

WHITBREAD PLC

Modern Slavery Statement

Whitbread Group PLC 2022/23





Contents

Introduction	3
Whitbread Modern Slavery Statement 2022/23	4
Business and supply chain structure	5
Supplier network and supply chain structure	6
Risks of modern slavery across the business	7
Team members	8
Team members: Policies	8
Team members: Due diligence	9
Supply chain	10
Supply chain: Policy	10
Supply chain: Due diligence	11
Guests	19
Guests: Policy	19
Guests: Due diligence	19
Partnerships and collaboration	20
Partner testimonials	21
Performance indicators for supply chain	22
Appendix - Direct supplier location	24





Introduction



Following our fifth statement published at the end of Whitbread's 2021/22 financial year, this document provides an update on our work over the past 12 months to **mitigate the risks of modern slavery across our business and supply chain**. This report is pursuant to the **UK Modern Slavery Act 2015**.



Whitbread Modern Slavery Statement 2022/23



As part of our Company-wide Force for Good sustainability programme, which is focused on enabling people to live and work well, we recognise our responsibility as the UK's largest hospitality company to respect the human rights of every worker supplying goods or services to us, every team member helping us deliver great service to our customers, and the guests and communities that we serve every day.

It has remained a challenging global context for the business, with continued crises such as the rise in the cost of living and the war in Ukraine putting strain on procurement as well as broader communities. This has further highlighted the importance of embedding the Force for Good programme within our systems and organisation as we remain committed to providing a safe and healthy environment for workers and customers across our global operation.

Our Responsible Sourcing programme has remained a priority this year, with continued focus on evolving our understanding of risk and developing a dynamic programme that is fast to respond to issues as they arise. In addition to our annual risk mapping of the supply chain, we also worked with our NGO partner, STOP THE TRAFFIK, to assess our broader human rights risk across our UK and international businesses. This work will inform our priorities in the next year as we look to evaluate our existing programmes of work and prioritise further action where relevant.

Our International Sourcing team has adopted a dynamic response to human rights risk, implementing an enhanced due diligence programme for high-risk sourcing regions. These high-risk regions are not static and respond to real-world data and events. Our teams are working directly with factories, with the support of auditing bodies, to complete effective risk assessment and assist with resolving issues if they do arise. We aim to continue to build this programme further as we focus more on workers' voices through reporting and self-assessment.

Our policy is clear: everyone deserves to be treated with fairness, dignity and respect, whether in our business or in our supply chain. We are committed to working collaboratively with our suppliers and our stakeholder network, learning from our experiences and

continually developing and improving our programme where we know there may be risk. Where suppliers demonstrate a disregard for our standards, we will work with them to improve processes, after which our policies are clear that, where a supplier demonstrates a persistent disregard for our standards, we will cease working with them.

In 2023, I look forward to supporting the development of this programme even further. We will continue to work closely with partners and stakeholders to deliver a best-practice programme which addresses risk and promotes freedom from exploitation for all those in our value chain and the communities we serve.

This statement covers the period 4 March 2022 to 28 February 2023. It builds upon our historic statements which outline the strategy and policies that underpin our due diligence programme. This Modern Slavery Statement was approved by our Executive Committee and by the Whitbread PLC Board on 19 April 2023.

Dominic Paul
CEO
20 April 2023

CHECK-
here

Business and supply chain structure

Whitbread Group PLC is the UK's largest hospitality company and owns the country's favourite hotel business, Premier Inn. Premier Inn is the leading budget/economy brand, with the largest network in the UK.

We have over 840 hotels and more than 83,500 rooms in great locations. In addition, we now have over 50 operational hotels in Germany, with a further 37 hotels in the committed pipeline.

All of our UK & Ireland located hotels and restaurants are operated by us and we have a hot food offer in almost every location. Our unique joint site model means that approximately half our UK & Ireland hotels are located alongside our own restaurant brands (Bar & Block, Beefeater, Brewers Fayre, Table Table and Cookhouse & Pub).

We also operate 11 hotels in the Middle East through a minority stake joint venture with Emirates.



840+
hotels

83,500+
rooms open

7.4K+
rooms in the
pipeline



50+
hotels

9,000+
rooms open

6.9K+
rooms in the
pipeline

For the purpose of this document, the references to policies and procedures relate to the Whitbread UK & Ireland operation (including the Procurement function which also services Fixtures, Fittings and Equipment for our German business).



Supplier network and supply chain structure

We purchase our goods and services from over 2,600 direct suppliers. Most of our suppliers are manufacturers of finished product (e.g. beds and furniture), food processors, construction contractors and providers of service (e.g. technology and laundry). The majority (c.90%) of our tier 1 supplier network are based in the UK, supported by a global supply chain. A full list of our supplier country locations can be found in the [Appendix – Direct supplier location](#).

Of these tier 1 suppliers, we have 25 critical suppliers. For Whitbread, a critical supplier is one that has both high strategic impact and operational criticality, and whose product or service is central to our core brand offerings.

The Procurement team in the UK is positioned in the Group Operations Director function, led by our Group Operations Director. The Core Sustainability team works very closely with this team to ensure our policies and processes related to modern slavery and other elements of responsible sourcing are adhered to and implemented effectively across our value chain. We ensure that a sustainability representative is present within procurement and supply chain leadership calls, on a monthly basis, to guarantee alignment. In addition, we aim to ensure that KPIs are agreed and embedded in personal objectives across the functions annually, to align and embed our Responsible Sourcing Policy and processes in the key implementation roles.

Accountability for modern slavery risk management

The CEO and members of the Executive Committee have overarching accountability for the standards of our supply chain, the treatment of our team members and the safety of our guests

1.

Supply chain

The Group General Counsel has overarching accountability for setting the right policies to enable ethical performance of our supply chain.

Accountability for measuring, monitoring and making recommendations for mitigating and remediating risk in the supply chain lies with the Head of Sustainability, supported by the Responsible Sourcing and Sustainability Manager in our Legal function.

Accountability for managing supplier participation in the Responsible Sourcing programme and responding to any risk sits with our Procurement function, overseen by the Group Operations and Transformation Director, led by the Procurement and Supply Chain Director.

2.

Team members

The Group People Director has overarching accountability for ensuring that the right policies are in place to ensure that the risks are being managed.

Day-to-day management of policy compliance is managed by the business unit Managing Directors and COOs.

3.

Guests

The business unit Managing Directors and Director of Safety and Security (S&S) and S&S team support the CEO and Executive Committee members with the management of safety across the business.

Day-to-day management of safety and security is the responsibility of the business unit Managing Directors and COOs and, at site level, by all team members.



Risks of modern slavery across the business

We continue to recognise that there are a number of ways in which our business could be affected by modern slavery. How we assess and mitigate that risk is dependent on the type of risk, our leverage and ability to manage it, and where accountability for doing that sits within the business or supply chain.

The fundamental areas of risk and the accountabilities for managing them remain unchanged from last year's report: Team members, Supply Chain and our Guests.



Team members

We have over 40,000 team members working across the Whitbread brands, directly employed by Whitbread. As a hospitality business, we recognise that ensuring people are treated fairly, and are empowered to develop their skills and fulfil their potential as future leaders is what allows us to continue delivering high standards for our customers every day – and this is at the heart of our strategy. Modern slavery is a risk recorded within our People Team risk log and is therefore incorporated into our Human Resource risk management process.



40,000+

team members working across
the Whitbread brands, directly
employed by Whitbread

Team members: Policies

Having direct control over how the people working in our hotels and restaurants are employed reduces the risk that someone working for our business might be a victim of modern slavery. We recognise that certain roles have higher levels of modern slavery risk, such as housekeeping, which is why we have ensured this role, along with the rest of our operation, is directly employed by us, rather than through agencies. However, we still ensure that we do all we can to mitigate that risk through our clear employment policies and processes. We also recognise that migrant employees may be more vulnerable, and we therefore ensure that all employees have a valid right to work permit as part of our recruitment process.

A list of these policies and an outline of their purpose and process of implementation can be found in our previous report on page 5:

→ [Whitbread 2019/20 Modern Slavery Statement](#)



Team members continued

**Team members: Due diligence**
Modern slavery training

Recognising the risk that our hotels could be used as locations for trafficked individuals to be harboured or exploited, we have taken steps to empower our team members to respond in the right way if they suspect that something is not quite right.

All team members working across our hotel and restaurant sites are required to undertake a mandatory e-learning module on modern slavery within 90 days of starting their role. This is embedded into our induction processes for all team members joining the business and we have undertaken similar training with all our People teams, including shared services, resourcing, operations and employee relations. Following the e-learning module, team members must answer questions correctly in order to pass the module and we currently have a 97% pass rate for our modern slavery training.

This bespoke training focuses on raising awareness of human trafficking and modern slavery issues, empowering our teams to identify indications of human trafficking abuse in our sites and providing them with the tools to report it quickly and effectively. Our training has been informed by experts at STOP THE TRAFFIK and uses real-world case studies to better inform the various signs of modern slavery that could be observed in a hospitality environment. With all team members being aware of the risks that modern slavery presents and knowing how to safely report concerns, we can work to make all our sites a safe place for our guests and team members alike.

All of our team members have access to whistleblowing services, called 'Speaking Out'. While team members in the UK have access to Hospitality Action's Speaking Out hotline, team members overseas can use the NAVEX EthicsPoint platform to raise any concerns. These services are available 365 days a year and can be used to raise any concerns on an anonymous basis, if the whistleblower chooses so.

All reports that come through the channels above are investigated thoroughly and feedback is provided, if that has been requested. The Group Audit Committee is in place to oversee the programme – the Committee meets four times each year and twice annually, in October and April, is provided with documents detailing the Speaking Out reports received, the nature of the

reports and common trends. A review of the Speaking Out process is being carried out and the updates have been reported to the Audit Committee. The aim of the review is to improve the service, ensure the service provided is compliant with the latest EU Directives and to explore opportunities to extend the scope of the hotline to third parties including suppliers.

Apart from the Speaking Out route, team members also have access to the grievance mechanism to raise any concerns they may have. This is managed by the Employee Relations team within the HR function.

97%

current pass rate for our
modern slavery training



Supply chain

As reported in our earlier statements, based on a risk assessment undertaken in partnership with STOP THE TRAFFIK (STT), our analysis identified that most risk lies in the lower tiers of our supply chain – often several tiers away from our direct control – meaning a collaborative approach, working with our suppliers to manage the risk, is crucial to our Responsible Sourcing programme.

This year, we have continued to focus our efforts on working closely with these high-risk suppliers to address and mitigate our risk by working through our 'Human Rights in the Supply Chain' due diligence process (figure 1) and our enhanced due diligence process (figure 2).



Supply chain: Policy

Policy overview

Our programme is underpinned by our [Responsible Sourcing Policy](#) outlining the minimum standards we require all suppliers, across all geographies, products and services, to comply with. Our Policy is aligned with the International Labour Organization (ILO) convention and the UN Guiding Principles on Business and Human Rights. This Policy is reviewed annually.

Specifically, with regard to modern slavery, it states that there will be no:

- trafficked individuals working in any part of the supply chain;
- forced, bonded, indentured or involuntary prison labour or any other labour of a similar conduct in any part of our supply chain; or
- payment of recruitment fees on behalf of the worker, lodging 'deposits' or identity papers with their employer, and workers are free to leave their employer after legal or statutory notice.

Using data gathered internally and through our partners STOP THE TRAFFIK, Whitbread is implementing a new, additional policy for sourcing requirements – creating a high-risk countries list, where additional due diligence is mandatory during tender, and a banned countries sourcing list. These country risk assessments are based on over 20 open-source data fields, as well as additional information on real-world events and intelligence reports. We will update these lists annually during a formal review process led by the Force for Good team.

Our internal supplier data management system allows us to record our suppliers' commitment to work to the standards outlined in this Policy and measure their performance against it through questionnaires, supporting evidence and verification. Ethical sourcing, sustainability credentials and modern slavery are fully integrated into our core contract management framework platform (Trade Interchange).

This process means that any new suppliers cannot be introduced without Whitbread understanding their approach and commitment to responsible sourcing. The platform is continually monitored by our Procurement and Sustainability teams. This year, Whitbread has revisited the mandatory questions that suppliers must answer during the tender and onboarding process to our procurement platform. This process aims to realign our mandatory compliance to our enhanced due diligence model, new and upcoming legislation, and our Responsible Sourcing Policy.

Supplier Prompt Payment Policy and Scheme

We know that prompt payments are important for suppliers and their staff. Our supplier agreements state that invoices will be paid within the agreed service level agreements. We monitor our payments, as part of the Government prompt payment scheme, reporting our payment performance twice annually to the Government.



Supply chain: Due diligence

Figure 1:
‘Human Rights in the Supply Chain’
due diligence process**Overview of process**

Since the beginning of our Responsible Sourcing programme, we have conducted due diligence processes across every tier 1¹ supplier to:

This is a continual cycle through which we work with our suppliers. Within these categories, we can then identify any risk areas that require further engagement or remediation.

The diagram overleaf outlines the standard due diligence processes we take across our supply base and further engagement taken with our high-risk suppliers.



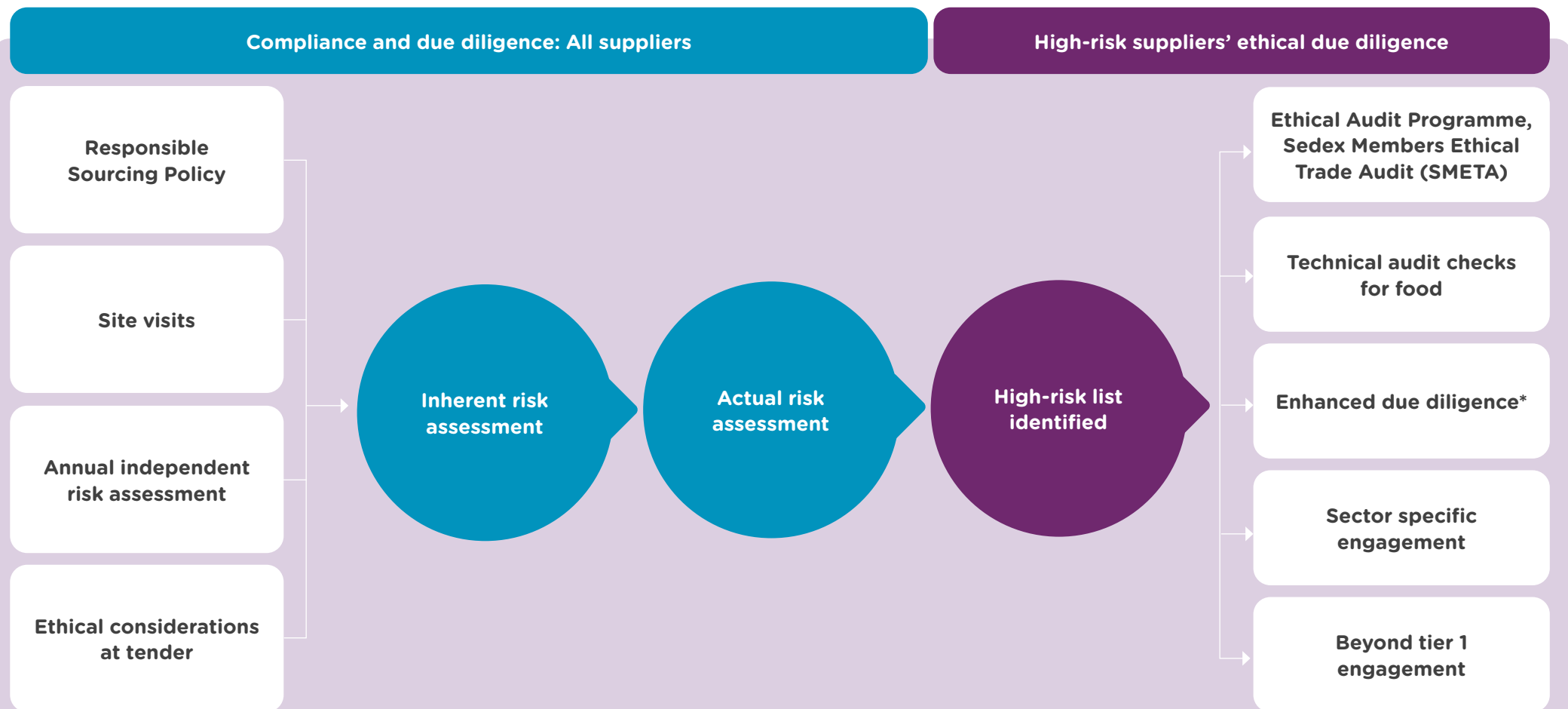
¹ Tier 1 – Suppliers direct to Whitbread UK operation and with contractual value >£50k.



Supply chain: Due diligence continued

Figure 2:
Due diligence processes taken with our high-risk suppliers

The below outlines the standard due diligence processes we take across our supply base and further engagement taken with our high-risk suppliers.



* Further details are outlined in [Supply chain risk assessment – Enhanced due diligence](#)

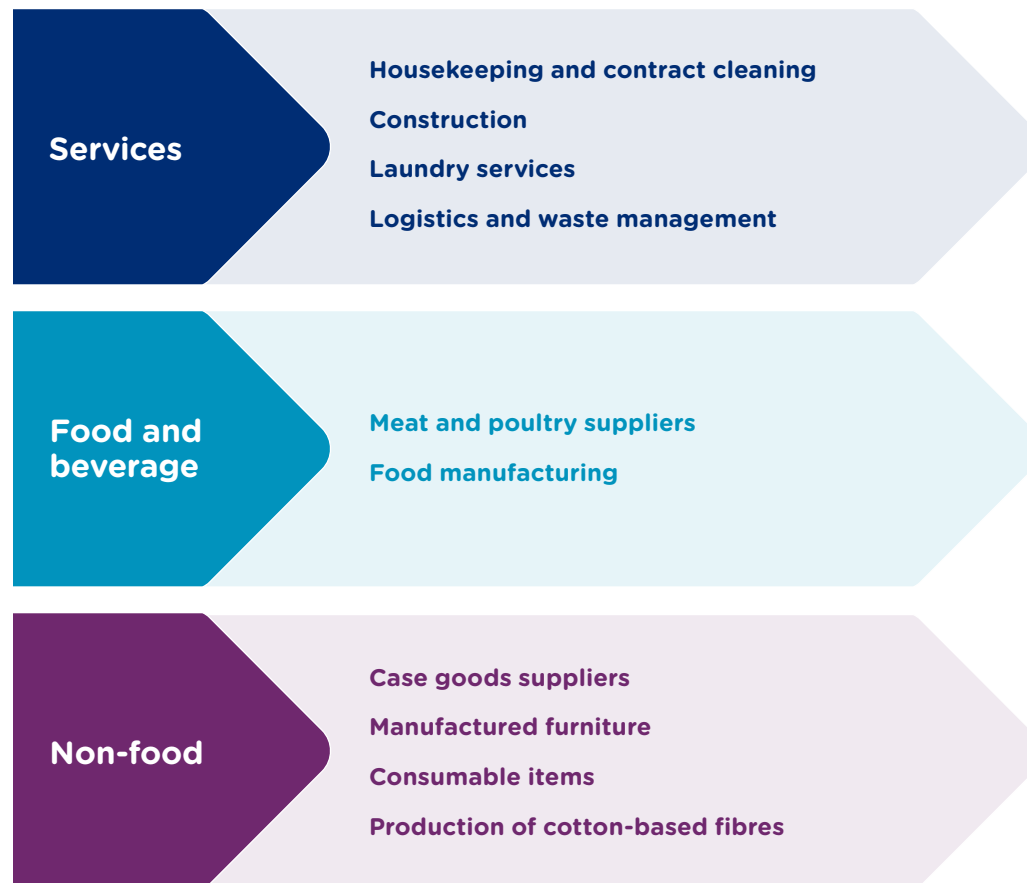


Supply chain: Due diligence continued

Supply chain risk assessment

Our risk assessment comprises two key stages: inherent risk assessment and actual risk assessment. The purpose is to identify key sectors and geographies in our supply chain with inherent high risk and then layer this with actual risk assessments in relation to the material impact on our business. We also take into account the results of due diligence assessments undertaken through the Supplier Ethical Data Exchange (Sedex) platform and review any Corrective Action Plans in place as a result of those audits.

The key sectors identified in our business with high inherent ethical risk are:

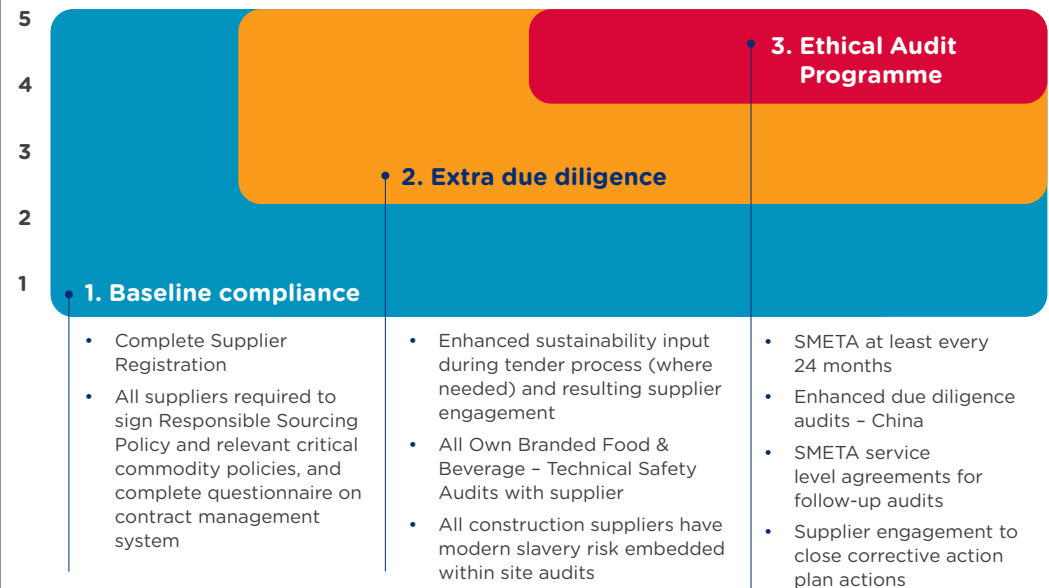


From this inherent list, we assign each supplier with an 'actual risk' rating according to our existing knowledge of its business and level of risk management, as well as our relationship, leverage and partnership with each supplier.

Currently, our actual high-risk supplier list comprises 56 suppliers. At the time of writing, this analysis is ongoing based on the completed risk assessment of 2022/23.

Our risk assessment process is embedded as a standard, ongoing, internal practice for any supply chain change or addition that falls in an inherent risk area. The number of high-risk suppliers is dynamic and may change throughout the year as new high-risk suppliers are added, and any suppliers that may have a change in circumstance or loss of contract are removed.

The below process highlights our ongoing risk assessment process for new suppliers, commodities or services and the associated actions associated with the risk given.



Unbranded

Multiple suppliers

Not consumer facing

1/3

2/3

3/3

Whitbread branded

Critical supplier

Consumer-facing
products/services



Supply chain: Due diligence continued

**Supply chain risk
assessment – International
Sourcing, beyond tier 1**

Through our work with STOP THE TRAFFIK, and our International Sourcing team in Shanghai, we now map every newly identified factory (tier 1 or tier 2) located in China to assess proximity to identified risk hotspots. If factories are located within these hotspots, then Whitbread will request enhanced due diligence is undertaken prior to sourcing with the factory. Details of the enhanced due diligence process are outlined below.

In the next year, we will be adding to our supplier screening questionnaire to build our understanding of beyond tier 1 sourcing countries for our suppliers.

**Enhanced due
diligence process**

Our enhanced due diligence checks incorporate the following items and are undertaken with semi-announced SMETA 4 pillar audits. Details on the findings of these audits are found here [➔](#)

**Enhanced due
diligence elements**

Additional workforce checks

Demographics

Product traceability

**Key
components**

46 bespoke checks relating to worker conditions, contracts and factory conditions

Country specific demographic record

Confirmation of product processing on site, raw material checks on site, batch reference numbers check




Supply chain: Due diligence continued

Ethical Audit Programme

Working with an independent, third-party auditor Intertek and now Bureau Veritas, we conduct SMETA audits for suppliers that we recognise as high risk. These audits assess compliance against our Responsible Sourcing Policy using the SMETA guidelines for best practice. An overview of this programme and the SMETA audits can be found in our previous statement [here](#) .

Emerging from COVID in early 2022, this year we have now been able to conduct 100% of our supplier audits in person. We have faced capacity constraints in accessing auditors to conduct audits, however, due to the backlog of in-person audit requests across businesses and supply chains across the world.

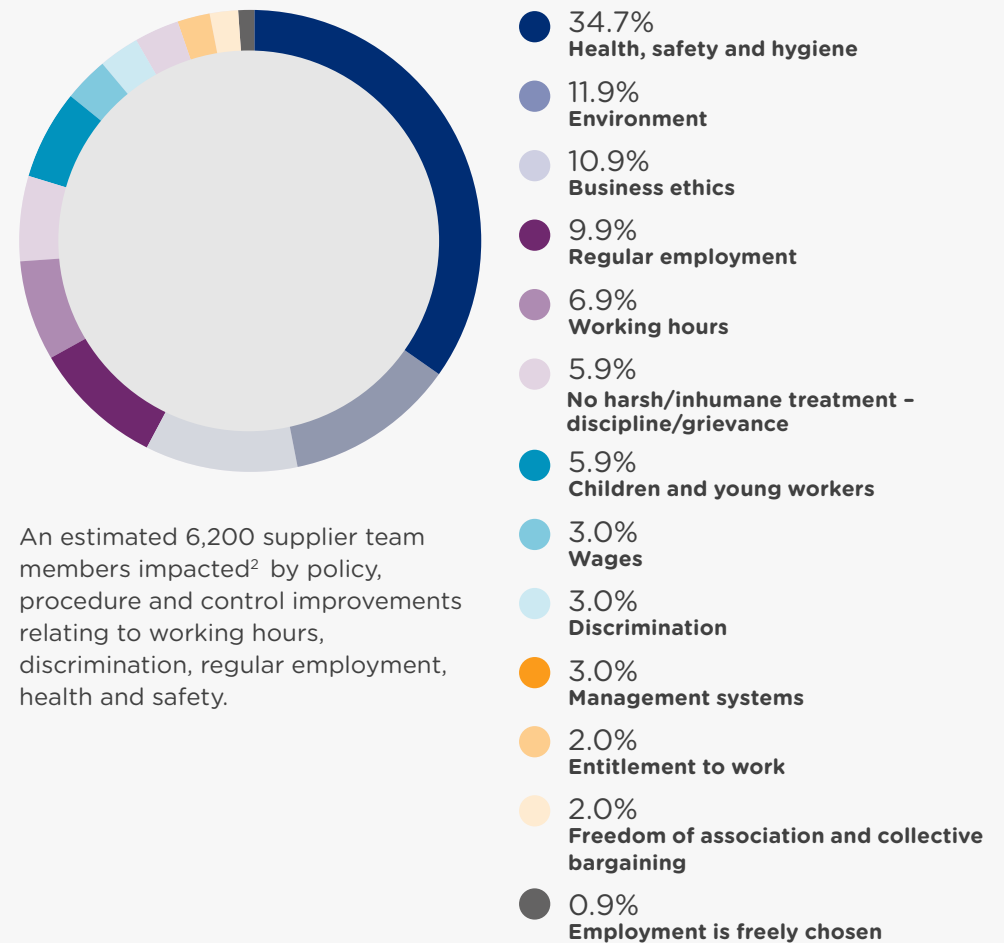
We appreciate that meaningful change needs collective effort and consistent activity. Therefore, after audits are conducted, we work closely with our suppliers to address and help remediate any issues that are uncovered. We welcome the efforts of the suppliers that have been actively engaged this year in our audit programme. However, we do

state in our Responsible Sourcing Policy that we reserve the right to cease trading with suppliers that demonstrate a persistent disregard for our standards. We have also updated supplier contracts to strengthen our position should we find evidence of modern slavery within our supply chain – see updates to supplier contracts [here](#) .

This year, while we've identified risk areas, and have undertaken due diligence accordingly, we have found no cases of modern slavery within our supply chain. We recognise that our due diligence processes and audits provide a picture at a point in time, and that not finding cases of modern slavery does not mean that there are no cases in existence.

Ethical Audit Programme Update

This year we have continued to work with our suppliers to conduct audits, and work on corrective action plans, highlighted by the SMETA audit process. As a result of this collaboration, we resolved a series of issues across a variety of topics displayed in the pie chart opposite.

**Whitbread Ethical Audit Programme
Non-conformities resolved by suppliers**

An estimated 6,200 supplier team members impacted² by policy, procedure and control improvements relating to working hours, discrimination, regular employment, health and safety.

² Improvements classed as closed 'Non-Conformities and Major' issues via SMETA audit process. Issues must be closed in our financial period. Supplier team members attributed to site numbers logged via Sedex or via Sedex site report values.



Supply chain: Due diligence continued

Ethical Audit Programme – International Sourcing

We recognise the inherent risks associated with ethical trade that sourcing in China can bring, and we are pleased that, through our International Sourcing team, we are able to work directly with these factories. This allows us greater leverage and control to influence positive change and ensure human rights are respected.

This year we:

- completing risk assessments for all newly proposed tier 2 sites as part of our enhanced due diligence process; and
- completed 18 semi-announced enhanced audits across tier 1 and 2 sites (from both prior year and ongoing supplier risk assessments).

Enhanced due diligence findings

Through the enhanced due diligence, we found:

- one proposed supplier that did not meet our sourcing standards and was not taken forward for trading; and
- one case of the use of unauthorised subcontracting of a tier 2 supplier, leading to corrective action with the tier 1 supplier and resolved with a corrective action plan and a follow-up audit to confirm the contractor had been authorised.

We welcome the ongoing collaboration with the International Sourcing team and our suppliers to support us in strengthening our due diligence process and procedures. Leading into FY23/24, we will closely monitor the ongoing impacts of the emergence of COVID-19 on workers' sites, including the rates of overtime.



Engaging in the Responsible Sourcing programme has been critical to our International Sourcing function. Through training and a clear process in engaging with suppliers, we recognise we have an opportunity to influence positive mitigation for human rights and modern slavery risk at supplier sites. This year we have focused efforts on developing our enhanced due diligence process and embedding this process into business as usual for our International Sourcing team. Open, transparent and honest relationships with suppliers are the key to ensuring we uphold our responsibility to respect the human rights of workers across our supply chain and I look forward to strengthening our work as we move into the next year.”

Dougie Knight

International Head of Supply Chain



Supply chain: Due diligence continued

Supplier Ethical Data Exchange

We are members of Sedex, giving us improved visibility of the supply chain, including beyond our directly contracted suppliers. It also provides us with better information on the employment processes and practices at manufacturing sites.

We were incredibly proud to be the first large hotel business to become members of Sedex, and we were pleased to introduce the tool to many of our suppliers that had not previously used it and which are now realising the benefits of ethical data sharing. It has enabled us to better understand our supply chain through connecting direct and indirect suppliers, initiate audits and crucially monitor and remediate issues.

Some suppliers conduct their own SMETA audits on an 18- to 24-month cycle. On a monthly basis, the Responsible Sourcing and Sustainability Manager reviews the Sedex platform to ensure that these suppliers are, where applicable, closing down any corrective actions in a timely manner. Procurement managers can then escalate this insight to suppliers to ensure they are maintaining expected standards.

"

Whitbread continues to be a leader in the hospitality space by embedding Sedex into its responsible sourcing practices. We are proud to continue our partnership together and demonstrate the benefits of Sedex membership for assessing risk and improving ethical practices throughout the global supply chain."

Sedex

**Whistleblowing**

During on-site audits and during on-site interviews, our auditors provide details of Whitbread's whistleblowing contact line³, enabling workers to contact us anonymously to bring anything they feel relevant to our attention. Any information coming through this mechanism is then passed onto the Responsible Sourcing and Sustainability Manager via a central email inbox. This year, we have had no reported cases of modern slavery through this hotline.

Internal processes also provide for whistleblowing to take place within the organisation. This year we had one case of whistleblowing regarding a UK-based subcontractor of a subcontractor where there was an unsubstantiated allegation of the use of child labour.

The Responsible Sourcing team and Procurement team were involved from an early stage to support with the investigation. After the investigation was completed in full, it was found definitively that child labour had not been used within the supply chain. However, the investigation did lead to further review on how we support our suppliers in managing their own subcontractors – a piece of work that has commenced and will be a focus area for FY23/24.

³ Not available in China.



Supply chain: Due diligence continued

Incorporating modern slavery risk into commercial risk

Our ethical risk assessment process has been embedded into wider risk reviews in the Procurement and Supply Chain function. The ethical high-risk list forms part of a holistic risk assessment of suppliers that also includes any other business risks that could exacerbate one another.

In addition to audits, we recognise that site visits by our procurement managers are an opportunity for working conditions and workers' rights to be assessed. This holistic approach to continual monitoring of risk is an aspect that the Force for Good team encourages and continues to build into everyday practices.

To ensure teams are equipped with the right knowledge, this year we have hosted modern slavery training with our Procurement and Supply Chain teams. This training has been designed in collaboration with our partners STOP THE TRAFFIK and covers the following:

- understanding modern slavery and human rights in the context of supply chains
- the specific forms of modern slavery that could be present on site
- how to spot the signs of modern slavery
- how to report concerns safely and effectively

International Business – Due diligence

We currently have over 50 operational hotels in Germany, and this is forecast to increase, with 37 hotels in the pipeline. With our growing presence in Germany, we are now in the process of assessing the impact of the new German Supply Chain Due Diligence Act, coming into force in 2024. We are doing this by:

- conducting a gap assessment of our existing due diligence policies and procedures against the requirements of the new law; and
- adding our German suppliers into our existing risk assessment process.

Whitbread also operates 11 Premier Inn hotels in the Middle East, in a joint venture with Emirates. Whitbread follows to the local labour laws relevant to the jurisdictions of the hotels; however, as part of ongoing risk management, we are currently reviewing relevant policies and procedures in place with respect to modern slavery. We have undertaken a human rights risk review this year, identifying our most salient human rights risks across our organisation, with a specific focus on the joint venture in the Middle East. We are now taking time to review this with the leadership team.

Technical team – Food and drink

Our Technical Food team continues to conduct visual modern slavery site checks during its routine site visits for our food and drink suppliers. This enables the Central Sustainability team to gather more data points to assess the health and the risk of individual sites.

Ethical Audit Programme – 2023

Looking forward, we will continue to:

- complete our inherent and actual risk assessment across all our key UK and German suppliers, and develop our supplier audit plans in line with this;
- continue to conduct enhanced due diligence;
- complete the gap assessment for the new German Supply Chain Due Diligence Act;
- implement a whistleblowing hotline to all supply chain members⁴; and
- develop further industry engagement.

⁴ This is currently only available to suppliers that have been audited on behalf of Whitbread.





Guests

Guests: Policy

We take the potential issue of child or adult exploitation (sexual or otherwise) very seriously. We recognise that there is a risk in all hospitality companies that hotels might be used for the sexual exploitation of adults or children, or the harbouring/movement of adults and children for the use of forced labour. Whilst we recognise that this is a risk which we cannot always directly control, there are actions we can take to make sure that our own team members are properly trained to spot the signs of exploitation and empowered to act on any suspicions quickly and effectively.

As such, we have our own dedicated, bespoke e-learning training course covering Child Sexual Exploitation (CSE) which all team members can complete. This module illustrates the bespoke nature of our training for team members on modern slavery and how spotting the signs adapts to specific forms of exploitation; better protecting our colleagues, guests and local communities.

Guests: Due diligence

During the calendar year to the end of December 2022, 16,840 team members have completed our e-learning module on the specific issue of Child Sexual Exploitation. For more information on our mandatory e-learning module which covers the fundamentals of Modern Slavery, please see page 9. Furthermore, Whitbread has worked closely with the National Business Crime Centre, attached to the Metropolitan Police Force, to establish a sector-wide working group with the aim of developing and improving both industry compliance and the police's consistency of approach towards Operation Makesafe.

No cases of modern slavery have been identified for guests.

During the calendar year to the
end of December 2022

16,840

team members have completed our
bespoke e-learning module on the
issue of Child Sexual Exploitation





Partnerships and collaboration

We recognise that managing the risk of modern slavery is complex and we value the positive impact that collaboration and partnerships can have in tackling these issues, both across our supply chain and with other stakeholder groups.

Throughout the year, we have continued to strengthen our partnership with STOP THE TRAFFIK, which provides us with specialist knowledge and expertise on modern slavery. This year, we've worked closely on our supply chain mapping beyond tier 2 suppliers and are running industry training events. We look forward to continuing this relationship as we delve deeper into our supply chains in the coming year.

Working collaboratively with our supplier network allows us to develop a deep understanding of how compliance with our Policy works in practice. We are continually improving and developing our strategy as we learn from our compliance and remediation actions. We will continue to build on our strong supplier relationships to drive meaningful change.



Partnerships and collaboration continued

Partner testimonials

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STOP THE TRAFFIK are thrilled to be continuing our partnership with Whitbread. As due diligence and human rights become increasingly important on the sustainability agenda, Whitbread's leadership and ongoing commitment to its 'Force for Good' programme put it in a strong position to drive systemic change across the hospitality industry.

Based on in-depth assessments of Whitbread's human rights and supply chain risks, this year we will be working on improving and expanding Whitbread's programme, focused on increasing potential to positively impact the communities it serves.

We look forward to continuing to build a best-practice approach to modern slavery and human trafficking prevention with Whitbread."

Louise Chegwidgen

Consultant, STOP THE TRAFFIK



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In partnership with Whitbread and Better Cotton, Johnsons has been leading the way within the hospitality sector for responsible sourcing of cotton. Johnsons and Whitbread are the first to effectively utilise the Better Cotton platform within the hospitality space for rented linens - creating a model which can be hopefully used by others within the sector; we've been exploring utilising the Better Cotton platform with other customers with the aim of creating sustainable change within the industry.

Whitbread has been instrumental in supporting Johnsons to create this bespoke system with Better Cotton. The Better Cotton system has allowed for greater visibility throughout our supply chain, has increased tractability of cotton used in our products with Chain of Custody requirements for Better Cotton cotton and has created impact for workers at farm level due to receiving credits in the Better Cotton platform. Johnsons looks forward to building on the successes with Whitbread in 2023 and beyond."

Johnsons quote on BCI and workers' rights



Low res = 189dpi

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The Sustainable Hospitality Alliance is proud to continue our partnership with Whitbread. Whitbread is a dynamic member of the Alliance and throughout 2022 has actively contributed to developing holistic and collaborative approaches to human rights alongside other Alliance members. Whitbread's approach to ESG illustrates an understanding of best practice as the Force for Good team works to enable people to 'live and work well'. We look forward to working closely with Whitbread next year and cultivating industry-wide impact across the 7 million rooms represented by the Alliance, and beyond."

Sustainable Hospitality Alliance










Performance indicators for supply chain



Performance indicators for supply chain continued

You can find our updates for 2022/23 on our key supply chain performance indicators here

Objectives	Metrics	FY22/23 update	Impact
Due diligence in our supply chain	Annual assessment of risk	100% of our suppliers are risk assessed on an annual basis by STT for inherent risk	 See Ethical Audit Programme Update
	Action plans created, audits and investigations completed	68% of high-risk (actual) suppliers have completed an audit in the past 24 months	
Pieces of intelligence shared	Information sharing (received or reported)	100% of tier 1 suppliers are risk assessed through our contract management system and are required to sign our Responsible Sourcing Policy	 See Ethical Audit Programme Update
	Corrective action plans shared and agreed with suppliers	Where suppliers are Sedex members, all corrective action plans are published in Sedex.	
Partnerships and collaboration	Improvement programmes with suppliers (where appropriate)	 See Ethical Audit Programme Update	
	Collaborative activities with NGOs and other organisations	Ongoing collaboration with STT	 See Partner testimonials
	Participation in industry events	N/A	N/A
Increasing awareness	Events and activities within our business	Modern slavery training to Procurement team	 See Modern slavery training
	Events and activities in our supply chain	Whitbread supplier conference 2022	N/A



Appendix – Direct supplier location

Country	Total
Australia	2
Austria	5
Belgium	2
Canada	2
China	8
Denmark	2
France	3
Germany	1,131
Guernsey	3
Hong Kong	2
India	2
Ireland	68
Isle of Man	2
Israel	1
Italy	1
Jersey	9
Luxembourg	3
Malaysia	1
Monaco	1
Netherlands	7
Spain	3
Sweden	3
Switzerland	4
Taiwan	1
United Arab Emirates	3
United Kingdom	1,321
United States	16
Grand total	2,606



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