

# Our Recipe for Change

2024 Impact Report

★ PRET ★



# What's in this report

A message from Pano	3
Who we are	4
Pret's Impact Strategy : Our Recipe for Change	5
Giving waste new purpose	6
Transforming lives through the power of work	12
Growing with care	20
Materiality	29
Governance	30
Looking ahead	31

## A message from Pano

I'm excited to share Pret's new impact strategy – our 'Recipe for Change'. This, alongside our focus to be famous for fresh food that customers love, served with joy and speed and growing with pride, has helped us shape a new strategy. We continue to focus on areas where Pret has long led the way including donating our freshly made unsold food to those who need it most through The Pret Foundation at the end of every day and focusing on our people.

Powering upwards mobility for our shop teams is, and always has been, at the heart of what we do, and this year has been no different. We've invested in training and development programmes, which I believe are crucial for ensuring our customers have a joyful experience while in our shops: Happy Teams, Happy Customers.

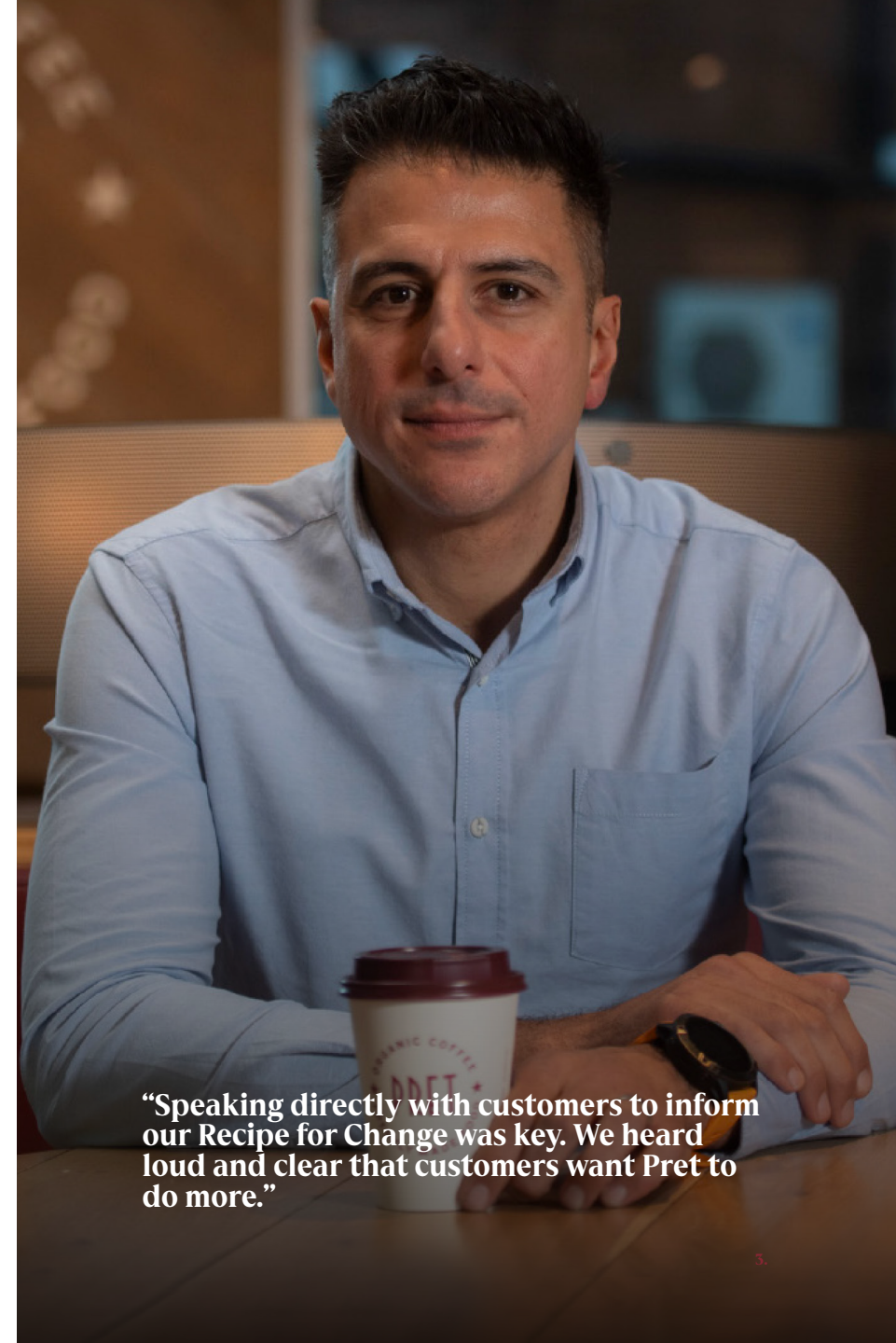
Speaking directly with customers to inform our Recipe for Change was key. We heard loud and clear that customers want Pret to do more to tackle packaging waste.

We have concentrated most of our efforts into where we have our greatest impact – our UK business which represents around 80% of our estate, so we'll continue to use this as a basis to grow and keep developing.

In this report, we outline the immediate focus areas and KPIs for Recipe for Change and how we're making progress towards them, as well as some of the challenges we've faced in our efforts and some of our ambitions for the future.

Our journey is ongoing, and we will continue to challenge ourselves to do better.

Best wishes,  
Pano Christou, CEO, Pret A Manger



**“Speaking directly with customers to inform our Recipe for Change was key. We heard loud and clear that customers want Pret to do more.”**

# Who we are

We've come a long way since we opened our first shop in London in 1986, with the Pret estate standing at 717 shops split by 57% equity and 43% franchise across 20 markets and over 11,500 employees at the end of 2024. But the important bits are still the same: freshly made food, organic coffee and a determination to do the right thing.



## Pret's Impact Strategy: Our Recipe for Change

Priority	Giving waste new purpose	Transforming lives through the power of work	Growing with care
<b>The aim</b>	Since day one, we've turned leftovers into lifelines by donating as much freshly made unsold food as possible at the end of the day to people who need it the most. We're constantly reimagining our packaging to make it more sustainable and finding smarter ways to help customers reuse and recycle.	We believe in the power of work to rewrite stories and transform lives. For decades we have supported people facing adversity into employment through The Pret Foundation. We welcome everyone, whoever you are, however you take your coffee, and we nurture talent at every level – helping team members grow into managers and beyond.	We take responsibility for our impact on the planet across our global supply chain. That means reducing our carbon footprint, building climate resilience and sourcing every ingredient with thought and care – from our organic coffee to our higher welfare chicken. Above all, we never compromise on product safety.
<b>Focus areas</b>	<ul style="list-style-type: none"> <li>• Food waste</li> <li>• Sustainable packaging</li> <li>• Champion re-use</li> </ul>	<ul style="list-style-type: none"> <li>• Rising Stars</li> <li>• Upwards mobility</li> <li>• Belonging &amp; wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Animal welfare</li> <li>• Thoughtful sourcing</li> <li>• Climate</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Every shop working with a local partner to redistribute unsold food at the end of the day</li> <li>• Reduce volume of highest-wasted food items by 50%</li> <li>• Every shop to have employees trained on the importance of donating food</li> <li>• 100% of packaging to be reusable, recyclable or compostable</li> <li>• 80% of shops to have effective customer recycling facilities</li> <li>• Double % of reusable cups to 6.8%</li> </ul>	<ul style="list-style-type: none"> <li>• Support 500 more people at risk of homelessness into employment through The Pret Foundation's Rising Stars programme</li> <li>• 75% completion rate of Rising Stars Programme and 60% receiving a Pret job offer within 3 months of completion</li> <li>• 90% of our General Managers to have been promoted internally</li> <li>• 100% of managers trained on inclusive decision making and hiring</li> <li>• Achieve inclusion scores in the top 10% across the business vs industry average</li> <li>• Achieve wellbeing scores in top 25% vs industry average for General and Assistant Shop Manager roles</li> </ul>	<ul style="list-style-type: none"> <li>• All animal species across all markets to work towards Pret's Five Principles of Animal Welfare as a minimum, and demonstrate progress through regular public reporting</li> <li>• 100% renewable energy powering all our shops</li> <li>• Two-thirds of food, drink and packaging suppliers to have a science-based carbon target in place</li> <li>• To participate in a carbon reduction trial each year</li> <li>• Create new Sourcing Policy For Forestry, Land and Agricultural Products and ensure compliance for every medium and high-risk product</li> <li>• Every supplier and franchise partner to comply with Pret's Third Party Code of Conduct</li> </ul>

# Strategic Pillar #1

## Giving waste new purpose

Since day one we've turned leftovers into lifelines by donating as much unsold freshly made food as possible at the end of the day to people who need it most. We're constantly reimagining our packaging to make it more sustainable and finding smarter ways to help customers reuse and recycle.





## Food Waste

Target	2024 Baseline	Scope
Every shop working with a local partner to redistribute unsold food at the end of the day	50% UK estate using Neighbourly to donate to charity (the preferred option). Where this is not possible (e.g., hot food, airports and shops closing late), Too Good To Go (TGTG)/ resale partners, are used 49% UK estate using TGTG, with 50% of profits donated to The Pret Foundation. Work needed to ensure all shops are actively using	Global equity by 2028 & franchise by 2030  Working with = actively using
Reduce volume of highest-wasted food items by 50%	Highest-wasted food items identified	UK only by 2030, rolling programme of shop trials focused on highest waste products/ categories
Every shop to have employees trained on the importance of donating food	Training to be developed	Global equity and franchise by 2028

The Pret Foundation started nearly 30 years ago with a simple mission – alleviating hunger and tackling homelessness across the global markets in which Pret A Manger operates. We are delighted to continue our longstanding support for The Pret Foundation as they continue to work tirelessly to make a difference to the lives of people affected by hunger and homelessness. The Pret Foundation offers direct support to community organisations around the world, including donating as much surplus Pret food as possible each day to those in need.

### £100,000 grants

The Pret Foundation reintroduced the grant-giving programme in 2024, donating £100,000 to 50 grassroots charities across the UK tackling hunger or providing employability support (10 grants of £5,000–£10,000, and 40 grants of £500)

### 900,000 meals

Over 900,000 meals worth of surplus freshly made Pret food was donated to charities and local communities from our shops and warehouses. This compares to over 5 million items donated in 2023, as we previously reported donations as number of items but have updated our reporting metric to number of meals to align with Waste and Resource Action Programme’s (WRAP) metric of a meal equating to 420g

### 236 charities

The Pret Foundation arranges collections with over 230 charities, directly or through partnerships with Neighbourly and Olio, ensuring surplus Pret food reaches local charities, shelters, hostels and outreach programmes that are supporting people experiencing or at risk of homelessness, at no cost to the beneficiary

### 85%

Possible surplus food collection slots for our freshly made food at the end of each day across UK shops were assigned to charities 85% of the time, up from 80% in 2023

### 183,000 surprise bags

When food cannot be donated, like with hot food or in airport shops, we partner with Too Good To Go to minimise food waste. This partnership redistributed over 183,000 ‘surprise bags’, saving surplus Pret food from the bin and approximately 494,000 kg in CO2e. 50% of the revenue made from Too Good To Go sales were donated to The Pret Foundation

### 1,500 hours

Pret employees spent over 1,500 hours volunteering with 8 charity partners, developing a deeper understanding of the increasing need to tackle food insecurity and support those who need it most

### 171 miles

18 Pret employees cycled 171 miles from London to Paris, raising over £27,000 in sponsorship for The Pret Foundation’s important work

### Product donations

Partial sales from some Pret products – 10p from Soups and Shots and 50p from the Christmas Lunch Granary and Very Merry Lunch Granary – were donated to The Pret Foundation. All those pence donations resulted in a mighty £888,000 total

### Countless heartwarming stories

“After years of providing food aid, it became clear the issue wasn’t just hunger, it was lack of opportunity. The support from The Pret Foundation allows us to go beyond the meal and offer a real pathway out of poverty through a wraparound service that changes lives”

– Stefan Jones, CEO of AR Projects

Food donations have been at the heart of Pret ever since we opened our doors in 1986, with a core value of the business being 'doing the right thing'. These values were shown in practice by our exceptional team members and franchise partners in Manchester and Leeds who worked with local charities, Two Brews and Helping Hands, giving up their own Christmas Days to give those experiencing homelessness a warm place to go and a hearty Christmas meal.





## Sustainable Packaging & Re-Use

Target	2024 Baseline	Scope
100% of packaging to be reusable, recyclable or compostable	82%	Global front of house packaging by 2028
80% of shops to have effective customer recycling facilities	Redesigned bins to effectively segregate and recycle with the new bins implemented in 5 London trial shops and all shops in Wales	Global equity by 2027 & franchise by 2030 Recycling facility = separates dry mixed recycling & food waste
Double % of reusable cups to 6.8%	3.4% of drinks were sold in reusable cups in the UK in 2024, down from 9% in 2019. Small amount of shops have drink in mugs – to include in data moving forward	Double in UK market by 2027



## Eliminating plastic

- By pioneering and implementing an industry-leading and [award-winning](#) coating on our delivery platters, we have removed the plastic lamination on the cardboard. Not only will this save an estimated 2 tonnes of plastic and 7.5 tonnes of paperboard a year, it also makes our platters simpler to recycle
- Following groundbreaking research, we have trialled coffee cups with no plastic coating on the inside, which has the potential to improve the recycling rate of our cups. This new technology is still being developed, and we'll continue further trials in 2025
- We adopted an innovative production method for our self-adhesive labels which now print using both sides of the release liner. We've since saved 2 million metres of backing material – equating to 14 tonnes of liner
- In Asia, we have switched to using a thin paper film instead of a plastic film for our baguette pouches, mac n cheese boxes and croissant trays – an [award-winning](#) swap that didn't alter the product's shelf life, only simplified the recycling process
- Working closely with our sandwich box supplier, we've reduced the thickness of the film that is used on the inside by 5 microns to save an estimated 5.5 tonnes of plastic a year
- In another initiative to reduce our plastic footprint, we have rolled out lighter weight ice drink cups to save 8 tonnes of plastic a year

## Simpler recycling

- We continue to be active members of the National Coffee Cup Recycling Scheme, and have supported multiple projects to help fund cup collection in transport hubs and motorway service stations. One of these projects included a partnership with Bower and Keep Wales Tidy to offer customers a financial reward for returning their coffee cups for recycling
- We redesigned and will shortly be rolling out new bins across our UK estate to help our customers segregate their waste and effectively recycle

## 2025 focus areas

- Promote reuse and continue to offer market-leading discounts for reusable cups (50p in UK, \$4 in Hong Kong, and equivalent discounts globally)
- Address one of the most difficult to recycle plastics: the coffee cup lid. We already have recyclable pulp lids in use in Europe and in Asia, and are now testing and trialling a recyclable plastic lid we have developed in the UK
- Continue to develop coffee cups with a reduced or eliminated plastic lamination on the inside
- Roll out lighter weight versions of our salad bowls

## Strategic Pillar #2

### Transforming lives through the power of work

We believe in the power of work to rewrite stories and transform lives. For decades, we have supported people facing adversity into employment through The Pret Foundation. We welcome everyone – whoever you are, however you take your coffee – and nurture talent at every level to help team members grow into managers and beyond.





# Rising Stars

Target	2024 Baseline	Scope
Support 500 more people at risk of homelessness into employment through The Pret Foundation's Rising Stars	126 Rising Stars enrolled on the Rising Stars employment programme in 2024 in the UK	500 between 2023 and 2028
75% completion rate of Rising Stars Programme, with 60% receiving a Pret job offer* within 3 months of completion	Of the 126 individuals, 71% graduated from the programme, and 68% have since worked at Pret for 6 months+	By 2028 *Job offers pending available vacancy

Through The Pret Foundation, we run employment programmes to help those experiencing, or at risk of, homelessness. This includes our Rising Stars Programme, which helps individuals experiencing or at risk of homelessness find stability through training and support. Moving from 12-week placements to 420 funded hours, this new programme structure gives Rising Stars the flexibility to successfully complete the programme.

We are committed to offering more than a job – it's a fresh start for those most in need. Completing the programme can lead to a permanent position within Pret, providing the confidence and experience to follow a career with us or elsewhere.

Since 2008, The Pret Foundation's Rising Stars programme has welcomed over 865 people into employment at Pret – 651 of whom have graduated the programme. Of the Rising Stars we supported in 2024, 45% had experience of homelessness, 45% were refugees, 7% were prison leavers, and 3% were care leavers.

Over 20% of Rising Stars who've entered the programme since 2008 have been refugees, so in 2024 The Foundation joined Tent UK, a coalition of over 70 companies stepping up to help refugees enter the labour market through job preparation and employment. Through Tent and ACH, we supported a Rising Stars cohort made up exclusively of refugees in Bristol.

One of the highlights of 2024 was The Pret Foundation's feature in ITV's documentary 'Prince William: We Can End Homelessness'. One of our Rising Stars, Lainey, met HRH William, Prince of Wales as part of The Royal Foundation's Homewards programme, which shines a light on the urgent need to end homelessness and aims to demonstrate that it's possible. Lainey experienced homelessness, addiction, and abuse from a young age. She was referred to the Rising Stars programme by Single Homeless Project and met HRH whilst completing the programme. Having now graduated and being promoted to Team Member Star, Lainey is thriving with the support of her manager and her shop team.

We celebrated Lainey and all programme graduates at the biennial 2024 Pret Foundation Auction as well as the year-end graduation ceremony – made even more special by the presence of family members, General Managers, leadership and colleagues from across Pret. These inspiring individuals – each demonstrating remarkable resilience and determination from experiencing difficult times in their lives – shared moving stories reflecting on their journeys, their achievements, and their ambitions for the future.

We're honoured to have won Most Impactful Social Mobility Project at the 2024 Inclusion In Awards, powered by WiHTL & Diversity in Retail. We also attended the MCA Insight – Leaders in Eating & Drinking Out Market Insight Hospitality Awards, where we beamed with pride at being shortlisted for Rising Star.





“ I feel like I have grown in every way possible.

Before starting the Rising Stars programme, my confidence was down. I couldn't speak to new people, I wouldn't go out of my comfort zone, anything. But since completing the Rising Stars programme, and then the Shooting Stars programme, all that's turned around.

Now, I can speak to strangers. I can go out my comfort zone.

It's amazing ”

Tanvir, Rising Star,  
Team Leader

# Upwards Mobility

Target	2024 Baseline	Scope
90% of our General Managers to have been promoted internally	Global baseline TBC, in the UK currently, over 90% of General Managers started on the shop floor.	Global equity and franchise shops by 2030





From team members to management, hospitality offers boundless opportunities for growth, learning, and fulfilment. Not only do we have a CEO who started on the shop floor 25 years ago, we have countless inspirational stories of upward mobility at Pret, with more than 750 promotions in 2024.

We're passionate about learning, growth, and creating opportunities for our people. We're proud to celebrate the incredible apprentices who make such a valuable impact every day, like Hannah Jago, our benefits lead:

"The knowledge I've gained from my apprenticeship has been invaluable. The content is highly relevant to my day-to-day role and provides valuable insight into how things work at Pret, giving me more confidence as I grow within the company. I have no doubt that the skills and experience I'm gaining will benefit me for years to come!"

Stories like Hannah's show just how valuable apprenticeships are in building skills, boosting confidence and shaping future careers.

We are proud of the superstars who make our business run so brilliantly, and we want to celebrate the passion, dedication, and resilience of hospitality professionals. To celebrate our talented baristas, we held our first barista competition, where hundreds of our baristas competed for a prize and signature festive drink on the menu. We hope our customers loved the taste of the winning Maple Pecan Latte from our 2024 barista competition winner, Kamila.





## Belonging & Wellbeing

Target	2024 Baseline	Scope
100% of managers trained on inclusive decision making and hiring	Developing training	Equity and franchise shops globally by 2030
Achieve inclusion scores in the top 10% across the business vs industry average	Between top 50% and top 25% (Peakon survey)	Equity shops and support centres globally by 2030
Achieve wellbeing scores in top 25% vs industry average for General and Assistant Shop Manager roles	Currently bottom 5% (Peakon survey)	Equity shops in the UK by 2030

## Engagement

Every year, we collect feedback from our teams through Pret's Big Conversation – helping to improve our annual participation rate by 11% year on year.

We have also implemented Pret's Little Conversation to increase the regularity in which we hear from our teams, providing consistent real time sentiment to help shape our current and future focuses.

**2024 engagement  
score 7.6 /10  
participation rate**

**89%**

**2023 engagement  
score 7.6 / 10  
participation rate**

**78%**

## Buddy day

At Pret, we know that to truly understand the needs of our teams and customers, we need to stay close to where the magic happens – our shops. That's why, twice a year on Buddy Days, everyone from our support centre steps out of their usual roles to spend a full shift alongside our fantastic shop teams – whether it's our Chief Customer and Product Officer working front of house or our finance director brewing as a barista.

From crafting the perfect latte and engaging with customers to serving up our signature soups, Buddy Days keep us connected to what truly matters: ensuring happy teams and happy customers.

## Gender diversity

We have a good representation of all genders across our business. In 2024, 62% of all employees identified as female, 53% of heads & directors identified as female, and 55% of C-suite identified as female. Over the last year, we've made good progress and remain committed to ensuring fair pay across our organisation. For more details, see our [UK Gender Pay Gap report](#). As we have maintained gender diversity, with women representing at least 50% of roles at all levels, we are now turning our main focus towards our newly developed target 11 – inclusivity.

## Belonging Groups

In 2024 we had six employee-led Belonging Groups with over 150 members leading initiatives to support colleagues worldwide.

### The groups:

- **Body and Mind:** Focuses on educating managers about neurodiversity, making Pret more accessible and championing mental health support
- **Multiculture:** Aims to raise awareness of race and racism, appreciate team diversity and build a sense of community
- **Women's:** Works on using inclusive language, creating safe spaces and influencing tailored adjustments for colleagues
- **LGBTQ+:** Focuses on creating an inclusive environment for LGBTQ+ team members and customers
- **Parents and Carers:** Ensures a safe space for sharing tips and tools and provides support for caring responsibilities, fertility challenges, baby loss and bereavement
- **Men's:** Focuses on mental health, positive role modelling and creating open spaces for men to share experiences and support each other

## Strategic Pillar #3

### Growing with care

We take responsibility for our impact on the planet across our global supply chain. That means reducing our carbon footprint, building climate resilience and sourcing every ingredient with thought and care – from our organic coffee to locally sourced chicken. Above all, we never compromise on product safety.



# Animal Welfare

Target	2024 Baseline	Scope
All animal species across all markets to work towards Pret's Five Principles of Animal Welfare as a minimum, and demonstrate progress through regular public reporting	Developing Pret's Five Principles of Animal Welfare	Global by 2030, as per our Animal Welfare Policy



In 2016 we opened our first Veggie Pret and since we opened our doors, we've served thousands of vegans, vegetarians, flexitarians, and sometimes-arians. After eight years of learnings, we closed the last Veggie Pret in 2024 and are truly excited to pivot these efforts into our main estate.



We pride ourselves on doing the right thing. It's one of our core values. And while we continue to develop our veggie range, some of our best-loved and bestselling products contain meat. Pret recognise animals are sentient beings and that good animal welfare encompasses not only good health and physical wellbeing, but good mental wellbeing and the ability to express species-specific behaviour. We're committed to working with our suppliers to constantly improve welfare standards for animals in our supply chains. During the year, we developed our [animal welfare policy](#) with the support of Compassion in World Farming

and The Lever Foundation. Through this policy our aim is to set an ambitious set of standards for our business to work towards to help drive accountability and action. We recognise that standards change as new research comes to light and so we commit to reviewing this regularly. The policy goes beyond legislative requirements and introduces Pret's Five Principles of Animal Welfare, which we expect all animal species across all markets to work towards as a minimum by 2030:

### 1) Cage-free

Animals should not be held in close confinement systems such as single pens for dairy calves, farrowing pens/ gestation crates for pigs or barren battery cages including combination cages for laying hens which restrict movement and natural behaviours.

### 2) Quality of life

Animals must have access to fresh water at all times, together with a quality and appropriate diet, and enrichments to encourage natural behaviours relevant to their species needs. Animals should be able to access adequate shelter/shade, a comfortable resting area and sufficient space. Continual monitoring of health and welfare is essential. Quality of life for each species will look slightly different and this must be assessed on a species-specific basis and preferably against external certifications.

### 3) Humane slaughter

Slaughter methods must be instant or preceded with a stunning method which causes instant unconsciousness, which must last until slaughter to minimise possible pain and distress. Loss of

consciousness can be gradual, but the method must be non-aversive and painless. If an animal is not properly stunned it must be re-stunned immediately.

### 4) No routine antibiotics or mutilation

Antibiotics to be used sparingly, whilst ensuring animal welfare is not compromised. Health plans should be in place to proactively treat animal illness and reduce the need for antibiotics. We do not permit any routine mutilations like tail docking, teeth clipping and nose ringing of pigs, disbudding/dehorning and castration of cattle, tail docking and castration of sheep and beak trimming of poultry.

### 5) Limit live transport

Journey lengths for live animals should be no more than 8 hours. Animals should be slaughtered as close as possible to where they are reared. Transport vehicles must be kept clean and well-ventilated, and only trained personnel should handle animals.

### How will Pret's Five Principles of Animal Welfare work?

In some markets, we are already sourcing above and beyond Pret's Five Principles of Animal Welfare. A great example of this is our chicken in the UK, which meets all five Principles as well as additional welfare criteria as the chicks are born and raised on the farm, with on-farm hatching – a pioneering step change in the poultry supply chain with improved welfare outcomes as days old chicks no longer have to be transported so early on, reducing stress on the bird. All the broiler chickens sourced for the UK also now meets 5 of the 6 Better Chicken Commitment (BCC) criteria including 30kg stocking density, with compliance on breed being the final outstanding criteria. We have joined Compassion In World Farming's Better Chicken Business Network (BCBN) to work collaboratively with others in the industry to tackle systemic issues and develop an achievable roadmap to fulfil the BCC. You can see our BCC compliance [here](#).

We're pleased of the progress made especially in our UK market. In other markets, it will take a little more collaboration to meet all Pret's Five Principles of Animal Welfare. For example, 100% of our company-owned shops around the world use only free-range or cage-free eggs, but when we take into account all Pret shops (so company-owned and franchised-owned shops), this percentage reduces to 99% of shops sourcing free-range or cage-free eggs. This is due to two franchised operated markets sourcing non-cage free eggs. We recognise the importance of working with our franchise partners to meet our company-owned standards. Progress towards Pret's Five Principles of Animal Welfare across both equity and franchise will be reported on moving forwards.



# Climate

Target	2024 Baseline	Scope
100% renewable energy powering all our shops by 2030	Renewable energy for shops on centralised contract across Pret UK (~55% of UK equity). Work to be done to understand rest of the world	Global equity and franchise by 2030  Includes all zero emission factor energy procurement practices that align with the Greenhouse Gas Protocol, e.g., Renewable Energy Guarantees of Origins (REGOs)
Two-thirds of centralised UK food, drink and product suppliers have a carbon target in place by 2030	43% of UK suppliers have a net zero or science-based carbon reduction target	UK equity and franchise food, drink and product suppliers whereby the product is delivered to shops by our third party logistics provider, calculated based on spend, by 2030
To participate in at least one carbon reduction trial each year	Multiple projects which reduce carbon globally but work required to calculate and report on the carbon reduction	Globally each year until 2030

scope	emissions source	2024 emissions (tCO2e)	% contribution
scope 1 (own operations)	stationary combustion – natural gas	39	>1%
	refrigerants	4,799	3%
scope 2 (own operations)	electricity (location-based)	13,144	-
	electricity (market-based)	8,104	5%
scope 3 (upstream value chain)	purchased goods and services	97,902	56%
	goods not for resale	32,543	19%
	goods for resale	3,770	2%
	water	35	>1%
	energy of FLAG products	61,553	35%
	capital goods	3,660	2%
	fuel and energy related activity	2,471	1%
	upstream transportation and distribution	32,586	19%
	waste generated in operations	1,172	>1%
	business travel	772	>1%
	employee commuting	4,637	3%
	homeworking	175	>1%
scope 3 (downstream value chain)	downstream transportation and distribution	967	>1%
	use of sold products	3,121	2%
	end of life treatment of sold products	2,369	1%
	franchises	11,618	7%
	investments	448	>1%
<b>total scope 1, 2 (market-based) and 3</b>		<b>174,666</b>	<b>100%</b>

We have committed to new climate targets which aim to balance ensuring we continue to deliver great value for our customers with focusing our efforts where we can have the greatest impact. To that end, we're working with our suppliers who represent over 90% of our footprint.

Improving data continues to be a priority so we can move away from estimations and account for decarbonisation efforts, which are largely not reflected within the emissions data currently.

We're targeting ourselves to participate in a carbon reduction trial each year, and pleased the first trial is focusing on reducing emissions in scope 3 category 4 upstream transportation and distribution. Deliveries to our UK shops are provided by our third-party distribution partner, who's vehicles are fitted with aerodynamics to maximise fuel efficiency. During the year, they planned and trialled fuelling their delivery fleet with recycled waste cooking oil. We can't wait to see this project rolled out to all Pret UK deliveries in 2025, as this change will remove the use of diesel and based on the trial results, will reduce Pret's delivery emissions from warehouse to shops by circa 82%.



# Key 2024 decarbonisation efforts

Currently, the largest contributor to energy use in our shops is commercial refrigeration and freezers. At the end of the year, we began a full rollout of new fridges across our UK shops, which use refrigerants with lower emissions compared to the previous models. The old units used a synthetic refrigerant, R452A, with a global warming potential (GWP) of 2140, whereas the new lingers use a naturally occurring refrigerant, R290, with a GWP of just 3.

It's all very technical—but a big step in the right direction!



We source the best quality fresh fruit and vegetables, as locally as possible, to obtain the best flavour throughout the year. Amidst the changing climate, seasons are varying more than ever, so it's important we adapt our menu when needed. For example, when mango is out of season, we swap our mango and lime pot in the US with pineapple and lime, and green mango in our salad in Hong Kong with pineapple.

In 2024, we developed a global uniform policy which details material guidance, prioritising using recycled materials and end-of-life requirements which follows the waste hierarchy. Using the new policy, UK shops had a uniform upgrade and the old uniforms were collected by our supplier, totalling 5.3 tonnes which were then recycled into wipers for recycling workshops at four UK prisons.



# Thoughtful Sourcing

Target	2024 Baseline	Scope
Create new Sourcing Policy For Forestry, Land and Agricultural Products and ensure compliance for every medium and high-risk product	To develop policy	Equity by 2028, franchise by 2030, primary ingredients only
Every supplier and franchise partner to comply with Pret's Third Party Code of Conduct	Updated policy rolled out in 2024 to UK and EU	Equity by 2028, franchise by 2030



Pret products are visually appealing – full of vibrant textures. They are meticulously constructed, and whether a product has four ingredients (Jambon Beurre) or 40 (Cali Salmon Salad), we are committed to quality ingredients that are thoughtfully sourced. We're updating our set of key sourcing policies that we expect all our suppliers and partners to commit to.

We love our coffee as much as we love our food (and we LOVE our food). Behind the rich, bold aroma and perfect presentation of every cup lies years of passion, skill and obsession. But what actually makes it so good? Is it the beans? The milk? The way our baristas make it?

It's all of that, and so much more.

Pret's coffee is 100% organic arabica and has been for yonks. A blend from Peru, Honduras, Ethiopia and Sumatra in our espresso, our beans have a head for heights and grow 1,500m above sea level. We're fanatical about the consistency of our espresso blend, which is always bold and intense with chocolatey, caramelly undertones. A vast amount of love goes into crafting this perfect blend, from our farmers handpicking the coffee cherries that contain our precious beans, to our tasters ensuring each batch is to Pret's standard, and our roasters who ensure the perfect roast level.



Coffee is classed as a high-risk commodity when it comes to deforestation risk, so it's critical we work closely with the coffee roasters and farmers, ensuring the product is not linked to deforestation or forest degradation. We strive for long-term meaningful partnerships, ensure workers are paid fair wages, and in 2024 we celebrated 10 years of The Pret Coffee Fund in partnership with NGO Producers Direct and the Cenfrocafe Cooperative in Peru. The Pret Coffee Fund has played a significant role in supporting over 500 young coffee farmers across 7 cohorts with training and technical assistance on how to get the best yield amidst the changing climate.

The programme has also provided the farmers access to 100,000 climate-resilient coffee seedlings. As climate change affects agricultural conditions, especially in low-altitude coffee producing areas, these varieties improve crop resilience to pests and temperature changes, helping to maintain or increase the productivity of coffee. Through this approach, Cenfrocafe have concluded that their youth farmers are better positioned to meet climate challenges and continue to produce high-quality coffee, improving the competitiveness of Cenfrocafe's coffee sector.

Although significant progress has been made through the Coffee Fund, there are still challenges to ensure farmers have access to constant innovation and new technologies in coffee cultivation within the coffee sector. After a decade of The Pret Coffee Fund supporting the next generation of farmers, we are now rethinking how we can best support farmers across more regions and more commodities.

Once the coffee beans make it to our shops, we insist on 100% organic milk. Our brilliantly trained baristas, coffee makers and tech teams are the wizards behind our coffee. Skilfully stretching and steaming our organic milk, it's their continuous attention to detail that delivers the bold chocolatey flavours in every cup.

After the coffee is served at speed (and with joy), we're left with the coffee grounds. In 2024, we scaled our coffee ground recycling programme through our partnership with First Mile, and now 80 shops repurpose their used coffee grounds that were previously going in general and food waste streams. The grounds are dried and processed, creating coffee logs and biomass pellets.

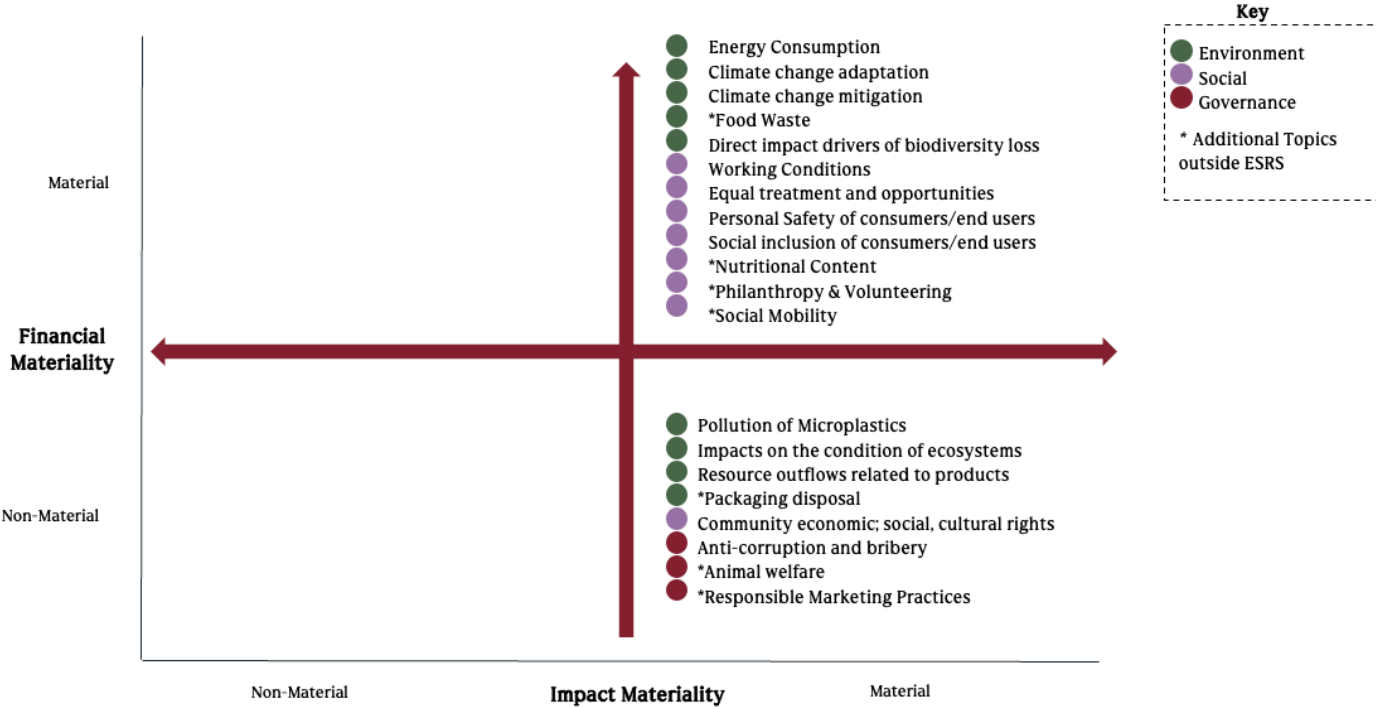


# The Reporting Part

# Materiality

Our new Impact Strategy, Recipe for Change, was informed by a double materiality assessment. We conducted the assessment in partnership with a consultancy to identify which ESG (Environment, Social, Governance) topics were most relevant to Pret from both an impact perspective (how our business may affect people and the environment) and a financial perspective (how sustainability matters may affect our financial performance).

The analysis aligned with the Corporate Sustainability Reporting Directive (CSRD)'s European Sustainability Reporting Standards (ESRS). To gain a full understanding, we engaged with internal and external stakeholders including suppliers, franchise partners, and customers – and as a result, identified 11 material topics. These outlined the priority areas reflected within our Recipe for Change strategy where we are able to drive meaningful change.



# Governance

We have updated and accelerated our due diligence process, which is now embedded into everyday processes. This includes:

- managing suppliers on Sedex through monthly tracking
- integrating an ethical section within food technical audit for all UK suppliers who are audited at least every 3 years
- including a sustainability section within the annual supplier scorecard for our key 20 suppliers
- updating or developing over 30 policies, including our Third-Party Code of Conduct which details our ethical and environmental expectations of all third parties; our Animal Welfare Policy which introduces Pret's Five Principles of Animal Welfare and; our Uniform Policy which lays out steps required of shop teams to ensure uniforms follow the waste hierarchy
- reviewing green claims across the shop estate to ensure they are up to date and can be evidenced



# Looking ahead

As we implement our Recipe for Change and work towards the new targets, our immediate 2025 efforts focus on:

- listening to what's most important to our customers and employees, starting with a newly developed Customer Insights & Comms team
- expanding our partnership with Olio to donate surplus food directly to local communities
- celebrating the work of brilliant charity partners through increased grant-giving
- testing and learning packaging ideas, such as coffee cups with a reduced plastic lamination
- rolling out our new bins in the UK, allowing customers to easily separate and recycle their waste
- implementing a tailored training and support programme for managers to better understand how to support Rising Stars
- continuing to deliver fresh, innovative and safe food from quality suppliers
- championing high animal welfare standards and understanding compliance with our newly developed animal welfare policy
- preparing for upcoming legislation, such as the European Union Deforestation Regulation (EUDR)
- engaging with key suppliers on a range of topics including decarbonisation initiatives, starting with our UK logistics provider on lower emissions fleet
- developing training for new policies, starting with responsible marketing training to support our new Green Claims Policy



