

Section 172 Statement

In accordance with section 172 of the UK Companies Act 2006, in its decision making the Board considers the interests of the Group's employees and other stakeholders.

Maintaining and developing positive relations with all stakeholders who may be impacted by the decisions the Board makes is a critical factor in ensuring long-term sustainable success for the business. Stakeholder engagement is central to the formulation and delivery of the Group's strategy.

The directors understand the importance of taking into account the views of all relevant stakeholders and consider the impact of the Company's activities on the communities in which Whitbread operates, the environment and the Group's reputation. In its decision making, the directors also consider what is most likely to promote the success of the Group for its stakeholders in the long term.

The directors understand the importance of their section 172 duty to act in good faith to promote the success of the Company and the wider Group. When making decisions, the interests of any key relevant stakeholders will always be considered by Whitbread's Executive Committee, including employees, suppliers, customers, investors, the community and the environment.

Some examples of how the Executive Committee considers these groups during meetings and discussions include:

- As part of the monthly Key Performance Indicators (KPI) pack, the Committee considers data relating to customer feedback and team retention, as well as data on shareholders.
- The Chief Financial Officer's report gives details on recent interactions with shareholders, lenders/bondholders and Pension Trustees discussions, and qualitative feedback on specific concerns.
- The Chief People Officer's report gives details of all relevant employee-related matters, including feedback from the 'Our Voice' forums.
- The General Counsel's report contains an update of key developments on the Force for Good agenda, including work in the community, charitable fundraising, the environment, plastics and food waste. It also includes best practice guidance on section 172 compliance.
- The Chief Executive's report gives details of any relevant interaction with Government or regulators, and key issues with suppliers and landlords.