

★ PRET ★

Doing the
right thing

Environment Social & Governance Report

2021



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A message from Pano

Welcome to Pret's 2021 Environmental, Social and Governance report. 2021 continued to be a challenging year for Pret with ongoing disruption to Pret and team members leading to further innovation of the core operating model. The disruption though, has given us the chance to review and reflect, enabling us to sell our products through new channels in order to best serve our colleagues and customers through these difficult times.

Over the last 12 months we have also recognised the enhanced role that Pret has to play in the communities in which they operate and with this in mind have doubled down our focus on creating a sustainable future for our business and across our value chain. This renewed emphasis is underpinned by the work of The Pret Foundation, who continue to support people into meaningful employment, our commitment to tackling climate change and

the ongoing journey to a more inclusive workplace. As we continue to navigate this evolving landscape, we will be guided by our values to ensure we make the right decisions, and will maintain our commitment to being a responsible business.

Lastly, I want to say a huge thank you to all our team members and customers who have continued to support us over the last 12 months. We are incredibly grateful to all of you and look forward to you continuing the journey with Pret over the years to come.

Best Wishes,

Pano Choustou

2021 highlights



Over the last 12 months we have continued to be incredibly proud of our team's ability to mobilise and find ways to support our communities during the events of 2021.

Helping those in need

Globally we donated over 6 million items from our Pret shops, with over 5 million items donated in the UK alone.



Carbon focus

This year we calculated our global carbon footprint, enabling us to set clear plans to reduce our impact on the planet, alongside working towards setting a science-based carbon reduction target over the next two years.



Leading vegan initiatives

Meatless meatball launch showed a new direction for Pret – bringing vegan friendly food into our mainstream offer. (And many more products across our global markets)



New partnerships

Working with partners like Too Good to Go in the UK & Phenix in Hong Kong, we have started to tackle hot food waste to help meet our aim that food shouldn't go into the bin, with half of the profit from Too Good To Go being donated to The Pret Foundation.



Rising Stars

56 new Rising Stars joined our programme in 2021 taking our new total to 556 individuals who have been supported by the Rising Star programme since it started in 2008.



Pret coffee fund

Moved Pret Coffee Fund training virtual to continue to support 45 young farmers develop sustainable farming practices. Meaning since it's inception in 2014 we have reached over 360 farmers.



1.

Our story

Our story

Founded in 1986, by Julian Metcalfe and Sinclair Beecham, Pret's promise was a simple one, provide delicious food, served by friendly and motivated staff to people who wanted a healthy, high-quality option.

More than 30 years later, that promise is still true today and it will remain true tomorrow and the next day, and the day after. Menus of freshly made food full of delicious flavours. Coffee that's always organic and crafted with care. Everything made and served by incredibly hardworking, energetic teams that create the special 'Pret Buzz'.

We have been on quite a journey since then with over 10,000 Team Members freshly preparing food for 485 company-owned shops across 4 countries supported by staff members in our support centres in London, Paris, Hong Kong and New York. Alongside our own shops we now have a range of franchise partners, operating 78 Pret shops across a range of new markets so even more customers can experience that little bit of Pret magic.

Ever since Pret opened the doors of its very first shop in Victoria, London, we have been giving away our unsold food to the homeless. What

started out as just a handful of sandwiches has now grown to over 6 million food items globally in 2021. It wasn't called sustainability then, we called it good sense.

This approach of building sustainability into our business operations has given Pret a strong platform on which to build our sustainability strategy across all aspects of our business.

In our first Environment, Social & Governance report, we outlined our approach to keeping people and our environment at the heart of Pret. In this year's report, we want to update you on our progress since then and outline our ambitions for the future.





In 2021, our core focus areas remained the same, but we began a more data led approach by collecting our carbon and packaging baselines to ensure that we are monitoring and tackling these material areas in a strategic and measurable way.

★ Climate change

Climate change impacts everyone, so we all have a role to play to tackle the issue of rising greenhouse gases and to try to stabilise global temperatures at or below a 1.5°C rise to mitigate the impacts of climate change. We have started to reduce the impacts of our shops and distribution network. There is much more for us to do throughout our supply chains and through a review of every activity in our business.

★ Inclusive economy

The UN lists decent work, employment creation, social protection, rights at work and social dialogue as key parts of meeting the Sustainable Development goals. At Pret, we want to ensure that there is opportunity for all and that our business & The Pret Foundation support some of the most vulnerable in our society

★ Sustainable food systems

The food-to-go sector has specific environment, social and governance challenges – particularly around people and packaging. We have grown a lot since our first shop opened in 1986 and so has our understanding of how we have an impact on the world around us. We aim to be leaders in the food-to-go space and thereby directly tackle the issues of our operations.



Next steps

In 2021, Pret was continuing to build back from the impacts from COVID, leading us to launch many new propositions across the business and re-emphasise our focus on sustainability. Moving forward we recognise the need for a more holistic and progressive sustainability ambition that will galvanise the business, our colleagues and broader stakeholders behind a single mission of creating a sustainable future.

2022 focus areas:

- ★ Undertake a business materiality assessment – ensuring we fully understand the key risks facing Pret.
- ★ Develop a long-term sustainability ambition for Pret, with a focus on people and planet.

- ★ Implement a dedicated ESG platform – enabling Pret to own and manage data and targets.

- ★ Continue our journey to setting science-based targets for climate change.

- ★ Launch partnership with Neighbourly to support with our food waste ambitions.

In the 'Our impact' section of our report, you will find how we grew in 2021 to be a data driven business – focussed on sustainable growth.

2. Our impact

Our ★ impact



Happy Teams, Happy Customers

Pay & reward

2021 saw a meaningful increase in pay for our shop teams. For example, in the UK, a 5% pay increase was given in April 2021 and a further 6% in October 2021 to all our Team Members and our Baristas received a 15% pay increase during 2021.

Enhancing engagement

In order to involve all our people in Pret's plans and vision at a time of transformation in a fast-changing environment, 4230 colleagues globally engaged in the Pret Joyful Journey workshop, supported with online learning. This enabled colleagues at all levels to determine their own contribution to a growing business.

Learning

Allergen Awareness

The Allergen Awareness module remains part of our Day 1 training for all Pret colleagues. This is to make sure that colleagues are educated and

informed on the topic at the most optimal stage of their learning. The training focuses on raising awareness of the risks of an allergic reaction, on the presence of allergens in our shops, and to activate a sense of responsibility and accountability to always act and work safely and follow the standards and procedures we have in place consistently and diligently.

Allergen awareness is continuously supported throughout the training pathway programmes, at relevant touchpoints.

First Aid

With the ebbs and flows on the pandemics and restrictions challenging the possibilities of face-to-face training, we have developed online resources aimed at nominated Appointed Person in our UK shops, enabling them to learn how to carry out specific responsibilities when it comes to responding to first-aid arrangements. To date we have had 2163 participants.

Coffee Subscription

To better understand the challenges brought about by the popularity of the Coffee Subscription; surveys, and additional opportunities to hear our team's feedback on actional plans for improvement have been gathered, resulting in specific investments to facilitate service and improve operational standards.

Learner Reach

Despite the challenges of Covid lockdowns in 2021, our workforce has embraced and adapted to a learner-centred approach that empowers them to access and request the training to support their learning needs. Our training solutions were completed by 15,511 colleagues.

Learning Inclusion

Across our other leadership development programmes there is a balanced gender split: Qualifications through apprenticeships have a 61% female, 38% male split. Our Leadership

development programme has 57% female and 42% male participants, and 121 professional Coaching leadership development has 67% female and 33% males in attendance.

Diversity, Equity and Belonging

In 2021 we commissioned an external partner to complete a global inclusion review, this included employee surveys, a review of our policies and practices, focus groups and interviews; with clear recommendations on cultural and structural ways to build on the diversity of our business and the feeling of belonging that people experience.

We committed to the British Retail Consortium (UK) Diversity and Inclusion Charter, showcasing our commitment to meaningful action to strengthen Diversity and Inclusion at Pret

<https://brc.org.uk/news/hr/diversity-inclusion-charter/> and we have an active role in the B4IG coalition including commitments to the operational

recommendations to strengthen ethnic diversity at Pret.

We created a Diversity, Equity & Belonging (DEB) annual communications plan to support awareness-raising across the business; launched DEB e-Learning across our Shop and Support Centre teams, to ensure understanding of key terms, biases and ways to strengthen our inclusion journey and kicked off a global rollout of inclusive decision-making training for all line managers globally; to equip them to role model inclusive behaviours.

During 2021 we have become a youth verified employer in the UK, supported by The Youth Group, to ensure we have suitable practices for supporting young people in their transition into work.

Culture at Pret

We ran culture workshops globally with our teams; to better understand our culture; where are we now and where do we want to be, to strengthen and support a positive cultural change to enable

the accomplishment of Pret's global strategy and plans.

This work, along with surveys, listening sessions, and through building a network of committed Culture Champions globally has resulted in a new culture definition and a behavioural change programme is currently underway globally to bring culture to action every day.

We delivered an education programme for Culture Champions globally across Pret, to help teams role model the right behaviours; with a focus during 2021 on psychological safety, wellbeing and empathetic leadership and listening.

To support teams experiencing stress, anxiety, and depression we offered a programme of mindfulness-based cognitive therapy; to aid stress reduction and promote positive wellbeing, in addition to our existing Employee Assistance Programme

Finally, we adapted our flexible working policy to support all our people to achieve a beneficial work-life balance.





Amazing Standards Every Day

Pret is known for freshly prepared food & organic coffee. In 2021, we had to find new ways to bring our delicious food and coffee to our customers while continuing to deliver our amazing standards, every day.

Veggies for all

Plant-based food is a keyway in which we can all reduce our carbon footprint. As we worked on new ways to reach our customers, all our market and channels were involved in sharing our love of veggie and vegan friendly food in 2021.

Pop out line with logo: In line with the Vegan Society recommendations, we use the term 'Vegan Friendly' to label products that may not be made in dedicated vegan sites.

> [Pret's allergen guide.](#)

Veggie Pret

Established in 2016, Veggie Pret's mission is to push

the boundaries on our veggie and vegan friendly offerings. "Whether you're 100% plant-based, vegan-ish, or meat-free some days, our mission is to make meat-free food so good that it can be enjoyed by everyone. Welcome to Veggie Pret. (Not just for veggies)."

Vegan Friendly

In 2021, we went big on our 'not just for veggies' approach through a bit of help from Big Zuu to launch our meatless meatball wrap in the UK.

> [Take a look here](#)

The Meatless Meatball Wrap was the first new product to become a top five best seller in launch week in Pret's history

Allergens

We continue to improve the understanding of allergens within our business and across our value chain. Below we update on the progress we have made, to ensure customers have the relevant information.

Suppliers: We have updated our supplier Allergen Risk Assessment in response to the Food Standards Agency consultation on precautionary Allergen Labelling. Alongside this, we have completed allergen audits on our suppliers where allergen claims are made, this includes regularly testing ingredients with allergen claims or that are used in vegan friendly products regularly.

Internal: We have rolled out our Global Allergen Policy to all markets, which brings all our allergen related policies into a single document. As mentioned earlier we have also delivered allergen training to all UK colleagues using our online

training platform. We have introduced a new recipe management system which enables us to gather information from suppliers all the way to shops. We continue to monitor our allergen complaints closely and produce a monthly report for our senior management team. This detail is also shared with both our Primary Authority and the Food Standards Agency periodically.

Customer Facing: Most importantly, we have worked to make sure it is easier for customers to access our allergen information by updating our allergen warning stickers in shops and adding a QR code, in an easier to read format, to gives easy access to our Allergen Guide.

Our hot drinks

Organic coffee has always been a big part of Pret's offer. With the launch of our coffee subscription in 2020, Pret is even more committed to making a positive contribution through our



coffee story. Whether you are in New York or Hong Kong, our brilliant baristas serve only 100% certified organic arabica coffee. Sustainable farming practices help our farmers to protect the land they farm and provide us with delicious coffee harvests, year after year.

You can have the same great feeling when drinking our teas too, as all our tea is certified organic, meaning it's better for our farmers, better for the planet and better for you. Working with our supplier to buy organic tea means we can build long term relationships with our farmers, and have a positive impact on their lives, by paying premium prices, offering long term contracts and providing training to support their futures.

The Pret Coffee Fund

Given that coffee is our most important commodity, it's important to Pret to build long term relationships with our coffee growers in Peru. We understand that these farmers are facing significant challenges from climate change, high costs of coffee production, limited profitability for farmers and significant rural to urban migration

amongst youth meaning the future of our coffee is at risk. Which is why since 2014 Pret have been investing in a project to support the next generation of coffee farmers.

Since the start of the Coffee Fund, Pret has worked directly with Cenfrocafe Cooperative in Cajamarca, Peru, designing a course to educate, inspire and support the next generation of coffee farmers, helping them to build a sustainable business and stay in farming. Over the space of a year, the course provides them with new approaches, ideas and practical training to improve yield and quality, adapt to a changing farming environment and to grow a future through coffee farming.

During the pandemic, we had to adapt the training to ensure it can continue to support the next generation of farmers, meaning taking some of the sessions online and utilising WhatsApp, telephone calls between the project coordinators, trainers and the participants. Alongside this, modules were delivered through weekly radio sessions in the program called "Aprendo en Campo" (Learning on the Farm) through Radio Marañón in Jaén.

The radio sessions enabled the trainers to share thematic content and not only reach youth but also the local community. With these additional forms of communication, youth were able to interact and participate remotely in the training.

Since 2014 the Coffee Fund has supported 364 young farmers to develop their skills, with 39% of participants adopting sustainable, climate resilient agricultural practices on their smallholdings and 75% believing they had grown as leaders through their experience in the programme.

Climate action

At Pret we recognise that climate change and resource scarcity can fundamentally change the planet we live on and the communities we operate in. The rapid increase in global warming has led to climate change becoming a key priority for governments, business, and wider society. These changes mean it is more important than ever for Pret to identify the risks and opportunities that climate change poses to our business and seek to understand how they might impact our operations going forward. As a business we are committed to reducing our environmental impacts in our own operations and across our value chain, working with our suppliers and broader partners to achieve our climate ambitions.

To support our climate journey, Pret are a committed member of the British Retail Consortiums (BRC) Retail Roadmap to Net Zero, meaning we are committed to being Net Zero for across our scope 2 emissions by 2030, our scope 1 emissions by 2035 and scope 3 by 2040. In reaching this ambition we will work to take all economically feasible decarbonisation measures and invest to offset only residual emissions.

In order to support our commitment to the BRC this year we worked with 3Keel to undertake a Green House Gas (GHG) assessment. The results of the baseline work will be used to inform Pret's climate strategy moving forward and support us on our journey to set science-based targets for climate change.

For reporting purposes, the GHG Protocol generally breaks emissions down into 3 'scopes':

★ **Scope 1** – Which consists of all Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

★ **Scope 2** – Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy which is eventually used by the organisation.

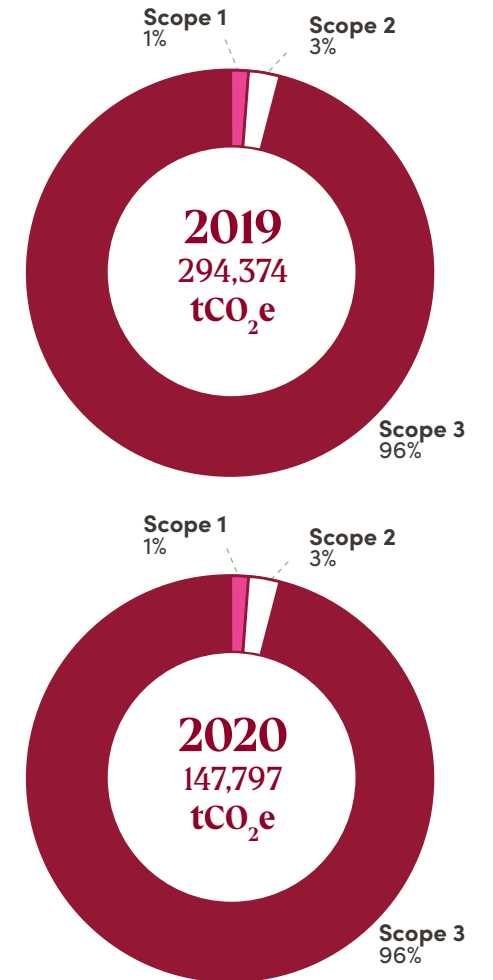
★ **Scope 3** – All Other Indirect Emissions from

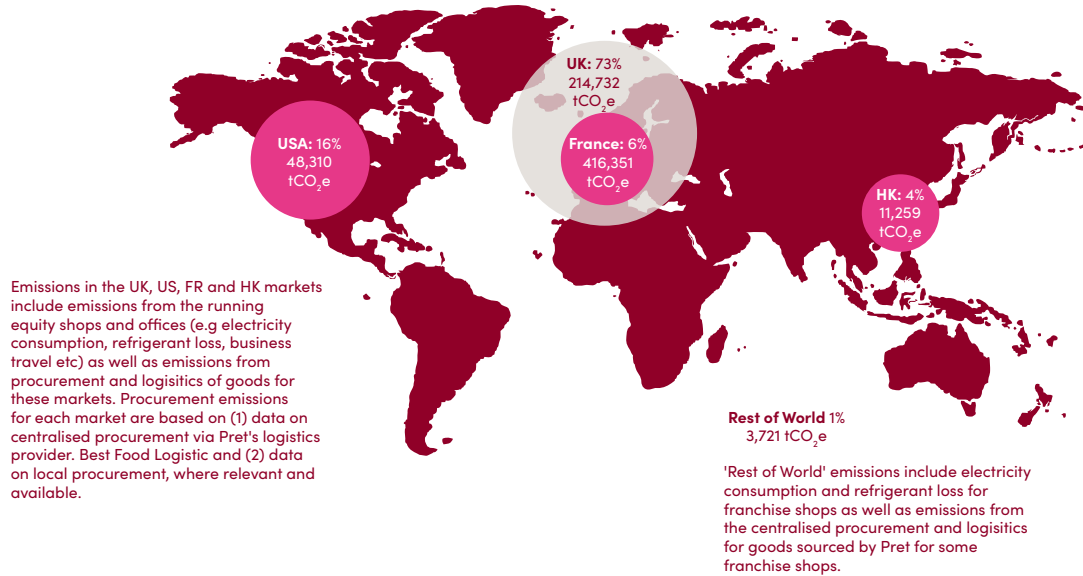
activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.

Our initial footprint report covers Pret's global operations in all four markets where we have company - owned shops: the United Kingdom, United States of America, France and Hong Kong, although as seen in the diagram below the UK is by far our largest market in terms of number of shops and sales revenue.

Given that Pret's organisational footprint fell by 50% from 2019 to 2020 due to the significant impacts of the Covid-19 pandemic on our operations we undertook two baseline reviews to understand which would be more representative of a 'typical' year of operation for the business.

These baseline calculations are depicted below:





Emissions in the UK, US, FR and HK markets include emissions from the running equity shops and offices (e.g electricity consumption, refrigerant loss, business travel etc) as well as emissions from procurement and logistics of goods for these markets. Procurement emissions for each market are based on (1) data on centralised procurement via Pret's logistics provider, Best Food Logistic and (2) data on local procurement, where relevant and available.

As you can see from Pret's baseline years only 4% of emissions are within our direct control, scopes 1 and 2, and most emissions are generated from the UK market, which comprises 73% of our overall global footprint.

Our scope 3 emissions are by far the largest impact area and covers the complete lifecycle of our products, from the farms, through processing,

distribution and customer consumption. Despite this we recognise we still have a strong influence over a large portion of our scope 3 emissions, particularly through our supply chain and we remain committed to working with our partners to reduce these indirect emissions.

Moving forward our climate priorities will be:

- ★ Set a science-based target for climate change

to support our ongoing journey.

- ★ Work with our suppliers to reduce the environmental impacts of the products we sell.
- ★ Improve energy efficiency and identify further opportunities to reduce energy use in our buildings.
- ★ Work to increase the amount of waste diverted for recycling and identify opportunities to minimise the waste produced.
- ★ Identify opportunities to further improve the sustainability of our packaging and reduce its use.

Packaging progress

In 1998, we became the first major high street food shop to sell sandwiches in a cardboard box. Since then, we have grown as has our understanding of how we have an impact on the environment around us. As a food-to-go business, packaging plays an important role in how we serve our customers and reducing the environmental impact of our packaging is a key area of work for us.

Some recent highlights:

Increasing recyclability

★ We have removed 99% of the black plastic that was used in our ingredients packaging by changing our plastic cheese and falafel trays to clear plastic and our mayo tubs to white plastic. That equates to 19.5T of black plastic removed a year.

★ All our sandwich packaging is designed so that it's as easy as possible to separate the film from the cardboard to help with the recycling process.

Reducing plastic.

★ In France, we are very excited to announce that we have moved from polystyrene coffee cup lids to using paper pulp lids. These are made from renewable paper from sustainably managed forests and can be recycled alongside paper and board and the coffee cups themselves.

★ By changing our fruit pot packaging, we have removed 25T of plastic a year.



★ By printing our self-adhesive product labels differently, we are using 1,236km less of backing material a year.

★ Re-engineering our mac n cheese box enabled us to reduce the amount of plastic by 33%, that's 1.8T of plastic less a year.

We have committed globally to making the following changes to our plastic packaging use by 2025. As part of our commitment to achieving these aims, we will be publishing our plastic footprint annually as part of our environment, social & governance reporting.

- 1★ Make it 100% recyclable, reusable or compostable.
- 2★ Eliminate all unnecessary single-use plastic.
- 3★ Help customers to recycle effectively in our shops.

Total packaging (all materials, all areas)	8,799	25% is plastic
2021 plastic footprint	Tonnes	% of total plastix
Primary. (Image: our customer packaging)	1,986	88%
Secondary (Image:)	103	5%
Transit (Image: stretch wrap around cases)	151	7%
Total plastic	2,239	
Black plastic	20	1%
Polystyrene	566	25%
PVC	0.01	0.0004%

We're working towards our goal of making all our packaging recyclable, re-useable or compostable by 2025. To do that we need to eliminate hard to recycle items such as black plastic, PVC and polystyrene which is why we're tracking these

★ 73% of our packaging by weight is made from wood, paper or cardboard and the majority of this

is sourced from sustainably managed forests that carry the FSC or PEFC accreditation.

★ Where we use rigid plastic for our bottles, pots and lids, it is all widely recyclable and contains as much post-consumer recycled material as we can feasibly use. For example, our polyethylene bags now contain 50% recycled plastic. We are working closely with our packaging suppliers to increase this figure on all items, and the only thing stopping us is the availability and quality of the recycled material.

Methodology: the data covers the packaging used in the UK in the calendar year 2021. It includes all packaging used front of house and back of house, for ingredients and finished products and for protection during transit. It includes branded products sold in Pret. We use Valpak to compile and verify our data. They take information from our suppliers and conduct a weighing day at our depot to verify it. We are currently building our databases across our global markets to expand our reporting in future.

Reduce & recycle

Using a reusable cup is a great way to reduce

single use packaging (and enjoy your favourite barista prepared drink at Pret). To support customers in using reusable cups, we led the way with our 50p reusable cup discount in the UK in 2018. It has now gone global, and we have discounts in place in all markets to encourage our customers to use reusable alternatives.

For times when we do need to use a single use cup, coffee cup recycling has been available in our UK shops since 2019. Pret UK is also a member and financial supporter of the [UK Cup Recycling Scheme](#) and has collaborated closely with other high street brands to help build the infrastructure to recover and recycle paper cups outside our shops.

In the UK, our organic coffee beans can now be enjoyed at home and purchased from retailers. Even better, you can recycle our coffee packaging with carrier bags at larger stores.

For refilling your water bottle, look out for our water stations in selected shops. These fountains are easy to spot, and we want everyone - not just Pret customers - to feel empowered to come in and fill up for free without hesitation.



In response to the volume of food waste, The Pret Foundation was set up by Pret a Manger's founders in 1995 with a clear mission to alleviate hunger, poverty and homelessness around the world. As well as donating unsold food at the end of each day, the charity also offers financial support to community-based organisations and supports people into sustainable employment.

What we do

Food Donations: Across the UK we work with charities and the food sharing platform, OLIO, to donate food. In London we have our own charity vans which collect surplus food each day and deliver it to shelters and charities. For our hot food waste, we've partnered with Too Good To Go. We also have a charity van in Paris, and in Hong Kong and New York we're partnered directly with charity partners such as Feeding Hong Kong and City Harvest.

Financial Support: Each year we look to support community organisations which are supporting people experiencing homelessness or those at risk. This year we awarded £200k to over 20 charities in the UK and France. Projects funded include The Margins Project in London where The Pret Foundation is supporting the salary of a Housing and Benefits Advice worker and Salle A Manger in Paris where we are funding the purchase of kitchen equipment to take surplus food and serve meals to vulnerable people in La Défense district.

Rising Stars: Giving people an opportunity is central to The Pret Foundation's mission. People with a criminal record or without an address find it extra hard to break the cycle of homelessness and make a new start. Our Rising Stars programme was established in 2008 and provides that opportunity. From funding those first few weeks of travel to get to work, to weekly support groups we put the person first, providing them with everything they need to get, and keep a job at Pret.

To date, we have donated approx. 35 million meals globally to those who need it most, recruited over

600 people into employment through our Rising Stars programme and awarded £7 million in grants to over 100 grassroots charities.

In 2021 we also opened the Ukrainian Employment programme with a commitment to support 250 people fleeing the conflict. We have simplified and translated the application process, trained shop teams on how to deal with trauma, put funding in place to support travel costs and run English tuition classes and seconded a Ukrainian speaking General Manager to the charity to manage the programme.

Next steps

Over the coming 12 months we want to:

★ Partner with Neighbourly, a giving platform, in the regions across the UK to donate food, ensuring the more food reaches those that need it most. This will reduce costs and improve traceability, as well as ensure the process is as efficient as possible for both the shop teams and charity partners.

★ Launch Too Good To Go in all shops to reduce hot food waste.

★ Grow the number of Rising Stars we recruit, taking the programme outside of London and supporting people into employment in other cities such as Manchester, Leeds & Glasgow.

3.

Our governance



Sustainability is an area which will never be completed as there will always be areas to improve. Through our governance and by living our values of 'Doing the right thing', we will continue to find new areas in which to grow, and our story is one that will be continually updated.

Our global leadership team

The Global Leadership Team (GLT) are the stewards of our business. With sustainability as an official part of our strategy, the Global Leadership Team receive monthly updates on scope, schedule, resources, risks and benefits.

Pano Christou, Chief Executive Officer

Tom Mackay, Chief Financial Officer

Andrea Wareham, Chief People Officer

Clare Clough, UK & Ireland Managing Director

Eira Jarvis, Managing Director Asia

Jorrie Bruffett, President North America

Dan Burdett, Chief Customer & Growth Officer

Stéphane Klein, Managing Director of Europe, Favourite

Partners in Pret

Partners in Pret (PIP) Our PIP scheme was created in 1999 to recognise Pret colleagues who have demonstrated their unique contribution and commitment to Pret. With partners from all markets and levels of the business, the scheme gives partners a share of Pret both in terms of involvement and in share options. We rely on our PIP scheme to give critical feedback to the business from those who love it. Partners in Pret meet quarterly and provide feedback to the GLT.

JAB

Pret joined the JAB Holding Company family in 2018. In 2020, the companies within JAB created a Sustainability Collaboration Forum to share best practice across our organisations.

