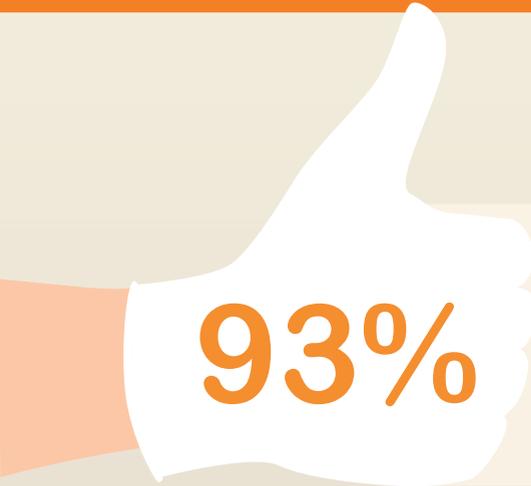


Food



93%

Of our restaurants in England, Wales and Northern Ireland have either a **four** or a **five** (out of five) hygiene rating

Changing our cooking oil to **rapeseed** and **sunflower** has cut the saturated fat in our Original Recipe® chicken, fillets and mini fillets by 25%



100%

By the end of 2014 100% of our UK-sourced chicken will come from farms with **natural light** and pecking objects



We have cut the salt content in five of our chicken options by **8-20%** in 2012



We have reduced salt in our popcorn chicken by **24%** since 2009



< We were the **first** quick-service chain in the UK to stop salting our fries

We aim to **cut salt** > by a further **15%** in our best selling lines by the end of 2014

15%



100%

100% of our Original Recipe® Chicken on the Bone is **Red Tractor certified** and comes from over 500 UK farms

100% of our chicken suppliers, UK or overseas, meet or exceed **Red Tractor standards** on welfare

People

BRITAIN'S
Top[®]
EMPLOYERS

2014

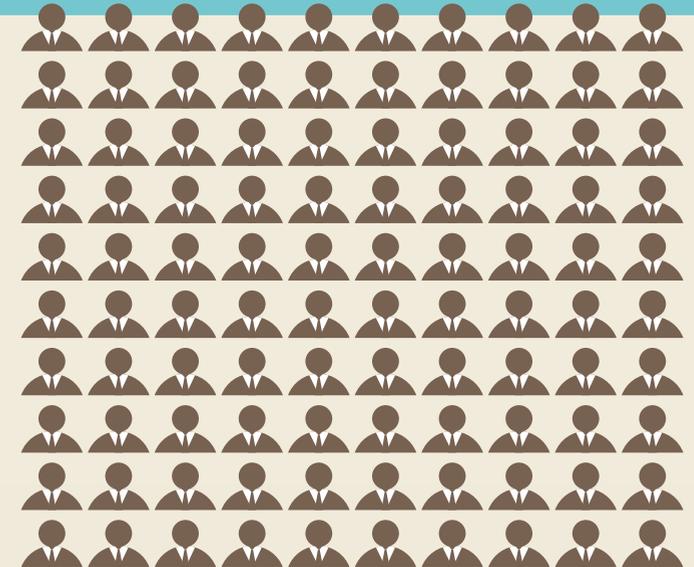
CERTIFIED BY THE CRF INSTITUTE

Only winner of Britain's Top Employer for **three consecutive years**

1,500



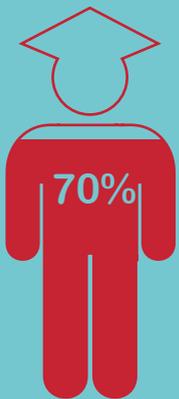
We promoted 1,500 people last year



In 2014 we ran our biggest ever Restaurant Manager Conference attended by over **1000 managers**

70%

of our Advanced Apprenticeships graduates have been promoted



We plan for **1,200** Level-Two Apprentices each year

TOP 100 APPRENTICESHIP EMPLOYERS 2012

Brought to you by

City & Guilds

Apprenticeships

860

All of our 860 restaurants are equipped as **Learning Zones** for our employees

In 2013 we enrolled our **1,000th** apprentice

22

Managers are studying for a specially designed **business management degree** at DeMontfort University

60

Managers over the next 5 years will undertake the degree

Community

60

In partnership with Barnardo's 60 young people have so far completed a work placement programme



Barnardo's



4x
a day

Litter picks take place around every restaurant

In 2013 we raised over £1 million, equivalent to 6 million meals for the United Nations World Food Programme



60 teams took place in a five-a-side tournament raising 35,500



72%

Along with The Work Foundation we interviewed 2,000 young people on their views about working and training

72% were keen for employers to help them more with their education

131 employees x 7KM = £10,000

48,000 meals

131 employees ran a 7KM obstacle course raising £10,000, equivalent to 48,000 meals



Environment



The **CHiP cogeneration system** in our Trafford restaurant recycles and filters waste oil to provide 15% of its electricity



100% of our waste cooking oil is **recycled into biodiesel**, that's 7.75m liters



Wincanton our second eco store, **LEED Gold standard** and a **BREEAM Very Good**, will save over 310 tonnes of carbon dioxide (CO₂) emissions each year—the equivalent of taking 22 cars off the road



1/2

Our palm oil usage has more than **halved since 2011** and by the end of 2015 all remaining palm oil will be Green Palm certified

Reduce **total energy use** per customer transaction by 20% by 2020, from 2012 levels across both company-owned and franchised restaurants **20%**

4%

Our first interim target is to **reduce energy cost** by up to 4% in 2014



During construction, onsite waste management means that **less than 5% of waste is sent to landfill**

80%

80% of all food waste from back of house areas in Scotland is recycled via **Anaerobic Digestion**



New tray liners are printed on recycled paper saving **340 tonnes of wood fiber**, diverting 207 tonnes from landfills, and saving 5.7 million litres of water



By 2015 we plan to recycle 80% of our restaurant waste sending **zero to landfill**

200,000

Efficient loos save over 200,000 liters of water in each restaurant every year

