

J D Wetherspoon plc

ANNUAL REPORT SUPPLEMENT 2021

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Wetherspoon House, Central Park
Reeds Crescent, Watford, WD24 4QL

01923 477777
jdwetherspoon.com

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ANNUAL REPORT SUPPLEMENT 2021
ENVIRONMENT | RESPONSIBLE RETAILING | PEOPLE | AWARDS

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Summary

	Areas of focus
Environment - We are reducing our emissions and reducing, reusing and recycling the waste we create.	Environment Climate change Pollution and waste Natural resources
Responsible retailing - We aim to source and sell products responsibly and sustainably.	Responsible retailing and marketing Responsible product-sourcing
People - We treat our employees fairly and with respect. We invest in training and qualifications. We contribute to charity and the communities in which we operate.	Our employees Human rights Charity Community engagement

Section one - environment

Environment

Environment policy

We are committed to operating ethically and sustainably and to finding ways 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.

Reducing carbon emissions

There are three types of emission:

Scope 1 - direct emissions from controlled sources, eg company vehicles

Scope 2 - indirect emissions from purchased sources, eg electricity

Scope 3 - emissions which occur in the process of running the company, eg the purchase, distribution and sale of food and drinks; employees' travel; waste disposal

Scope 3 is the largest contributor to the company's overall emissions, representing an estimated 65-70% of total output.

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

In addition, the company is working with a company called Carbon Intelligence to measure current carbon emissions across scopes 1, 2 and 3, agree on science-based targets¹, an action plan and a realistic timescale to reach net-zero carbon emissions.

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

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.

¹Science-based targets are developed and verified in conjunction with the Science Based Targets Initiative (SBTi), a partnership among CDP, the United Nations Global Compact and the World Wide Fund for Nature (WWF).

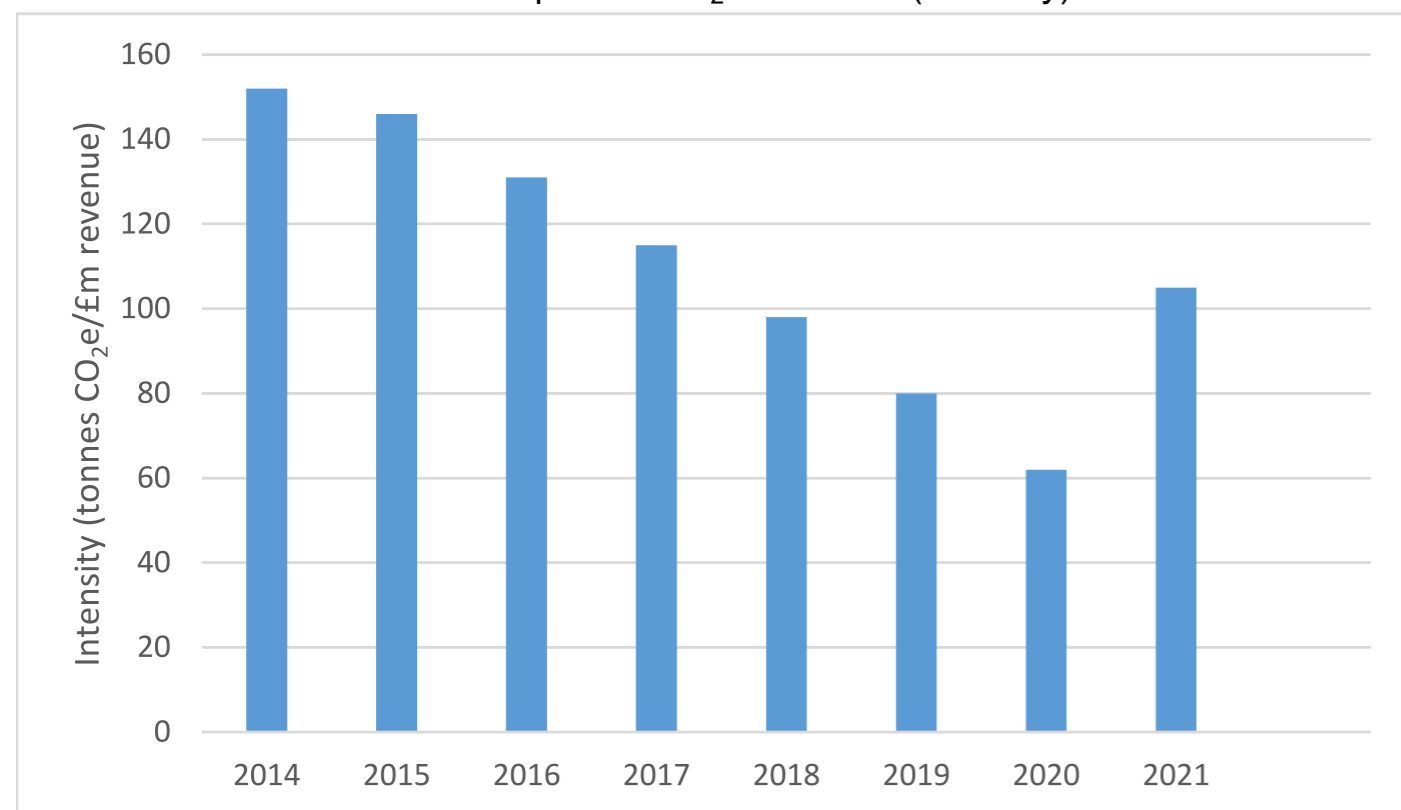
Greenhouse gas emissions (GHG) - using national grid averages

- **Scope 1** - direct emissions
- **Scope 2** - indirect emissions

GHG emissions	Unit	Year							
		2021	2020	2019	2018	2017	2016	2015	2014
Scope 1	Tonnes CO ₂ e	24,726	45,012	47,358	50,725	50,805	51,342	52,510	49,251
Scope 2	Tonnes CO ₂ e	57,079	68,297	94,016	115,315	138,864	157,190	170,048	163,930
Fuel (car)	Tonnes CO ₂ e	33	745	1,034					
Total	Tonnes CO₂e	83,859	116,074	144,427	168,058	191,686	210,548	224,573	215,195
Intensity	Tonnes CO ₂ e/£m revenue	105.9	63.1	79.9	98	114.2	130.7	147	151.3
Reduction vs BASE	Total tonnes CO ₂ e	-61.0%	-46.1%	-32.9%	-21.9%	-10.9%	-2.2%	4.4%	BASE
Reduction vs BASE	Intensity	-30.0%	-58.3%	-47.2%	-35.2%	-24.5%	-13.6%	-2.8%	BASE

Consumption	Unit	Year							
		2021	2020	2019	2018	2017	2016	2015	2014
Scope 1	KWh	134,994,694	244,801,679	257,589,099					
Scope 2	KWh	178,260,013	292,946,271	3,084,330,989					
Fuel (car)	KWh	139,138	3,138,550	4,277,561					
Total	KWh	313,393,844	540,886,500	570,297,649					
Reduction vs BASE	Total KWh	-42.1%	-5.2%	BASE					

Wetherspoon's CO₂ 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 March 2021, 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 they are considered immaterial.

Improving energy-efficiency

Cheetah extraction management systems are installed in all pubs to control kitchens' ventilation.

Smart electricity meters have been fitted in around 80% of pubs and are being rolled out to the remaining ones. Gas AMRs² are installed in around 75% of pubs.

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

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

The company consistently trials new ideas and energy-saving technology to reduce consumption and CO₂ emissions; these have included:

- 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.

Climate change

Climate change policy

The company will set science-based targets and agree on an action plan and realistic timescale to remove, where possible, greenhouse gas emissions from its operations and supply chain.

Any residual emissions will be offset by investment in high-quality carbon credits.

To support implementation of this policy, the company is working with a company called Carbon Intelligence and expects to publish an initial plan in spring 2022.

²Gas automated meter readers (AMRs) record gas consumption data remotely, in a similar way to smart electricity meters.

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 '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 CO₂ and the use of fossil fuels.

Wetherspoon has a national distribution centre for food, some bottled drinks and non-consumable products. It also includes a recycling centre. When making deliveries to pubs, lorries collect mixed recycling, used cooking oil, textiles and aluminium for return to the recycling centre - so reducing the company's carbon footprint from reduced road miles.

During the financial year 2020/21, the pubs sent 5,958 tonnes of waste to the recycling centre, a decrease of 2,334 tonnes (28% decrease) on the previous year.

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.

Zero waste to landfill

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 which require less water to flush.

Food waste

Several initiatives have been implemented to reduce this, along with reducing preparation/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 others in need.

As a result of the three national lockdowns and pub closures between March 2020 and May 2021, there was a considerable increase in unwanted food, both at the distribution centre and in pubs. Wherever possible, this was donated to charity partners, employees and the local community.

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'.

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

The company is taking the following steps to reduce consumption of single-use plastics:

- Plastic straws - these were 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 providing 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 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. 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 using specialised contractors to safely dispose of the 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 waste disposal from sites.

Section two - responsible retailing**Responsible retailing and marketing****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.

Nutritional information, including calories, is available from our website and in all pubs. The calorie-count of each dish is included on our menu. A range of meals is available and highlighted containing 500 Calories or fewer, along with those containing less than 5% fat.

As well as the range of 'small plates', several of our more popular main meals (including fish and chips, traditional breakfast and the full pizza range) are available in a smaller portion size, alongside the standard portion. Smaller portions suit those with a smaller appetite and also help to avoid food waste.

We have fully supported the Public Health Responsibility Deal³, from its introduction in 2011.

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

- calorie reduction
- salt catering: reformulation of products as purchased by the customer
- salt reduction

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 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.

Allergen and nutritional information

Full allergen/nutritional information can be found on our website, on the Wetherspoon app and on customer information screens in all pubs. 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 a completely allergen-free environment 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 member of the local pubwatch scheme (which 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 support organisations' information, regarding gambling issues, also provided.

³The Public Health Responsibility Deal, launched in March 2011, 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.

Food safety and health and safety

The company promotes high standards of food safety and health and safety throughout the business.

At the end of September 2021, 99.1% of pubs had achieved the maximum five stars for the Food Hygiene Rating Scheme, run by local authorities in England and Wales, with 99.74% achieving a rating of four or above. All pubs in Scotland are assessed under the Scottish 'pass/fail' scheme - and achieved a 'pass'.

With Reading 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.

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 867 pubs (99%) accredited by Cask Marque for the quality and consistency of the real ales which they serve.

There are 242 Wetherspoon pubs listed in the CAMRA Good Beer Guide 2021 (2020: 248 pubs) - a larger proportion, we believe, than any other substantial pub company.

Responsible marketing and promotion

We have committed to highlighting a balance of menu options (including low-calorie dishes) within our promotions, including clubs and other offers.

We will not advertise anything HFSS⁴ to children across any channel, as defined by the 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 would have originally intended, an example being: "Would you like chips with that?"

We will avoid promotional activities which force a customer to order more than one course, eg advertising the price for only two or three courses. A one-course meal with an additional charge to add a dessert is acceptable.

We will not participate in promotions which encourage and reward the overconsumption of food, eg a reward for finishing the meal/'man v food' promotions.

We will avoid promotional activities which encourage customers to purchase multiple food offers by offering sizable discounts.

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).

Retailing to children

We are committed to providing children's menus which offer credible healthier choices, with controlled levels of salt, added sugar, saturated fat and total fat.

We will review the level of calories, salt and sugar in all food and drinks specifically marketed at children.

By the end of 2022, no main meal or dessert is to exceed 50% of the recommended daily intake for children 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 salad (cucumber and tomato), plus a portion of fruit.

We will commit to promoting healthier choices, wherever possible, and highlighting healthier swaps on menus.

We will not market to children fizzy drinks or any other drink which falls under the SDIL.

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 only use 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 Award, 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 150 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 here: www.jdwetherspoon.com/investors

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 practice.

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 corruption 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 corruption 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.

⁴HFSS means food and drinks products high in fat, salt or sugar, according to the nutrient-profiling scheme developed by the FSA.

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, at Christmas for example, 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

Sourcing policies, practices and guidelines

Wetherspoon has a responsibility to conduct its business responsibly and ethically and 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.

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

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.

We complete regular risk-based supplier audits.

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
<p>Chicken</p>	<p>We are committed to the 'five freedoms' as defined by the Farm Animal Welfare Committee (2009). The policy statements below set out time-bound limitations of the expected animal welfare standards for the supply of chicken. The welfare standards are based on the European Chicken Commitment. 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>Antibiotics Current - 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 animal health and welfare may otherwise be compromised. 2021 - No critically important antibiotics given the highest priority by WHO to be used. 2026 - Reduction in line with J D Wetherspoon's antibiotic reduction strategy.</p> <p>Antibiotic reduction strategy 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. 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>Confinement Current - 100% of chicken flocks are to be raised cage free. 2026 - 100% of chicken flocks are to be raised cage free and without the use of multitier systems.</p> <p>Stocking density Current - Must not exceed 38kg/m² and will average 33kg/m². 2021 - Must not exceed 33kg/m². 2026 - Must not exceed 30kg/m².</p> <p>Breeds 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. 2021 - 25% improvement to breeds with high welfare outcomes. 2026 - 100% switch to breeds with high welfare outcomes.</p> <p>Environmental standards</p> <p>Light Current - Min 20 lux. 2021 - Expected progress to be made. 2026 - Min 50 lux, including natural light.</p> <p>Perch space 2021 - Expected progress to be made. 2026 - At least two metres of usable perch space and two pecking substrates per 1,000 birds.</p> <p>Air quality Requirements are laid down in Annex 2.3 of the EU broiler directive and are regardless of stocking density. Concentration of ammonia (NH₃) will not exceed 30ppm. Concentration of carbon dioxide (CO₂) will not exceed 3,000ppm. When external temperature exceeds 30°C in the shade, the internal temperature will be no more than 33°C. When the external temperature is below 10°C, average internal relative humidity, measured inside the house over 48 hours, will not exceed 70%.</p>

Product	Sourcing policy
Chicken	<p>Thinning Thinning is to be discouraged. Current - Number of thins to be determined. 2021 - Expected progress to be made. 2026 - Limited to one thin per flock.</p> <p>Beak-trimming Current - percentage levels to be determined. 2021 - 50% reduction on current levels; hot knife method to be prohibited. 2026 - 100% reduction on current levels.</p> <p>Live transport times Must not exceed eight hours and no live exports.</p> <p>Lairage conditions 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:</p> <ul style="list-style-type: none"> • drinking water, suitable enough for the number of birds. • feed, if not slaughtered within 12 hours of arrival; after that, at regular intervals, suitable enough for the number of birds. • 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. • an environment which keeps them safe from potential injury and predators. • shelter/shade from extreme weather. • protection from sudden noises. • lighting suitable for inspections to be carried out. • natural or mechanical ventilation to protect them from extreme temperatures, as well as from harmful levels of humidity and ammonia. <p>Preslaughter stunning 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>
Lamb	<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 meet high food and animal welfare standards consistently 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>
Beef	<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>
Pork	<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>

Product	Sourcing policy
Fish and shellfish	<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, caught using purse seines and FAD (fish aggregating device) free.</p>
Palm oil	<p>For cooking purposes, the company uses certified roundtable sustainable palm oil (RSPO) which meets 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.</p>
Soya as an ingredient	<p>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 onwards, no product is now 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.</p>
Soya as animal feed	<p>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.</p>
Eggs	<p>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.</p>
Milk	<p>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.</p>
Coffee, sugar, cocoa, tea	<p>Our standard Lavazza coffee is 100% Rainforest Alliance certified. Lavazza decaffeinated coffee is not Rainforest Alliance certified. Sugar: White/brown sugar sticks (for hot drinks) - Fairtrade certified. The source of sugar as an ingredient within food products is not currently known. Cocoa: As of January 2021, 15% of products containing cocoa are certified with either UTZ Rainforest Alliance or Fairtrade; 55% uncertified; 30% not known. Tea (Tetley): 100% Rainforest Alliance. From 2022, tea bags will be 100% biodegradable and plastic free.</p>
Exotic fruits	<p>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.</p>

Section three - people

Our employees

Wetherspoon has been recognised by the Top Employers Institute as a 'Top Employer United Kingdom' for 17 consecutive years, including 2020.

Total headcount

As at the end of our financial year 2020/21, over 39,000 people were employed in pubs and hotels, in regional roles and at head office (Watford, Hertfordshire).

In the Republic of Ireland, over 500 people were employed.

The company does not employ anyone below either 16 years of age or the recognised school-leaving age.

Of our staff, 59% are aged 25 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 average length of service for a pub manager is 13.6 years and a kitchen manager 9.6 years, while 22% of hourly paid employees have been with us for over three years.

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

Of hourly paid staff, 98% 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 contracts, there is no sole-employer restriction and no obligation on employees to accept those hours offered.

Equality, diversity and inclusion

Wetherspoon is committed to equality of opportunity. We want to create and promote a diverse and inclusive working environment and eliminate any direct or indirect discrimination, harassment or victimisation of our employees, job applicants, customers and contractors. We strive to maintain a working environment, terms and conditions of employment and personnel and management practices which ensure that no individual receives less favourable treatment on the grounds of his or her age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, marriage or civil partnership, pregnancy or maternity.

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

- LGBTQIA+
- Race and ethnic diversity
- Women

Historically, the company has not gathered data on employees' ethnicity. From January 2022, this information will be requested on a voluntary basis.

The breakdown, by gender, across the company is as follows:

- 53% female and 47% male
- senior manager level - 39% female and 61% male
- board level - 25% female and 75% male

For the Gender Pay Report April 2020, click here.

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

Antiharassment, antisexual harassment and antibullying

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 no harassment applies to colleagues, customers, contractors and visitors.

A copy of our antiharassment 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 not acceptable 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

Training and career opportunities (including support with literacy, numeracy and vocational skills)

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 applicants.

In 2020/21, we promoted over 555 hourly paid staff to management positions.

Apprenticeships and qualifications

In the last 12 months, £2.49 million has been paid as an apprenticeship levy.

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 Diploma in higher education: Business management practice (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 specific skills, as well as improving English and maths through functional skills training. Currently, of all apprentices, 97% are undergoing an English or maths qualification as part of their apprenticeship and 634 employees have completed a functional skills aim in the last 12 months.

In September 2021, the total number of employees undertaking an apprenticeship was 717, of which 56% are undergoing a qualification at level 2, 41% at level 3 and 3% at level 4.

Pay and reward

We aim to offer fair and competitive rates of pay and benefits to our staff, including a bonus scheme to all employees.

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 above right), 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 ¹	Bonus and free shares as % of profits
	£m	£m	
2006	17	40	41
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	(30)	-
2021	23	(136)	-
Total	454	641	49.3²

¹(Loss)/profit is pre-IFRS16 and before exceptional items.

²Excludes 2020 and 2021.

In the financial year ending July 2021, the company paid £23m in respect of bonuses and free shares to employees. Of the amount, 99.6% was paid to staff below board level and 89.8% to staff working in our pubs.

Since 2005, we have paid around £454m of bonuses and free shares, which is 49.3% of the total 'profit after tax' for that period (£641m), excluding 2020 and 2021.

All employees with more than 18 months' service are eligible to join the share incentive plan (SIP)⁵ 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 to purchase additional shares in the company, under the partnership shares scheme.

In total, Wetherspoon has purchased and awarded 16.5 million shares to employees since 2004, 12.8% of the company's share capital as at the end of financial year 2021.

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

At the end of the financial year ending July 2021, Wetherspoon had 39,025 employees, nearly 14,000 of whom were shareholders in the company. The average shareholding was 260 shares.

⁵An equivalent scheme is offered to those employed in the Republic of Ireland.

All employees:

- working a shift of four hours or longer are offered a complimentary meal and a drink.
- receive a staff discount which may be used on and off duty, across our 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 - with no management charges imposed.

Employee engagement and consultation - approach to developing and monitoring a positive workplace culture

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.
- 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 regularly working in all areas of pubs' operation, including the kitchen, bar and hotels.
- a weekly e-mail to all employees from the chief executive.
- a dedicated employee website: myJDW.co.uk

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 to the board 'employee directors'.

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 will be entered into on a three-year fixed-term basis and will, like all director appointments, be subject to shareholders' approval at the annual general meeting.

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 will be 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' occupational health and well-being

We support the well-being of our 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 our 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 our employees, wherever possible, with mental health problems. Our aim is always to encourage positive mental well-being and health in the workplace (and outside of work) - an important part of the company's commitment to being a Top Employer.

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 and confidential external counselling for all employees through the Licensed Trade Association.

Pub managers and area managers can offer further support and guidance to line managers and employees, as required.

In addition, any employee can apply to the independent welfare committee for additional financial, pastoral and/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.

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 - regardless of their role. Median and mean gaps are calculated using those calculations set out in the gender pay gap-reporting regulations.

There were only 52 employees deemed to be in relevant employment on the snapshot date of 5 April 2020, the majority being head office based. An additional 42,768 employees had been placed on the Coronavirus Job Retention Scheme (CJRS) and were on furlough on the snapshot date; therefore, they have not 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 20 March 2020, were working in our pubs, hotels and at head office, in Great Britain and Northern Ireland. (Employees in the Republic of Ireland were not included.)

The median gender pay gap was -0.45% (2019: 0.23%). A negative gender pay gap means that, on average, women earned more than men.

The mean gender pay gap was 3.97% (2019: 4.17%).

A full copy of the report is available at: www.jdwetherspoon.com

Labour relations

There have been no significant labour relations disruptions 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 our company 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 within 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 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.

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 in 2002, Wetherspoon has raised over £18.8 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

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 staff, as at July 2021 (and since 2015), we have raised more than €269,000.

	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

The Royal British Legion poppy appeal

Our pubs continue to support this appeal, selling poppies and raising around £25,000 a year.

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

Between January 2020 and June 2021, the company gave a total of 24 tonnes of food donations, or 54,143 meals, to 1,118 charities.

Local charities

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

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. Its 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 which supports 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 a number of 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.

Public-access defibrillators

These have been installed in 22 pubs⁶ and at the Wethercentre (our 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 install public-access defibrillators at as many of our pubs as possible by July 2022.

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 pubs⁷, 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) 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 colitis and Crohn's disease.

⁶Public-access defibrillators are available at: The Furze Wren, Bexleyheath; The Three Hulats, Chapel Allerton; The Moon under Water, Cheltenham; The Counting House, Congleton; Guildhall and Linen Exchange, Dunfermline; The Regal, Gloucester; The Rodboro Buildings, Guildford; The Gordon Highlander, Inverurie; The Gold Cape, Mold; The Union Rooms, Plymouth; The Watch Maker, Prescot; The Unicorn, Ripon; The Regal Moon, Rochdale; The Salt Cot, Saltcoates; The Banker's Draft, Sheffield; Sir Henry Segrave, Southport; The Society Rooms, Stalybridge; The William Webb Ellis, Twickenham; The Tim Bobbin, Urmston; The Horse Shoe, Wombwell

⁷Changing Places facilities are available at: The Pilgrim's Progress, Bedford; The Velvet Coaster, Blackpool; Captain Ridley's Shooting Party, Bletchley; The Prior John, Bridlington; The Booking Office, Edinburgh; The Lifeboat, Formby; The Troll Cart, Great Yarmouth; Sandford House, Huntingdon; The Mossy Well, Muswell Hill; Royal Victoria Pavilion, Ramsgate; The Iron Duke, Wellington

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 generated total taxes in FY19, before the pandemic, of £763.6m. This equated to one pound in every thousand of UK government revenue.

In FY21, mainly as a result of the lockdown, total taxes paid to the government declined by £692.3m to £71.3m, net of furlough payments – yet the company made a positive contribution to the government treasury, even in these dire circumstances.

The table below, over the last 10 years, shows the tax revenue generated by the company, its staff and customers:

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	TOTAL 2012 to 2021
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
VAT	93.8	244.3	357.9	332.8	323.4	311.7	294.4	275.1	253.0	241.2	2,727.60
Alcohol duty	70.6	124.2	174.4	175.9	167.2	164.4	161.4	157.0	144.4	136.8	1,476.30
PAYE and NIC	101.5	106.6	121.4	109.2	96.2	95.1	84.8	78.4	70.2	67.1	930.50
Business rates	1.5	39.5	57.3	55.6	53.0	50.2	48.7	44.9	46.4	43.9	441.00
Corporation tax	–	21.5	19.9	26.1	20.7	19.9	15.3	18.4	18.4	18.2	178.40
Corporation tax credit (historic capital allowances)	–	–	–	–	–	–	-2.0	–	–	–	-2.00
Fruit/slot machine duty	4.3	9.0	11.6	10.5	10.5	11.0	11.2	11.3	7.2	3.3	89.90
Climate change levies	7.9	10.0	9.6	9.2	9.7	8.7	6.4	6.3	4.3	1.9	74.00
Stamp duty	1.8	4.9	3.7	1.2	5.1	2.6	1.8	2.1	1.0	0.8	25.00
Sugar tax	1.3	2.0	2.9	0.8	–	–	–	–	–	–	7.00
Fuel duty	1.1	1.7	2.2	2.1	2.1	2.1	2.9	2.1	2.0	1.9	20.20
Carbon tax	–	–	1.9	3.0	3.4	3.6	3.7	2.7	2.6	2.4	23.30
Premise licence and TV licences	0.5	1.1	0.8	0.7	0.8	0.8	1.6	0.7	0.7	0.5	8.20
Landfill tax	–	–	–	1.7	2.5	2.2	2.2	1.5	1.3	1.3	12.70
Furlough tax rebate	-213.0	-124.1	–	–	–	–	–	–	–	–	-337.10
TOTAL TAX	71.3	440.7	763.6	728.8	694.6	672.3	632.4	600.2	551.5	519.3	5,674.70
TAX PER PUB (£000)	83	533	871	825	768	705	673	662	632	617	6,368.30
TAX AS % OF NET SALES	9.20	34.90	42.00	43.00	41.80	42.10	41.80	42.60	43.10	43.00	39.90

Section four - awards and recognition

A selection of the awards and recognition which the company has received in the last year or so.

Loo of the Year Awards 2019

- Overall UK winner
- Corporate Provider Award
- Champions League Standards of Excellence Award
- UK and Ireland winner: Space to Change Toilets
– The Booking Office, Edinburgh
- National winner Scotland: Accessible Toilets
- National winner Scotland: Space to Change Toilets
– The Booking Office, Edinburgh

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

The Northern Design Awards (2017)

The Caley Picture House, Edinburgh

CAMRA Conservation Award (2018)

The Greenwood Hotel, Northolt, London

CAMRA 'best conversion to pub use' (2018)

The Caley Picture House, Edinburgh (highly commended)

Casual Dining Restaurant and Pub Awards 'best designed casual pub' (2017)

The Iron Duke, Wellington, Somerset

The Sittingbourne Society Awards Rose Bowl Award (2017) for 'the sympathetic remodelling of the old magistrates' court'

The Golden Hope, Sittingbourne, Kent

Build Magazine 'best public house design project' (2017)

The Velvet Coaster, Blackpool

Vale of Evesham Civic Society 'commendation for a sympathetic conversion' (2018)

The Old Swanne Inne, Evesham

Our food

PETA (People for the Ethical Treatment of Animals)
Vegan Food Awards

- winner 'best vegan noodle dish' (teriyaki noodles) (2017)
- free from Eating Out awards 'restaurant chains' silver award (2017)

Menu Innovation and Development Awards (MIDAS)

- winner 'best town & city menu' (2018)
- winner 'pub dining' (2017)

Soil Association 'Out to Lunch' Awards - first place
'best children's menu' (2019)

Soil Association 'Out to Lunch' Awards - second place
'best children's menu' (2017)

British Frozen Food Federation

- best new meat-free product - vegetable lasagne (2017)
- best new starter/appetiser - vegetable samosa (2017)
- food-service product of the year - vegetable samosa (2017)

Our people

Top Employer United Kingdom 2020 (17 consecutive years)

Environment

The Sustainable Restaurant Association

- Waste No Food Award (2018)