

wetherspoon

Est. 1979



# Introduction



## The Stargazer, The O2, Peninsula Square, Greenwich, London – opened March 2023

This pub's name, as well as its design, drew inspiration from its location and the important role which Greenwich played in the history of astronomy and navigation. Renowned astronomer Sir Edmund Halley established his reputation studying the stars. His star catalogue, published in 1678, was the world's first such work and determined hundreds of southern stars' locations. Halley was later appointed Astronomer Royal at Greenwich Observatory. He is commemorated by Edmund Halley Way (in front of The O2), leading to the River Thames' cable car crossing – with its views of the London skyline. The pub opened on the day of Snoop Dogg's London concert at The O2 arena. The Stargazer, a £2.9-million investment with a 353m<sup>2</sup> beer garden, employs almost 100 people.

Wetherspoon owns and operates pubs and hotels throughout the UK and Ireland. The company aims to provide customers with good-quality food and drinks, served by well-trained and friendly staff, at reasonable prices.

Sales of over £2 billion a year have been achieved from an estate of approximately 800 pubs, including traditional Wetherspoon pubs, Lloyds No.1 bars (late-night bars playing music), hotels and concession-style units in airports, major train stations and retail outlets. In addition to Wetherspoon-managed venues, recently opened franchises include students' union bars at Newcastle University, the University of Hull and Haven, Primrose Valley Holiday Park, Filey, North Yorkshire.

Over 22.3 million customers visit Wetherspoon's pubs

every six months\*, almost double that of any other high-street licensed restaurant, making Wetherspoon one of the most recognisable brands on the high street.

In the last 10 years, average sales (incl VAT) per pub, per week, have increased by +55%, from £37,400 to £58,100. Bar and food sales continue to grow each year, with the company continually evolving to adjust to changing customer demands, providing high-quality choices at sensible prices.

Wetherspoon has a history of growth and innovation, leading to a consistently strong sales performance, ever since founder and chairman Tim Martin opened the first pub in 1979, in Muswell Hill, north London.

\*Data source: Nielsen – CGA, Q2 2024

Image of the first pub taken from CAMRA's London Drinker magazine article 'Pubs of the Times' (July 1980 Vol.2 No.6 (CAMRA: The Campaign for Real Ale))





**The Velvet Coaster, 501–507 Promenade, Blackpool, Lancashire – opened May 2015**  
One of Blackpool Pleasure Beach's exciting new rides, introduced in the early 1900s, was the velvet coaster. Its open carriages, with velvet seats, climbed a white wooden structure before sweeping down humps and around curves on two circuits of the track. Beginning in 1896 as a small fairground among sand hills, Blackpool Pleasure Beach is now Britain's most-visited tourist attraction. This pub is located under 150 metres from the 'famous' South Pier of Blackpool Pleasure Beach. It features an 851m<sup>2</sup> garden, with three bars over three floors and a team of 150 employees.

# The fashion business



Several long-term supplier contracts underpin the ability to guarantee value for customers, for both food and drinks, on a continual basis.

Examples include a 20-year deal with Budweiser Brewing Group, agreed on in 2021, and a 10-year deal with Molson Coors, agreed on in 2022, for their globally recognised brands.

Wetherspoon is also Britain's biggest supporter of microbreweries, with pubs offering an excellent range of real ales, including those from regional brewers and microbrewers. Established relationships with brewers have enabled a swift approach to listing the most fashionable craft beers from across the UK and Ireland, ensuring the range's relevance to the local market. Locally sourced products are also an important aspect for each pub in its respective community. Before this, when craft beer was in its infancy in the UK, Wetherspoon imported beers directly from Sixpoint Brewery, New York, as the craft revolution took off.

Wetherspoon's pubs are synonymous with real ale – and the resulting awards and recognition received are testament to the company's passion for serving a great pint. Staff are committed to serving customers the perfect pint of real ale. It takes a lot of training, effort and dedication to keep real ale in top condition – from staff who are the best in the business. Recently, 251 pubs have made it into The Good Beer Guide 2025 – the UK's best-selling beer and pub guide from the Campaign for Real Ale (CAMRA). Since 1999, Wetherspoon has worked alongside independent real-ale quality assessor Cask Marque to gauge the quality of the real ale being served.

The combination of top brands from across the world, regionally sourced products and training programmes to achieve perfectly served drinks, ranging from fresh cask ales to classic cocktails, creates the range and operational efficiency to achieve further sales growth. The same framework is applied to other drinks categories, such as wines, spirits and cocktails.





# Dedicated to standards

Over 735 Wetherspoon pubs currently have a Food Hygiene Rating Scheme (FHRS) rating, with 99.59% of those achieving the highest-possible rating of five.

Scotland operates the Food Hygiene Information Scheme (FHIS). This scheme has a 'pass'/'fail' rating, with 56 pubs in Scotland gaining a 'pass' score – a 100% success rate. (Figures correct as at July 2024.)

The ratings for both FHRS and FHIS follow an independent assessment of food hygiene at premises, determined by local authority environmental health officers visiting venues to assess hygiene levels.

The average rating of 4.99 out of 5, scored at **over 735** pubs, puts Wetherspoon above comparable operators.

Wetherspoon's pubs are subject to regular audits by an experienced team of internal retail

auditors, all of whom are trained in advanced health and safety and food safety management, HACCP 3 and fire safety management level 3.

Wetherspoon also operates a 'mystery shopper' programme through MarketForce. This includes pub visits from head office-based staff and independent mystery visits from members of the public, with visits reaching 10,000 each month. Assessing how well pubs are performing from the point of view of customers, the CQSMA scheme (cleanliness, quality, service, maintenance and atmosphere) is vital across the business.

Standard operating procedures (SOPs) are integral to training programmes and the company's overall operation – all SOPs are tried and tested by an experienced team of internal retail auditors and pub staff.

## The Mossy Well, 258 Muswell Hill Broadway, Muswell Hill, Haringey, London – opened October 2015

Muswell Hill takes its name from a medieval holy well and its hill-top location. The 'mossy well' became a place of pilgrimage after a Scottish king was said to have been cured here by drinking the water. The opening of The Mossy Well, an investment of just over £3 million, signalled Wetherspoon's return to the north London area of Muswell Hill. The company opened its first-ever pub, in 1979, around half a mile from this site. Today, the pub employs 75 team members to operate two floors and a beer garden.



**The Windmill, Stansted Airport, Stansted, Essex – first opened in 2003 and moved to a new location in March 2015**

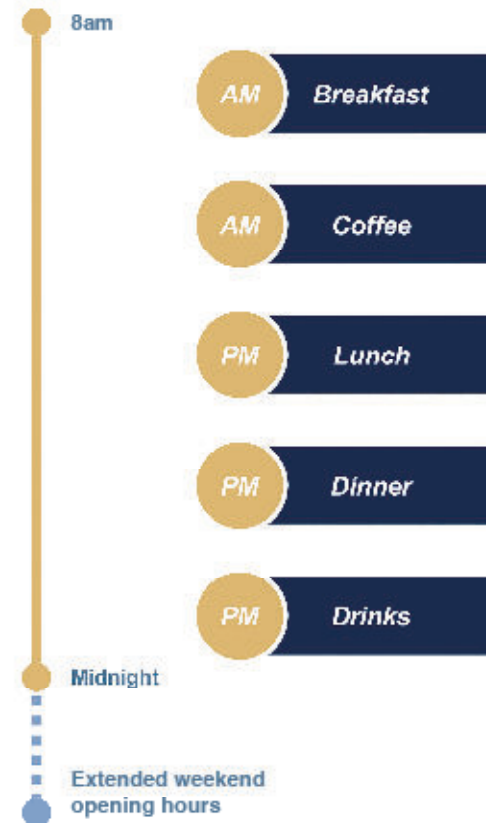
The original Wetherspoon pub of this name opened in this terminal in 2003, then relocated in 2015 to this site. Its name recalls the windmills which were once a feature of the area. The best-surviving example is the 18th-century windmill at nearby Stansted Mountfitchet. Stansted Airport began as an American Air Force base, opening in 1942. Excavations on the site have revealed evidence of an Iron Age village, comprising round thatched-roof houses. This 930m<sup>2</sup> airside pub is set on one floor, with one bar and with 220 employees. It serves over a million customers each year. In 2016, it was named in the FAB (Food & Beverage) awards as 'best in the world', recognising the best and most innovative projects in travel-related food and beverage.



# Competing at all times

- Wetherspoon's pubs are typically open from 8am until midnight, and later at weekends, therefore are competing with both the on- and off-trade across multiple sectors throughout the day.
- The versatility and broad product offering, coupled with extended opening hours, enable Wetherspoon's pubs to capture a diversified range of consumer demographics and tastes.
- As a volume-focused business, Wetherspoon maintains its strong brand recognition to differentiate from peers and extend its consumer appeal.
- Wetherspoon's competitors and peers include, but are not limited to, fast-food chains, casual dining restaurants, supermarkets, bar and pub operators, off-licences and convenience stores.

## JDW Opening Times



## Competition





Traditional breakfast  
Fresh fruit; Eggs Benedict

# Not just a 'pub'

Lavazza is the company's number-one-selling drinks brand, with almost a million coffees sold each week.

Lavazza, served in Wetherspoon's pubs since 2005, is synonymous with quality coffee the world over. The freshly ground 100% Arabica Lavazza caffeinated coffee is from Rainforest Alliance-certified farms. Customers enjoy free refills on all hot drinks, providing value beyond other high-street coffee chains.

Wetherspoon serves Twinings tea, which comes from Rainforest Alliance-certified farms. Tetley is an Ethical Tea Partnership (ETP) member, aiming to improve tea sustainability. Fresh milk is sourced from UK farms, operating under the Red Tractor quality assurance scheme which promotes best farming practices – traceable, safe and farmed with care.

As food sales grow, with more customers visiting Wetherspoon for dining occasions throughout the day and early evening, soft drinks sales have increased, making Pepsi the second most popular brand in Wetherspoon's pubs.

With at least one-fifth of customers opting for soft, low-alcohol and alcohol-free drinks options, the range has expanded to almost 50 products, including a wide range of soft drinks, low-alcohol and alcohol-free beers, ciders and mocktails.

Breakfast offers a range of dishes from a traditional cooked breakfast, eggs Benedict and pancakes to toast and jam, fresh fruit and porridge. The classic traditional breakfast is the most popular item on the food menu – serving only free-range eggs, with shell eggs certified, RSPCA assured and displaying the British Lion quality mark, ensuring the highest food safety standards.

# LAVAZZA

TORINO, ITALIA, 1895



# Award-winning menus

The menu offers an interesting mix of pub meals, ranging from popular traditional pub classics (such as hand-battered fish and chips) to innovative internationally inspired dishes (such as the Japanese-style katsu curry range).

Customers' needs and tastes do change – as do food trends.

However, it is not just choice and variety which are important – the quality of food sourced is an equal priority, with a commitment to source the best-quality ingredients.

The menu adapts to changing consumer demands to ensure that a broad range of customer expectations is met. As an example, to cater for the increase in popularity of veganism and vegetarianism, there are now over 40 options for these customer groups.

Allergen, nutritional and dietary information is presented to customers through menus, the website, the customer app and customer information screens in every pub, enabling customers to make informed choices.

The philosophy of ensuring 'every item best in class' (EIBC) leads to consistent improvements to individual dish components, meals and/or operational processes. The balance among menu range, operational capability and kitchen constraints is considered at each stage of menu development. By November 2027, the aim is to reduce the average of all dishes in each menu category to no greater than 30% of the total recommended daily intake for calories, sugar, fat or salt (the four main dietary categories).

Wetherspoon is also working towards providing a minimum number of dietary choices in each menu category:

- vegetarian meal options – 33% of menu choices
- vegan meal options – 25% of menu choices
- no-gluten-containing options – 25% of menu choices
- no-dairy-containing ingredients options – 40% of menu choices
- under 500 Calories options – 33% of menu choices
- 5% fat or less options – 25% of menu choices

Wetherspoon supports the Public Health Responsibility Deal. It covers calorie, sugar and salt reduction. There are also strict specifications for all sourced products, ensuring that the highest standards of quality and safety are met.

Suppliers are subject to a strict approval process and required to meet certain criteria. Suppliers' due diligence and assurance of all supply chain data are checked using a third-party menu-management company. Wetherspoon is a member of Supplier Ethical Data Exchange (SEDEX), with a fully traceable supply chain.

Wetherspoon is also a member of Food Made Good, a non-profit organisation run by The Sustainable Restaurants Association, promoting sustainability in sourcing, society and the environment.

Wetherspoon, the only pub operator with a dedicated centralised supply chain hub, has food suppliers deliver products to its distribution centre in Daventry – enabling efficient logistics and robust systems of product control.



Beef is sourced from farms in the UK and Ireland, operating under the Red Tractor and Bord Bia quality assurance schemes, promoting best farming practices.



Cod and haddock are sourced from fisheries which have been independently certified to the Marine Stewardship Council's (MSC) standard for well-managed and sustainable fisheries.



Chips are made with British potatoes.



100% of the eggs used are free range. All shell eggs are certified with the British Lion quality mark and are RSPCA assured, ensuring the highest standards of animal welfare.



Independently run 'secret diner' survey.



Ramen noodle bowl  
Katsu chicken curry  
Sticky Korean fried chicken bowl



# It's a people thing



Wetherspoon is a highly regarded employer, through investment in training, policies on equality, competitive remuneration packages and encouraging all employees to participate actively in the business strategy.

For the 19th time, Wetherspoon has been certified by the Top Employers Institute (the independent organisation behind the Top Employer accreditation), attracting and retaining the talent of over 42,300 employees (October 2024), with 99% employed through guaranteed-hour contracts on competitive pay rates above that of the UK living wage.

In the financial year ending July 2024, the company paid £49m in respect of bonuses and free shares to employees. Of the amount, 96.5% was paid to staff below board level and 82.7% to staff working in the pubs.

Since 2007, we have paid £552m of bonuses and free shares, which is 54% of the total 'profit after tax' for the period, excluding 2020, 2021 and 2022. In total, since 2004, Wetherspoon has purchased and awarded 28.9m shares to employees, 23% of the company's share capital today. In addition,

approximately 15% of the company's shares were allocated to employees under 'share option' schemes which operated before 2004. Approximately 24,500 of 42,300 employees are shareholders in the company.

Across the company, internal progression is the main method of appointing job roles. All vacancies for pub and area managers are filled by internal applicants. During 2023/24, we promoted over 1,400 hourly paid staff to management positions.

Progression and development are encouraged through company training schemes and career opportunities, including training academies, university degrees and regular e-learning.

The average length of service of a pub manager increased to 14.9 years, while that of a kitchen manager is 10.9 years. There are 26 employees who have worked for the company for more than 30 years, 662 for more than 20 years, 4,056 for more than 10 years and 11,444 for more than five years.



**The Corn Exchange, Abbeygate Street, Bury St Edmunds, Suffolk – opened June 2012**  
This grade I listed monument was designed by Ellis & Woodward and built by Lot Jackaman at a cost of £7,000. It stands on the site of The Shambles (or market) which occupied three sides of the site. The Corn Exchange opened for business in July 1862. The floor in the hall was inserted in 1969, and there are now shops on the ground floor. These premises were refurbished in June 2010. The pub is set over two floors, each with a bar, and is operated by a complement of 50 employees.

# Community

Pubs have always been a focal point of any community. Wetherspoon aims to continue this tradition by supporting and building relationships with the local community – through employment, the provision of services and investment in the local area.

The company's UK-nominated charity is Young Lives vs Cancer (previously CLIC Sargent), supporting children and young people with cancer... and their families. Since the partnership began in 2002, Wetherspoon's staff and customers have raised over £23.5 million.

Each year, pubs support the Royal British Legion's poppy appeal, selling poppies and raising around £25,000 annually. Collectively, pubs have also donated to other charities, including the Royal National Lifeboat Institution, Disasters Emergency Committee (funds for the ongoing humanitarian support in Ukraine) and many local organisations.

To support customers with disabilities, the company works with the charity Changing Places, supporting those with physical disabilities (such as spinal injuries, muscular dystrophy and multiple sclerosis) who may need extra facilities or space to allow them to use the toilet safely and comfortably. Changing Places toilets are different from standard accessible toilets (or disabled toilets). These toilets have been incorporated into 10 pubs, providing facilities for customers with disabilities and their carers.

In the pub community, Wetherspoon is an active member of the following trade associations and charities:

- **Drinkaware** – an independent charity working to reduce harm from alcohol misuse in the UK.
- **UK Hospitality** – campaigning on behalf of its retailer members, encouraging the government to recognise and act on the economic, social and charitable values which pubs bring to communities up and down the land.
- **The Sustainable Restaurant Association (The SRA)** – a not-for-profit organisation supporting companies in working towards sustainability, guiding customers to make more sustainable choices.

- **National Pubwatch** – a voluntary organisation set up to promote best practice through supporting the work of local pubwatch schemes. Its aim is to achieve a safer drinking environment in all licensed premises throughout the UK. National Pubwatch, the licensed trade's equivalent of neighbourhood watch, has been in existence across the UK for over 30 years. The local schemes range in size from over 200 premises in cities to small rural schemes with just a handful of premises involved. As at November 2023, Wetherspoon's pubs were confirmed to be participating, across the UK, in 538 local pubwatch schemes. Many of these local initiatives are chaired by Wetherspoon's pub managers and have gained recognition. Examples include, but are not limited to, Wembley pubwatch, where the Wetherspoon pub manager has created one of the largest pubwatch schemes in the country, and the managers of The Assembly Rooms (Epsom) receiving a 'highly commended' award on behalf of Epsom pubwatch and its members at the 2022 National Pubwatch Awards – for 'outstanding social responsibility'.
- **British Beer and Pub Association (BBPA)** – whose members are responsible for 90% of the beer brewed in Britain today and represent around 20,000 of Britain's pubs. These include international companies, family brewers, managed locals and the nation's largest tenanted pub estates. The association's aim is to support, represent and campaign for the well-being of the beer and pub sector.

**YOUNG LIVES  
vs CANCER**





**The Forty Foot, The Pavilion Centre, Marine Road, Dún Laoghaire – opened December 2014**

This pub is part of the theatre complex, overlooking Dún Laoghaire's harbour. Less than a mile further along the rock-strewn coast is Sandycove and the famous 'Forty Foot'. Originally known as the 'Forty Foot Hole', this deep-water inlet was a gentlemen-only bathing place for nearly 200 years. It is now a year-round venue open to all and the vagaries of the weather. The team of 65 employees manages two bars across two levels, with a lower beer garden and an upper terrace.



**Royal Victoria Pavilion, Harbour Parade, Ramsgate, Kent – opened August 2017**

A striking example of seaside architecture, this grade II listed building (the former dilapidated pavilion) had been one of the most at-risk Victorian/Edwardian buildings in the land. Built as a concert hall/assembly rooms and designed by architect Stanley Davenport Adshead, it was based on the style of a Robert Adam orangery. The interior is said to be derived from the Little Theatre at Versailles and was simplified in the 1930s. After being a nightclub, then casino, it closed in 2008. Located overlooking Ramsgate Beach, this pub features a 1,034m<sup>2</sup> beer garden. Its design features gained it a certificate of excellence for a building which has made an outstanding contribution to the quality of the environment in the town (The Ramsgate Society) and the CAMRA Outstanding Conversions and Restorations award (October 2020). The pub employs 125 team members.

# Awards, atmosphere and design

The company has won many awards over the years, relating to both individual pubs and the company as a whole. These awards highlight best practice in a variety of areas, including real ale, design, food, training, customer service, corporate social responsibility, quality of toilets and floral displays – to name but a few.

In addition, Wetherspoon's pubs across the UK have won praise for the way in which they offer a safe environment for

customers to enjoy and for staff to work. This has been reflected in the many Best Bar None awards presented to the company.

Pubs are individually designed, with the aim to maintain them in excellent condition. Many of the pubs are restored from interesting and, in several cases, unique buildings.

Wetherspoon enjoys award-winning toilets and has received many accolades from the annual Loo of the Year awards.

Other examples include:

- **Environment** – The Sustainable Restaurant Association – Waste No Food Award (2018)
- **Food** – Soil Association 'Out to Lunch' Awards – winner 'best children's menu' (2019 and 2021)
- **Design** – The Ramsgate Society 'certificate of excellence for a building which has made an outstanding contribution to the quality of the built environment in the town'. Royal Victoria Pavilion, Ramsgate
- **National Pub & Bar Awards** – Pub Brand of the Year (2021)
- **People** – Top Employer United Kingdom (2024) – 19 years
- **The pubs' carpets are legendary** – there's even a book dedicated to them!



# Excellent quality at competitive prices

A flexible approach to pricing enables pubs to adapt very quickly to local economic conditions, competitors' activities, location and demographics. This flexible approach is gained partly through having larger pubs and a higher volume of transactions than the average UK pub.

Through a stable and strong cost base and superior supply chain management, Wetherspoon is able to offer 35-40% lower prices to customers, compared with those of its competitors.

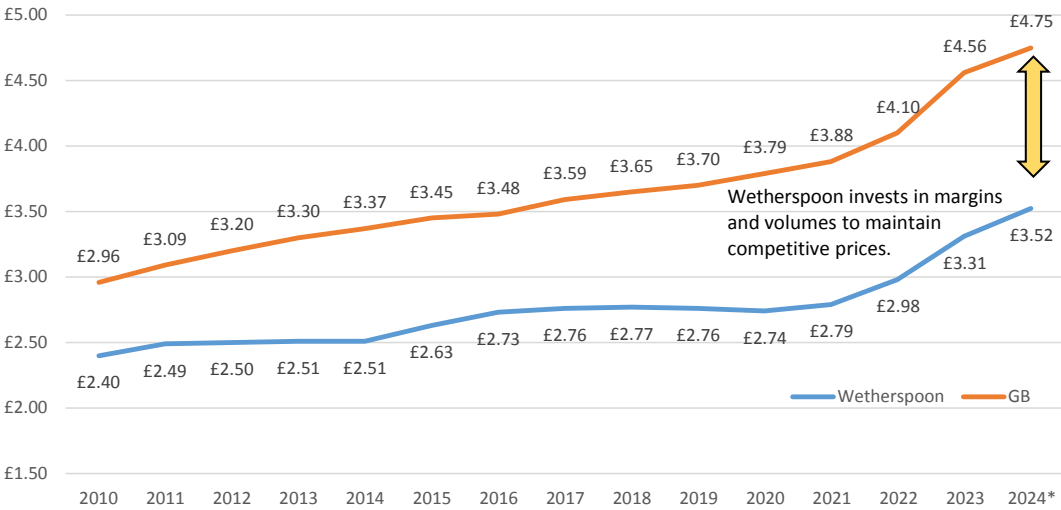
Strong supplier management and procurement create an efficient cost base, which is passed on to customers through better prices. This is an increasingly important motivation for customers to visit Wetherspoon above other restaurants and pubs. However, it's also recognised that it's not always about volume – pub teams are encouraged to join the '100 club', where they know the name and preferred drink of at least 100 regular customers.

Top 5 over indexing	Wetherspoon (%)	GB (%)	Index (pp*)
Value for money	60	31	+29
Convenience/location	54	44	+10
Range of drinks on offer	22	12	+10
It's a place I habitually visit	17	12	+5
My previous visits have been consistently good	26	22	+4

\*Percentage points

Data source: Nielsen – CGA, Q2 2024

Average price per pint of lager (GB) vs Wetherspoon



Source: Office for National Statistics. RPI: Average price – draught lager, per pint  
\*2024 data is up to September only.

**The Barrel Vault, St Pancras International station, Pancras Road, Camden, London – opened October 2018**  
To overcome the natural slope of the land and numerous other constraints, this building's architect, Barlow, decided that trains would enter the railway station's elevated platforms on a raised deck, over five metres higher than the adjoining roads. The deck was supported by hundreds of cast-iron columns, meaning that there was a vast storage area below. This was used to store thousands of barrels of Burton Beer – highly popular in the capital at the time. The pub, a £2-million development creating 150 new jobs, opened on the same day as the iconic London railway station celebrated its 150th anniversary.

**The Mount Stuart, Landsea House, Stuart Place, Cardiff – opened July 2013**

This former dock building was erected in the 1880s and served as the long-time offices of the Mount Stuart Dry Docks Company Ltd. The offices were built alongside Graving Dock No.1, part of Cardiff Docks, built by the Marquesses of Bute. The now-demolished Mount Stuart public house stood just outside the dock gates. Both the dock offices and the pub were named after the ancestral home of the Marquesses of Bute on the Isle of Bute. This pub, located overlooking Cardiff Bay, has 80 employees, two bars (over two floors) and a 555m<sup>2</sup> beer garden.



# Innovative solutions and industry pioneers

## Wetherspoon customer app

- The Wetherspoon customer app was introduced in 2017 and is the leading app for pub companies in the UK.
- Customers can order food and drinks from their table.
- Food is delivered in around nine minutes; drinks orders are delivered in around four minutes.
- In the Food & Drinks App Store rankings, Wetherspoon is rated 4.7 from 1.4 million reviews, the same as Deliveroo and Uber Eats. Ranked 15th and ahead of PizzaExpress, Nando's, Burger King and Pret A Manger.

## Other innovations

- Introduction of draught wine and self-service coffee machines to further decrease serving times and increase efficiency across pubs; coffee sales, in particular, have grown as a result and enhanced Wetherspoon's breakfast offering.
- Instalment of glycol cooling systems across the estate to allow for a more sustainable, higher-quality and more cost-efficient beer offering.
- The company has developed an app (called mySchedule) to manage pubs' staff rotas.
- Staff also enjoy the use of the myJDW app which provides training, standard operating procedures (SOPs), pay information, holiday bookings and access to policies and procedures.
- In May 2006, Wetherspoon introduced a smoking ban in all 650 pubs across the UK, setting a benchmark for forthcoming regulations and the overall industry; Tim Martin commented at the time: "It is the right time to go one step further and ban smoking in pubs."
- From March 2017, Wetherspoon introduced calorie information on its menus and website – for all drinks. Wetherspoon is the first pub group in the UK to make the move. Listing drinks' calories follows the introduction, back in 2011, of calorie details for all meals.



How to order from your table



Download the Wetherspoon app or scan this QR code.

Or note your table number and order at the bar.



### The John Fairweather, 52–58 Main Street, Cambuslang, South Lanarkshire – opened January 2015

This imposing four-storey building has been a landmark for more than 90 years. It was built in 1929 as the Savoy Cinema, later becoming a bingo hall and renamed the Vogue, probably in the early 1960s. In recent years, it reverted to its original name. Its classical façade and Corinthian columns along the sides of the auditorium are typical of the Glasgow-born architect John Fairweather, best known for designing The Playhouse, in nearby Glasgow (two years before the Savoy). The pub is set over one floor, with one bar and a small beer garden. It employs a team of 40.



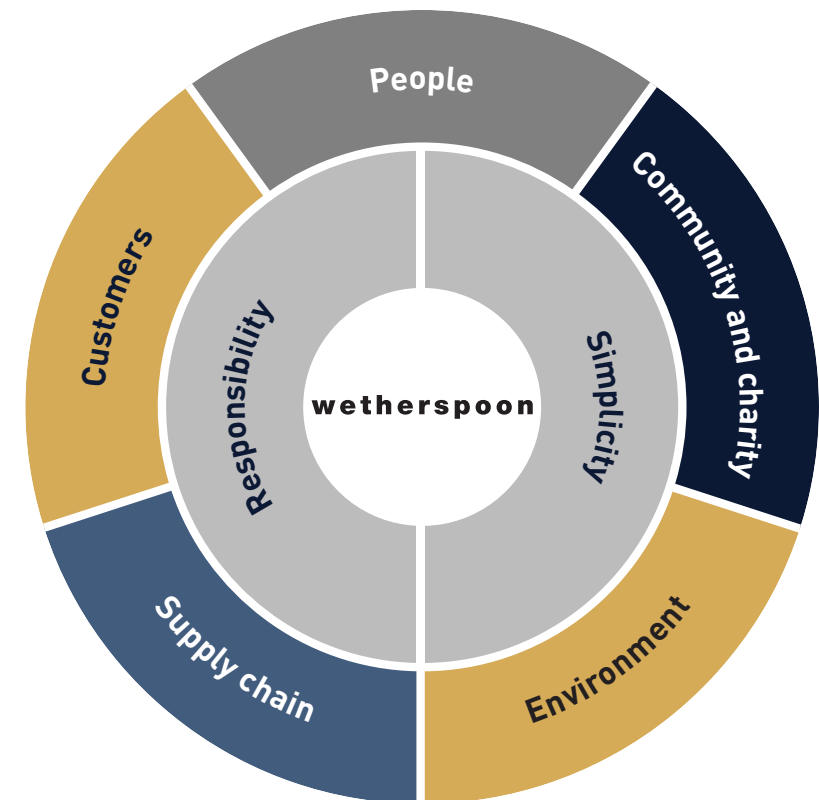
# Sustainable partnerships with key stakeholders

**Supply chain** – Wetherspoon aims to ensure that produce is supplied ethically, sustainably and locally. The Wetherspoon supplier charter forms part of every supply contract and includes a commitment to the ‘five freedoms’ principles. Wetherspoon has a fully traceable supply chain and globally recognised food production standards, including supporting local farmers, sustainable fishing practices and selling Rainforest Alliance-certified tea and coffee.

**Environment** – Wherever possible, Wetherspoon separates waste into eight streams: glass, tins/cans, cooking oil, paper/cardboard, plastic, lightbulbs, food waste and general waste. In partnership with Veolia –

(waste service provider), 99.8% of general waste was diverted from landfill in FY24. Last year, 9,324 tonnes of recyclable waste were processed at our national recycling centre. In addition, food waste is sent for ‘anaerobic digestion’ and used cooking oil is converted to biodiesel for agricultural use. Smart meters are installed in the majority of pubs (and are being installed in the rest of the estate) to facilitate energy consumption-reporting. According to ISTA, a leading company providing energy services, Wetherspoon has reduced greenhouse gas emissions by 66% over the last 10 years, after adjusting for sales growth. During that time, the company has also contributed £108.1 million in climate change levies and carbon taxes.

**Keavan's Port, 1 Camden Street Upper, Dublin – opened August 2021**  
 Camden Street Upper and Lower form part of an ancient highway into Dublin, the two streets being previously known as St Kevin's Port. The name Keavan's Port/St Kevin's Port was derived from the church of St Kevin, in nearby Camden Row, said to have been founded by a follower of the sixth-century hermit. In a series of old maps and records, the name is listed as Keavans Port (1673), St Kevan's Port (1714), Keavan's Port (1728), St Kevan's Port (1756) and then St Kevin's Port (1778). Keavan's Port pub and 89-bedroom hotel was the largest investment (€33 million) in the company's 42-year history (at the time of opening), creating 200 jobs. The pub offers 836m<sup>2</sup> of customer space over two floors, plus a 353m<sup>2</sup> garden across two enclosed courtyards.







#### **The Caley Picture House, 31 Lothian Road, Edinburgh – opened December 2016**

The original cinema here was, itself, a partial conversion of the County Hotel, the site of which is marked on the 1876 OS Map and a map of 1846. The present grade B listed building was originally the Caley Picture House, having opened on 1 January 1923 with *Game of Life* – a silent film. In 1928, the building was enlarged for the new ‘talkies’. Several incarnations since then have included nightclubs and a live music venue – which closed after a farewell party on 31 December 2013. This was (at the time of opening) Wetherspoon’s seventh pub opened in Edinburgh, at a cost of £2.5m. The pub features two bars, one on the first floor and a smaller bar on the balcony level, as well as a pavement café-style area at the front of the main entrance. The team currently comprises 75 employees.

# Wetherspoon is committed to operating ethically and sustainably

Wetherspoon is committed to operating ethically and sustainably and to finding ways, over time, to reduce carbon emissions. Recycling is promoted throughout the business, along with ways to reduce energy consumption.

#### **It is the company’s aim to:**

- increasingly minimise environmental impact and reduce carbon emissions.
- minimise energy consumption and maximise efficiency.
- promote efficient purchasing to minimise waste and allow for material-recycling.
- adopt efficient waste-management strategies, to maximise reuse and recycling and to minimise general waste.
- minimise any emissions or effluents which may cause environmental damage.

The company’s target is to reduce annual electricity, gas and water consumption through a combination of operational initiatives and the introduction of energy-efficient technology. This approach will also reduce carbon emissions.

#### **Net-zero emissions**

The company has committed to achieving net-zero emissions in the UK and Ireland by 2050 and, if possible, will reach this goal sooner.

In January 2023, the company committed to the Science Based Targets initiative (SBTi) for all pub operations and the global supply chain, in line with avoiding the worst effects of climate change. Agreeing on science-based targets will ensure that the company follows a credible and scientifically verified carbon-reduction pathway.

#### **Under SBTi, Wetherspoon commits to:**

- reduce absolute scopes 1 and 2 GHG emissions by 80% by FY2033 from an FY2019 base year.
- reduce absolute scope 3 GHG emissions by 59%, with the same timeframe.
- reduce absolute scopes 1, 2 and 3 GHG emissions by 90% by FY2050 from an FY2019 base year.
- reach net-zero GHG emissions across the value chain by FY2050.

#### **Carbon action plan**

The company is a member of the Zero Carbon Forum (ZCF), a non-profit-making organisation supporting the hospitality industry to define and implement a roadmap to net-zero emissions, collaboratively and at pace.

Environmental issues, including climate change, cannot be tackled in isolation and require an integrated and co-ordinated approach.

The company has a carbon action plan, updated at least annually, detailing the various initiatives being planned or under way to reduce carbon emissions.

As part of the plan, the company is working with suppliers, building designers, equipment providers, employees and other business partners to minimise any impact.

#### **Metrics and targets**

- **Scope 1 – direct emissions** [from controlled sources, such as fuels used in pubs, hotels and at head office; also includes emissions from company vehicles, excluding logistics]
- **Scope 2 – indirect emissions** [from purchased sources, such as the generation of electricity used in pubs, hotels and at head office]
- **Scope 3 – indirect emissions** [which occur in a company’s supply chain, but are not from sources which the company owns or controls]

The company has been recognised for reducing its GHG emissions and is listed in the 2024 FT-Statista Europe’s Climate Leaders list, highlighting companies which, over a five-year period, have achieved the greatest reduction in emissions.



**Hamilton Hall, Liverpool Street station, London – opened November 1991**

Named after Lord Claud Hamilton, chairman of the Great Eastern Railway Company (1893–1923) which originally built Liverpool Street station, this pub is the former ballroom of the old Great Eastern Hotel. The pub's design reflects that of an "elegant ballroom", with the pub receiving a 'CAMRA Outstanding Conversions and Restorations' award in October 2020. The pub has two bars, on two levels, employing 100 staff members. It is a popular destination for tourists passing through Liverpool Street station.

# Contribution to the UK

Wetherspoon, its customers and employees have paid £6.2 billion of tax to the government in the last 10 years.

During Wetherspoon's 2024 financial year (12 months to July 2024), it generated £780.2 million in tax – about £1 in every £1,000 of all UK Government taxes.

In 2024, the average tax generated per pub was £980,000.

During this period, taxes amounted to about 37% of every pound which went 'over the bar', net of VAT – about 26 times the company's profit.

Wetherspoon achieves such contributions partly through the overall scale of trade and increasing popularity within the UK.

Wetherspoon continues to rank as the most-visited licensed brand, experiencing a steady increase in consumer base, compared with that of 2023:

Top six licensed brands in GB	Consumers visiting Q2 2024 (million)	Change in consumers, compared with Q4 2023 (%)
J D Wetherspoon	22.3	+4
Nando's	11.8	-5
Greene King	11.4	+10
Toby Carvery	10.3	-1
PizzaExpress	9.2	-2
Pizza Hut	9.2	-3

Wetherspoon continues to hold its own against unlicensed restaurants and coffee shops:

Top five unlicensed brands in GB	Awareness (%)	Usage (%)	Position
McDonald's	100	63	1st
Costa Coffee	93	54	2nd
Greggs	92	49	3rd
J D Wetherspoon	84	47	4th
Starbucks	94	40	5th

Wetherspoon is the most well-known licensed brand, with over 55% of those aware of Wetherspoon visiting in the first six months of 2024. The only other licensed brand which falls in the top 10 (of all high-street restaurants, including unlicensed brands) is Nando's, with other competitors just making it into the top 15:

Top six licensed brands in GB	Awareness (%)	Usage (%)	Ranking among all brands (incl unlicensed)
J D Wetherspoon	85	45	4th
Nando's	81	24	9th
Greene King	61	24	11th
Toby Carvery	74	22	12th
Harvester	82	19	14th
PizzaExpress	82	19	15th

Data source: Nielsen – CGA, Q2 2024

# Wetherspoon franchise case study – University of Hull students’ union

In January 2022, the University of Hull students’ union converted its existing bar and nightclub into a Wetherspoon franchise.

The redevelopment cost around £0.3m. The work, which was carried out using Wetherspoon’s architects, contractors and suppliers, involved converting the bar and kitchen layouts and equipment, IT systems and front-of-house furniture. Subsequently, a further £0.3m has been spent to relocate the kitchen to keep up with the growth seen in its food trade.

As part of the franchise, the bar adopted the Wetherspoon business model, supported by training, operating procedures, prices, products, marketing and the Wetherspoon customer app.

In the first year of trading as a Wetherspoon, sales across the bar, restaurant and late-night venue grew by 75%; they are up by a further 5% so far in the second year. Trade has become more even not only across the different parts of the day, but also throughout the year, with students and customers from the local community visiting more frequently at weekends and during non-term time (eg the summer holiday period).

Since adopting Wetherspoon’s selling prices and cost prices, which have provided a

more competitive offer for students and customers, gross margins have improved by around 6%.

Overall profits for the first year were up by over £100k, or 65%, compared with trading before the franchise was introduced.

Operating statistics, measured against Wetherspoon’s standards, have performed very well – comparable with, or ahead of, averages for the Wetherspoon managed estate.

Over 100 additional student jobs have been created as a result of the increase in trade, with other benefits including reduced central overheads and administration, by leveraging Wetherspoon’s menu development, procurement, training programmes, IT support, marketing support, allergen/ data management and operational support.

Also, footfall to the entire students’ union building has increased by an estimated 200%, with sales increases seen in other retail units as a result, eg the Spar shop, located near Wetherspoon, which is performing at record sales levels.

The franchise has been well received by students, staff and the local community, with positive reviews and comments noted, along with a 4.1-star (out of 5) average score on Google reviews.



University of Hull



**The North Western, Liverpool Lime Street station, Liverpool – opened July 2015**  
 This grade II listed building was originally the North Western Hotel. The 330-room hotel was built by the London and North Western Railway to serve Liverpool Lime Street station. It was designed by the renowned Liverpool-born architect Alfred Waterhouse. The North Western Hotel closed in the 1930s. It stood empty until 1996, when the upper floors were converted into halls of residence and the ground floor became a public house – which now has its original name. The train station pub operates over two floors, with 100 employees. In 2016, it was recognised in the FAB (Food & Beverage) awards’ railway category as ‘highly commended’, recognising the best and most innovative projects in travel-related food and beverage.

# And finally...



Over the years, there have been numerous celebrity sightings in Wetherspoons’s pubs. Notable A-listers include former Baywatch star Pamela Anderson, the star of Grease, Pulp Fiction and Saturday Night Fever John Travolta, singer-songwriter and philanthropist Bono (and The Edge) and Designated Survivor and 24 actor Kiefer Sutherland. Closer to home, Ed Sheeran and Naga Munchetty have paid tribute to Wetherspoons in different ways. Ed included the lyrics ‘Wetherspoons was an easy option to get a cheaper lunch and two-pound pint, the waitress

maybe leave her number’ in the song 1000 Nights, on his fourth studio album – No.6 Collaborations Project. Naga created a buzz as the image of her in a Wetherspoons dinner plate-style shirt went viral, resembling the plate’s design.

Wetherspoons’s carpets are a unique part of each pub’s design. In 2016, author Kit Caless wrote a book dedicated to his favourite 70 pub carpet designs. The book, Spoon’s Carpets: An Appreciation, has become a collector’s item – initially launching at £8.99, with copies now selling for £35!

## **The Grand Assembly, Marlow, Buckinghamshire – opened October 2024**

This building sits adjacent to Marlow's former market house, built in 1807. The imposing market building replaced a much older dilapidated wooden structure. The market itself occupied the open ground-floor area, with a fine assembly room above. It had a balcony and three large windows looking down High Street. Marlow's 'grand assemblies' were held in the room, remaining a venue for public meetings and entertainment into the 1960s.

The pub interior's design is inspired by traditional pubs, gin palaces and grand assembly halls of the Victorian era, with a modern industrial twist, amalgamating old and new design elements.

Links to the site's history as the premises of Batting & Sons ironmonger's from the 1820s until c1960 are also included, while giving subtle nods to Frankenstein, written by Mary Shelley, who, while writing the Gothic novel in 1817, lived in a cottage a stone's throw from the site.

Design elements have also been inspired heavily by the town's connection to the River Thames, notably the industry which it brought to the area in the town's early establishment, as well as its rich rowing heritage.

Historical photos and details of local history, as well as artwork and images of local scenes and characters of the area, are also displayed in the pub, together with artwork commissioned by local artists.

There is a terraced courtyard beer garden at the rear of the pub.



# wetherspoon

**Wetherspoon House**  
Central Park, Reeds Crescent  
Watford, WD24 4QL

[jdwetherspoon.com](http://jdwetherspoon.com)