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# Annual report supplement

Environment | Responsible retailing  
People | Community | Awards

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# Contents

## Section

### Environment - page 5

*We are reducing our emissions and reducing, reusing and recycling the waste we create.*

- Environment
- Climate change
- Reducing carbon emissions
- Pollution and waste

## Targets

- Scope 1 and 2 reduction targets aligned to 1.5°C, a 80% (scope 1) and 46% (scope 2) by 2030.
- Net zero emissions by 2050.
- Recycle 95% of recyclable waste.
- Zero waste to landfill.
- Focus on reducing the consumption of energy and minimising waste.

## UN sustainable development goals<sup>1</sup>

- Sustainable cities and communities
- Climate action

### Responsible retailing - page 11

*We aim to source and sell products responsibly and sustainably.*

- Responsible retailing and marketing
- Responsible produce-sourcing and product quality
- Sourcing policies, practices and guidelines

- Suppliers' agreements to include targets to reduce emissions.
- All pubs to join, or to assist setting up, a pubwatch scheme.
- 100% of pubs to achieve the maximum five-star Food Hygiene Rating ('pass' rating in Scotland).
- 33% of pubs listed in CAMRA's Good Beer Guide.

- Responsible consumption and production
- Life below water
- Life on land

### People - page 21

*We treat our employees fairly and with respect. We invest in training and qualifications.*

- Employees
- Equality, inclusion and diversity
- Training and career opportunities
- Pay and reward
- Employee engagement and consultation
- Human rights

- Top Employers UK accreditation.
- At least 427 employees undertaking an apprenticeship.

- No poverty
- Zero hunger
- Quality education
- Gender equality

### Community - page 29

*We contribute to society, charities and the communities in which we operate.*

- Charity
- Community engagement
- Levelling-up
- How pubs contribute to the economy

- Fundraise over £1m for Young Lives vs Cancer each year (UK) and €100,000 for LauraLynn (Ireland).
- Continue to install public-access defibrillators in all pubs.

- No poverty
- Zero hunger

### National pub and bar awards 2022 - page 33



# 1

# Environment

<sup>1</sup>United Nations (UN) sustainable development goals were created in 2015 to establish a path towards a sustainable and better future for all. There are 17 interconnected goals, towards 10 of which the company contributes - through our work in pubs and the supply chain.

## Environment

We are committed to operating ethically and sustainably and to finding ways, over time, to reduce our carbon emissions.

We promote recycling throughout the business and try to reduce energy consumption.

### It is the company's aim to:

- increasingly minimise our environmental impact and reduce our carbon emissions.
- minimise energy consumption and maximise efficiency.
- promote efficient purchasing to minimise waste and allow for material-recycling.
- adopt efficient waste-management strategies and stop waste from being sent to landfill.
- minimise any emissions or effluents which may cause environmental damage.

The company works with the Sustainable Restaurant Association (SRA), a not-for-profit membership organisation, based in the United Kingdom, which helps food-service businesses to work towards sustainability in their sector and guides customers towards more sustainable choices.

All members have a sustainability rating across three areas: sourcing, society and sustainability. The overall rating ranges from no stars (lowest) to three stars (highest). The company is currently rated at two stars.

## Greenhouse gas emissions (GHG) - using national grid averages

### • Scope 1 - direct emissions • Scope 2 - indirect emissions

#### J D Wetherspoon plc

GHG emissions	Unit	2022	2021	2020	2019	2018	2017	2016	2015	2014
Scope 1	Tonnes CO <sub>2</sub> e	41,324	24,726	45,012	47,358	50,725	50,805	51,342	52,510	49,251
Scope 2	Tonnes CO <sub>2</sub> e	65,971	57,079	68,297	94,016	115,315	138,864	157,190	170,048	163,930
Fuel (car)	Tonnes CO <sub>2</sub> e	454	33	745	1,034	-	-	-	-	-
<b>Total</b>	<b>Tonnes CO<sub>2</sub>e</b>	<b>107,749</b>	<b>81,838</b>	<b>114,054</b>	<b>142,408</b>	<b>166,040</b>	<b>189,669</b>	<b>208,532</b>	<b>222,558</b>	<b>213,181</b>
Intensity	Tonnes CO <sub>2</sub> e/£m revenue	61.9	105.9	90.4	78.3	98	114.2	130.7	147	151.3
Reduction vs BASE	Total tonnes CO <sub>2</sub> e	-49.5%	-61.6%	-46.5%	-33.2%	-22.1%	-11.0%	-2.2%	4.4%	BASE
Reduction vs BASE	Intensity	-59.1%	-30%	-40.3%	-48.2%	-35.2%	-24.5%	-13.6%	-2.8%	BASE
<b>Consumption</b>	<b>Unit</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Scope 1	kWh	226,818,295	134,994,694	244,801,679	257,589,099	-	-	-	-	-
Scope 2	kWh	205,342,472	178,260,013	292,946,271	308,430,989	-	-	-	-	-
Fuel (car)	kWh	1,917,037	139,138	3,138,550	4,277,561	-	-	-	-	-
<b>Total</b>	<b>kWh</b>	<b>434,077,804</b>	<b>313,393,844</b>	<b>540,886,500</b>	<b>570,297,649</b>	-	-	-	-	-
Reduction vs BASE	Total kWh	-23.9%	-42.1%	-5.2%	BASE	-	-	-	-	-

<sup>2</sup>The SBTi is a partnership among the Climate Disclosure Project, the United Nations Global Compact, the World Resources Institute and the World Wide Fund for Nature to drive ambitious climate action. It enables companies to set science-based emissions reduction targets.

## Climate change

The company is committed to achieving net-zero emissions in the UK and Ireland by 2050 and will, if possible, reach this goal sooner.

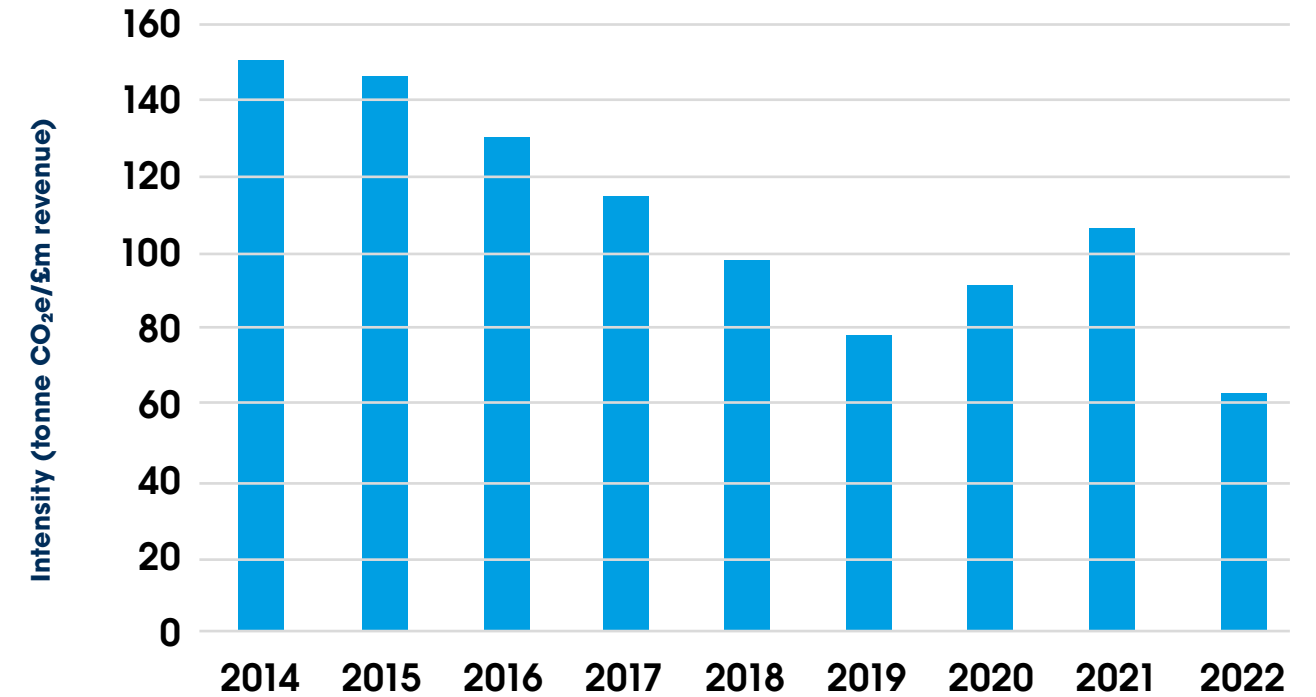
We are developing a road map for getting there. The company is working with an organisation called Carbon Intelligence and, in January 2023, committed to the Science Based Targets initiative (SBTi)<sup>2</sup> for all pub operations and the global supply chain, in line with avoiding the worst effects of climate change. Agreeing on science-based targets will ensure that the company follows a credible and scientifically verified carbon-reduction pathway.

As part of the plan, we will work with our suppliers, building designers, equipment providers, employees and other business partners to minimise any impact.

The company is working with a company called Carbon Intelligence and expects to make the submission to the SBTi in January 2023.

In addition, the company is a member of the Zero Carbon Forum, a non-profit-making organisation supporting the hospitality industry to comply with government reporting requirements and implement a roadmap to net-zero carbon emissions.

## Wetherspoon's CO<sub>2</sub> emissions (intensity)



- Conversion factors for electricity and gas are those published by the Department for Environment, Food & Rural Affairs.
- Reported data is in respect of the year ended 31 July 2022, to align with the period under which carbon emissions are reported.
- Scope 1 emissions result from the combustion of gas; scope 2 emissions result from the purchase of electricity.
- Refrigerant emissions from our pubs are not reported, as these are considered immaterial.

Wetherspoon has been recognised for reducing its greenhouse gas emissions.

It has been listed in the 2022 FT-Statista Europe's Climate Leaders list, highlighting companies which, over a five-year period, have achieved the greatest reduction in emissions.

### A spokesman for Europe's Climate Leaders 2022 special report said:

"Congratulations to Wetherspoon. This is a data-driven initiative, in which Statista and the FT evaluated the reduction in carbon emissions intensity of thousands of major companies across Europe. Wetherspoon stood out in the process."<sup>3</sup>

<sup>3</sup>Article in Wetherspoon News: autumn 2022

# Reducing carbon emissions – Scope 1 and 2

**Scope 1** – direct emissions from controlled sources, eg company vehicles

**Scope 2** – indirect emissions from purchased sources, eg electricity

Overall, the company has achieved a reduction of **49.5%** in scope 1 and scope 2 emissions since financial year 2014.

The company is focusing on three main areas to achieve further reductions, along with the added incentive of reducing the impact of any future energy price fluctuations:

- Reducing energy consumption
- Improving energy-efficiency
- Use of renewable energy

## Reducing energy consumption

Our target is to reduce annual electricity, gas and water consumption through a combination of operational initiatives and the introduction of energy-efficient technology. This approach will also reduce carbon emissions.

The company has an energy and environment group, chaired by finance director Ben Whitley.

Each pub has an energy, environment and recycling champion, responsible for reducing consumption at his or her pub and communicating top tips and initiatives to staff.

These energy champions help to encourage changes in behaviour, like using fire-up/power-down guides to ensure that pubs are efficient and minimise energy consumption when we're closed.

Each pub receives a monthly report, detailing the amount of electricity and gas consumed and including tips on how this can be reduced.

Employees receive training in this area, along with an energy guide which provides employees, among other things, with information about when equipment should be turned on/off.

## Improving energy-efficiency

Several pieces of energy-saving technology are now installed as standard in any new pubs and, over the following years, will be retro-fitted in pubs across the estate. These include:

- free-air cellar-cooling systems (cools the cellar by bringing in outside air, when external temperatures are low enough).
- sensor lighting.
- LED lighting, using 50% less energy, on average.
- Lossnay heat-recovery systems (extraction system which recovers heat energy from the building, then uses it to warm up the incoming fresh air).

Cheetah extraction management systems are installed in about 80% of pubs to control kitchens' ventilation. Smart electricity meters have been fitted in around 92% of pubs and are being installed, where possible, in those remaining. Gas AMRs are installed in around 85% of pubs.

The company consistently trials new ideas and energy-saving technology to reduce consumption and CO<sub>2</sub> emissions, including the following:

- solar panels
- rainwater-harvesting systems
- ground-source-heat pumps
- adiabatic cooling systems
- wind turbines
- light tubes
- building energy management system (BMS)
- voltage-optimising

## Use of renewable energy

With effect from October 2022, all electricity supplied to pubs in the UK and head office will have been generated from 100% renewable sources. Pubs and hotels in Ireland are currently on a different contract which will be considered when it is available to renew.

# Reducing carbon emissions – Scope 3

**Scope 3** – is the largest contributor to the company's overall emissions, representing an estimated 89% of our total output; however, measuring carbon emissions in our supply chain is complex.

As a starting point, we are allocating carbon emissions for every product which we sell, including food, drinks and hotel rooms. Where detailed data is not currently available, we are making assumptions based on industry averages. Over time, this data quality will improve.

Reducing our scope 3 emissions will rely, ultimately, on a partnership approach with our UK and worldwide suppliers and on their plans to reduce carbon emissions.

# Pollution and waste

## Reducing, reusing, recycling and waste management

As a business, we aim to minimise waste and maximise recycling. Our target is to recycle 95% of recyclable waste.

The pubs and head office segregate waste into a minimum of seven streams: glass, tin/cans, cooking oil, paper/cardboard, plastic, lightbulbs and general waste. In addition, food waste is also separated and sent for anaerobic digestion.

Draught beer and ale are supplied to pubs in barrels which are returned to the brewery for cleaning and reuse. Draught cider, wine and some soft drinks are supplied in a bag-in-a-box. After the contents have been dispensed, the plastic bag and cardboard box can be separated and sent for separate recycling.

Any remaining non-recyclable waste is sent to waste-to-energy power plants which reduce CO<sub>2</sub> and the use of fossil fuels.

Wetherspoon has a national distribution centre for food, some bottled drinks and non-consumable products.

During the financial year 2021/22, the pubs sent 10,680 tonnes of waste to the recycling centre, an increase of 4,722 tonnes, or 79%, on the previous year.

Used and returned cooking oil is converted to biodiesel for agricultural use.

The volume of paper used to print menus and other marketing materials has reduced by about 35% in the last three years, partly through improved management at pub level and also changing customer habits.

## No waste is sent to landfill.

### Water waste

Water usage is monitored across all pubs and head office. Where possible, we are installing low-flow or push-button taps, along with toilets requiring less water to flush.

We are trialling data management systems which help to pinpoint unexpected changes in water consumption – which may indicate a change in behaviour or a supply leak.

### Reducing food waste

Several initiatives have been implemented to reduce food wastage, including preparation waste and plate waste.

All pubs segregate food waste, which is collected and sent for anaerobic digestion.

Several of our meals are available in a smaller portion size, suiting customers seeking a lighter meal.

Any unwanted, yet fit-for-consumption, food is donated to our charity partner FareShare, which distributes it to food banks, community centres and/or others in need.

In 2018, we were awarded the 'Waste no Food' award from the Sustainable Restaurant Association (SRA) for our continued efforts in this area.

### Take-away packaging

The company does not routinely advertise food to take away, although some customers may request to do so, either as a whole meal or as a 'doggy bag'.

\*Automated meter-readers (AMRs) record gas consumption data remotely, in a similar way to smart electricity meters.

\*A few UK pubs, where electricity is supplied by the landlord, are excluded.

## Plastics

The company has set the following targets by 2025:

- **100%** of plastic packaging to be reusable, recyclable or compostable
- **70%** of plastic packaging to be effectively recycled or composted
- **30%** average recycled content across plastic packaging
- Action, through redesign, innovation or alternative (reuse) delivery models, to eliminate problematic or unnecessary single-use plastic items

## Single-use plastics

Plastics can have a place. They can protect products from damage or contamination, increase food shelf life and, since they are usually lightweight, create lower transport emissions than heavier materials.

Our approach focuses on two areas:

- Removing unnecessary single-use plastics which can be avoided
- Waste management of plastics – aim for 100% recyclable, reusable or compostable

To date, the following steps have been taken to reduce single-use plastics' use:

- **Plastic straws** – removed in December 2017 and replaced with 100% biodegradable and 100% recyclable paper straws and wrappers. Customers can self-select a straw, if required, rather than automatically being given one each time.
- **Plastic water bottles** – complimentary water fountains are available in all pubs. Alternatives to the current single-use plastic bottles are being reviewed.
- **Plastic packaging** – we are working with our major suppliers and with the support of the **Waste & Resources Action Programme (WRAP)** and the **Sustainable Restaurant Association (SRA)** to reduce and, where possible, remove the use of plastic packaging for food. Plastic containers used in the kitchen are now reusable – and cling film use has ceased.

- **Plastic milk cartons** – these are segregated and recycled separately. Coloured lids have been replaced with clear recyclable lids. We are working with our dairy supplier to replace plastic milk cartons with bag-in-a-box milk, so using less plastic packaging.
- **Disposable coffee cups** – the majority of hot drinks sold in pubs is consumed on the premises, including unlimited complimentary refills, all served in a china mug!

## Toxic emissions and waste

The company does not create any toxic emissions or waste.

## Electronic waste

Electronic waste is disposed of safely, using specialised contractors for these items.

Where possible, computer equipment is sent to suppliers to refurbish and reuse.

Any disposal is compliant with the EU Waste from Electrical and Electronic Equipment (WEEE) directive.

On construction sites, there is a site waste management plan, managed by the main contractor and covering all site waste disposal.



# 2

# Responsible retailing



# Responsible food retailing

## Food and drinks served

We aim to improve the quality of our food continually and to provide customers with information about our product range to help them to make informed decisions about their food consumption.

Our 'responsible food retailing' policy sets out our approach in this area.

## Responsible food retailing policy

### Customer information

- We will provide customers, at the point of sale, in addition to the website and online channels, with clear, easy-to-understand:
  - nutritional information – as a minimum, this will include Calories (kcal), sugar, salt and saturated fat.
  - allergen information and details of all ingredients in food.
  - full ingredient declarations for each product in each dish.
- By 2025, we will also provide provenance details for all main dish ingredients.
- We will evolve and promote 'Your Choice' menus to include 'low-calorie/lighter meals' options and 'vegetarian and vegan' options.
- We will utilise technology to encourage customers to access nutritional information and to search for menu items, based on calorie levels and/or allergens.
- Where appropriate, we will present information to encourage customers to change behaviour (product positioning, eg zero-calorie drinks first).
- We will provide training to staff to enable them to signpost nutritional information to customers.
- We will set, and work towards, maximum kcal levels for each menu category, eg:
  - main meal (adult) – 1400 kcal (70% of recommended daily kcal, female)
  - main meal (child) – 700 kcal (50% of recommended daily kcal, 6–10 years)
  - main meal (younger child) – 500 kcal (50% of recommended daily kcal, 2–3 years)
  - dessert (adult) – 700 kcal (35% of recommended daily kcal, female)
  - dessert (child) – 375 kcal (25% of recommended daily kcal, 6–10 years)
  - small plates – 700 kcal (35% of recommended daily kcal, female)
- We will remove artificial flavours and colours from our food.
- We will offer at least one lighter (lower-calorie) alternative for all meal occasions throughout the day, including desserts and snacking.
- Fruit, vegetables and salads will be available on all menus.
- We will give customers the option (where appropriate) to purchase a smaller meal at a lower price, either as a smaller portion or without side orders (eg chips and onion rings).

### Responsible promotion

- Our overall strategy is for 'every item to be best in class' (EIBIC). We aim to offer a balanced menu which provides variety and choice for nutritional and dietary preferences, as well as transparency of information to allow customers to make informed decisions.
- We have a target of reducing total sugar by 20% by 2025 (measured from a January 2015 baseline). These reductions will be achieved through a combination of reducing portion sizes and adapting recipes.
- We are committed, by 2025, to not offering any dessert or individual product which contains more than 50% of the daily recommended intake of total sugar.
- We will highlight a balance of menu options (including low calorie) in our promotions, including clubs and other offers.
- We will not advertise anything HFSS<sup>7</sup> to children across any channel, as defined by Ofcom Nutrient Profiling Model.
- We will adhere to the BCAP, Ofcom and CAP codes for advertising to children.
- We will avoid promotional activity encouraging customers to order additional items and consume more than they may have originally intended, eg 'Would you like chips with that?'

- We will avoid promotional activities which require customers to order more than one course, eg by offering the price for only a two- or three-course meal (a one-course meal with an additional charge to add a dessert would be acceptable).
- We will not participate in promotion which encourage/reward the overconsumption of food, eg a reward for finishing the whole meal/'man v food' promotions.
- We will avoid promotional activities which encourage customers to purchase multiple food offers by offering sizable discounts to do so, eg 'one dessert for £3; two desserts for £5' gives customers a discount of 17% and would be acceptable; in contrast 'one dessert for £4; two desserts for £5' gives customers a discount of 60% and is unacceptable.
- We will not offer, for a fixed price, the unlimited consumption of fizzy drinks or any other drink which falls under the Soft Drinks Industry Levy (SDIL).

### Children<sup>8</sup>

- We will provide children's menus which offer credible healthier choices, with controlled levels of salt, added sugar, saturated fat and total fat.
- We will review the levels of calories, salt and sugar in all food and drinks marketed specifically at children. By 2025, no main meal or dessert is to exceed 50% of the recommended daily intake of calories, salt and/or sugar.
- We will continue to support the five-a-day message for fruit and vegetables. All children's meals will be served with a portion of vegetables or a side salad – and a portion of fruit.
- Children's meals will not contain any artificial colours or flavours.
- We will promote healthier choices, wherever possible, highlighting healthier swaps on menus.
- We will not market, to children, fizzy drinks or any other drink which falls under the SDIL.

We have fully supported the Public Health Responsibility Deal<sup>9</sup>, from its introduction in 2011.

### We have signed up to the following pledges in the food section of the Public Health Responsibility Deal:

- Calorie reduction
- Salt catering: reformulation of products as purchased by the customer
- Salt reduction

We do not use any hydrogenated vegetable fats or trans-fats in our foods. The cooking oil we use is virtually trans-fat free.

We do not use genetically modified ingredients in our foods.

## Children

Since 2010, we have reduced the overall salt content in our meals by about 20%. Initial focus was on dishes with the highest salt level and children's meals; however, now, it includes all meals. The salt content of all meals is included in the nutritional information (grams of salt per meal or portion). For children's meals, this information is also included in the children's menu.

### We support the Food Foundation's 'Peas Please' campaign and, in 2019, made the following pledge:

We are ensuring that our children's meals include at least two portions of veg. We already have two portions as an option with all 'bigger appetite' dishes and most 'smaller appetite' dishes and plan to review how the default can be improved. We are also due to trial a free 'carrot bag' early 2020, as well as menu redevelopment to get more 'hidden' veg included. With our pledge, we commit to aiming for continuous progress to increase the portions of veg which we serve to children every year.

The 2021 'Out to Lunch' campaign, run by the Soil Association, rated J D Wetherspoon as the best restaurant overall, with Wahaca, Zizzi and Wagamama close behind.

RESTAURANTS	TOTAL SCORE /100
1 J D WETHERSPOON	73
2 WAHACA	67
3 ZIZZI	66
4 WAGAMAMA	64
5 HARVESTER	63
6 NANDO'S	62
6 CHOUITO	62
8 GRAFFE	61
9 TGI FRIDAY'S	60
10 BREMERS FAYRE	59
11 PREZZO	57
12 FRANKIE & BENNY'S	57
13 LEON	55
14 PIZZA EXPRESS	54
15 BELLA ITALIA	52
16 LAS IGUANAS	51
17 KEA	51
18 MCDONALD'S	50
19 HUNGRY HORSE	46
20 PIZZA HUT	43

<sup>8</sup>Public Health England recommends that no meal advertised to children be higher than 500 kcal.

<sup>7</sup>HFSS means food and drinks products high in fat or salt or sugar, according to the nutrient-profiling scheme developed by the FSA.

<sup>9</sup>Public Health England defines children as anyone aged under 18 years.

<sup>10</sup>The Public Health Responsibility Deal – launched in March 2011, this was established to tap into the potential for businesses and other organisations to improve public health and tackle health inequalities through their influence over food, alcohol, physical activity and health in the workplace.

## Health, nutrition and allergens

Full allergen/nutritional information can be found on our customer information screens in pubs, website and Wetherspoon app. Customers can ask at the bar, where staff will be able to direct them to this information.

While we have procedures for segregating preparation within meals and drinks, kitchen and bar service may involve shared preparation/cooking areas. If customers have specific food/drink allergen needs, we ask that they please inform us; we will take reasonable steps to prepare their meal safely, although cannot guarantee completely allergen-free environments or products.

Vegetarian dishes, vegan dishes, dishes which are less than 5% fat and dishes under 500 Calories are indicated on the menu by symbols.

## Responsible alcohol-retailing

We support practices which promote sensible drinking and have established a 'code of conduct for responsible retailing', outlining our approach in this area.

### We have signed up to the following pledges in the alcohol section of the Public Health Responsibility Deal:

- Awareness of alcohol units in the on-trade
- Tackling underage alcohol sales
- Supporting Drinkaware
- Responsible advertising and marketing of alcohol
- Supporting community actions to tackle alcohol harm

In October 2014, we were the first major on-trade alcohol retailer to include the alcohol unit content of all drinks on our menu.

We also seek to develop partnerships with local authorities and the police. All pubs are requested to

become a local pubwatch scheme member (this scheme promotes a safe and responsible drinking environment). In several locations, a company pub manager chairs the scheme and, where there is no pubwatch, we work with the local police and council to try to establish one.

We support and work with several cross-industry organisations, including the British Institute of Innkeeping, UK Hospitality and the British Beer and Pub Association. A company representative sits on the National Pubwatch committee; we also financially support Drinkaware.

We encourage our pubs to enter the Best Bar None schemes (run by local authorities and the police, to encourage good behaviour in town centres), promoting a safe and secure environment.

## Responsible gambling

The company applies proof-of-age policies to anyone playing gaming machines to ensure that they are not played by customers aged under 18 years.

Responsible gambling messages are displayed on digital gaming machines, with information also provided about support organisations for problem gambling.

## Food safety and health and safety

Wetherspoon has always emphasised the importance of hygiene standards.

We now have 775 pubs rated on the Food Standards Agency's website (see table below). The average score is 4.98, with 98.6% of the pubs achieving a top rating of five stars. We believe this to be the highest average rating for any substantial pub company.

In the separate Scottish scheme, which records either a 'pass' or a 'fail', all of our 60 pubs have passed.

With Milton Keynes Borough Council, we have signed a primary authority partnership (under the Better Regulation Delivery Office scheme) for health and safety, food safety and trading standards.

Financial year	Total pubs scored	Average rating	Pubs with highest rating (%)
2013	771	4.85	87
2014	824	4.91	92
2015	858	4.93	94.1
2016	836	4.89	91.7
2017	818	4.89	91.8
2018	807	4.97	97.3
2019	799	4.97	97.4
2020	781	4.96	97
2021	787	4.97	98.4
2022	775	4.98	98.6

## Monitoring standards

Every pub receives at least five quality-assurance visits each month from a combination of its area manager, the audit department, an external 'mystery shopper' company and other head-office managers. The scores from these visits are combined and form part of the bonus scheme for all pub-based employees.

There are 846 pubs (99.9%) accredited by Cask Marque for the quality and consistency of the real ale which they serve.

**There are 213 Wetherspoon pubs listed in CAMRA's Good Beer Guide 2022** (2021: 242 pubs) – a larger proportion, we believe, than any other substantial pub company. The list of pubs is **available here**.

# Responsible product-sourcing and product quality

We have a fully traceable supply chain, and all of the company's food suppliers have a globally recognised food-production standard, eg accreditation by the British Retail Consortium.

### There are strict specifications for all products, so that high standards of quality and food safety are met, including:

- detailed product specifications
- complete product traceability
- regular DNA-testing on all processed meat products, steaks and fish
- speciation tests

We promote long-term relationships with our suppliers. Where possible, we use British products and support British farming. For example, our chips are made using 100% British potatoes; our beef burgers are made with 100% British and Irish beef; our sausages are made with 100% British and Irish pork; all of our beef steaks come from Britain and Ireland.

We use only free-range eggs with the British Lion quality mark from the UK. We have worked with the Rainforest Alliance since 2008. The Tetley tea and Lavazza coffee served comes from Rainforest Alliance-certified farms. In 2010, we were awarded the Sustainable Standard-Setter A ward, by the Rainforest Alliance, for ongoing dedication, innovation and leadership in environmental conservation.

Where practicable, we work with suppliers, contractors and partners to minimise environmental impact and encourage sustainable sourcing.

We support brewers of all sizes, across the UK and Ireland, so that our customers can enjoy a diverse range of real ales. We support over 350 UK brewers, delivering over 4,000 ales through real-ale festivals, exhibitions, meet-the-brewer events and the promotion and stocking of their beers. We aim for every pub to have at least four ales available, at all times, including those locally sourced.

We carry out our business honestly and with respect for the rights and interests of those involved. We endeavour to ensure that relations with suppliers and business partners are fair and mutually beneficial.

Employees are not permitted to accept bribes or enticements of any kind, including gifts or hospitality.

In sourcing products from many countries, we aim to uphold the International Labour Organization's agreed standards of labour (including a ban on child labour and forced labour). We expect our suppliers to treat their employees fairly, honestly and with respect for their human rights.

We have a farm animal welfare policy which sets out our required standards on animals' close confinement, genetic engineering or cloning, growth-promoting substances, use of antibiotics, use of routine mutilations, preslaughter stunning and long-distance live transportation. Suppliers are selected and then audited to monitor their compliance with our farm animal welfare policy. To view the policy, **click here**.

We are a member of Sedex – the world's largest collaborative platform for sharing responsible sourcing data on supply chains (including labour rights, health and safety, the environment and business ethics), used by over 50,000 members in more than 50 countries.

## Supplier charter

The supplier charter document sets out all of the requirements of working with Wetherspoon, as well as those policies and procedures applicable to all suppliers.

A full copy of the supplier charter is available at: [www.investors.jdwetherspoon.com](http://www.investors.jdwetherspoon.com)

## Farming standards, animal-sourcing and welfare

Wetherspoon believes that it has a responsibility to conduct its business responsibly and ethically; this extends to the sourcing of food products. Our food-sourcing policy refers to all of our products and ingredients containing meat, seafood, dairy and/or egg products.



We are committed to the 'five freedoms' as defined by the Farm Animal Welfare Committee (2009). These form the basis of internationally recognised animal welfare practices.

The routine use, by suppliers, of close-confinement systems in the rearing of farm animals is, where possible, avoided in the supply chain. This includes no cages for laying hens or broiler chickens and no tethering of dairy or beef cattle. The exception is with pigs, where farrowing crates are used under certain circumstances.

The use of growth promoters is strictly prohibited across all of our livestock supply chains.

There is no routine mutilation of farm animals used to supply products. There are instances of tail-docking and teeth-clipping in pigs and tail-docking in lambs, where their welfare is deemed to be at risk by not doing so.

To prevent undue stress to animals, we aim to keep animal transportation times to a minimum: eight hours is the maximum, although, in reality, most journeys are considerably shorter.

All livestock providing meat is stunned, before slaughter, to ensure that the animal is insensitive to pain. All farmed seafood is stunned before processing.

#### Against animal-testing

We do not support the use of animals to test the safety of products.

#### Use of antibiotics

Wetherspoon does not support the preventative mass medication of animals by the use of antibiotics (prophylactic) within its supply chain. Our view is that antibiotics should be used only where there has been a specific clinical diagnosis.

A formal antibiotic reduction strategy has been developed using, as a blueprint, the Compassion in World Farming antibiotic stewardship programme.

#### Antibribery and anticorruption policy

Wetherspoon conducts all business in an honest and ethical manner and with a zero-tolerance approach to bribery and corruption. We are committed to acting professionally, fairly and with integrity, in all of our business dealings and relationships.

The antibribery and anticorruption policy is based on the Bribery Act 2010 and applies to any person with whom, or organisation with which, Wetherspoon works, including actual or potential suppliers, agents, advisers and professional advisers, wherever located, and any person who works for Wetherspoon, including

employees, directors, consultants, agency workers, volunteers, agents and contractors.

All forms of bribery and corruption are strictly prohibited.

#### It is not acceptable to:

- a) give or offer any payment, gift, hospitality or other benefit in the expectation that a business advantage will be received in return or to reward any business received.
- b) accept anything, the offer of which you know, or suspect, to have been made with the expectation that it will provide a business advantage to the person offering it or to anyone else.
- c) give or offer any payment (sometimes called a facilitation payment) to a government official in any country to facilitate or speed up a routine or necessary procedure.
- d) threaten or retaliate against another person who has refused to offer or accept a bribe or who has raised concerns about possible bribery or corruption.

Wetherspoon operates a strict corporate hospitality policy. Wetherspoon's employees are not permitted to accept gifts or corporate hospitality of any kind – and we ask that third parties do not offer it. If unsolicited gifts are received by Wetherspoon (eg at Christmas), these are logged with the head of purchasing and raffled in aid of the company's nominated charity – Young Lives vs Cancer.

#### It is unacceptable for any Wetherspoon employee (or someone on his or her behalf) to:

- give, promise to give or offer a payment, gift or hospitality with the expectation that he or she or Wetherspoon will improperly be given a business advantage or as a reward for a business advantage already improperly given.
- give, promise to give or offer a payment, gift or hospitality to a government official, agent or representative to facilitate or expedite a routine procedure.
- accept payment from a third party, where it is known or suspected that it is offered or given with the expectation that the third party will improperly obtain a business advantage.
- accept a gift or hospitality from a third party, where it is known or suspected that it is offered or provided with an expectation that a business advantage will be improperly provided by Wetherspoon in return.
- threaten or retaliate against another Wetherspoon employee who has refused to commit a bribery offence or who has raised concerns under this policy.
- engage in any activity which might lead to a breach of this policy.

#### Whistleblowing

We encourage employees, suppliers and their employees to report and disclose genuine and serious wrongdoing, so that we can deal internally,

at an early stage, with any improper activities and investigate accordingly. All whistleblowing should be reported to the following e-mail address:

[whistleblowing@jdwetherspoon.co.uk](mailto:whistleblowing@jdwetherspoon.co.uk)

## Sourcing policies, practices and guidelines

Wetherspoon has a responsibility to conduct its business responsibly and ethically – this extends to the sourcing of food products.

We recognise animal welfare as a business issue and strive to ensure the highest-possible animal welfare standards across the supply chain. We commit to looking continuously into ways of improving animal welfare, over time, and of providing transparency to customers about where the food we serve comes from.

We aim to ensure that food products are produced ethically, sustainably and in an environmentally friendly way, with regular risk-based supplier audits completed to check this.

Suppliers are expected to hold a globally recognised food safety standard, such as British Retail Consortium (BRC) certification or an alternative global GAP-accredited scheme – a globally

recognised food safety standard, providing assurance that their processes and controls are stringent enough to ensure that the food which they supply is safe.

Our supply chain is extensive. Suppliers conform to those accredited assurance schemes relevant to their geographic location and products supplied. These assurance schemes comply with EU legislation as a minimum and include, but are not limited to, Red Tractor, Bord Bia, RSPCA Assured and Genesis GAP.

Our responsible-supplier principles set out our expectations of all suppliers. This is to ensure that all workers involved in our supply chains are treated honestly, ethically and responsibly. This extends to pay, working hours, working conditions, prohibiting child labour, prohibiting forced labour, freedom of association and employee representation and equality of treatment.

Product	Sourcing policy
Chicken	<p>Chicken is sourced from the UK, Europe and Thailand.</p> <p>British chicken is Red Tractor Assured. All other chicken is assured under other schemes, eg the LR Poultry Standard, and is compliant with EU regulations.</p> <p>We are committed to the 'five freedoms' as defined by the Farm Animal Welfare Committee (2009).</p> <p>The policy statements below set out time-bound limitations of the expected animal welfare standards for the supply of chicken, based on the European Chicken Commitment.</p> <p>All dates detailed are to the end of the calendar year. Unless progress steps are defined, the standard is met currently. Suppliers/producers will comply with all EU animal welfare laws and regulations, regardless of the country of production.</p> <p><b>Antibiotics</b></p> <p><b>Current</b> – Critically important antibiotics (currently used for human medicine and defined as the highest priority by the World Health Organization (WHO)) to be used as a last resort only and where animals' health and welfare may otherwise be compromised.</p> <p><b>2021</b> – No critically important antibiotics given the highest priority by WHO to be used.</p> <p><b>2026</b> – Reduction in line with J D Wetherspoon's antibiotic reduction strategy.</p>



	<p><b>Antibiotic reduction strategy</b></p> <p>No prophylactic use of antibiotics in the rearing of chickens used for supply. Suppliers/producers must have a published antibiotic reduction strategy, updated each year and provided to the company.</p> <p>The use of growth promoters is strictly prohibited across all of our livestock supply chains, including chicken production. No poultry derived from a cloned animal or subsequent generations is to be used.</p> <p><b>Confinement</b></p> <p><b>Current</b> – 100% of chicken flocks to be raised cage free</p> <p><b>2026</b> – 100% of chicken flocks to be raised cage free and without the use of multitier systems</p> <p><b>Breeds</b></p> <p>The breeds considered to have higher welfare outcomes are Hubbard JA757, 787, 957, or 987, Rambler Ranger, Ranger Classic and Ranger Gold and others which meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol.</p> <p><b>2021</b> – 25% improvement to breeds with high welfare outcomes</p> <p><b>2026</b> – 100% switch to breeds with high welfare outcomes</p> <p><b>Environmental standards</b></p> <p>Light Current – Min 20 lux</p> <p><b>2021</b> – Expected progress to be made</p> <p><b>2026</b> – Min 50 lux, including natural light</p> <p><b>Perch space</b></p> <p><b>2021</b> – Expected progress to be made</p> <p><b>2026</b> – At least two metres of usable perch space and two pecking substrates per 1,000 birds</p> <p><b>Air quality</b></p> <p>Requirements are laid down in Annex 2.3 of the EU broiler directive and are regardless of stocking density.</p> <p>Concentration of ammonia (NH<sub>3</sub>) will not exceed 30ppm</p> <p>Concentration of carbon dioxide (CO<sub>2</sub>) will not exceed 3,000ppm</p> <p>When external temperature exceeds 30°C in the shade, the internal temperature will be no more than 33°C</p> <p>When the external temperature is below 10°C, average internal relative humidity, measured inside the house over 48 hours, will not exceed 70%</p> <p><b>Thinning</b></p> <p>Thinning is to be discouraged.</p> <p><b>Current</b> – Number of thins to be determined</p> <p><b>2021</b> – Expected progress to be made</p> <p><b>2026</b> – Limited to one thin per flock</p> <p><b>Beak-trimming</b></p> <p><b>Current</b> – percentage levels to be determined</p> <p><b>2021</b> – 50% reduction on current levels; hot knife method to be prohibited</p> <p><b>2026</b> – 100% reduction on current levels</p>
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	<p><b>Live transport times</b></p> <p>Must not exceed eight hours and no live exports.</p> <p><b>Lairage conditions</b></p> <p><b>Birds must be unloaded and slaughtered, after being assessed, as soon as possible after arrival at the slaughterhouse. If the birds are not killed straight away, they must be provided with:</b></p> <ul style="list-style-type: none"> <li>• drinking water, suitable enough for the number of birds.</li> <li>• feed, if not slaughtered within 12 hours of arrival; after that, at regular intervals, suitable enough for the number of birds.</li> <li>• enough space to house all animals; if in containers, they must be stable, must not allow excreta to fall on the animals below and must be suitably ventilated.</li> <li>• an environment which keeps them safe from potential injury and predators.</li> <li>• shelter/shade from extreme weather.</li> <li>• protection from sudden noises.</li> <li>• lighting suitable for inspections to be carried out.</li> <li>• natural or mechanical ventilation to protect them from extreme temperatures, as well as from harmful levels of humidity and ammonia.</li> </ul> <p><b>Preslaughter stunning</b></p> <p>When suitable technology is commercially available, controlled atmospheric stunning using inert gas or multiphase systems, or effective electrical stunning without live inversion, will be adopted.</p>
<p><b>Lamb</b></p>	<p>Lamb is sourced from New Zealand and the UK. New Zealand lamb is produced under the Alliance Group Farm Assurance Programme – designed to ensure that suppliers consistently meet high food and animal welfare standards in their farming practices. British lamb comes from farms operating under the Red Tractor Farm Assurance scheme or Farm Assured Welsh Livestock Scheme. All lamb is outdoor reared, free range and (where possible) pasture fed. None of our lamb products is reared using confinement systems for livestock. All of the lamb we use is free from genetic modification.</p>
<p><b>Beef</b></p>	<p>Beef is sourced from farms in the UK and Ireland, operating under the Red Tractor and Bord Bia quality-assurance schemes which promote best farming practices. Farmers must provide adequate animal shelter from rain-sun, particularly at vulnerable times, such as calving. The majority of the animals' diet must comprise grazed grass and grass-based winter forages.</p>
<p><b>Pork</b></p>	<p>Pork products are sourced from within the EU from producers which conform to the appropriate national standards, based on Council Directive 2008/120. Many of the national standards exceed the minimum requirements. Current stocking densities will not exceed 30 sows per hectare.</p>
<p><b>Fish and shellfish</b></p>	<p>Cod and haddock are sourced from Marine Stewardship Council (MSC) fishing grounds in the North Atlantic, rated as either 2 or 3 by the Marine Conservation Society. The company has achieved MSC Chain of Custody certification. Scampi is sourced from fishing grounds around the UK and Ireland, the weighted average MCS score for these fishing grounds being 2.98. Tuna is dolphin friendly and caught using purse seines and FAD (fish aggregating device) free.</p>

<b>Palm oil</b>	For cooking purposes, the company uses roundtable sustainable palm oil (RSPO)-certified oil, meeting the global production and supply chain requirements for sustainable palm oil. Annually, the company completes traceability tests with suppliers, back to first importer. All palm oil used as an ingredient in supplied products is RSPO certified. No new products are listed without this certification. The company is working with suppliers to identify other areas which may use palm oil products or derivatives, such as cleaning or personal hygiene products.
<b>Soya as an ingredient</b>	There are currently 16 products which have soya as an ingredient or compound ingredient. The percentage of soya used as an ingredient is low in the majority of products. We commit to ensuring, by the end of 2023, that all soya used as an ingredient or compound ingredient in the supply chain is certified sustainable according to a recognised certification scheme. From September 2021, no product will be listed with soya as an ingredient if the origins cannot be confirmed as sustainable. We will conduct periodic traceability audit tests with our suppliers on the origins of soya as an ingredient.
<b>Soya as animal feed</b>	We are working with suppliers to ensure, by the end of 2023, that all soya used as animal feed in the supply chain is certified sustainable according to a recognised certification scheme. The data-capturing process is under way and we currently understand, for 50% of our chicken products, that our suppliers have implemented sustainable soya policies and/or practices to ensure that soya is not coming from areas of existing or formed rainforests, primary forests, high conservation value lands, high carbon stock forest areas or illegally deforested areas in the Amazon Biome. No new products will be listed without this certification for animal feed. We use UK beef which is produced using predominantly a forage-based diet with only a small amount of soya as animal feed, on which we look to capture origin data.
<b>Eggs</b>	All eggs, including those used as an included ingredient in supplied products, are from hens reared in free-range systems and cage free. Fresh whole eggs are sourced in the UK and are all RSPCA assured and display the British Lion quality mark.
<b>Milk</b>	All fresh milk is sourced in the UK from cows reared under the Red Tractor Farm Assurance Dairy Scheme. Milk is currently sourced from about 100 farms audited by Red Tractor directly. This scheme sets standards for animal welfare and the use of antibiotics. Untethered exercise must be provided daily. The prophylactic use of antibiotics and growth promoters is not allowed. The milk produced is routinely tested for residual antibiotics.
<b>Coffee, sugar, cocoa and tea</b>	<p><b>Coffee (Lavazza):</b> 100% Rainforest Alliance certified. Lavazza decaffeinated coffee is not Rainforest Alliance certified.</p> <p><b>Sugar:</b> White/brown sugar sticks (for hot drinks) –Fairtrade certified. The source of sugar as an ingredient within food products is not currently known.</p> <p><b>Cocoa:</b> As of January 2021, 15% of products containing cocoa are certified with either UTZ Rainforest Alliance or Fairtrade; 55% uncertified; 30% not known.</p> <p><b>Tea (Tetley):</b> 100% Rainforest Alliance. From 2022, tea bags will be 100% biodegradable and plastic free.</p>
<b>Exotic fruits</b>	Bananas – UTZ certified, Rainforest Alliance and sourced from an international company with a high standard of sustainability core values and international social accountability standards. Lemons, limes and other citrus fruits – class 1, sourced from a variety of countries (including Argentina, Brazil, Cyprus, Greece, Israel, Italy, Morocco, South Africa, Spain, Turkey, Uruguay and USA). Lemons and limes must be vegan, using a plant-based wax.



# 3

# People

# Employees

Wetherspoon has been recognised for 17 consecutive years, including 2020, by the Top Employers Institute as a 'Top Employer United Kingdom'. Applications for accreditation were paused in 2021 and 2022, during the pandemic. An application for accreditation in 2023 has been made.

## Employee numbers

As at the end of our financial year 2021/22, over 43,000 people were employed in pubs and hotels, in regional roles and at head office (Watford, Hertfordshire). In the Republic of Ireland, over 600 people were employed. The company does not employ anyone below either 16 years of age or the recognised school-leaving age.

Of our staff, 54% are aged 24 years or under; therefore, for many, this is their first experience of working. Numerous people join the company from the 'not in employment, education or training' (NEET) population and can start with limited basic skills and confidence.

Many of our employees have chosen to spend their career with us and progressed through the company.

The attraction and retention of talented pub and kitchen managers are important for any hospitality business. As the table below demonstrates, the retention of managers has improved, even during the pandemic.

Financial year	Pub manager's average length service (years/months)	Kitchen manager's average length service (years)
2013	9.1	6
2014	10	6.1
2015	10.1	6.1
2016	11	7.1
2017	11	8
2018	12	8.1
2019	12.2	8.1
2020	12.9	9.1
2021	13.6	9.6
2022	13.11	10.5

The average length of service for a pub manager is 13 years and 11 months and a kitchen manager 10 years and five months, while 33% of hourly paid employees have been with us for over three years.

All staff are employed directly by the company, with the exception of a small number of head-office contractors, involved in specific project work.

Of hourly paid staff, 99% are employed on a guaranteed-hour contract. A minority of employees prefers the flexibility of a contract with no minimum hours.

Where these contracts are used, employees receive exactly the same benefits as those on a guaranteed-hour contract, there is no sole-employer restriction and no obligation on employees to accept those hours offered.

# Equality, diversity and inclusion

**Wetherspoon strives to maintain a working environment, terms and conditions of employment and personnel and management practices which ensure that no individual receives less favourable treatment, or discrimination, on the grounds of:**

- race (including nationality, colour, ethnic origin)<sup>10</sup>.
- sex.
- religion or belief.
- age.
- marital or civil partnership.
- gender (including gender reassignment).
- sexual orientation.
- physical or mental disabilities.
- pregnancy or maternity.
- part-time status.

## Wetherspoon's commitment to equality, diversity and inclusion

Wetherspoon actively promotes equality, diversity and inclusion, throughout the company, by the application of employment policies and practices which ensure that individuals receive treatment which is fair, equitable and consistent with their relevant aptitudes, potential, skills and abilities.

All managers will seek to ensure that all employees comply with these principles, and Wetherspoon will provide training to those who have special responsibility for applying the 'equality, diversity and inclusion' policy.

The company will ensure that individuals are recruited, remunerated, promoted and trained, based on objective criteria, taking into consideration relevant aptitudes, potential, skills and abilities. No applicants will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitute direct or indirect discrimination.

No employment decision will be taken based on irrelevant or discriminatory criteria.

The company is committed to making reasonable adjustments in the workplace to assist all employees who require them. Where business needs allow, working patterns will be reviewed and flexible working will be offered to employees.

It is our aim to create and maintain a harmonious working environment. We recognise the problems which sexual, racial and other forms of harassment, including bullying, may cause at work, and are committed to ensuring that such unacceptable behaviour does not take place.

No employees will be discriminated against, subjected to any detriment or victimised because they have made a complaint or allegation of any form of discrimination, harassment/victimisation or because they have given evidence in relation to any such complaint.

This policy applies to pre-employment, employment and post-employment, including recruitment, promotion, training and termination of employment. We are an age-positive employer, with training and career development opportunities offered to all of those meeting the selection criteria.

The company does not tolerate actions such as sexist comments, innuendo, jokes of an offensive nature, unwanted physical contact (eg brushing against a colleague's body) or inappropriate touching of employees, customers and contractors. Such actions will be dealt with under the disciplinary procedure. Complaints will be investigated thoroughly and dealt with via the grievance procedure.

Employees found to have treated others unfavourably, on the basis of a protected characteristic, will be subject to disciplinary action, up to and including dismissal, under the disciplinary policy and procedure.

## Four network groups have been established to support employees at all levels:

- LGBTQIA+
- Race and ethnic diversity
- Women
- Disability, mental health and well-being

The company does not gather data on employees' ethnicity.

## Gender

### The breakdown, by gender, across the company in September 2022, was as follows:

- 53% female and 47% male
- senior-manager level: 22% female and 78% male
- board level: 27% female and 73% male

For the Gender Pay Report April 2022, [click here](#).

The company has been recognised, by the Department for Work and Pensions, as an Age Positive and Disability Confident employer.

<sup>10</sup>In Northern Ireland and the Republic of Ireland, this also applies to the Irish traveller community.



## Antiharassment, antisexual harassment and antibullying

Harassment, including sexual harassment, is not permitted or condoned in the work environment under any circumstances. Everyone must be treated fairly and is entitled to work in an environment free from harassment, victimisation and bullying. This policy of antiharassment, antisexual harassment and antibullying applies to colleagues, customers, contractors and visitors.

A copy of our antiharassment, antisexual harassment and antibullying policies for the UK ([click here](#)) and Ireland ([click here](#)) is available.

We train employees from induction, and by way of regular refresher training, that harassment, including third-party harassment (from customers and others) is unacceptable in the workplace.

We encourage those employees who believe that they are being harassed, under the terms of the policy, to speak up and report such behaviour to their line manager or to the personnel department. Alternatively, reports can be made directly to the dedicated whistleblowing e-mail address:

[whistleblowing@jdwetherspoon.co.uk](mailto:whistleblowing@jdwetherspoon.co.uk)

## Training and career opportunities

Our range of our training courses helps to motivate employees and provide them with the necessary skills to carry out their job to a consistently high standard.

The company strives to provide a career, rather than just a job, with those showing promise given the opportunity to progress. The nature of our business means that the company attracts applicants with a range of skills and experience. We offer employees apprenticeships and training programmes throughout their career with the company.

Internal progression is our main source of appointing job roles throughout the company.

All pub-manager and area-manager vacancies are filled by internal candidates. In 2021/22, we promoted over 6,000 hourly paid staff to management positions.

## Investment in training, skills and professional development

Each year, the company invests into employee training, skills and professional development. In addition, £3.04 million has been paid as an apprenticeship levy in the last 12 months.

### Apprenticeships and qualifications

The apprenticeship programme was launched in January 2018, offering 10 qualifications:

- **Level 2 Housekeeping**  
(equivalent to five GCSEs A\*-C (9-4))
- **Level 2 Food production**  
(equivalent to five GCSEs A\*-C (9-4))
- **Level 2 Hospitality team member: Food and beverage**  
(equivalent to five GCSEs A\*-C (9-4))
- **Level 2 Hospitality team member: Licensed retail**  
(equivalent to five GCSEs A\*-C (9-4))
- **Level 2 Reception**  
(equivalent to five GCSEs A\*-C (9-4))
- **Level 3 Hospitality supervisor**  
(equivalent to two A levels)
- **Level 3 Senior production chef**  
(equivalent to two A levels)
- **Level 4 Hospitality manager**  
(equivalent to foundation degree)
- **Level 5 Operations/departmental manager (with diploma in higher education)**  
(in conjunction with Leeds Beckett University)
- **Level 6 Chartered manager degree apprenticeship: Business management practice**  
(in conjunction with Leeds Beckett University)

The apprenticeship programme develops knowledge, skills and behaviours, as well as improving English and maths through functional skills training. Currently, of all apprentices, 31% are undergoing an English or maths qualification as part of their apprenticeship, with 74 functional skills qualifications completed in the last 12 months.

In July 2022, the total number of employees undertaking an apprenticeship was 427, of which: 47% are undergoing a qualification at level 2; 26% at level 3; 12.5% at level 4; 6% at level 5; 8% at level 6; 1% at level 7.

## Pay and reward

We aim to offer fair and competitive rates of pay and benefits to our staff, including an all-employee bonus scheme. Pay rates for all employees are above the relevant national minimum wage and national living wage.

In addition to basic pay, all employees are eligible for a company bonus scheme, paid

monthly to pub-based staff and bi-yearly to head-office-based staff.

Wetherspoon has, for many years (see table below), operated a bonus and share scheme for all employees. Before the pandemic, these awards increased, as earnings increased for shareholders.

Financial year	Bonus and free shares	(Loss)/profit after tax <sup>11</sup>	Bonus and free shares as a percentage of profits
2007	19	47	41
2008	16	36	45
2009	21	45	45
2010	23	51	44
2011	23	52	43
2012	24	57	42
2013	29	65	44
2014	29	59	50
2015	31	57	53
2016	33	57	58
2017	44	77	57
2018	43	84	51
2019	46	80	58
2020	33	(39)	-
2021	23	(147)	-
2022	30	(21)	-
<b>Total</b>	<b>467</b>	<b>560</b>	<b>49.7<sup>12</sup></b>

In the financial year ending July 2022, the company paid £30.1m in respect of bonuses and free shares to employees. Of the amount, 98.8% was paid to staff below board level and 91.5% to staff working in our pubs.

Since 2005, we have paid around £467m of bonuses and free shares, which is 49.7% of the total 'profit after tax' for the period, excluding 2020, 2021 and 2022.

All employees with more than 18 months' service are eligible to join the share incentive plan (SIP)<sup>13</sup> and

receive free shares in J D Wetherspoon plc, giving them the opportunity to benefit from the company's future success. Employees can also choose, under the partnership shares scheme, to purchase additional shares in the company.

In total, Wetherspoon has purchased and awarded 23.4 million shares to employees since 2004, 18.2% of the company's share capital today.

In addition, approximately 15% of the company's shares were allocated to employees under 'share option' schemes which operated before 2004.

<sup>11</sup>IFRS16 was implemented in the year ending 26 July 2020 (FY20). From this period, all profit numbers in the above table are on a post-IFRS16 basis. Before this date, all profit numbers are on a pre-IFRS16 basis.

<sup>12</sup>Excludes 2020, 2021 and 2022.

<sup>13</sup>An equivalent scheme is offered to those employed in the Republic of Ireland.

At the end of the financial year ending July 2022, Wetherspoon had 43,100 employees, 15,299 of whom were shareholders in the company. The average shareholding is 327 shares.

Company sick pay has been extended to all employees, irrespective of job role.

All employees are offered a complimentary meal and a drink, when working, irrespective of the length of their shift. All employees also receive a staff discount which may be used on and off duty, across the company's pubs and hotels.

To reward loyalty, additional paid leave is awarded to all employees on completion of five, 10, 15 and 20 years' continuous service, with additional shares and company pension contributions awarded to all employees achieving 25 years' service – and every five years thereafter.

Employees may retain any tips which they receive. The company does not impose any management charges.

### Gender pay gap reporting

The gender pay gap is a measure of the difference in the average pay of men and women across the company – irrespective of their role. Median and mean gaps are calculated using those calculations set out in the gender pay gap reporting regulations.

There were only 168 employees deemed to be in relevant employment on the snapshot date of 5 April 2022, most based at head office. An additional 36,009 employees had been placed on the coronavirus job retention scheme (CJRS) and were on furlough on the snapshot date; they have not, therefore, been included in the calculations.

However, to provide a comparison with previous years, the same calculations were made based on the 42,820 employees who, before the COVID-19-related lockdown on 3 January 2021, were working in our pubs, hotels and at head office, within the United Kingdom (employees in the Republic of Ireland were not included).

Based on all employees, the median pay gap was 0% (2020: -0.45% – a negative pay gap meaning that, on average, women earned more than men).

Based on all employees, the mean pay gap was 3.64% (2020: 3.97%).

A full copy of the report is available at:  
[www.jdwetherspoon.com](http://www.jdwetherspoon.com)

## Employee engagement and consultation

Wetherspoon's decision-making has always benefited from the experience of pub-based employees who are in close contact with customers.

### All employees are encouraged to participate actively in the business strategy, including:

- a 'Tell Tim' suggestion scheme for all employees; this generates over 200 ideas a week, all of which are reviewed and responded to by directors. Some of the suggestions received are for new products; others are for small, or sometimes big, improvements to the myriad ways of working; others are just challenging the status quo about any aspect of working for the company.
- a selection of pub managers, area managers and other pub employees being invited to attend and contribute to weekly operations meetings at head office, hosted by the chairman or chief executive. The minutes are sent to all pubs, with employees encouraged to add their comments to the discussions and debates.
- employee directors, appointed on a three-year term, who attend board meetings and the annual general meeting (AGM), offering the experience of pub-based employees who are in close contact with customers.
- regular liaison meetings with employees, at all levels, to gain feedback on aspects of the business and ideas for improvements.
- directors and senior management completing regular visits to pubs – and pub employees visiting head office.
- directors, senior management and area managers working regularly in all areas of the pub operation, including the kitchen, bar and hotels.
- a weekly e-mail to all employees from the chief executive, sent to all employees.
- a dedicated website and app for employees: [myJDW.co.uk](http://myJDW.co.uk)
- network groups (LGBTQIA+; race and ethnic diversity; women; disability, mental health and well-being).

### Employee directors

After consultation with shareholders and employees, it was felt that the company would benefit from having more pub experience at board level; in August 2021, the process commenced to appoint 'employee directors' to the board.

In December 2021, two employee directors and two associate employee directors were appointed.

The roles are part time, taking an average of one day a month, for which employees will be released from their usual day-to-day duties. Each appointment is entered into on a three-year fixed-term basis.

Employee directors do not have management responsibility for the running of the entire company, which will remain the responsibility of the full-time executive directors. They are asked to contribute to the decision-making process, based on their experience and opinions. An important aspect of the roles is promoting and protecting the distinctive aspects of the company's culture – crucial factors in its future success.

While some employees are members of a union or representative body, the company does not recognise any union for the purposes of collective bargaining.

The company respects employees' rights to freedom of association.

### Employees' physical and mental health and well-being

We support the well-being of employees on a wide range of physical and mental health issues, including those raised at the recruitment stage. Wetherspoon seeks to make necessary adjustments reasonably required to help its employees to maintain employment and to ensure that they are not harmed by their work.

The company is committed, at all times, to supporting positive mental health in the workplace and assisting employees, wherever possible, with physical and mental health problems.

The personnel and audit director has management responsibility for workplace mental health, managed via the welfare committee.

A copy of the mental health and well-being policy is **available here**.

The range of support available to all employees is detailed in the mental health and well-being policy and includes a well-being checklist, a wellness recovery action plan (WRAP) and free confidential external counselling for all employees, through the Licensed Trade Association.

All line managers, including pub managers and area managers, receive specific mental health first aid training and are able to offer further support and guidance to employees, as required.

In addition, any employee can apply to the independent welfare committee for additional financial, pastoral or occupational health support. All requests are considered and responded to weekly.

We offer a range of flexible working arrangements and hours to support employees in different stages of their career and life.

### Licensed Trade Charity

The Licensed Trade Charity (LTC) was first established in 1793 and has been supporting the licensed trade ever since. Its mission is to equip licensed trade workers to be self-reliant and to provide the right guidance to people facing a crisis, by offering practical, emotional and, if necessary, financial support.

**The LTC is accessible to all employees, all day every day, by phone and/or online and provides confidential advice and support in the following areas:**

- money
- mental well-being
- housing
- health
- employment support
- education

The charity receives financial support from Wetherspoon.

### Labour relations

There have been no labour relations disputes or unrest in the year under review.

## Human rights

### Antislavery and human-trafficking statement

The company is committed to taking all necessary steps to ensure that its policies and working practices help to combat the global issues of slavery and human-trafficking. There are policies and procedures to address these issues specifically and to reinforce our zero-tolerance company stance against modern slavery and human-trafficking.

In the past year, we have continued to work with our suppliers to ensure full compliance with our company policies and requisite standards, as stated in the company's supplier charter.

We continue to focus on transparency in our supply chains and require all suppliers of food, drinks and non-consumables to become member of Sedex – the world's largest collaborative platform for sharing responsible sourcing data on supply chains.

The antislavery and human-trafficking statement is published at [www.jdwetherspoon.com](http://www.jdwetherspoon.com), in accordance with the Modern Slavery Act 2015. It outlines the approach which the company is taking to prevent modern slavery in our business and supply chains.



# 4

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# Community



# Charity

## UK nominated charity – Young Lives vs Cancer

The company's UK nominated charity is Young Lives vs Cancer (previously 'CLIC Sargent'). It supports children and young people with cancer. Since our partnership began 20 years ago, in 2002, Wetherspoon has raised over £20 million for the charity. This achievement is thanks to the generosity and commitment of our customers and employees. Those funds raised more recently are detailed below, by year.

	Amount donated (£)
August 2011–July 2012	1,408,921
August 2012–July 2013	1,606,163
August 2013–July 2014	1,653,941
August 2014–July 2015	1,714,125
August 2015–July 2016	1,622,461
August 2016–July 2017	1,749,691
August 2017–July 2018	1,674,090
August 2018–July 2019	1,541,618
August 2019–July 2020	1,114,668
August 2020–July 2021	214,888
August 2020–July 2022	1,638,288

## Republic of Ireland nominated charity – LauraLynn

In 2015, Wetherspoon nominated LauraLynn as its supported charity in the Republic of Ireland. The charity provides palliative and supportive care services to meet the needs of children with life-limiting conditions and their families.

Thanks to the efforts of our customers and employees, as at July 2022 (and since 2015), we have raised more than €287,420.

	Amount donated (€)
August 2015–July 2016	9,669
August 2016–July 2017	18,842
August 2017–July 2018	22,089
August 2018–July 2019	33,826
August 2019–July 2020	85,885
August 2020–July 2021	98,990
August 2020–July 2022	18,119

## The Royal British Legion poppy appeal

Our pubs continue to support this appeal, selling poppies and raising around £40,000 a year.

FareShare is the UK's largest charity fighting hunger and food waste. It saves good food from going to waste, redistributing it to frontline charities. Since working with FareShare, Wetherspoon has donated over 300 meals a week, on average, to the charity.

Between August 2021 and July 2022 the company donated 24 tonnes of food, or 54,143 meals, to 1,118 charities. This is a total of 24 tonnes of food donations.

## Local charities

Collectively, our pubs have also donated to local and other charities and organisations, including the Royal National Lifeboat Institution.

In 2022, pubs raised £19,000 on behalf of the Disaster Emergency Committee to fund ongoing humanitarian support in Ukraine.

## Industry trade bodies and associations

Wetherspoon is a member of the following trade bodies, associations and charities:

**UK Hospitality** – campaigning on behalf of its retailer members, encouraging the government to recognise and act on the economic, social and charitable values which pubs bring to communities up and down the land.

## British Beer and Pub Association (BBPA)

– members are responsible for 90% of the beer brewed in Britain today and represent around 20,000 of Britain's pubs. They include international companies, family brewers, managed locals and the nation's largest tenanted pub estates.

The association's aim is to support, represent and campaign for the well-being of the beer and pub sector.

**Drinkaware** – an independent charity working to reduce harm from alcohol misuse in the UK.

**National Pubwatch** – a voluntary organisation set up to promote best practice through supporting the work of local pubwatch schemes. Its aim is to achieve a safer drinking environment in all licensed premises throughout the UK.

## The Sustainable Restaurant Association (SRA)

– a not-for-profit organisation supporting companies in working towards sustainability, guiding customers to make more sustainable choices.

## Supplier Ethical Data Exchange (Sedex)

– the world's largest collaborative platform for sharing responsible sourcing data on supply chains (including labour rights, health and safety, the environment and business ethics), used by over 50,000 members in more than 150 countries.

# Community engagement

## Pubs as part of the local community

Pubs are a focal point of the community. We try to contribute in several ways.

Research (published in June 2018) by the data and research consultancy CGA has shown that a Wetherspoon pub more often has a positive effect on the local area and can stimulate general local interest in eating out. A full copy of the report is [available here](#).

## Pubs' design and facilities

Over the years, the company has won several awards for pub design and community facilities. Details of the most recent ones are [available here](#).

## Local art and history

Many of our pubs are restored from interesting and, in several cases, unique buildings which are steeped in history, including from the world of entertainment, banking and the railway.

The interiors are individually designed and contain a wealth of local artwork, including paintings and sculptures, and local history information reflecting the history of the building and the surrounding area.

The company works with, and is very grateful to, the many local history societies which support the company as part of the original pub design, and on an ongoing basis.

Copies of many of the history panels, photographs and other information are available on the company website. [Click here](#) for 'pub histories'.

## Public-access defibrillators

These have been installed in 20 pubs<sup>14</sup> and at the Wethercentre (the head office in Watford) for use by the wider community. Most of these are sited on an external wall, although some are currently inside the building. Following feedback from our employees and customers, we have committed to continue to install these in pubs and hotels.

## Supporting customers with disabilities

The company works with the charity Changing Places which supports those with physical disabilities (such as spinal injuries, muscular dystrophy and multiple sclerosis) who may need extra facilities or space to allow them to use a toilet safely and comfortably. Changing Places toilets are different from standard accessible toilets (or disabled toilets) and larger – to meet the needs of those using them. We have built Changing Places toilets in 11 pubs<sup>15</sup>, providing these facilities for disabled customers and their carers.

We have teamed up with Good Food Talks to make it easier for our visually impaired customers to browse through the menu at their local Wetherspoon. Good Food Talks ([goodfoodtalks.com](http://goodfoodtalks.com)) enhances facilities for the blind and visually impaired, when dining out, as well as for those with other reading difficulties, allowing browsing and listening to the menu through a fully accessible website and iOS mobile app.

Working in partnership with Mencap, we provide work placements in our pubs for those with learning difficulties.

We support the Not Every Disability is Visible campaign, highlighting the stigma and misunderstanding which can surround those with invisible disabilities, including Crohn's disease or colitis.

# Levelling-up

The Purpose Coalition<sup>16</sup> was founded with the aim of demonstrating the contribution which private-sector businesses, such as Wetherspoon, can make to the government's levelling-up agenda<sup>17</sup> by providing social mobility and equality of opportunity across the UK, in areas with wide ranging affluence and deprivation.

## This support can come in many ways, including:

- Social security and mobility through employment, skills, training, an extensive apprenticeship programme and a culture of supporting internal promotion and progression.
- Bonus scheme for all employees and share ownership through the share incentive plan.
- Employee engagement in decision-making and active participation in the business strategy.
- Appointing two employee directors and two further associate employee directors, who attend board meetings and offer the experience of pub-based employees who are in close contact with customers.
- Community investment through the restoration of local and historic buildings, providing community facilities, reinvigoration of high streets and promotion of local history.
- A meeting place for the local community, offering patrons affordable food and drinks, in comfortable surroundings.
- Support for other UK companies including microbreweries, food suppliers, crockery and carpets.
- Taxes paid – contributing to the UK economy (see page 31).

<sup>14</sup>Public-access defibrillators are available at: Sir Henry Segrave, Southport; The Bankers Draft, Sheffield; The Counting House, Congleton; The Furze Wren, Bexleyheath; The Gold Cape, Mold; The Gordon Highlander, Inverurie; The Guildhall & Linen Exchange, Dunfermline; The Horseshoe, Wombwell; The Moon under Water, Cheltenham; The Regal Moon, Rochdale; The Regal, Gloucester; The Rodboro Buildings, Guildford; The Salt Cot, Saltcoates; The Society Rooms, Stalybridge; The Three Hulats, Chapel Allerton; The Tim Bobbin, Urmston; The Unicorn Hotel, Ripon; The Union Rooms, Plymouth; The Watch Maker, Prescott; The William Webb Ellis, Twickenham

<sup>15</sup>Changing Places facilities are available at: Captain Ridley's Shooting Party, Bletchley; Royal Victoria Pavilion, Ramsgate; Sandford House, Huntingdon; The Booking Office, Edinburgh; The Iron Duke, Wellington; The Lifeboat, Formby; The Mossy Well, Muswell Hill; The Pilgrim's Progress, Bedford; The Prior John, Bridlington; The Troll Cart, Great Yarmouth; The Velvet Coaster, Blackpool

<sup>16</sup><https://www.purpose-coalition.org/>

<sup>17</sup>HM Government – Levelling Up the United Kingdom

## How pubs contribute to the economy

Wetherspoon and other pub and restaurant companies have always generated far more in taxes than is earned in profits. Wetherspoon, its customers and staff, generated total taxes in FY19, before the pandemic, of £763.6m. This equated to one pound in every thousand of UK Government revenue.

In the financial year ended 31 July 2022, the company generated taxes of £662.7 million.

The table below shows the £5.8 billion of tax revenue generated by the company, its staff and customers in the last 10 years. Each pub, on average, generated £6.5 million in tax during the period. The tax generated by the company represents approximately 20 times the company's profits (after tax) (PAT).

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	TOTAL 2012 to 2021
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
VAT	287.7	93.8	244.3	357.9	332.8	323.4	311.7	294.4	275.1	253	2,774.1
Alcohol duty	156.6	70.6	124.2	174.4	175.9	167.2	164.4	161.4	157	144.4	1,496.1
PAYE and NIC	141.9	101.5	106.6	121.4	109.2	96.2	95.1	84.8	78.4	70.2	1,005.3
Business rates	50.3	1.5	39.5	57.3	55.6	53.0	50.2	48.7	44.9	46.4	447.4
Corporation tax	1.5	-	21.5	19.9	26.1	20.7	19.9	15.3	18.4	18.4	161.7
Corporation tax credit (historic capital allowances)	-	-	-	-	-	-	-	-2.0	-	-	-2.0
Fruit/slot Machine duty	12.8	4.3	9.0	11.6	10.5	10.5	11	11.2	11.3	7.2	99.4
Climate change levies	9.7	7.9	10.0	9.6	9.2	9.7	8.7	6.4	6.3	4.3	81.8
Stamp duty	2.7	1.8	4.9	3.7	1.2	5.1	2.6	1.8	2.1	1.0	26.9
Sugar tax	2.9	1.3	2.0	2.9	0.8	-	-	-	-	-	9.9
Fuel duty	1.9	1.1	1.7	2.2	2.1	2.1	2.1	2.9	2.1	2.0	20.2
Carbon tax	-	-	-	1.9	3.0	3.4	3.6	3.7	2.7	2.6	20.9
Premise licence and TV licences	0.5	0.5	1.1	0.8	0.7	0.8	0.8	1.6	0.7	0.7	8.2
Landfill tax	-	-	-	-	-	1.7	2.5	2.2	2.5	1.3	11.4
Furlough tax rebate	-4.4	-213.0	-124.1	-	-	-	-	-	-	-	-341.5
Eat out to Help out	-	-23.2	-	-	-	-	-	-	-	-	-23.2
Local government grants	-1.4	-11.1	-	-	-	-	-	-	-	-	-12.5
<b>TOTAL TAX</b>	<b>662.7</b>	<b>37.0</b>	<b>440.7</b>	<b>763.6</b>	<b>728.8</b>	<b>694.6</b>	<b>672.3</b>	<b>632.4</b>	<b>600.5</b>	<b>551.5</b>	<b>5,674.7</b>
<b>TAX PER</b>	<b>0.78</b>	<b>0.04</b>	<b>0.53</b>	<b>0.87</b>	<b>0.83</b>	<b>0.77</b>	<b>0.71</b>	<b>0.67</b>	<b>0.66</b>	<b>0.63</b>	<b>6.49</b>
<b>TAX AS % OF NET SALES</b>	<b>38.1%</b>	<b>4.8%</b>	<b>34.9%</b>	<b>42.0%</b>	<b>43.0%</b>	<b>41.8%</b>	<b>42.1%</b>	<b>41.8%</b>	<b>42.6%</b>	<b>43.1%</b>	<b>37.4%</b>
<b>LOSS/PROFIT AFTER TAX</b>	<b>-20.8</b>	<b>0146.5</b>	<b>-38.5</b>	<b>79.6</b>	<b>83.6</b>	<b>76.9</b>	<b>56.9</b>	<b>57.5</b>	<b>58.9</b>	<b>65.2</b>	<b>288.3</b>



# 5

## Awards and recognition

# National pub and bar awards 2022

This is a selection of the awards and recognition which the company has received in the last few years.



## Loo of the Year Awards 2022

Overall Corporate Provider trophy winner

- 14 diamond awards (the highest-possible rating)
- 138 platinum plus awards
- 582 platinum awards
- 98 gold awards
- National category awards:
  - Individual Category Award: The Forty Foot, Dún Laoghaire
  - Accessible Toilet Entries Award: The Carrick Stone, Glasgow; The Silver Penny, Dublin; Yr Hen Dderwen, Carmarthen
  - Hotels: George Hotel, Bewdley; Keavan's Port Hotel, Dublin; The George Hotel, Brecon; The Guildhall & Linen Exchange, Dunfermline
  - Pubs and Wine Bars: The Crossed Peels, Stirling; The Scarsdale Hundred, Beighton, Sheffield; The Silver Penny, Dublin; Yr Hen Dderwen, Carmarthen
  - Historic Buildings: The Guildhall & Linen Exchange, Dunfermline; The Palladium, Llandudno; The Silver Penny, Dublin



## Pubs' design

**Apart from these examples, there has been a large number of awards in earlier years.**

The Ramsgate Society – 'certificate of excellence for a building which has made an outstanding contribution to the quality of the built environment in the town'.

**Royal Victoria Pavilion, Ramsgate**

### CAMRA Outstanding Conversions and Restorations (October 2020)

George's Meeting House, Exeter	The Imperial, Exeter
Hamilton Hall, City of London	The John Fairweather, Cambuslang
Opera House, Royal Tunbridge Wells	The Knights Templar, City of London
Royal Victoria Pavilion, Ramsgate	The Old Chapel, Darwen
The Archibald Simpson, Aberdeen	The Palladium, Llandudno
The Art Picture House, Bury	The Playhouse, Colchester
The Caley Picture House, Edinburgh	The Prince of Wales, Cardiff
The Capitol, Lewisham, London	The Richard Oastler, Brighouse
The Chief Justice of the Common Pleas, Keswick	The Standing Order, Derby
The Commercial Rooms, Bristol	The Standing Order, Edinburgh
The Coronation Hall, Kingston upon Thames, London	The Twelve Tellers, Preston
The Coronet, Islington, London	The Wallaw, Blyth
The Counting House, Glasgow	The West Kirk, Ayr
The Crosse Keys, City of London	The Winter Gardens, Harrogate
	Waterend Barn, St Albans



## Food

**Soil Association 'Out to Lunch' Awards - winner**  
'best children's menu' (2019)

**Soil Association 'Out to Lunch' Awards - winner**  
'best children's menu' (2021)

## People

Top Employer United Kingdom 2023 (18 years)

## Environment

The Sustainable Restaurant Association – Waste No Food Award (2018)