaurants business and key hotel channels are also certified to PCI-DSS, which is externally assessed annually. Each year the maturity of our overall information security is externally assessed against our industry peers, and we have continued to improve our scoring year on year. We have an ongoing internal audit schedule for specific information security functions and areas, such as supplier assurance and security operations, which are performed throughout the year.

Completion of our information security e-learning module is a mandated annual requirement for all our team members. It covers topics such as using personal data in accordance with our policies and privacy commitments, password and email security, how to work with suppliers and transferring data securely. Responsible use of data is also a core part of our Code of Conduct which our team members must adhere to.

Through our multi-year information security programme, we continue to review and, where required, enhance performance across our privacy and security capabilities and programmes. We regularly assess and carry out exercises to practise our ability to detect and respond to potential security events.

Ethical business practices

Living by our Code of Conduct

Our Code of Conduct (the 'Code') is our single, business-wide set of shared core principles. The Code sets the standards to which we hold ourselves, our contractors and our suppliers. The Code is available publicly on our website and at any time on our employee Intranet page.

At Whitbread, awareness and understanding of the Code are of the utmost importance to us. We have comprehensive compulsory training completed upon induction by all employees across the business – in our Operations, Support Centre, guest contact, managerial and field-based roles. This training must then be refreshed at least once every two years.

Our training in particular covers certain high-risk areas, including information security, data protection, anti-bribery and anti-trust law. For those employees working in higher-risk areas of the business, such as procurement, finance and property, ensuring understanding also means additional targeted training around the Code.

Embodying the Code ensures we maintain the highest standards of ethical behaviour and legal compliance, and fosters a culture of integrity, trust and inclusivity.

[Read more in our Code of Conduct](#)

Speaking Out

Compliance with the Code of Conduct is underpinned by our 'Speaking Out' whistleblowing service, provided by Safecall. The service is available 24 hours a day, 365 days a year for all employees, suppliers, contractors and third parties. The service is available for these parties to anonymously raise serious business wrongdoing, with the confidence that it will be dealt with both discreetly and confidentially.

Reports can be made online or by telephone, and the system supports use in multiple languages. Additional details, including contact information, are available on our employee Intranet page and our website and highlighted throughout the Code of Conduct training.

Ensuring compliance with the Code of Conduct and encouraging open dialogue with our teams when things do not feel right allow us to continue operating in a way that upholds our values and maintains the highest standards of integrity.

Anti-corruption and anti-bribery

We have a commitment to preventing any form of corruption or bribery across our business. Our anti-bribery and anti-corruption policies are robust and clear and can be accessed through our employee Intranet page.

The core messages are communicated through periodic training to our teams and are role modelled through our day-to day conduct. Both policies apply to our businesses worldwide and to employees across all teams.

Each and every one of us has a duty to prevent, detect and report any instances of bribery or corruption.

Risk management

We place high importance on the continual development and embedding of our risk management process. This ensures that we are able to identify and effectively evaluate those risks that may affect our ability to achieve our strategic priorities, and manage these to reduce any risk to an acceptable level.

The Board has ultimate responsibility for risk management and determines risk appetite, while the Executive Committee manages the risk taken.

A robust, top-down risk assessment is completed bi-annually to capture Board and Executive Committee views on the principal risks facing the business and our related risk appetite. This enables us to keep up to date with changes in our risk profile and adapt as necessary.

To identify emerging risks at the earliest opportunity, we collate and review risk themes and trends from industry and professional bodies, as well as peer networks, on a bi-annual basis as part of the wider risk management review. These are then managed through the Risk Management Framework as appropriate.

This process ensures alignment between our view of acceptable risk exposure and our strategic priorities.

Crisis management

Effective leadership requires being well prepared for potential crises. At Whitbread, we recently refreshed our crisis management plan to ensure it reflects the current business landscape, aligns with best practices, and is simple and accessible in high-pressure situations.

In 2024/25, the Executive Committee participated in two crisis simulation exercises – one focused on a cyber incident and another on an operational scenario. Committee members also received dedicated training on the updated plan.

The insights gained from these sessions have been instrumental in refining the plan to better suit our specific needs. Looking ahead, we plan to conduct another simulation exercise in summer 2025. In addition to the Executive Committee members, its deputies also receive training on the crisis management plan.

Business continuity

To maintain the successful ongoing operation of our business, we conduct annual business impact assessments across our functions to identify our capabilities, needs and criticalities. We then implement response plans, controls and mitigations to help protect those essential processes, including testing the disaster recovery and resilience of our IT systems.

Appendix

Each year we seek to improve our ESG disclosures to better reflect our targets and progress towards them, to support Whitbread's long-term value creation.

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- 50 Independent limited assurance report
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Sustainable Accounting Standards Board (SASB)

SASB index 2024/25

The aim of the Sustainability Accounting Standards Board (SASB) Foundation is to establish industry-specific disclosure standards across environmental, social and governance topics, facilitating communication between companies and investors about useful financial information to aid decision making.

This document marks our fifth formal disclosure sustainability information aligned to the recommendations of the SASB Hotels & Lodging, as well for the first time disclosing against the SASB Restaurants.

The Group has not currently reported against all metrics within these standards and aims to expand its reporting in the next 12 months.

SASB Code	Accounting metric	Market	Response/report location 2024/25	Response/report location 2023/24	Response/report location 2022/23	Additional references/comments
SV-HL-130a.1	Total energy consumed (GJ)	UK&I, Germany	2,304,406	2,571,942	2,489,849	CDP Climate 2025
	Percentage grid electricity	UK&I, Germany	59.6	58.2*	54.6*	CDP Climate 2025
	Percentage renewable electricity	UK&I, Germany	55.5	54.1*	50.6*	CDP Climate 2025
SV-HL-140a.1	Total water withdrawn (thousands of m ³)	UK&I	5,006	5,262**	5,443**	CDP Water 2025
	Total water consumed (thousands of m ³)	UK&I	See CDP Water 2025	249.9	165.6	CDP Water 2025
	Percentage of each in regions with High or Extremely High Baseline Water Stress	UK&I	See CDP Water 2025	37.6	36.8	CDP Water 2025
SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	UK&I, Germany	See pp. 15-26	Premier Inn Environmental Policy Statement - Whitbread Restaurants Environmental Policy Statement - Whitbread Water Policy	Premier Inn Environmental Policy Statement - Whitbread Restaurants Environmental Policy Statement	
SV-HL-310a.1	Voluntary turnover rate for lodging facility employees	UK&I, Germany	35.5%	39.8%	47.0%	
	Involuntary turnover rate for lodging facility employees	UK&I, Germany	7%	3.7%	3.9%	
SV-HL-310a.3	Percentage of lodging facility employees earning minimum wage	UK&I, Germany	0% are on minimum wage. All of our lodging facility staff earn more than minimum wage.	0% are on minimum wage. All of our lodging facility staff earn more than minimum wage.	0% are on minimum wage. All of our lodging facility staff earn more than minimum wage.	
SV-HL-310a.4	Description of policies and programs to prevent worker harassment	UK&I, Germany	See reports and policies on our website, in particular: Code of conduct 2024, Speaking Out Policy, and Trans and Non-Binary Equality Policy	See reports and policies on our website www.whitbread.co.uk/governance/reports-policies/	See reports and policies on Whitbread's website www.whitbread.co.uk/governance/reports-policies/	
FB-RN-150a.1	Total amount of waste, tonnes	UK&I, Germany	44,900			
	Percentage food waste	UK&I, Germany	25.4			
	Percentage diverted	UK&I, Germany	36.7			

Sustainable Accounting Standards Board (SASB) continued

SASB index 2024/25 continued

SASB Code	Accounting metric	Market	Response/report location 2024/25	Response/report location 2023/24	Response/report location 2022/23	Additional references/comments
FB-RN-250a.1	Percentage of restaurants inspected by a food safety oversight body	UK&I	100	100		
	Percentage receiving critical violations	UK&I	0.6	0.4		
FB-RN-250a.2	Number of recalls issued	UK&I, Germany	0			
	Total amount of food product recalled	UK&I, Germany	0			
FB-RN-250a.3	Number of confirmed foodborne disease outbreaks	UK&I, Germany	0			
	Percentage resulting in public health authority investigation	UK&I, Germany	0			
FB-RN-260a.1	Percentage of meal options consistent with dietary guidelines	UK&I	See p. 34			
FB-RN-260a.2	Percentage of children's meal options consistent with dietary guidelines for children	UK&I	100			
FB-RN-260a.3	Percentage of advertising impressions made on children	UK&I	0			
	Made on children promoting products that meet dietary guidelines for children	UK&I	0			
FB-RN-430a.2	Percentage of eggs that originated from a cage-free environment	UK&I	See p. 26			
	Pork that was produced without the use of gestation crates	UK&I	100%			
FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	UK&I, Germany	See pp. 25-26			
SV-HL-000.A	Number of available room nights	UK&I, Germany	34,166,703			
SV-HL-000.B	Average occupancy rate	UK&I, Germany	79.7%			
SV-HL-000.C	Total area of lodging facilities (m ²)	UK&I, Germany	3,133,314	3,110,054	2,951,063	

Sustainable Accounting Standards Board (SASB) continued

SASB index 2024/25 continued

SASB Code	Accounting metric	Market	Response/report location 2024/25	Response/report location 2023/24	Response/report location 2022/23	Additional references/comments
SV-HL-000.D	Number of lodging facilities	UK&I, Germany	914			
	Percentage managed	UK&I, Germany	100			
	Percentage owned and leased	UK&I, Germany	100			
	Percentage franchised	UK&I, Germany	0			
FB-RN-000.A	Number of (1) Entity-owned and	UK&I, Germany	796***			
	(2) franchise restaurants	UK&I, Germany	0			

* Restated number due to an identified error in previous year's calculations.

** Restated number.

*** Includes branded and integrated restaurants; does not include 60 breakfast rooms.

Streamlined Energy and Carbon Reporting Regulation (SECR)

Source of emissions	Scope	Total % change 23/24 to 24/25	2024/25			2023/24			2022/23		
			Total	Rest of the world	UK	Total	Rest of the world	UK	Total	Rest of the world	UK
Gas (TCO ₂ e)	Scope 1	-6.2%	44,005	1,486	42,519	46,921	1,360	45,561	49,328	1,234	48,094
LPG (TCO ₂ e)	Scope 1	-8.3%	2,114	—	2,114	2,306	—	2,306	2,590	—	2,590
F-gas (TCO ₂ e)	Scope 1	-20.0%	5,686	54	5,632	7,104	258	6,845	6,222	—	6,222
Business travel (TCO ₂ e)	Scope 1	-11.2%	6,664	137	6,527	7,504	128	7,376	7,004	129	6,875
Total Scope 1 emissions (TCO ₂ e)	Scope 1	-8.4%	58,469	1,677	56,792	63,835	1,747	62,088	65,143	1,363	63,781
Electricity, district heating and EV Charging (Total Scope 2 location based) (TCO ₂ e)	Scope 2	-8.6%	81,422	13,584	67,838	89,130	12,952	76,179	75,567	9,415	66,152
Electricity, district heating and EV Charging (Total Scope 2 market based) (TCO ₂ e)	Scope 2	-21.2%	5,938	4,180	1,758	7,537	4,924	2,612	8,037	3,433	4,604
Gross emissions (location based)	—	-8.5%	139,890	15,261	124,629	152,965	14,698	138,267	140,711	10,778	129,933
Gross emissions (market based)	—	-9.8%	64,407	5,857	58,550	71,372	6,671	64,700	73,181	4,796	68,385
Floor area (m ²)	—	0.7%	3,133,314	438,297	2,695,017	3,110,054	426,530	2,683,524	2,951,063	301,043	2,650,020
Tonnes carbon per m² floor area (location based)	—	-9.3%	0.0446	—	—	0.0492	—	—	0.0477	—	—
Tonnes carbon per m² floor area (market based)	—	-10.2%	0.0206	—	—	0.0229	—	—	0.0248	—	—
Gas (kWh)	—	-6.2%	240,593,338	8,125,335	232,468,003	256,499,715	7,434,531	249,065,184	270,228,239	6,755,772	263,472,467
LPG (kWh)	—	-8.4%	9,176,774	—	9,176,774	10,013,931	—	10,013,931	11,243,545	—	11,243,545
Business travel (kWh)	—	-82.3%	5,065,164	863,992	4,201,172	28,654,168	846,610	27,807,558	28,388,999	614,025	27,774,973
Electricity, district heating and EV charging (kWh)	—	-8.2%	381,429,268	52,928,003	328,501,265	415,317,497	47,243,369	368,074,128	377,347,945	35,040,568	342,307,377
Self-generated electricity via solar PV (kWh)	—	-2.4%	3,848,140	—	3,848,140	3,943,107	—	3,943,107	4,416,103	—	4,416,103
Total (kWh)	—	-10.4%	640,112,684	61,917,330	578,195,354	714,428,418	55,524,510	658,903,908	691,624,831	42,410,366	649,214,466

Streamlined Energy and Carbon Reporting Regulation (SECR) continued

In order to comply with the requirements of the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, we have amended our environmental reporting accordingly.

Scopes 1 and 2

We considered the six main greenhouse gases (GHGs) and report in CO₂e for our Scope 1 (direct) and Scope 2 (indirect) CO₂ emissions. We used the GHG Protocol Corporate Accounting and Reporting Standard methodology to calculate our emissions as well as DEFRA and International Energy Standards GHG Conversion Factors for Company Reporting.

Scope 1 includes emissions from the fuels we use in our hotels, restaurants and offices such as natural gas and liquid petroleum gas (LPG). It also accounts for CO₂e from business-owned vehicles which includes company cars and food logistics vehicles as we own the lease arrangements. CO₂e from company cars are calculated using the manufacturer's stated performance multiplied by an uplift stated in the DEFRA standards methodology paper.

Scope 2 relates to the indirect emissions associated with the generation of the electricity consumed in our sites including district heating.

When defining the scope of our data, we do not report on operations under Joint Venture agreements, or that are fully franchised, where we do not have operational control such as Premier Inn Middle East. For reasons of materiality, small, one person, offices in the Far East have been excluded. All other sites throughout the world are included.

Where possible we reported billed or AMR (Automated Meter Reading) data. For those operations which are currently beyond our reporting capabilities, we have used an estimation model based on historic budgeted or billed usage.

In 2024/25, we decarbonised further 759 hotel rooms installing air-source heat pumps and other electric equipment to reduce our reliance on gas for water and space heating. We continued our track record of energy efficiency across the estate by undertaking projects such as refrigeration optimisation, installing improved controls for HVAC (heating, ventilation, and air conditioning) and utilising voltage optimisation technology. We continued electrification of our kitchens and installed solar PV at new sites where possible.

We improved our understanding of landlord sites that used REGO-backed electricity over the year; this has been taken into account when reporting our Scope 2 emissions. We also improved our tracking of the F-gas data for the Scope 1 reporting.

Scope 3

Whitbread's 2024/25 Scope 3 emissions stand at 407,242 TCO₂e. This is a reduction in emissions of 9% compared to FY2023/24, and a reduction of 17% since the 2018/19 baseline.

Following SBTi Forest Land and Agriculture (FLAG) guidance, Whitbread has updated and re-baselined the 2018/19 result to calculate FLAG and non-FLAG emissions. This methodology was followed for 2024/25. Whitbread's total FLAG emissions were 92,932 TCO₂e and reduction of 33% from 2018/19. Total non-FLAG emissions were 314,310 TCO₂e, a reduction of 11% from the 2018/19 baseline.

The key sources of Scope 3 emissions are:

- **Category 1a:** Purchased goods and services (product) contributing 32% of total Scope 3 - this includes embodied emissions of food and packaging procured by Whitbread.
- **Category 1b:** Purchased goods and services (non-product) contributing 23% - this includes embodied emissions of corporate services, non-capital property services and IT.
- **Category 2:** Capital Goods contributing 27% - this includes capitalised construction, repair and maintenance services.

Together, the three categories account for 82% of Whitbread reported emissions (83% in 2018/19).

Category 1a emissions have decreased compared to 2023/24 by 35%. This is largely due to a 20% decrease in volumes procured, predominantly due to AGP. Category 1b emissions have increased 25% compared to the previous year due to a variety of factors. Changes in emission factors also affected results in both categories.

Independent limited assurance report

to the directors of Whitbread PLC from RSM UK Risk Assurance Services LLP

The Directors of Whitbread PLC (the ‘Entity’) engaged us to provide limited assurance on the Subject Matter Information defined below.

Our assurance conclusion does not extend to information in respect of earlier periods, or to any other information included in, or linked from, the Report.

Our limited assurance conclusion

Based on the work we have performed, as outlined in the ‘Summary of work performed’ section of our report, and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information, as defined below, has not been prepared, in all material respects, in accordance with the Applicable Criteria, as defined below.

This conclusion is to be read in the context of what we say in the remainder of our report, in particular the ‘inherent limitations’ and ‘use and distribution of our report’ explained below.

Subject Matter Information

The Subject Matter Information comprises the Force for Good metrics for the financial year ending 27 February 2025 in the Annual Report and the ESG report (the ‘Report’). The Force for Good metrics in scope of our assurance are detailed in Appendix A.

The scope of our work was limited to the provision of limited assurance over the Subject Matter Information.

Applicable Criteria

The criteria used to measure or evaluate the underlying subject matter (‘Underlying Subject Matter’) are in the 2025 Basis of Preparation. The Subject Matter Information needs to be read and understood together with the Applicable Criteria, which the Entity is solely responsible for selecting and applying.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable evaluation and measurement techniques and can affect comparability between entities and over time. The precision of different measurement techniques may also vary.

Non-financial information is subject to more inherent limitation than financial information, given the characteristics of the Underlying Subject Matter and the methods used for determining such information.

GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Directors’ responsibilities

The Directors of Whitbread are responsible for:

- Designing, implementing and maintaining internal controls to enable the preparation and presentation of Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- Selecting and/or establishing suitable Applicable Criteria for preparing the Subject Matter Information;
- Preparing, measuring and presenting the Subject Matter Information in accordance with the Applicable Criteria;
- Referring to or describing in the Subject Matter Information the Applicable Criteria used and, when it is not readily apparent from the engagement circumstances, the person(s) responsible for developing the Applicable Criteria; and
- The content and preparation of the Subject Matter Information, including adjustments to the comparative year greenhouse gas emissions footprint, and the associated intensity metric and reduction percentage, as compared to the 2016/17 base year.

Our responsibilities

Our responsibility is to independently express a limited assurance conclusion on the Subject Matter Information based on the procedures we have performed and the evidence we have obtained.

We are also responsible for:

- Planning and performing the engagement to obtain limited assurance about whether anything has come to our attention that causes us to believe that the Subject Matter Information is not prepared, in all material respects, in accordance with the Applicable Criteria;
- Assessing the suitability of the Applicable Criteria and whether they exhibit the characteristics of relevance, completeness, reliability, neutrality and understandability;
- Forming an independent conclusion, based on the work we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Directors of Whitbread.

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) ‘Assurance Engagements Other Than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Assurance Standards Board (IAASB) and, in respect of the Greenhouse Gas Statement, in accordance with International Standard on Assurance Engagements (ISAE) 3410 ‘Assurance Engagements on Greenhouse Gas Statements’, issued by the IAASB (ISAE 3410). These standards require that we plan and perform our engagement to obtain limited assurance about whether anything has come to our attention that causes us to believe the Subject Matter Information has not been prepared, in all material respects, in accordance with the Applicable Criteria.

Independent limited assurance report continued

to the directors of Whitbread PLC from RSM UK Risk Assurance Services LLP

Professional standards applied and level of assurance continued

A limited assurance engagement undertaken in accordance with ISAE 3410 involves assessing the suitability in the circumstances of the Entity’s use of the Applicable Criteria as the basis for the preparation of the Greenhouse Gas Statement, assessing the risks of material misstatement of the Greenhouse Gas Statement whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Greenhouse Gas Statement.

A ‘limited assurance’ engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Applicable Criteria.

Our independence and quality control

We have complied with the independence and other ethical requirements of the ethical pronouncements in the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics which are founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour that are at least as demanding as the applicable provisions of the IESBA International Code of Ethics for Professional Accountants.

RSM UK Risk Assurance Services LLP applies the International Standard on Quality Management (UK) 1 ‘Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements’ (ISQM (UK) 1), which requires RSM UK Risk Assurance Services LLP to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Summary of work performed

The work we perform depends on our professional judgement and included enquiries, observation of processes performed, inspection of documents, analytical procedures, recalculation, reperformance and confirmations.

We are required to obtain an understanding of the Underlying Subject Matter, the Entity, its environment and the internal controls relevant to the Underlying Subject Matter, sufficient to identify the risk of material misstatement of the Subject Matter Information and to design and perform procedures to address the assessed risks of material misstatement in order to obtain sufficient appropriate evidence to support our limited assurance conclusion.

In doing so, we:

- Made enquiries of Whitbread’s management about the control environment, information systems and results of Whitbread’s risk assessment process;
- Considered the suitability for the engagement circumstances of Whitbread’s use of the Applicable Criteria as the basis for preparing the Subject Matter Information;
- Assessed the appropriateness of the Subject Matter which is measured or evaluated against the Applicable Criteria;

- Performed limited substantive testing on a selective basis of the Underlying Subject Matter to check that the information had been appropriately measured, recorded, collated and reported, including:
 - Agreed or reconciled the Subject Matter to underlying records;
 - Reviewed the data collection and consolidation processes used to compile the Subject Matter, including the data scope and reporting boundaries;
 - Agreed a selection of the Subject Matter to corresponding source documents, including third-party data;
 - Reperformed calculation of the Subject Matter;
 - Vouched emission factors used to independent external sources;
 - Performed analytical procedures by comparing year-on-year movements and making enquiries of management to obtain explanations for significant differences from our developed expectations; and
 - Evaluated whether the Subject Matter Information adequately refers to the Applicable Criteria; and
- Considered the disclosure and presentation of the Subject Matter Information.

Independent limited assurance report continued

to the directors of Whitbread PLC from RSM UK Risk Assurance Services LLP

Other information

The other information comprises the information included in the Report, other than the Subject Matter Information and our limited assurance report thereon. The Directors are responsible for the other information contained within the Report. Our limited assurance conclusion does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information to identify material inconsistencies, if any, with the Subject Matter Information or our limited assurance report. If, on reading the other information, we identify such material inconsistencies or become aware of a material misstatement of fact in that other information that is unrelated to matters appearing in the Subject Matter Information or our limited assurance report, we discuss the matter with the Directors and take further action as appropriate.

Use and distribution of our report

This report, including our conclusion, has been prepared solely for the confidential use of the Directors of Whitbread in accordance with our engagement letter dated 7 August 2024 and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Directors of Whitbread as a body and Whitbread for our work, for this limited assurance report or for the conclusions we have formed.

This report is released to the Directors on the basis that it shall not be copied, referred to, disclosed (in whole or in part) used, distributed or made available (in whole or in part) to any other party (save as otherwise permitted by agreed written terms), without our express prior written consent. Without assuming or accepting any responsibility or liability in respect of this report to any party other than the Directors of Whitbread as a body and Whitbread PLC, we acknowledge that the Directors may choose to make this report publicly available. Any other party that chooses to rely on this report (or any part of it) will do so at their own risk and RSM UK Risk Assurance Services LLP neither owes nor accepts any responsibility or duty to those parties, and shall not be liable for any loss, damage or expense of whatever nature caused by their reliance on this report for any purpose or in any context.

Signed

RSM UK Risk Assurance Services LLP

RSM UK Risk Assurance Services LLP
25 Farringdon Street, London EC4A 4AB
30 April 2025

Appendix A: Subject Matter Information

The Subject Matter Information subject to limited assurance procedures is set out below. The Subject Matter Information is the reported results for selected Force for Good performance measures for the 2024/25 reporting period. Whitbread's Basis of Preparation 2024/25 lists out the Force for Good performance measures and reported results, as well as the Reporting Criteria used to prepare and report on the Subject Matter Information.

Pillar	Force for Good performance measures provided for testing	2024/25 reported performance measure per FFG report (Subject Matter Information)
Opportunity	In our leadership population*: 39.5% of female representation 9.3% of ethnic minority representation * Leadership population is defined by all roles at grades C20+ that are UK based.	In our leadership population*: 39.5% of female representation 9.3% of ethnic minority representation * Leadership population is defined by all roles at grades C20+ that are UK based.
	In our workforce population: % of female representation: Female 63.9% Male 36.1%	In our workforce population: % of female representation: Female 63.9% Male 36.1%
	% of ethnic minority representation: Asian/Asian British 9.6% Black/African 4.5% Other ethnicity 4.9% White 70.3%	% of ethnic minority representation: Asian/Asian British 9.6% Black/African 4.5% Other ethnicity 4.9% White 70.3%
	% of positive responses to the question from our internal survey - 'Would you recommend Whitbread as a place to work?' UK Operations and Support Centre: 72%	% of positive responses to the question from our internal survey - 'Would you recommend Whitbread as a place to work?' UK Operations and Support Centre: 72%
Community	21.2% salt reduction based on 2017 baseline	21.2% salt reduction based on 2017 baseline
	24.7% sugar reduction based on 2021 baseline	24.7% sugar reduction based on 2021 baseline
	3.1% calorie reduction based on 2017 baseline	3.1% calorie reduction based on 2017 baseline

Pillar	Force for Good performance measures provided for testing	2024/25 reported performance measure per FFG report (Subject Matter Information)
Responsibility	100% of whole shell eggs sourced from cage-free hens	100% of whole shell eggs sourced from cage-free hens
	85.4% of eggs used as ingredients sourced from cage-free hens* * Relates to Whitbread own recipes only.	85.4% of eggs used as ingredients sourced from cage-free hens* * Relates to Whitbread own recipes only.
	100% of our raw beef range in the UK is produced to a recognised farm assurance scheme in its country of origin	100% of our raw beef range in the UK is produced to a recognised farm assurance scheme in its country of origin
	31.3% food waste reduction based on 2018/19 baseline year data** ** Excludes waste which occurred due to a cooling system failure in one of partner's warehouses in December 2024.	31.3% food waste reduction based on 2018/19 baseline year data** ** Excludes waste which occurred due to a cooling system failure in one of partner's warehouses in December 2024.
	Scope 1 and 2 greenhouse gas (GHG) footprint - 64,407 tonnes	Scope 1 and 2 greenhouse gas (GHG) footprint - 64,407 tonnes
	Scope 1 and 2 GHG reductions based on intensity metrics based on 2016/17 baseline year data - 59.7%	Scope 1 and 2 GHG reductions based on intensity metrics based on 2016/17 baseline year data - 59.7%
	14.2% reduction in water use per sleeper since 2019/20	14.2% reduction in water use per sleeper since 2019/20

The Basis of Preparation for the above Subject Matter Information is held on the Whitbread PLC website within the Sustainability Reports and Policies sub-section of the Environmental and Social section.

WHITBREAD PLC

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