



OUR PUNCH PUBS & CO PROMISE



PEOPLE

Beating Heart in Each Community



PLANET

Better, Greener Choices



PUBS

Fit for future, shared success

2025 EDITION



Highlights of the Year



Governance



Our Priority Goals



Pub Heroes - Pubs

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Note: Where we are unable to provide specific story-related photos, this report uses generic images. All necessary permissions obtained.



Pub Heroes at Theakston Brewery



*A Message from Our
Chief Executive Officer*
Andy Spencer

www.punchpubs.com

Welcome to the latest version of our ESG Strategy

Not long ago, several dozen of our Publicans and Management Partners (MPs) gathered together at Thatchers Cider Farm in Somerset for the latest of our Pub Heroes events (you'll learn more about our Pub Heroes on page 101).

If you'd been a fly on the wall during that packed day, you'd have heard conversations about how our people are implementing energy saving technology in their pubs and how they're working to reduce, reuse and recycle more. You'd have heard tales of putting together community festivals, of stepping up to the challenge of addressing mental health, and of doing more to understand and respond to the challenges presented by menopause. And you'd have heard about more charity fundraising activities than you could probably count.

Doing Well, By Doing Good

At Punch Pubs & Co, our environmental, social and governance (ESG) work is intrinsically linked to a programme we call Doing Well, By Doing Good. It's our sustainability promise, a promise to do right by our people, planet and pubs. It's a core value of our business, central to our purpose of 'inspiring those moments' and a vital part of achieving our aim of being *THE* 5-star pub company.

When people ask me what that looks and feels like in reality, I tell them about our Pub Heroes events, because they capture all of the social and environmental value of Doing Well, By Doing Good in a nutshell. I also point them in the direction of this report, Our Punch Promise, which each year brings together our sustainability related commitments, targets and actions.

What's material?

This is our third Punch Promise, and this year, you'll notice a difference in the way we frame our targets compared with previous editions. 2030, the 'deadline' for the United Nations Sustainable Development Goals (SDGs) isn't far away.

So, while the SDGs continue to play an important role in guiding our strategy, it's right that we start to look beyond them to what's next.

What's next is materiality. You'll find out more about it and its inter-relationship with the SDGs on page 29.

This slight shift of focus has already helped us improve our Support the Goals Ambition Rating to 4.5* (see page 33).

The SDGs are still a crucial part of our sustainability equation – in late 2024 we won a Corporate Reporting Award for best use of them and the SDGs underpinned our British Institute of Innkeeping (BII) National Innovation in Training Awards win for Best Sustainability Training Programme.

But in making changes this year, we're ensuring our ESG work continues to have a robust foundation for the future.

Doing good – and doing well – don't happen by accident. They are a result of imagination, energy, passion and hard work on the part of all our Publicans, MPs, support teams and our suppliers and partners.



▲ Tree planting with Thatchers at the Plough, Prestbury

Every day, they are the people who inspire those moments and make a difference to our pubs and communities as we strive to be *THE* 5-star pub company.

So next time you're in a Punch or Laine Pub, please raise a glass to them.

Andy

A warm welcome...

That's what you'll always get when you visit a Punch or Laine Pub. For almost three decades, our pubs have been the local people go to for the big match, the singalongs, the quiet pint or glass of wine, the simple natter and the family meal.

We have set our sights on becoming *THE* 5-star pub company. - where hospitality, trusted partnerships, and positive performance come together.

View our video by clicking below



View our video by clicking below



Our pubs are at the heart of communities across the UK, and at the heart of their success are our Publicans and MPs.



WHO ARE WE?



Management Partnerships (MP)

About **21%** of our estate (**260 pubs**) operates an MP model, where the pub is operated by a limited company and a self-employed Management Partner.

Because every pub and MP is different, we tailor each arrangement, but in general our MPs take responsibility for running the pub day-to-day, including employing staff, while we handle the product mix and pricing.

Having proved a big success since we first launched the MP model in 2015, we continue to look for opportunities to convert some L&T pubs to the MP model.



Leased & Tenanted (L&T)

About **75%** of our estate (**955 pubs**) operates an L&T model, where we own the pubs and rent them to our Publicans who run them on our behalf. Many Publicans live on the premises, and we support them with training, marketing, and business development support.

Laine Pub Company (LPC)

We also operate **52** pubs as part of LPC.

These venues in Brighton, London and Birmingham offer a distinctive take on the great British pub.

To maintain that distinctiveness, LPC combines the MP model with pub offerings that harness new technologies, cutting edge art, inventive food and drink products and leftfield entertainments.



Laine Brewing Company (LBC)

LBC operates a brew house in Brighton and the Redchurch brewery in Harlow.

That combination enables the company to take its Brighton & Hove and East London-inspired craft beers to a national audience.



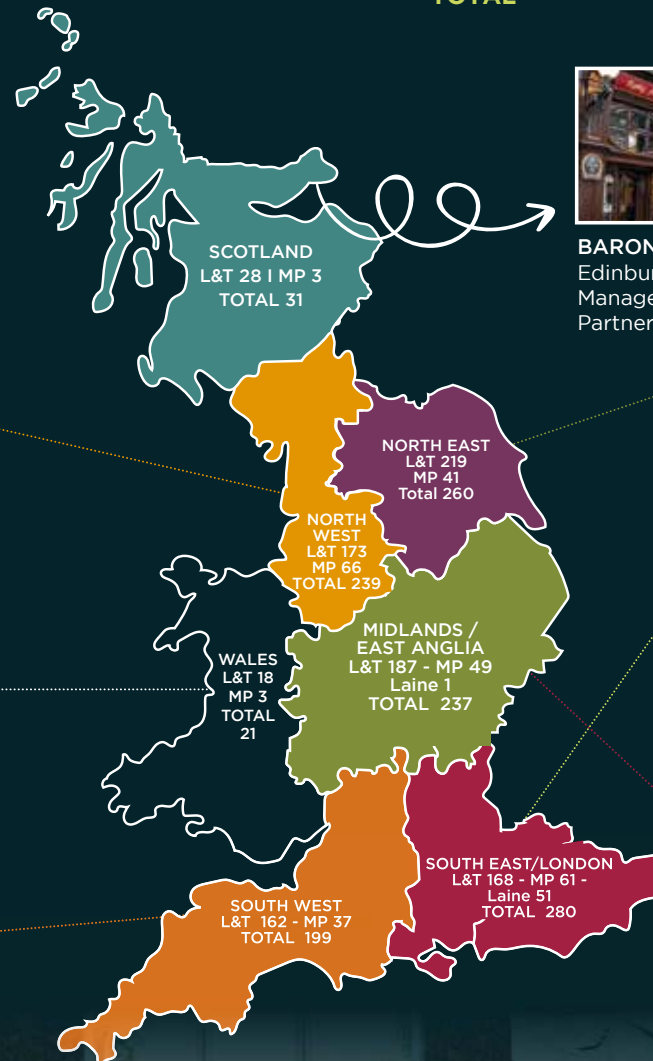
Our legal name: Punch Pubs Group Limited
Our HQ: Jubilee House, Second Avenue, Burton upon Trent, Staffordshire, DE14 2WF
Where we operate: UK
Our sector: Hospitality
This report relates to: Our L&T, MP, LPC and LBC businesses

WHAT WE DO

We believe our culture sets us apart, and 'how' we do business is demonstrated clearly through our renewed purpose, aim and values (see page 16).

We're fuelled by a greater purpose: Inspiring those moments, where every interaction is a chance to create something meaningful through our authenticity, warmth, trusted partnerships, and passionate people.

OUR ESTATE IN NUMBERS



Leased & Tenanted	955
Management Partnerships	260
Laine	52
TOTAL	1,267



Duke of Cumberland
Kendal
Leased & Tenanted



The Oak
Welshpool
Leased & Tenanted



Filly Inn
New Forest
Management Partnerships



BARONY BAR
Edinburgh
Management Partnerships



BEESSWING
East Cowton
Leased & Tenanted



THE TEMPEST
Brighton
Laine



THREE COTTAGES
Chesterfield
Management Partnerships

*We're fuelled by a
greater purpose:
Inspiring those moments.*



Awards and Accreditations

We're extremely proud to have come a long way in a relatively short time, ESG-wise. Once again, our actions have led to a number of award wins over the reporting year.



Bill National Innovation in Training Awards 2024 (NITAs)

Winner, Best Training Programme: Sustainability
Finalist, Equity, Diversity & Inclusivity



Licensed Trade Charity (TLC) Awards 2024

Winner, Champions Award
Finalist, Staff Well-being Award, 251+ sites



Publican Awards 2025

Winner, (Laine), Best Late Night Operator & Best Partnership Pub Company
Finalist, (Punch), Best Sustainable Pub Company



DOING WELL BY DOING GOOD



Corporate Reporting Awards 2024

Winner, Best Use of SDGs
Finalist, Best ESG Report

Jon Dale & Jessica Nicklin with the Corporate Reporting & NITAs Awards



Publicans Angie Uren (Coach & Horses, Crewe) & Beth Robinson (Beeswing, East Cowton) at the NITAs



World Beer Awards 2024
Bronze, Taste Category for Mangolicious (Laine Brew Co)



MCA Hospitality Awards 2025
Finalist, Sustainability Award



The Springboard Awards for Excellence 2025
Winner, Employee Health & Well-being
Finalist, Best Recruitment Initiative



Mind's Workplace Well-being Index
Awarded Gold for the second time



Hitched Wedding Awards 2024
Wedding Venues (north-west London) - The Prince Albert (Laine)

Awards and Accreditations – Our Pubs

When you do something well, it tends to get noticed. During the reporting year, many Punch pubs won awards and were featured in local and national press. We don't have space to include them all, but here's a sample of some notable wins:



Redmore Inn, Rugeley
Open Table Diners' Choice Award



The Bishop Blaize, Romsey
Hampshire Chronicle and Romsey Advertiser Pub of the Year



Fullbacks Sports & Pizza Bar, Milngavie
Sports Bar of the Year, Scottish Bar and Pub Awards
Best Venue to Watch the Match, SLTN Awards



Peterville Inn, St Agnes
Visit England Pub of the Year 2024.
Visit England Award for Excellence - Gold Award



The Actors, Brighton (Laine)
Brighton Girl Awards - Bar of the Year



Pig & Whistle, Wandsworth
PubAid Community Sport Hero Winner (England)



Woodlands Hotel, Leeds
Telegraph & Argus Best Pub 2024 Hospitality Venue of The Year, 2024 Retail, Leisure and Hospitality Awards

Celebrating the Best of Punch



In 2023, we reinstated our National Publican of the Year Awards and, buoyed by its success, in 2024 we did it all again. Celebrating the very best of Punch's Publicans and MPs, the event brought together more than 300 guests at our Head Office in Burton upon Trent.

[CLICK HERE TO SEE MORE](#)



National Publicans of the Year -
Richard Gordon & Sonya Harvey -
The Red Lion, Cranford

Regional Finalists -
Beth Robinson -
The Beeswing, East Cowton

Chris Wood -
The Bounty, Basingstoke

Bonnie Martin -
The Three Horseshoes, High Wycombe

Richard Gordon & Sonya Harvey -
The Red Lion, Cranford

Best Pub Entertainment & Sport -
Bernard & Carol Ross -
The Simms Cross, Widnes

Best Drinks Offer -
Matt Cullen & Joseph Keegan -
The Wollaton Pub and Kitchen, Nottingham

Best Newcomer -
Shelley Wood -
The Waterford Arms, Whitley Bay

Best Food Offer -
Tom & Lara Trubshaw -
The Peterville Inn, St Agnes

Community Pub of the Year -
Laura Hughes & Ryan Morris -
The Redmore, Rugeley

Punch Promise Award -
Beth Robinson -
The Beeswing, East Cowton

Best Locals Pub -
Will & Emma Gilmartin -
The Crown, Accrington

Best Fireside Pub -
Shona & Rick Bailey -
The New Chimneys, Ashford



Our Strategy

PUNCH

Inspiring those moments

OUR AIM

To Be The 5 Star Pub Company

OUR VALUES

WE BELIEVE IN

**THRIVING
TOGETHER**

WE BELIEVE IN

**DOING WELL
BY DOING GOOD**

WE BELIEVE IN

**PRIDE IN
OUR STRIDE**

WE BELIEVE IN

**DELIGHTING
EVERY GUEST**

OUR DOING WELL, BY DOING GOOD STRATEGY

Our strategy is delivered through three core pillars:
People, Planet and Pubs.

Each pillar is driven by a distinct working group:



PEOPLE

Beating Heart in Each Community



PLANET

Better, Greener Choices



PUBS

Fit for future, shared success

Several years ago, we made a promise to be at the heart of the communities we serve.
To play a part in the economic recovery of the nation through job creation.
To be a modern, diverse, inclusive and environmentally friendly pub company.

Those ambitions crystallised as our **Doing Well, By Doing Good** programme. Doing Well,
By Doing Good underpins the way we do business. Supporting our aim of being the
5-star pub company, it is one of our four key values.

It helps us make a positive impact on society; it's not only what you do, but how you do it
that matters. It supports us on our journey to becoming an inclusive five-star pub company.

WE BELIEVE IN

DOING WELL, BY DOING GOOD

It's not only what you do, but how you do it that matters.

At Punch, positive performance is driven by building trust through open
communication and transparency and by putting the needs
of people, planet and pub first.





Beating Heart in Each Community



To realise our Punch Promise's People pillar, we created a visceral, grassroots movement, driven by our people for our people. We called it Push the Pineapple.

Driven by authentic passion and tenacity, seven teams of Push the Pineapple volunteers focus on mental, physical, women's, men's, financial, social health, and well-being and ED&I.

Together, our Push the Pineapple teams create meaningful change by nurturing and protecting our collective health and well-being.

Each group supports the corporate strategic aims of the company, helping us progress towards our relevant SDG targets.

Teams can then also focus on other aspects of well-being they feel would most benefit their peers, pubs and communities.

We aim to be THE 5-star pub company. However, we do not define this by commerce and sales targets alone; we must live and breathe our values.

By empowering our people to drive their own health and well-being agenda authentically, we are creating a movement that proves culture will always eat strategy for breakfast.



Only a Pavement Away 'Sleep Out' at the Griffins Head, Papplewick



MP Designate Programme



Former Government Menopause Champion Helen Tomlinson addresses the audience at Jubilee House





Woodland Clean
Cannock Chase



PLANET

Better, Greener Choices

Pineapples with Purpose



The Pineapples with Purpose working group comprises Punch people from across different departments who align on one main goal – to be that little bit kinder to the planet.

They do that by focusing their attention on six key areas: energy, waste, volunteering, nature, net zero and food.

This year, in support of these areas, Pineapples with Purpose has been supporting our pubs in maximising their energy efficiency. They've been spreading best practice on waste management, and getting hands on in beach and woodland cleans. They've spread the word about recycling. They've championed biodiversity, aided by our strategic partnership with the Eden Project.



THEAKSTON
BREWING
LEGENDS SINCE 1827
WHITE BEAR PUB, MASHAM



PUB HEROES

A pool of sustainability-focused MPs and Publicans who help bring our commitments to people and planet to life in their own pubs and communities.

Since the launch of Pub Heroes in January 2024, the group has doubled in size to over 35 Publicans and MPs. They meet at venues across the UK to share ideas, challenges and best practices, and address areas of focus against each of our People, Planet, Pubs pillars.



PUBS

Fit for future, shared success



THATCHERS
EST. 1904
— THE FAMILY CIDER MAKERS —



**MOLSON
COORS**
beverage
company

WHAT'S WITH THE PINEAPPLES?

Although readily available today, pineapples were once a luxurious rarity in Europe. They became the symbol of a warm and generous host, synonymous with a sense of welcome and good cheer.

So, when we wanted to put outstanding hospitality at the centre of our revitalised brand, we rediscovered the power of the pineapple.





GENERATION LAINE

Laine's vision is to lead, inspire, and create a future where everyone feels they belong. That's why we're empowering inclusivity and sustainability through an ESG strategy that embodies the bold ethos of Generation Laine.

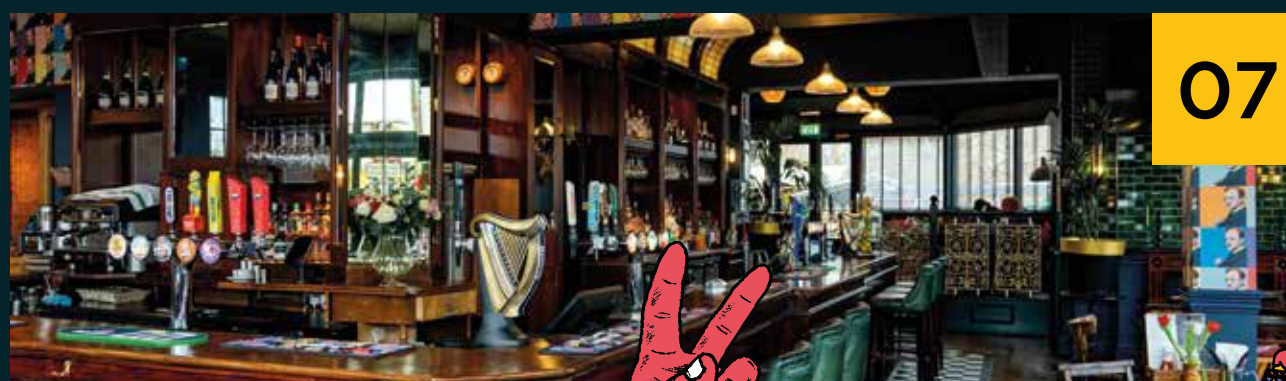
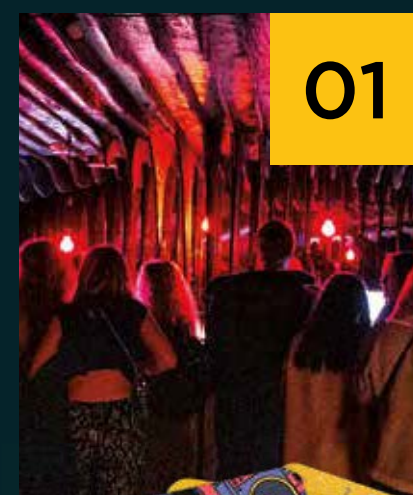
CELEBRATING CONNECTION: Laine pubs are community-first spaces where connections thrive. We champion local partnerships. We create safe spaces. We amplify marginalised voices.

SUSTAINABILITY BY DESIGN: We don't just talk about sustainability; we live it, embedding eco-conscious practices (net zero, sustainable sourcing, green energy, and waste reduction) into every aspect of our operations.



CHAMPIONING INCLUSIVITY:

Diversity is our strength, and individuality is our superpower. At Laine, we're not just inclusive; we're actively amplifying marginalised voices, tailoring development programmes to foster diverse talent and progression at all levels and leading by example in tackling discrimination.



- 01 The Tempest - Brighton
- 02 Dead Wax Social - Brighton
- 03 The Hope & Ruin - Brighton
- 04 Laine Co Event - NACA
- 05 Fantastic Laine Beers
- 06 The Exchange - Hove
- 07 The Holden - London



Find out about Laine's relaunch Dead Wax Social, Brighton



HIGHLIGHTS OF THE YEAR

PEOPLE:

SERIOUS ABOUT WELL-BEING: We achieved Mind Gold for the second consecutive year. The Licensed Trade Charity shortlisted us for the Staff Well-being Award for 251+ sites. We achieved the LTC Champion award for the first time. And 100+ people attended our third Menovist event, educating and empowering everyone about menopause.



PEOPLE

Beating Heart in Each Community

HEROES IN ZEROES:

We've more than doubled (116%) sales of low and no-alcohol products against baseline figures from 2022.



HELPING THE HOMELESS:

We've launched a new strategic partnership with Only A Pavement Away, the charity that's working to overcome barriers into employment for homeless people. We've also raised money for the charity through sporting events, and filled flasks at community kitchens in London, Birmingham and Manchester.

INSPIRING THE HOSPITALITY PEOPLE OF THE FUTURE:

Through a variety of educational programmes, Punch people have been encouraging more youngsters to think about hospitality as a career.

FEELING GOOD ABOUT PUNCH:

In our 2024 ED&I Peakon employee survey, positive feedback rose from 65% to 83%.



PLANET:

MAKING OUR PUBS MORE ENERGY EFFICIENT:

We aim for our pubs to have at least a 'C' EPC rating by the end of 2026. We've made real progress this year, with 87.5% of our pubs in England and Wales now meeting that standard.

CUTTING OUR CONSUMPTION: From 30-minute smart-metering to boiler upgrades and active energy management technology, we've introduced lots of measures that have reduced our energy consumption by 10-15%.

RECYCLING MORE: Through working closely with waste management partner Biffa, recycling across Punch is now at 52% and we're closing in on our target of 60%.

GARDENS THAT ARE MORE THAN A PLACE FOR A PINT: Over 70 of our Publicans and MPs got involved in our 'Pollinator Pub' campaign in 2024, a partnership with the Eden Project that helps pubs support biodiversity and grow accessible, sensory garden areas for our guests.



PLANET

Better, Greener Choices

PUBS:

MAKING GREAT FOOD MORE SUSTAINABLE:

We've applied our People, Planet, Pubs approach to the development of a new food sustainability strategy, with a KPI-driven approach that addresses food waste, nutrition, allergens, plant-based food and more.



PUBS

Fit for future, shared success

SUPPORTING OUR PUBS, MPS AND PUBLICANS:

Investment in our pubs over the last five years has now reached £240 million, including cave booths that feed the rebellious sophistication of the Tempest in Brighton, and the transformation of The Lord Roberts in Nottingham and its downstairs bar and cabaret, Prohibition.

TRAINING HOSPITALITY'S STARS OF THE FUTURE:

R.I.S.E. (Laine's executive development programme) and Progress with Punch are creating the hospitality stars of the future. Meanwhile, GULP and Thirst's gamified learning modules are ensuring Laine and Punch's respective MPs, Publicans and teams have the skills they need now to deliver safe, compliant, and industry-leading guest experiences.

THE GENEROSITY OF PUNCH'S PEOPLE:

From charity bike rides and festivals to raffles and Jamaican Independence Day celebrations, the 'Grand Idea' has again shown the breadth and impact of volunteering and fundraising in Punch's community pubs.





MATERIALITY ASSESSMENT AND SDGS

The United Nations (UN) Sustainable Development Goals (SDGs or global goals) remain the world's best blueprint for a more equitable, sustainable and prosperous world. Adopted by all UN Member States in 2015, the 17 SDGs serve as a universal call to action to address the planet's most pressing challenges.

FIND OUT MORE ABOUT THE SDGS - [CLICK HERE](#)

Although we aim to make a positive impact on all the SDGs, we have identified four with particular relevance to us. Over the past few years, these priority goals (see page 32), have served as our guide, ensuring our Doing Well, By Doing Good strategy is aligned with a recognised framework.

But the SDGs are time limited. Due to expire in 2030, we want to ensure our commitments, targets and actions align with the SDGs now but will also remain relevant post-2030. That's why, this year, we have augmented SDG alignment with our material topics.



OUR MATERIAL TOPICS

For any ESG strategy to be meaningful, it must be aligned with the issues that most affect an organisation. Traditionally, "materiality assessments" have helped businesses understand the financial and operational factors with greatest impact.

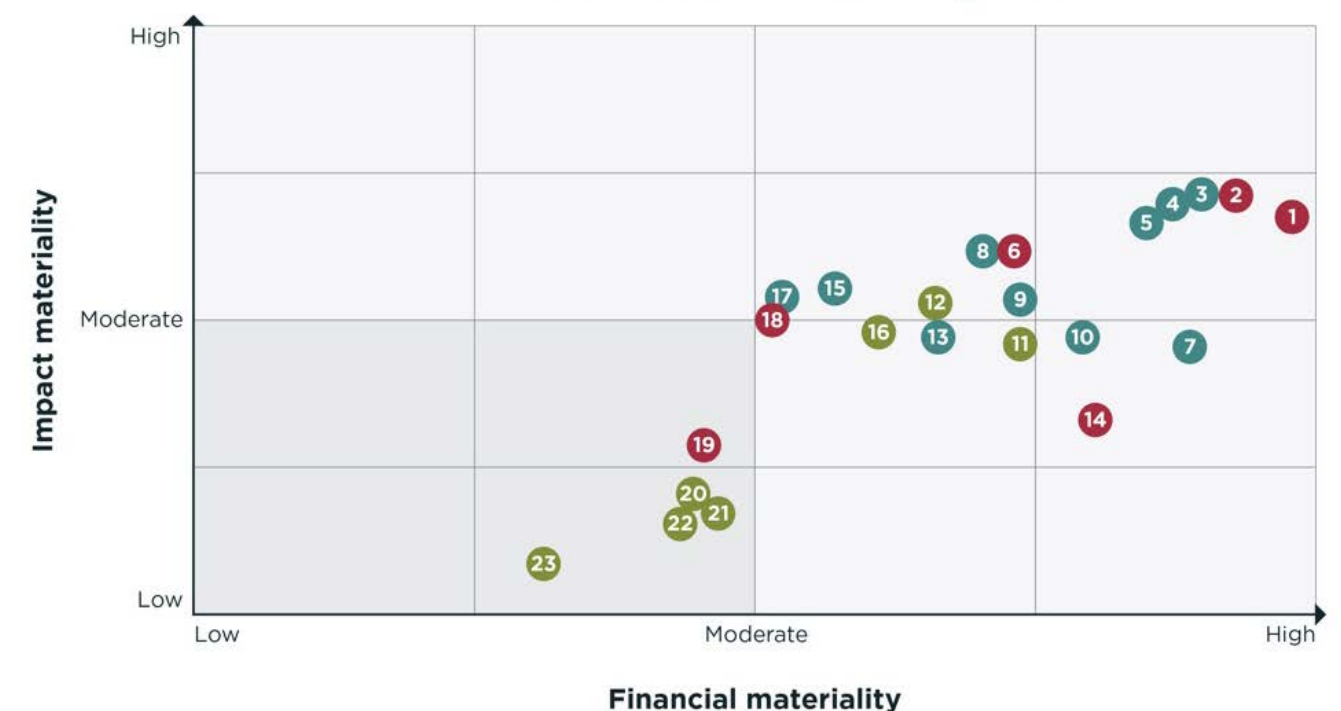
This year, we have conducted a double materiality assessment guided by European Sustainability Reporting Standards (ESRS).

Double materiality examines not only the financial and operational impacts on our business of certain sustainability issues, but also the social, environmental and business practice impacts we have on the wider world.

We surveyed a range of Publicans, MPs, investors, employees, strategic suppliers and guests*, and asked them to tell us about the topics they felt were of great importance to, and for, our business.

We collected stakeholder responses in a materiality matrix. Topics considered 'most material' are top right.*

Punch Pubs Double Materiality Matrix



- Key:** ● Environment ● Social ● Governance
- | | |
|-----------------------------------|-------------------------------------|
| 1 Supplier Relationships | 12 Waste |
| 2 Regulation & Compliance | 13 Freedom of Work |
| 3 Our Effect on Local Communities | 14 Political Policies & Legislation |
| 4 Health & Safety | 15 Ethical Brand Promotion |
| 5 Training & Skills Development | 16 Water Use |
| 6 Disclosure & Reporting | 17 Diversity |
| 7 Adequate Wages | 18 Protecting Whistleblowers |
| 8 Gender Equality & Equal Pay | 19 Corruption & Bribery |
| 9 Culture | 20 Adapting to Climate Change |
| 10 Talent Acquisition & Retention | 21 Our Effect on The Climate |
| 11 Energy | 22 Biodiversity & Nature |
| | 23 Air Pollution |



* 281 responses

UNDERSTANDING WHAT MATTERS MOST

Our stakeholders identified the following topics as “most material”:

1. **Supplier Relationships**
2. **Regulation and Compliance**
3. **Our Effect on Local Communities**
4. **Health and Safety**
5. **Training and Skills Development**

It’s encouraging to find that there’s significant overlap between the priority SDGs to which we have been working, our People, Planet, Pubs strategy, and the most material topics identified by our stakeholders.

The findings of this assessment, together with our priority SDGs, our work in determining our climate-related financial disclosures (CFD), and all the actions we take every day to incorporate ESG into the business, ensure we continue to prioritise the sustainability issues of greatest importance to Punch Pubs & Co and our stakeholders.

As we complete our priority SDG-related targets, we will set new targets informed by our double materiality assessment. Our new target under SDG8 (page 38) is an example of this.

To ensure its continuing relevance, we will conduct periodic reviews of our materiality assessment.

Thank you to our friends who continue to support us on our ESG journey.

THEAKSTON
BREWING
LEGENDS | 1827

LAINÉ

THATCHERS
— THE FAMILY CIDER MAKERS —

MOLSON COORS
beverage company

ALLIANCE
FARMERS’ PRODUCE
SINCE 1948

brakes

Biffa

Jude’s

Carlsberg

Coca-Cola

HEINEKEN

OUR PRIORITY GOALS

Reinforced by the outcome of our double materiality assessment, our priority goals are as follows:



HOW WE REFER TO THE SDGS IN THIS REPORT

In previous editions of Our Punch Promise, we've presented actions aligned to our priority SDGs.

This year, however, we present actions aligned to our People, Planet and Pubs pillars, although we'll still show how each action relates to our priority (and other) SDGs.

4.5* RATED BY SUPPORT THE GOALS



Our commitment to the SDGs has been recognised by Support the Goals¹, an initiative to rate and reward businesses for their contributions to the world's greatest action plan.

This year, Support the Goals (STG) has introduced a challenging new Ambition Rating, measuring organisational commitments and actions towards five key sustainability issues: **net zero**, **biodiversity**, **waste**, **gender equality**, and **living wage**.

Punch Pubs & Co has achieved a 4.5* rating, increasing our rating of the past two years (4*) and placing us among the highest-ranking STG supporters.



TARGETS & PROGRESS



COMMITMENT: We will promote and enable positive mental health and physical well-being for all in our business and the communities we serve.



● **Red Nose Day!!!** ●
The Punch family raised over £500 for Comic Relief through a bake-off and selling red noses.

Target

TARGET 1: Punch Pubs & Co. will form five strategic partnerships that promote physical and mental health initiatives, culminating in every Punch pub in every community taking part in at least one of these programmes by 2025.

Progress

We added our fifth strategic partner this year (Only A Pavement Away).

The full list of partners is as follows:

1. People's Captain
2. Mind
3. Licensed Trade Charity
4. Eden Project
5. Only a Pavement Away

On Track



Next Step

We'll set a new target for our next Punch Promise.

TARGET 2: Every employee, Publican and Management Partner will receive innovative training and resources to ensure that we provide safe and inclusive spaces for our guests by the end of 2024.

The breadth of activity across our estate has made this difficult to measure. However, we are confident that, between activities relating to our Doing Well, By Doing Good pillars, our strategic partnerships, and our new Thirst learning solution, Publicans, MPs and employees will have access to training and resources.



We'll set a new target for our next Punch Promise.

TARGET 3: As a responsible retailer, we will more than double sales of low and no-alcohol by the end of 2025*

Taking 2022 as our base calendar year, sales grew 51% in 2023. This year, we have achieved 116% growth against our base year (that is, more than doubling sales in 2022).



We'll set a new target for our next Punch Promise.

*Low alcohol products include beer, cider, lager, spirits and wines.

ASSOCIATED MATERIAL TOPICS:

- #1 Our Effect on Local Communities
- #2 Health and Safety
- #3 Culture





COMMITMENT:
We are committed to driving energy efficiency across our business and supply chain in order to address our impacts on climate change.

Target	Progress	On Track	Next Step
<p>TARGET 1: All our pubs in England and Wales will have minimum EPC rating of C or above by the end of 2026*.</p> <p>*Unless listed under the PRS Exemption Register at the time of goal setting.</p>	84% of our pubs in England and Wales had a minimum 'C' rating at the end of the latest reporting year.	 <i>On Track</i>	Target ends 2026.
<p>TARGET 2: We will reduce our energy consumption in our Management Partnerships* pubs and at our Head Office, by 30% by the end of 2028**.</p> <p>*Leased and Tenanted energy consumption will be captured in our Scope 3 emissions.</p> <p>**Baseline of 2023. Additional MP pubs will use baseline data from the year the pub transfers to MP.</p>	<p>To date, we have reduced consumption by 10-15%.</p> <p>We have explored several initiatives, including half-hourly smart metering, energy usage dashboards, energy saving technology, and boiler upgrades, helping us to go further in Planet (see page 82).</p>	 <i>Working on it</i>	We'll set a new target for our next Punch Promise.
<p>TARGET 3: We aspire to procure the majority of the electricity in our MP pubs from certified renewable sources by the end of 2027.</p>	<p>We're proud to have reached our 2027 renewable electricity target two years ahead of schedule.</p> <p>As of today, at least 51% of the electricity we procure on behalf of our MPs and our L&T PubSpark Publicans is backed by Renewable Energy Guarantees of Origin (REGOs) sourced exclusively from wind, solar, and hydro generation.</p>	 <i>Complete</i>	We'll set a new target for our next Punch Promise.

▲

ASSOCIATED MATERIAL TOPICS:

- #1 Regulation and Compliance
- #2 Disclosure and Reporting
- #3 Energy

▲



COMMITMENT:
We commit to safe and inclusive working conditions, fair pay and responsible growth within our business and across our supplier network.



Target	Progress	On Track	Next Step
<p>TARGET 1: Working with our industry partners, by the end of 2025, we will develop eight regional partnerships with schools and colleges to proactively support hospitality as a long-term career of choice.</p>	<p>We continue to work closely with Career Ready and the Choose Hospitality programme to showcase hospitality as a career of choice. Our planned partnership with Springboard will also help futureproof the hospitality talent pipeline (see page 72).</p> <p>We continue to offer work experience opportunities for schools close to our Burton Head Office (see pages 73-74).</p> <p>Conversations continue with our trade associations and the Government about innovative ways to support local pubs and the wider industry, and the legislative changes required to make hospitality recruitment easier.</p>	<p>Working on it</p>	<p>Target extended to the end of 2025.</p>
<p>TARGET 2: By 2026, we will publish an academic research report that highlights the economic and social benefits of Punch pubs to local communities.</p>	<p>A social value research project is underway with Northumbria University.</p>	<p>On Track</p>	<p>New Target</p>
<p>TARGET 3: We will grow sales by at least 30% in any new and invested MP pub by the end of 2025, benefiting local communities through the creation of an expected additional six to eight skilled hospitality roles per pub.</p>	<p>Last financial year, we invested £51.8m in capital expenditure, including pub acquisitions, and have converted 72 pubs from L&T to MP since August 2021. Following a strategic review, select early transfers have returned to our L&T estate, ensuring optimal alignment with our portfolio strategy. Remaining conversions have delivered an average sales uplift of 27%, demonstrating the effectiveness of our approach. We continue to prioritise strategic acquisitions and transfers.</p>	<p>On Track</p>	<p>Target ends 2025.</p>



- ▲

▲
- ASSOCIATED MATERIAL TOPICS:

#1 Supplier Relationships

#2 Our Effect on Local Communities

#3 Training and Skills Development



A LIVING WAGE EMPLOYER

Two years ago, we made a commitment to achieve official Living Wage accreditation by the end of 2024. This related to full-employed Punch personnel only. Our L&T, MP and Laine pubs are run by self-employed operators, who are responsible for their own business.

Since we made that commitment however, the hospitality landscape has shifted significantly.

We believe the recent substantial increases (April 2025) in employer National Insurance and the National Living Wage (NLW) and anticipated recommendations by the Low Pay Commission to further increase the NLW, mean that it wouldn't be prudent or fair for us to make longer term commitments on behalf of or recommendations to our MPs/Publicans.

We remain committed to being a Living Wage employer (directly employed employees only), and support paying a fair wage for the lowest-paid workers in our pubs but have made the decision to move away from official accreditation as a binding target for the wider business, due to the current economic instability.

Our double materiality assessment has helped us identify a new target to replace this (see Target 2 opposite).

COMMITMENT: We commit to reducing our impact on our people and the planet through ambitious targets to reduce emissions, waste and the sourcing of our food and drink from suppliers.



Target	Progress	On Track	Next Step
<p>TARGET 1: We will send zero waste to landfill by the end of 2028, faster if we can.</p>	<p>Punch's recycling rates have now reached 53%. The figures for waste-to-energy (46%) and landfill diversion (98%) remain unchanged.</p> <p>We have worked closely with Biffa to implement several strategies to help us achieve our target. These include:</p> <ul style="list-style-type: none"> • Optimised waste management • Staff training and sustainability engagement. • Community initiatives, with 105kgs of waste collected through volunteer days in 2024. 	<p>On Track</p>	<p>Target ends 2028.</p>
<p>TARGET 2: We will work with suppliers that support our bold vision for our people and planet. To achieve this, we will have an ambitious Supplier Charter and industry-accredited framework by 2024.</p>	<p>We have launched our Supplier Charter.</p> <p>Following conversations with The British Beer & Pub Association, we have created an industry blueprint that helps organisations assess and improve their suppliers' commitment to sustainability (see page 89).</p> <p>Meanwhile, reducing our environmental impact is a core element of our sustainable food strategy (see page 104).</p>	<p>Complete</p>	<p>Target ends 2024.</p>
<p>TARGET 3: Our aspiring goal is to reduce our direct emissions (Scope 1 and 2) by 80% by 2032. We will also be net zero by the end of 2040.</p>	<p>We reduced our Scope 1 emissions by 3% this year while Scope 2 emissions remained largely static. Clearly, we have much more to do, but our net-zero roadmap and the actions detailed in Planet will continue to help us reduce our direct emissions.</p>	<p>Working on it</p>	<p>Targets remain 2032 (for 80% reduction in Scope 1 and 2 emissions) and 2040 (for net zero)</p>



ASSOCIATED MATERIAL TOPICS:
#1 Supplier Relationships
#2 Waste
#3 Disclosures and Reporting





GOVERNANCE

ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE

We align our corporate governance practices with the UN Global Compact (UNGC). UNGC is the world's largest corporate sustainability initiative, "a call to companies to align their strategies and operations with universal principles on human rights, labour, environment, and anti-corruption².

Consistent with UNGC, and as detailed at pages 28-30, our ESG strategy is framed by the SDGs and driven by an understanding of our material topics as defined by our stakeholders. The strategy is then delivered through our People, Planet and Pubs pillars, with each pillar driven by a distinct working group as described at pages 18-22. Each working group assumes responsibility for implementing projects and initiatives, while our workforce actively participates in driving actions toward realising these goals.

Strategic direction is set by the Executive Team, which also has an oversight role and ultimate responsibility for reviewing and approving reported information. Board-level leadership of and commitment to our ESG strategy is vital to ensuring it remains a fundamental business priority.

Each of our priority SDGs underpin one or more of our strategic pillars, and each is sponsored and overseen by a member of the Executive Team, whose role it is to monitor progress.



GOVERNANCE REPORT

Our Governance Report reflects the way we do business, inclusive of all of our direct employees, suppliers, contractors and visitors. As our L&T, MP and Laine pubs are run by self-employed operators who are responsible for their own businesses (including all aspects of governance), we recommend policies to our partners, but they are also free to develop their own, specific to their individual business.

The report details our policies in respect of human rights, anti-corruption, and risk management. It also contains our Ethics and Code of Conduct policies, which explain the manner in which we behave as an organisation and how we expect our employees and suppliers to act.

READ THE GOVERNANCE REPORT
CLICK BROCHURE IMAGE TO READ



SUPPLIER CHARTER

We want to work with businesses large and small that share our commitment to a better world, and we need to make sure our values are upheld throughout the supply chain.

Our Supplier Charter clearly sets out the minimum standards we expect from our suppliers. We break down those standards into four themes (labour and human rights, environment, business ethics and sustainable procurement).

Aligned with the SDGs and ESG frameworks such as the UN Global Compact, ISO 26000 and others, these themes touch on a range of important subjects, including working conditions, forced labour, climate change, information security and our suppliers' own procurement practices.

Many of these subjects are highly complex and we are ready to help our suppliers where possible, working together to create a brighter future for our people and the planet.

PRODUCT SAFETY AND QUALITY

Our Food Hygiene and Safety Policy has a Primary Authority relationship and endorsement. The policy is reviewed every three years (minimum) and whenever changes in legislation affect. Product safety (food and drink) is also addressed in our Legislation Guide

➡️ [CLICK HERE TO READ](#)

READ THE SUPPLIER CHARTER
CLICK BROCHURE IMAGE TO READ



We employ Food Surveys Ltd (FSL)³, the expert food safety consultancy, to ensure food and other safety measures are correctly deployed in our pubs. FSL's visits are six monthly as standard and more frequent for new MPs or where an MP has failed an audit.

We report food safety status to the board periodically and hold a quarterly food safety meeting where matters arising from FSL audits are reviewed and actions agreed.

READ THE FOOD HYGIENE AND SAFETY POLICY

➡️ [CLICK HERE TO READ](#)

EMPLOYEE ENGAGEMENT

We carry out an engagement survey using Peakon employee sentiment software twice/three times each year. Each survey gathers and analyses data over a 12-week period, then provides clear employee feedback relating to:

- Employee engagement
- Health and well-being
- Diversity and inclusion

In our 2024 Peakon employee survey, positive feedback rose from **65% to 83%**.

Positive employee feedback

↑ **18% rise to 83%** ↑

➡️ [CLICK HERE to read our Employee Well-being Policy](#)



WHISTLEBLOWING

Misconduct and malpractice can happen in any company and can go undetected and unpunished if those who know about it are afraid to speak out.

Our Whistleblowing Policy is in place to enable the reporting of anything illegal, improper or unethical, and which may impact Punch Pubs & Co's image and/or profits.

The policy defines 'wrongdoing', details how to report a concern, and confirms that anyone making a disclosure in good faith will be protected by the policy, even if their report is later found to be untrue.

During the reporting year covered by this report there were no whistleblowing incidents. The policy has only been invoked once during the past 16 years (when an investigation found no wrongdoing) but we remain vigilant.

READ OUR WHISTLEBLOWING POLICIES:

➡️ [CLICK HERE FOR PUNCH GUIDE](#)

➡️ [CLICK HERE FOR LAINE GUIDE](#)

Punch and Laine have also developed well established policies on anti-bribery, anti-tax evasion, ethics and business, bullying and harassment and more.

➡️ [CLICK HERE FOR PUNCH GUIDE](#)

➡️ [CLICK HERE FOR LAINE GUIDE](#)





REPORTING OUR GENDER PAY GAP

Our overall gender pay gap continues to decrease year on year.



6% of male colleagues received a bonus payment
5% of female colleagues received a bonus payment

Women earned 87p for every £1 that men earned, and women's bonus pay was 14.3% lower than men's (comparing median bonus pay).

In 2024, women held 35% of senior leadership roles within Punch Pubs & Co. As of 2025, we have seen a steady improvement, increasing female representation to 41%. This progress reflects our ongoing commitment to advancing gender diversity and creating a more inclusive leadership team. But we recognise we still have work to do.

We continue to conduct a thorough pay benchmarking review for all roles across our business annually and are confident that within roles, we do not have any pay disparity.

Find out more about our gender pay gap by [CLICKING HERE](#)



▲ Operations Manager Barry Chainey and Marketing Manager Jake Green at our Cannock Chase clean



PEOPLE

Beating Heart in Each Community

ACTIONS

PEOPLE

We are a people business. So, it's right that our Publicans, MPs and Head Office teams support the people who are our guests, the people who work in our venues, and the people we hope will join the industry.

In this section, you'll discover what we're doing to champion hospitality as a long-term career choice. You'll learn how we're supporting the health and well-being of our people and their communities, led by our Push the Pineapple working groups. And you'll discover how we're training our people to create safe, inclusive spaces for all our guests, and transforming the nature of a 'night at the local' through low and no-alcohol drinks.

3 GOOD HEALTH AND WELL-BEING



'PEOPLE' ACTIONS ADDRESS THE FOLLOWING TARGETS:



TARGET 1: COMPLETE

Punch Pubs & Co. will form five strategic partnerships that promote physical and mental health initiatives, culminating in every Punch pub in every community taking part in at least one of these programmes by 2025.



Actions relating to SDG3: Target 1 are indicated by *

Complete



TARGET 2: COMPLETE

Every employee, Publican and Management Partner will receive innovative training and resources to ensure that we provide safe and inclusive spaces for our guests by the end of 2024.



Actions relating to SDG3: Target 2 are indicated by +

Complete



TARGET 3: COMPLETE

As a responsible retailer, we will more than double sales of low and no-alcohol by the end of 2025.



Actions relating to SDG3: Target 3 are indicated by ■

Complete

For more on our progress towards the above targets, see page 34.

ONLY A PAVEMENT AWAY: OUR NEW STRATEGIC PARTNER*

Homelessness in the UK is getting worse. In the last five years, the number of people forced onto the streets has increased by 25%⁴.

Yet homelessness isn't just a homelessness problem. It's a domestic abuse problem. It's a veterans problem. It's a massive mental health and well-being problem.

These connections with physical and mental health are what drove us to make Only A Pavement Away (OAPA) our fifth strategic partner.

The charity works to overcome barriers into employment for homeless people and offer career opportunities within the hospitality industry. We'll be developing our partnership over the coming years, but as you'll see at page 59, we've already made a difference on the ground.



HOW OAPA MAKES A DIFFERENCE

661

People placed into employment to date

2,856

People supported with learning & development

£58k

Of financial grants awarded to help start or sustain employment

£25.1m

Value to the UK economy of putting 661 people back to work

THE PODCAST WITH PINEAPPLES

Our Pineapple podcast, launched at the start of 2023, has continued throughout the year, discussing important topics connected with health and well-being and spreading positivity across our Punch family.

Produced in-house, each episode features charity and well-being guests as well as contributors from across the organisation.

Filled with fun, insight and positivity, the podcast is having an impact. We've already covered topics including neurodiversity, equity, diversity and inclusion, and living with purpose.



Huddle-Up!

We also host a company 'Huddle' each week, which fosters a sense of community and collaboration amongst employees. It ensures that everyone is informed, motivated and connected.

The Huddle often includes business updates, recognition of outstanding performance and previews of upcoming campaigns or initiatives.



LED BY PUSH THE PINEAPPLE MENTAL WELL-BEING TEAM



PEOPLE

Beating Heart in Each Community



Having delivered webinars for our pubs and Punch people in 2024, with overwhelming feedback, we are developing a plan to ensure our Publicans, MPs and Operations Managers in each region can train to be mental health first aiders.

Our Publicans have asked for this. So, this year, we will deliver.

Our team will also create interactive tools, resources, and learnings on our innovative Thirst app (see page 114), to nurture and protect the mental health of our Publicans, MPs and Punch people, making support available to them at their convenience.

Brewing A New Generation of Mental Health First Aiders with People's Captain*



PEOPLE'S
CAPTAIN®

A few years ago, rugby legend Greg Bateman hit what he describes as “a bout of poor mental health”. He didn’t know how to escape it. A friend tried to get him out for a drink and a chat, but Greg was ignoring most of the calls. Until one day, he didn’t. He answered. He met his friend for a drink. And he opened up.

It was the start of a journey that led to People’s Captain, an award-winning craft beer brand created to champion the power of simply talking about mental health, because many of life’s most meaningful conversations happen over a pint. Two years ago, we became a strategic partner of People’s Captain.

Yet pubs aren’t just a place for guests to share their mental health challenges. They’re run by people who may be struggling with their mental health too. As Greg said: “The amazing people behind bars around the country can be frontline support for the villages, towns and cities they serve, but we need to give them the skills to look after themselves and their teams in the first instance.”

That’s why, this year, Punch and People’s Captain made a pioneering move to introduce an in-pub Mental Health First Aid (MHFA) qualification. Developed by People’s Captain, Punch and our Publicans and MPs, in conjunction with MHFA England, the industry-first qualification addresses the specific challenges and needs of Publicans and their teams.



NAVIGATING TOWARDS BETTER MENTAL HEALTH

In our last report, we shared how Greg Bateman joined England’s most-capped male rugby player, Ben Youngs, for an evening at the Navigation Inn in Breaston, sharing their stories and message of better mental health.

This year, they were back and received an even bigger welcome!

Ben Youngs at The Navigation



Greg Bateman inspires Punch's MHFAs

CHAMPIONS OF CALM+

To do well, we need to be well - physically *and* mentally.

That's why we support the Mental Health Foundation⁵ and partner with Calm In A Box⁶, the organisation which helps businesses, teams and leaders to perform at their best in challenging times by... well, discovering CALM. During Mental Health Awareness Week 2024, we did that through CALMfest.

CALMfest is Calm In A Box's week-long festival of events, activities and sessions, and we invited our pub operators, Field Team and Head Office staff to be part of it and take time to nurture their mental health with a suite of well-being sessions. As ever, some of our pubs seized the opportunity with gusto and saw an opportunity to support the health of their local communities.



PEOPLE

Beating Heart in Each Community



The Beeswing Inn: Calming East Cowton

When Beth Robinson of The Beeswing Inn saw CALMfest advertised, she immediately made table flyers, put up notices in local community spaces, and shared the upcoming sessions on Facebook. She also reached out to local charities she felt would align with the sessions Calm in a Box were running.

Beth made the events free to attend for staff and guests and provided tea, coffee and cake at every session. For those unable to attend the live online sessions, she emailed links to recordings every evening, and hosted group discussions to encourage more open dialogue.

Throughout the week, Beth reached 50+ people every day.



**Achieving
Excellence**
Workplace Wellbeing
Index 2022/23

GOLD

Mind Gold Award Makes Us Pleased As...

Punch was awarded Gold in Mind's Workplace Well-being Awards 2023-24 for the second consecutive year. The award, given to organisations which have successfully embedded mental health into their policies and practices and demonstrated a long-term, in-depth commitment to staff mental health, is a direct result of the work of our Push the Pineapple volunteers.

Our Mind Makeover*

We are incredibly proud of our strategic partnership with Mind, which demonstrates our commitment to nurturing the mental well-being of our people. But it is more than a latent partnership; it is action-based.

In 2024, we collaborated with Burton Mind to deliver 12 weeks of free Mind Makeover sessions on topics including neurodiversity, mindfulness, and more.

Each topic was delivered online and face-to-face to ensure our Head Office and Field Team could all participate. We expected 10% take-up, so were delighted that 21% of employees took part - and they clearly valued the experience:

"It was really nice to have an hour or two a week where I knew I could be honest and open about my mental health and fully trusted I wasn't going to be judged..."

"I found the courses insightful... I've also found myself adopting small skills into my daily life."

"Completing the Mind Makeover ... helped support me and understand what I was going through."



▲ Opening up at the Mind Makeover

LED BY PUSH THE PINEAPPLE WOMEN'S WELL-BEING TEAM

We have created three industry-leading annual Menovist events for Publicans and hospitality professionals. Additionally, 44 employees have taken a course about menopause to support themselves and others.

Now, we are tackling these challenging topics:

- The team has researched and proposed Punch Pubs & Co Family Flexible policy changes. Once authorised, they will educate the business on the new benefits.
- Our volunteers and People Team are collaborating to enhance the company's Bereavement Policy, making the wording more accessible and signposting tools for anyone experiencing loss.



PEOPLE

Beating Heart in Each Community



Menovist 3: Standing up for Those Going through the Menopause +

About four years ago, Becky Davies, a former Punch Operations Manager, began experiencing anxiety. It was followed by anger, depression and brain fog. It scared her, so she visited her GP who told her she was menopausal. That was it. As she puts it, "There was no support, nothing."

Becky explored what support might be available within Punch. At that time, there wasn't much. So, she spoke to Punch's People Director who suggested she tell her story to the rest of the company. Bravely, she did.

Ever since, Punch has been a menovist – someone who stands up for those going through the menopause. This year, Becky (who was our Women's Well-Being Champion) and the wider team ran our third well-being event.

The two-day event, attended by men and women, was a chance to focus on all aspects of health. We explore more of day two's events with our Pub Heroes at page 103. Day one was unapologetically about women's hormonal journeys through life and their general well-being and there was lots of advice and support on offer:

- Inspirational speakers included Helen Tomlinson, the former Government Menopause Champion, who shared her lens on the golden thread of hormones running throughout our lives and the work she has done to ensure menopause is no time to step back in the workplace.
- We held sessions on the lifecycle of women's health for all ages, explaining potential hormonal impacts and how women can help themselves and each other.
- We hosted a talk from So Let's Talk on the mental health challenges of being a pub operator.
- We ran a physical exercise session and attendees were able to join a live recording of our podcast on mental health and well-being.

Then, because we're a pub company, there was time for lots of talk, laughter and good food, including a stand-up set from an ex-nurse who had everyone howling over the trials and tribulations of being a woman.



"Menovist was joyous, not least because of the inspirational speakers and entertainers who have brought the topics of menopause, mental health and well-being to life."

Laura Cavendish,
Group People Director



The Pineapple Podcast: Parenting, Careers & Choices

As a woman, how do you balance your career with becoming a parent? And how do you ensure you stay in control of the choices you make? That was the theme of episode 11 of the podcast, when four members of the Women's Well-being Group joined the discussion.

LED BY PUSH THE PINEAPPLE MEN'S WELL-BEING TEAM



According to the 2024 Government Statistical report: "suspected suicide rates in males (15.2 per 100,000) remain higher than females (5.3 per 100,000)." Men are in dire need of support.

This year, the team is launching a survey to understand what men need and what women require to support the men they care about.

The focus will be on encouraging men to be open and talk, including a targeted mental health first aid programme focussing on men. **Find out more on the following pages.**

UNPLUGGING FOR BETTER MENTAL HEALTH

STOP
MEN
DYING
TOO
YOUNG



LET'S
START
TALKING

PUNCH
#BALLS 'N' ALL



Sometimes we all need a moment to escape and unwind. And sometimes we need a nudge and a little extra support to do that. That's what Unplugged from the Men's Well-being Team is all about.

During a Push the Pineapple takeover of Payday Drinks, Callum Beavis, (above), Men's Mental Health Champion, shared the Unplugged giftbox, which encourages men to put down their phones,

switch off their laptops, and enjoy a soak in the bath, aided by the box's contents, which included herbal teas, a candle and more.

The box is just one example of how the team is encouraging men to unplug, talk about their thoughts and feelings, discuss their work-life balance, and debate the role of the family man.

THE PINEAPPLE PODCAST: TALKING MEN'S MENTAL HEALTH

There's still such a stigma surrounding men and mental health. It's one of the reasons why suicide is the UK's biggest killer of men under 54.

In episode 10 of our Pineapple Podcast, we spoke to Dan Rowe of Andy's Man Club about the challenges associated with men's health, the value of unplugging, and the power of conversation.



FILLING FLASKS FOR ONLY A PAVEMENT AWAY



PEOPLE

Beating Heart in Each Community

Getting enough of the right food to stay healthy is a constant battle when you don't have a home. Our strategic partner Only A Pavement Away has been running the Fill a Flask campaign since 2018. What started by offering flasks of coffee and water to homeless people has evolved into something much bigger, and this year, Punch was able to lend its support to the campaign.

A menu cycle change meant that we had surplus nutritious soup. The Fill a Flask campaign was the ideal way to ensure it was put to good use, rather than going to waste. As a result of our involvement, OAPA was able to deliver thousands of portions of soup to UK charities, including Brighton Food Bank, Edinburgh City Mission and Birmingham City Mission Care Centre.

Inspired by the campaign, three groups of Punch employees also offered their time to volunteer at homeless charities Birmingham City Mission; Refettorio Felix, a drop-in centre

and community kitchen in London; and Barnabus, a Christian homeless charity in Manchester.

Jessica Nicklin, our Sustainability Specialist, said: "Punch's collaboration with OAPA's Fill a Flask campaign has unlocked a new way for us to combat waste and help vulnerable people. It's so heartwarming to know that our surplus soup is giving people a healthy meal and enabling us to support some fantastic charities across the UK."

OAPA Chief Executive, Greg Mangham added: "Punch's support has been amazing and has demonstrated how important their communities are by supplying 5,280 portions of soup across the country. It's a great example of how operators can work with us at OAPA and highlights how hospitality can unite against homelessness."



LED BY PUSH THE PINEAPPLE PHYSICAL WELL-BEING TEAM

We are making strides to get our people moving. In the coming year, our team will:

- 1 Develop a company health and well-being app to create activities to inspire and encourage our people to do that little bit more and track their progress.
- 2 Record a podcast where our people share their stories and open the conversation about how we can all get moving to enhance our physical well-being, 'Starting with Small Steps'.



BATS, BALLS & BOWL-OFFS FOR OAPA



It was a battle of the titans at Trentside Cricket Club, Burton upon Trent, when Punch joined Admiral Taverns and Greene King for a charity cricket battle in aid of Only a Pavement Away.

With one win apiece after the round of matches, the title came down to a bowl-off. Five players from each pub company took to the field to see which team could hit the most wickets.

Three rounds in, the bails remained impressively undisturbed until Punch's Jon Dale limbered up, held his nerve and hit the off stump. With the remaining bowlers missing, Punch became the title holders for the second year running.

[CLICK HERE TO SEE MORE](#)



Also raising money for OAPA this year were a second annual Punch v Molson Coors football match. And Punch's Shyam Malek and Jon Dale took part in a Hospitality Legends XI v Lashings World XI in September, hosted by Britvic, raising a total of £11.5k for OAPA as well as their partners at The Licensed Trade Charity.

HELPING OUR GUESTS BECOME MORE DRINKAWARE



PEOPLE

Beating Heart in Each Community

Drinkaware is an independent charity which aims to reduce alcohol-related harm by helping people make better choices about their drinking.

Punch Pubs & Co, together with 300+ other industry organisations, is a longstanding supporter of Drinkaware. This year, that support has involved a range of initiatives to promote healthier lifestyles and ensure that every guest, regardless of their drink preference, feels welcome and comfortable in our pubs.

DRINKING CHECK

How many of us really understand our relationship with drink, or the impact it has on us? That's the aim of Drinkaware's Drinking Check, an alcohol self-assessment that helps users identify their drinking risk level and provides tailored advice. The tool, developed by the World Health Organisation and used internationally by medical professionals, aims to get people thinking about their relationship with alcohol, normalise conversations about it, and improve health.

This year, a small selection of our venues joined an in-pub trial, displaying QR-coded posters, beer mats and table talkers encouraging guests to take part anonymously, all created with Punch to ensure the message was the right fit for the venue.

drinkaware

Drinkaware was delighted to end 2024 with **684,374** completions of the Drinking Check, a significant uplift of **24%** from 550,000 in 2023.

Publicans identified a number of reasons for taking part in the Drinking Check promotion that speak to their need to support their local community with information about alcohol risk. Some Publicans referred to particular groups of customers who would particularly benefit from understanding their individual risk levels.



Promoting the Drinking Check at The Horseley Tavern, Tipton and the Brickmaker's Arms



CREATING SPACES SAFE FROM SPIKING

Everyone has a right to feel safe on a night out. Safety is the most basic right of all our guests and, although spiking and similar vulnerability issues are extremely rare, we take every case extremely seriously.

This would be the right thing to do in any situation. But as the Government implements a new law on drink spiking to reinforce their promise to crack down on violence against women and girls, it's vital that we play our part in creating safer spaces.

WHAT IS SPIKING?

Putting alcohol or drugs (prescription or illegal) into someone's drink or food without their knowledge or permission

Injecting someone with prescription or illegal drugs without their knowledge or permission

Putting prescription or illegal drugs into another person's cigarette or vape without their knowledge or permission

Punch is part of a working group alongside trade associations, the police and Government departments, who together are looking further into how we can support and educate our teams on the ground regarding spiking.

We're also ensuring that we share resources with our Publicans and MPs to help them implement anti-spiking measures appropriate for their pubs. Resources signposted include:

- Home Office advice and guidance including a spiking factsheet, posters, online training and information on the Enough campaign, which primarily focuses on abuse towards women and girls.
- Night Time Industries Association (NTIA) guidance on spiking.
- BII staff and guest awareness posters.
- Best Bar None (BBN) and "Ask for Angela schemes" – see page 69.
- Welfare and Vulnerability Engagement (WAVE) training to increase the skills, knowledge and confidence of those working in licensed premises in identifying vulnerability and making appropriate interventions.
- CPL Learning: An online drink spiking awareness course for pub staff.
- Information and guidance on spiking from Drinkaware.



THE PUBLICAN TRAINING GUIDE

Why do low and alcohol-free options matter?
Why does stocking 'low and no' options make good business sense?
What's the best way to promote low-alcohol offerings?

As **90% of UK drinkers** moderate their drinking and 31% choose non-alcoholic beer, wine or spirit substitutes⁷, there's never been a better time for our Publicans and MPs to introduce or expand the options available to guests.

That's why we helped develop Drinkaware's Low and Alcohol-Free Publican Training Guide, to ensure more guests – and more pubs – benefit.

To continue that education, our eight-page Low & No guide, offers further guidance and advice.

CLICK IMAGE TO
DOWNLOAD



PEOPLE

Beating Heart in Each Community



GOOD VIBES, SAFE DRIVES: THE THINK! 0% CAMPAIGN

As a nation, we still haven't cracked drink driving.

In fact, fatalities in drink-drive collisions are running at their highest in more than a **decade**⁸.

That's why we, along with many others across the hospitality industry, supported the Department for Transport's THINK! 0% campaign over Christmas. The campaign highlighted alcohol-free drinks as a great alternative when driving and encouraged guests to choose them over the Christmas period and beyond.

We encouraged our pubs to get behind the campaign and help spread the message to guests with a downloadable toolkit which included key messaging, printable posters and a digital badge. The Mill Tavern, Flint and The Wheatsheaf, Stockport were just two of our pubs that got involved.

DOUBLING SALES OF LOW AND NO-ALCOHOL PRODUCTS



PEOPLE

Beating Heart in Each Community



TARGET ACHIEVED,
and 12 months ahead of schedule.
During the last reporting year,
we more than doubled (116%) sales of low
and no-alcohol products against baseline
figures from 2022.

116%
Sales of low and
no-alcohol products

TOP FIVE LOW/NO BRANDS



1

Guinness 0.0%



2

Heineken 0.0%



3

Old Mout



4

Thatchers Zero



5

Erdinger Alkoholfrei

RESPONDING TO OUR GUESTS' DRINKING HABITS

Our guests' tastes are changing. It's right that we respond, so that our pubs remain a place where everyone feels well served.

- **2.6m** fewer UK adults are drinking alcohol weekly in 2024 v 2021.
- **1-in-3** adult pub/restaurant visits do not involve any alcohol consumption.
- **31%** of customers have left a venue early or disappointed because of poor low or alcohol-free options.
- **40%** of customers will research low-and-no options ahead of visiting a pub, bar or restaurant when not drinking alcohol⁹.



HEROES IN ZEROES

Not every category of alcoholic drink is seeing equal growth. But across our pubs, we're now offering a huge range of low and no-alcohol beers, lagers, stouts, IPAs, gins and ciders.

Our range now includes:



116%
INCREASE IN LOW
& NO SERVES



82%
BEER



17%
CIDER



1%
SPIRITS

LED BY PUSH THE PINEAPPLE FINANCIAL WELL-BEING TEAM

Steering the Financial Ship +

Following an extremely well-received session as part of CALMfest (see page 54), we invited financial advisor Matt Cullen back for a free series of four webinars aimed at our Publicans, MPs, Field Team and support teams. Each webinar tackled a different aspect of financial well-being. Sessions included steering your financial ship with confidence, pensions, and ensuring your parents/children/siblings are financially ok.

Each session was repeated again during the week, ensuring more people had the opportunity to attend at a time that suited them.

In September, we followed up Matt's pensions session with a range of well-attended webinars, support and advice as part of Pension Awareness Week.

A PARTNERSHIP WITH PUNCH: *



The Licensed Trade Charity (LTC) is invaluable to the hospitality sector, especially during a cost-of-living crisis. It understands the specific needs and challenges faced by those in the industry and it offers well-being support, financial advice, and practical help to transform lives and help people get back to their very best.

The LTC is a strategic partner to Punch, with a mission that reflects our own ESG strategy. Once we have done everything possible to help professionals get back on their feet in times of need, the LTC provides a vital backup.

This year, our partnership has included:

- LTC support for our Publicans and MPs.
- Fundraising by Punch colleagues in support of the LTC
- Punch Pubs winning the LTC Champions Award at the 2024 annual awards.
- Hosting charity evenings.



▲ Burns Night celebration in aid of the LTC at the Three Crutches in Rochester



Listen to our Group People Director, Laura Cavendish discussing the importance of mental health support in the hospitality industry.

CLICK HERE TO SEE MORE



PEOPLE

Beating Heart in Each Community

EQUALITY, DIVERSITY, AND INCLUSION TEAM

The highlight of the ED&I year has been the delivery of 13 incredible podcasts featuring employees' lived experiences and specialist educators exploring complex and sensitive topics. These include gender identity, hidden disability, the challenges of parenting, women's safety and men's health.

This year, our team will:

- Launch Over the Bar – a podcast in a pub, getting the take of our Publicans and MPs on health and well-being topics.
- Launch our Respect Charter, taking the conversation about harassment and broader ED&I topics to our people, expertly facilitated to promote honest and open discussion between teams. Then, we'll promote Teach the Trainer to help keep the conversation alive.

CELEBRATING PUB PRIDE WEEK 2024: EVERYONE IS WELCOME HERE



Ask for Clive is the charity that partners with UK venues to promote inclusion and to create welcoming environments for the LGBTQ+ community. We've been an Ask for Clive partner for four years, committed to its core message of "everyone is welcome here." Our Head Office held a bake sale in support of Pride, and more than 100 of our pubs took part in events to celebrate Pub Pride Week in June 2024.

Many of the events made the pages of local, trade and national press. The pride-themed family fun day at the Devonshire Arms in Hartington for example, was featured in The Morning Advertiser¹⁰, which quoted MP Dallas Bayliffe-Beirne:

"This was our third Pub Pride event, and it was bigger than ever. In small villages and towns, it's vital Pride events take place to show support, love and kindness and most importantly acceptance of all of us. The support we received from Punch and Ask for Clive goes above and beyond."

Bring on 2025...

▲ Celebrating Pub Pride at The Devonshire Arms in Hartington, Buxton



PODCAST

THE PINEAPPLE PODCAST: TALKING GENDER IDENTITY

We know this much: you can't tell another person's gender just by looking at them. The only person who can really know your gender is you. We weren't pretending to be experts on the subject, but episode 12 of our Pineapple Podcast saw an inquisitive panel from Punch and Laine boldly explore the gender identity debate and learn together.



▲ The Goose, Manchester

DIVERSITY DEFENDERS

Laine is an ambassador for its operators, fostering safety and support so more guests and MPs feel able to express their true authentic selves. Here are just some examples of how they're doing that:

- The Marlborough, Brighton (now The Actors in its newest form) has been a LGBTQAI+ pub since we first took it on in 1999. Ever since, we've held an annual Pride party that's so big it closes the street.
- The Old Nun's Head, London is devoted to its community, always fundraising and supporting local and queer charities.
- The Honor Oak in London is proud to defend diversity to the end, standing up for drag storytelling and standing against far-right protests.
- At Brighton's Wundas Pride celebrations, and in collaboration with supplier partners at Pink Island Beer, we showcased our support for the first family friendly safe space for Pride in the centre of the city.



TAKING A DIFFERENT VIEW OF NEURO-INCLUSIVITY

We want to foster a culture of psychological safety and advocacy for neurodiverse colleagues, creating a workplace where everyone feels supported and empowered to be their best selves.

That's why we lean towards neuro-inclusivity, viewing neurodiversity through a social, not medical lens. To support that, we have:

- Arranged neurodiversity training for our People team to help us explore and understand neurodiversity in hospitality and the workplace.
- Focused on addressing environmental factors and societal barriers (e.g. through reasonable adjustments) rather than inherent 'deficiencies' in neurodivergent individuals.
- Emphasised inclusion by advocating for adaptable environments in the workplace (e.g. by ensuring recruitment and onboarding processes are inclusive).
- Promoted shared responsibility in removing obstacles and providing support.
- Celebrated neurodivergent traits as part of human diversity, empowering individuals to achieve autonomy and success.



LED BY PUSH THE PINEAPPLE SOCIAL WELL-BEING TEAM

We're taking our work to pubs. This year, our team will ensure every region has a breakfast club meeting once a year, connecting field-based people who usually work alone with our food and property teams.

This mechanism will be another method of supporting one another to ensure everyone is included.



- ▲ Founder of WalkSafe, Emma Kay, attended our two-day well-being event, and has also previously joined our company 'Huddle'.

SAFE ZONE SAVIOURS

WAVE Training for Everyone

In a UK first, every Laine venue has received welfare and vulnerability (WAVE) training, developed in partnership with the Metropolitan Police. Consistent with our own Vulnerability & Welfare Policy, all of our pubs...

- Have been trained to identify vulnerability.
- Have a site-specific process for what to do when vulnerability is identified.
- Have set up safe spaces.
- Know who is in charge of values and ways of working on shift.

This project has been recognised by Brighton and Sussex University Students' Unions. Both have chosen Laine as their primary venues for their Freshers' weeks and beyond.



PEOPLE

Beating Heart in Each Community

HELPING EVERYONE GET HOME SAFELY

We want all our guests and members of the Punch team to get home safely. We're helping to ensure that in a range of ways:

- We're promoting WalkSafe, the free mapping tool, to our pubs, guests, and staff. The app helps users plan their routes home based on up-to-date police data and offers a 'satnav' feature so their 'circle of protectors' can monitor their journeys.
- Our lone-worker policy guides managers in promoting safety to lone or remote workers within their teams.
- We introduced the Ask for Angela initiative across all Laine pubs and implemented a dedicated welfare officer shift to prioritise all guests and their safety concerns. Several pubs in our portfolio are involved in local Pubwatch and Best Bar None schemes, which support staff in identifying and helping vulnerable people, and help prevent spiking.

ASK FOR ANGELA



LAINE

PEDALLING FOR PUB PEOPLE



▲ Robin, Jon & Steve at Basecamp in Minehead

In 2024, Punch cyclists once again clipped on their cleats in aid of Pedalling for Pubs (now Hospitality Rides) and Pedalling 2 Pubs, which were raising money to support members of the hospitality industry in need of help through The Licensed Trade Charity and Only A Pavement Away.

For Pedalling for Pubs, two Punch stalwarts (Clive Chesser, former CEO, and Hamish Stoddart, Strategic Advisor) took on an epic challenge as part of a team of 28 cycling 400km across Kenya, from Nairobi to the Maasai Mara.

Supporting them (albeit from a distance!) were Jon Dale, Steve Worrall (Managing Director of L&T and Shared Services), and Robin Belither (Managing Director - MP) who took part in a race in Devon as part of Pedalling 2 Pubs.

Between the two events, both sponsored by Punch Pubs & Co, our five cyclists raised a magnificent £25k for the two fundraisers. The rides have raised in excess of £1m over the last three years.



▲ The Pedalling for Pubs team defied the searing heat in Kenya to complete the challenge

Thank you Ash



At the inception of a trailblazing movement, you need a bright spark to ignite the passion. Who could be better than Aislinn McDonnell? From the beginning of Push the Pineapple, Ash has been pivotal, a gatekeeper in ensuring Push the Pineapple remains an authentic movement driven for and by the people.

This movement looks after our collective well-being. She has ensured that it is meaningful to all, and we promise to continue our authentic path to drive change as Ash moves to new pastures.

Thank you for all you have done, Ash, from the Push the Pineapple team.



RESPONSIBLE PUNCH



PubAid is the independent working party that shines a light on the positive impact of pubs, reminding everyone that without them, much of the heart and support within our communities would be lost. Punch's Jon Dale chairs PubAid's partners group.

Find out more on page 116



Pub is The Hub is a not-for-profit organisation which offers independent specialist advice to Publicans on rural services diversification so they can provide viable local services or activities which add social value in their local area.

Find out more on page 116



Punch Pubs & Co remains an active member of the Portman Group, a social responsibility body and regulator that encourages responsible drinking habits and promotes targeted interventions to support drinkers who misuse alcohol.

The Round



Our bi-monthly magazine continues to be the focal point for our Publicans to share their experiences and expertise, celebrate success and inspire each other.



PEOPLE

Beating Heart in Each Community

Actions in Support of SDG 8 – Decent Work and Economic Growth

'People' actions address the following target:



TARGET 1:

Working with our industry partners, by the end of 2025, we will develop eight regional partnerships with schools and colleges to proactively support hospitality as a long-term career of choice.



ON
TRACK

Actions relating to SDG8: Target 1 are indicated by #

For more on our progress towards the above target, see page 38.

A SPRINGBOARD INTO HOSPITALITY#

The clue is in the name. Hospitality needs talented, passionate, hospitable people, so it's vital we futureproof our talent pipeline. Springboard[™] is a charity dedicated to doing just that, and Punch is developing a partnership with Springboard as part of its commitment to proactively support hospitality as a long-term career of choice.

We want the partnership to inspire Punch employees through the fundraising events and volunteer programmes that are part of the Springboard Ambassador programme. Through the programme, volunteers can get involved in a minimum of three events a year, including being a guest speaker at schools and colleges, mentoring and/or judging at Springboard Future Chef competitions, providing case studies and supporting fundraising events.



To make getting involved easy, there's a portal for new ambassadors which enables them to view upcoming events.

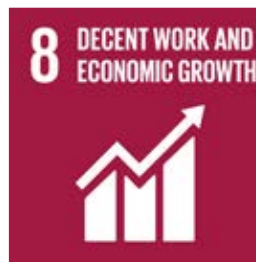
We'll share more of our Springboard activities in the next issue of Our Punch Promise.

GOING THE DISTANCE ► FOR SPRINGBOARD

In July, Punch employees walked, ran, cycled and swam a collective 7,208 miles as part of the virtual race to Cambodia (and back!), in aid of Springboard.

Punch generated £1,350 whilst the Virtual Race raised a combined total of over £76,000, with the money helping young, unemployed, and disadvantaged people access skills training, mentoring, and career guidance. It also helps to futureproof the hospitality talent pipeline.

► Head of Publican & MP Recruitment, Louise Gallant leading the fundraising charge on her bike



MAKING HOSPITALITY A CAREER ASPIRATION#



PEOPLE

Beating Heart in Each Community

If we want young people to choose hospitality as a career choice, we can't wait for them to come to us. Over the past year, we've been visiting schools and colleges to show them the opportunities that are available. Here are just some of the ways we've been doing that.

WORK EXPERIENCE WEEK

Each year, Punch welcomes students from local schools in Burton upon Trent to spend a week learning about the different roles available at Punch. Students get a fully rounded view of the business, spending time with our Operations, HR, Finance, Marketing, Learning & Development, Legal and Sustainability teams.

In June, work experience week was particularly successful for one attendee, as Becki Hewson, Head of Financial Business Support, explained: "I am pleased to say that Punch has offered one of the students an apprenticeship starting their career in our Finance team."

Becki also explained the value of the experience for students. "We currently have three finance apprenticeships and three employees working towards their accountancy qualifications. I know how much the students appreciate being able to get a first-hand point of view from someone already going through the training."



(MOCK) QUESTION TIME

Until you've been through an interview experience, you can't know what to expect. That's why Punch support team members joined several other local employers to run mock interviews with Year 13 students from the John Taylor Free School in Burton upon Trent.

"A big thank you to all the employers for their support in preparing our students for their next steps!"

John Taylor Free School



► John Taylor Free School, Barton Under Needwood

THE IMPACT OF INSPIRATION

Every year, Louise Gallant, Head of Publican and MP Recruitment, goes back to school to inspire young people to join the hospitality industry. This year, alongside our Operations Manager, Cllr Mark Leech, she spoke to 300 year 11 pupils of Robert May's School, Odiham, Hampshire and shared her story on social media:

"When I asked [the students] whether they knew what the hospitality industry was I had a show of around three hands. It's so important to educate and inspire our younger generations as to how vast our industry is, full of opportunity and development; giving them the chance to travel the world and work in such a diverse and colourful sector.

"It made it all worthwhile when a girl approached me afterwards to thank us for opening her mind to a world she would have never considered."



PEOPLE

Beating Heart in Each Community



PLANET

Better, Greener Choices



▲ Louise and Mark at Robert May's School



▲ Thatchers Cider Farm

Making a positive difference to the planet can often seem like a big, impersonal and distant goal, and one that's hard for an individual to impact.

But when our pubs get involved, good things happen. And when those actions are supported by our Pineapples with Purpose working group, we galvanise action right across our business.

In this section, you'll find the latest on our carbon footprint and discover the steps we're taking towards net zero. You'll learn how we're reducing our emissions, improving the energy efficiency of our pubs and recycling more. You'll discover how our partnership with Biffa is helping to remove waste from our operations, our beaches and our woodland. And you'll find out how more of our pubs have supported biodiversity by becoming Pollinator Pubs with the Eden Project.



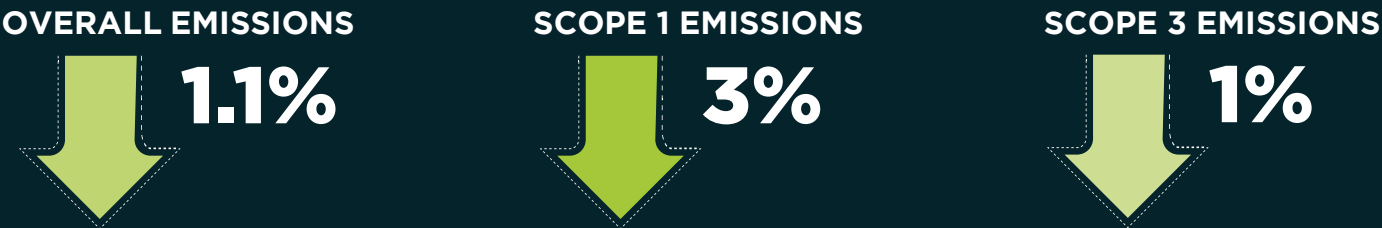
THE ROAD TO NET ZERO

The UK Government has set targets for all businesses to be net zero by 2050. We have set a target to achieve net zero by the end of 2040.

Emissions Explained



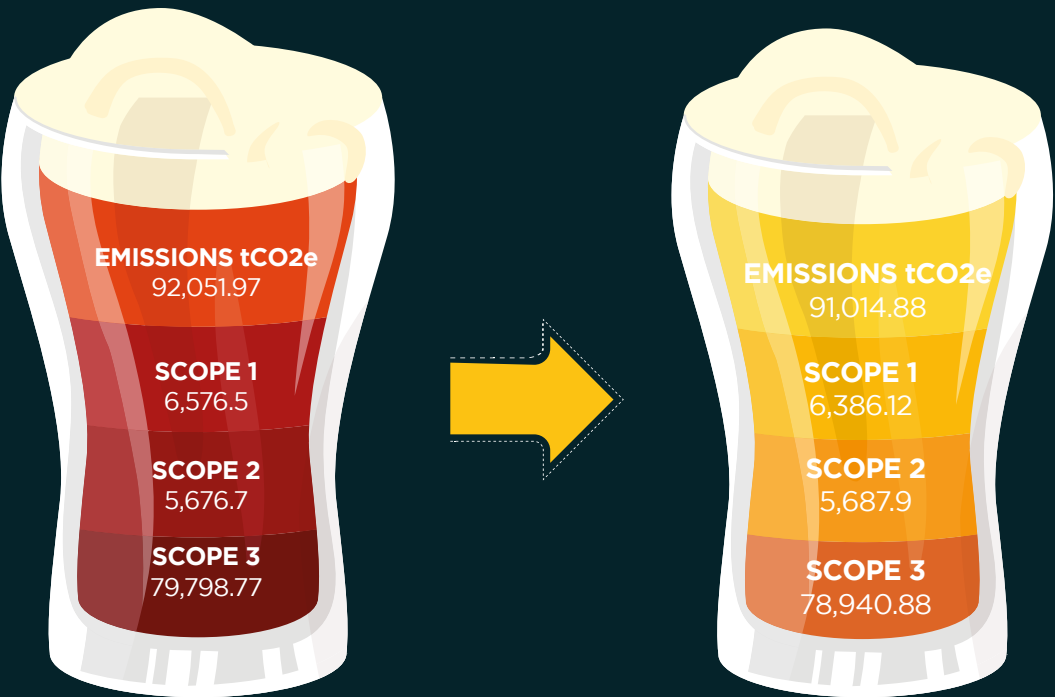
OUR FY24 CARBON FOOTPRINT



This year, our overall emissions have reduced by 1.1% compared to FY23. This reduction is a result of the initiatives you'll explore on the following pages and significant improvements in the accuracy of our data (see overleaf), something that has been a particular focus for us. Scope 1 emissions have reduced by 3% compared with FY23, while Scope 2 emissions are largely static.



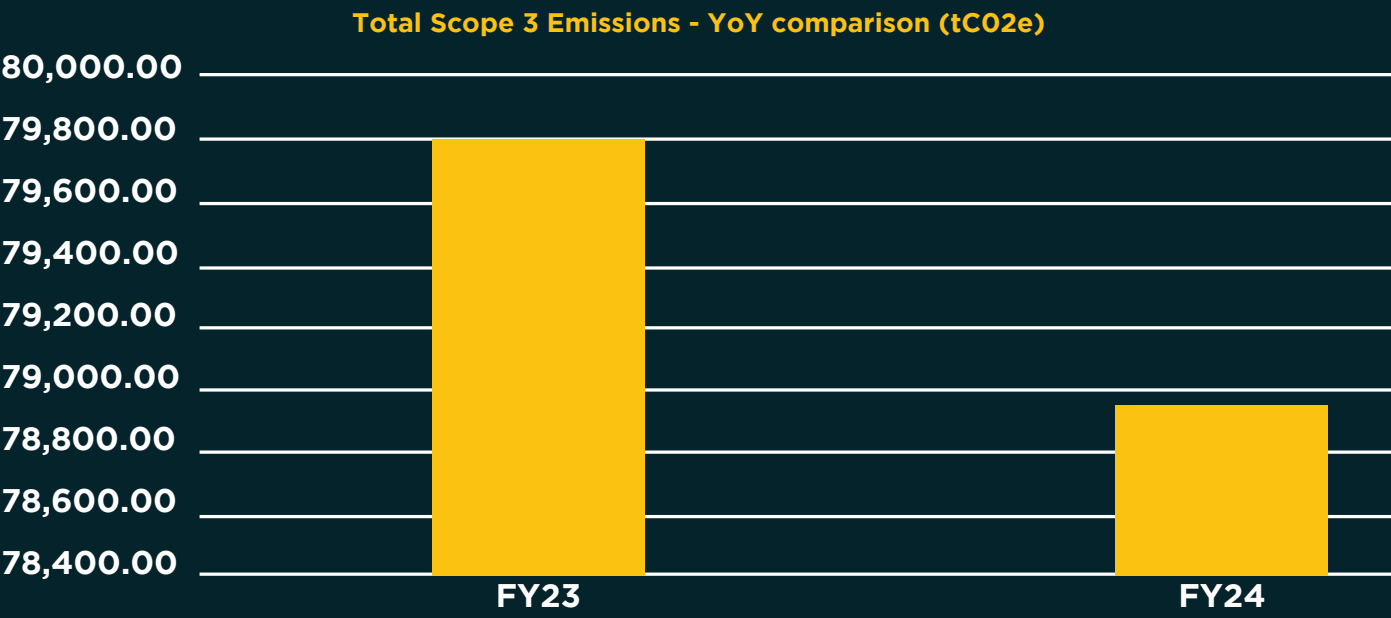
2023 EMISSIONS RESULTS VS 2024 EMISSIONS RESULTS



BREAKING DOWN OUR SCOPE 3 EMISSIONS



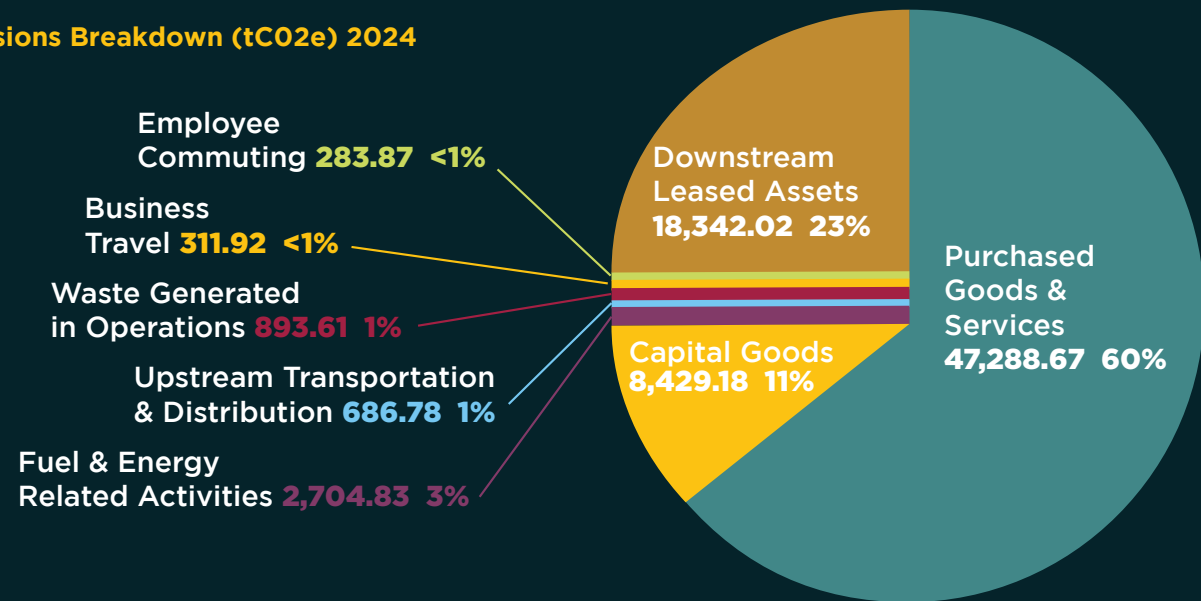
Most of any business' carbon emissions fall outside its direct control. At Punch, **87%** of our total emissions fall under Scope 3. This year, our overall Scope 3 emissions have reduced by **1%**.



We're continually working to improve the quality of our carbon data. This year, to improve our Scope 3 reporting, we've updated our reporting methodology and carried out a re-baselining exercise to ensure our methodologies are aligned with emissions factor categories. We've also increased the accuracy and granularity of the emissions factor data we collect, categorise and map.

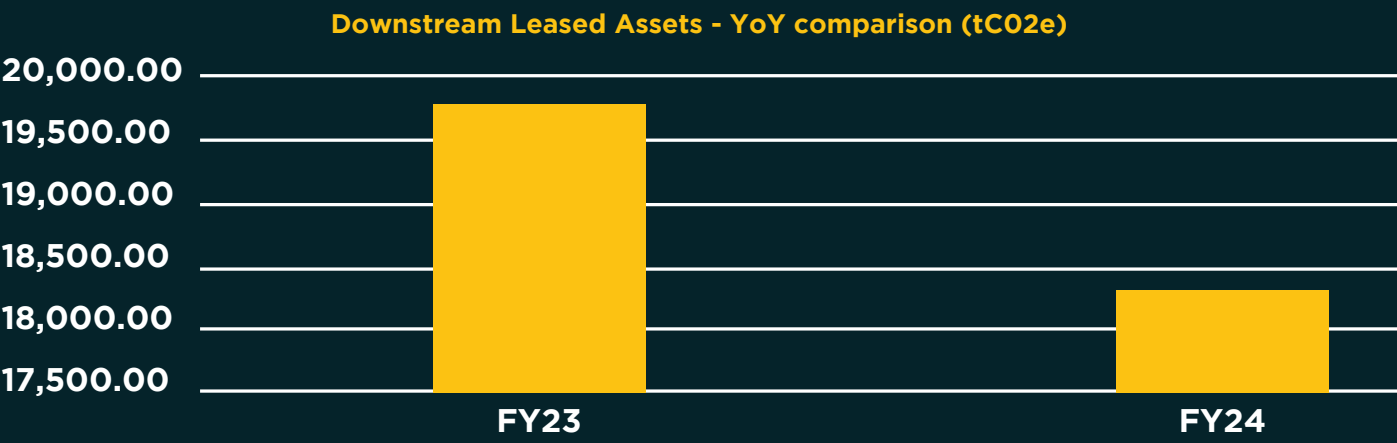
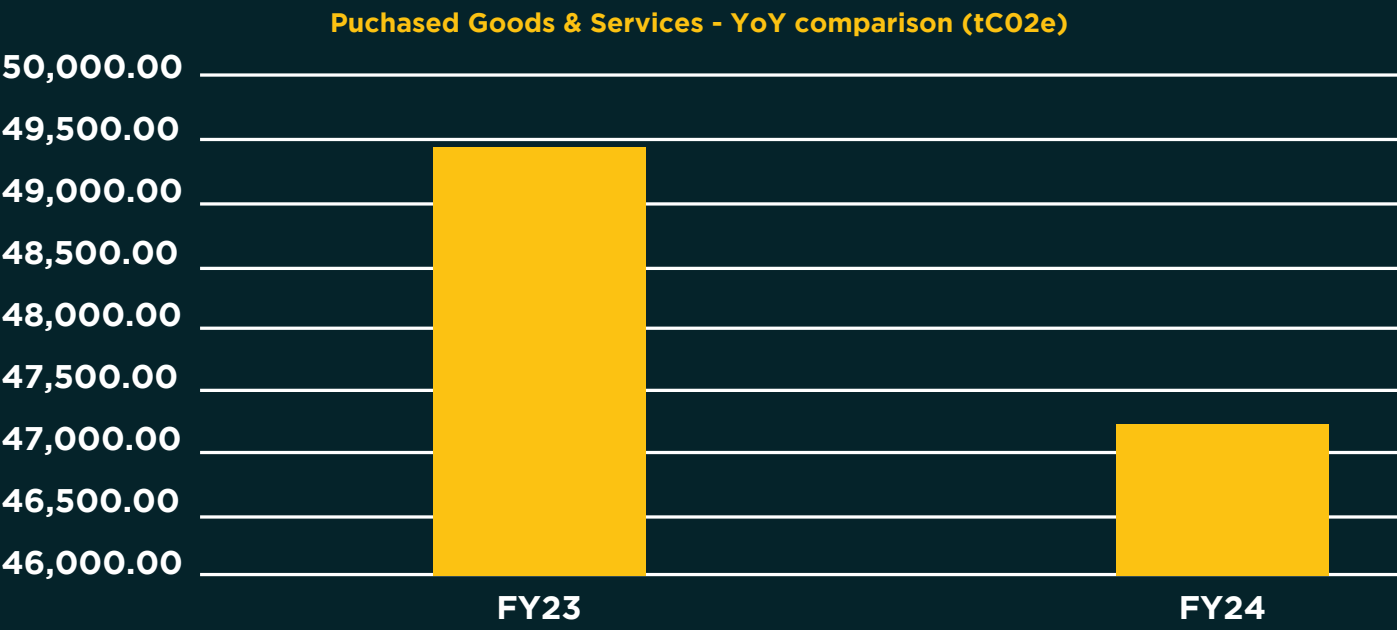
These improvements have ensured more of the data we report is based on primary evidence. Given the data improvements, we have restated the emissions from our 2023 report in line with the latest methodologies to enable direct comparison.

Scope 3 Emissions Breakdown (tCO2e) 2024



The two categories with greatest impact on our Scope 3 emissions (and against which our L&T and MP pubs have greatest impact) have seen significant reductions this year. Purchased Goods and Services (PG&S) relates to all the products and services we buy from other companies. By far the largest contributor to our Scope 3 emissions, we have seen a **4% reduction in PG&S** this year.

For Downstream Leased Assets, that is, emissions from the operation of our L&T pubs – assets that we own and lease – the reduction is even greater at **7%**.



NEXT STEPS IN EMISSIONS REDUCTION

We have much further to go to achieve net zero, but this year marks another step forward, not just in terms of emissions reduction, but in the way we calculate those emissions. The improvements made this year give us a solid foundation from which to work.

OUR NET-ZERO ROADMAP

Net zero is about balance. It's about ensuring that the carbon emissions we make are 'cancelled out' by the actions we take to remove carbon from our operations.

We are committed to driving energy efficiency across our business and supply chain to address our impacts on climate change.

We've set the aspirational goal to reduce our direct emissions (Scope 1 and 2) by 80% by 2032 and achieve net zero by the end of 2040. As this infographic shows, we're doing that in a range of ways.



- | | | |
|----------------------------------|--------------------------------|-----------------------|
| 1 Building materials and fitouts | 4 Equipment and appliances | 7 Logistics |
| 2 Heating and cooling | 5 Lighting | 8 Water |
| 3 Electricity generation | 6 Purchased goods and services | 9 Waste and recycling |

ACTIONS IN SUPPORT OF SDG 7 - AFFORDABLE & CLEAN ENERGY



'Planet' actions address the following target:



TARGET 1:

All our pubs in England and Wales will have minimum EPC rating of C or above by the end of 2026. (Unless listed under the PRS Exemption Register at the time of goal setting).



ON TRACK

Actions relating to SDG7: Target 1 are indicated by *



TARGET 2:

We will reduce our energy consumption in our Management Partnerships¹ pubs and at our Head Office, by 30% by the end of 2028².

¹Leased and Tenanted energy consumption will be captured in our Scope 3 emissions.² Baseline of 2023. Additional MP pubs will use baseline data from the year the pub transfers to MP.



WORKING ON IT

Actions relating to SDG7: Target 2 are indicated by +



TARGET 3:

We aspire to procure the majority of the electricity in our MP pubs from certified renewable sources by the end of 2032.



COMPLETE

Actions relating to SDG7: Target 3 are indicated by ^

For more on our progress towards the above targets, see page 36.

IMPROVING OUR EPC RATINGS *

An energy performance certificate (EPC) measures how energy efficient a property is. Rated A (highest) to G (lowest), an EPC matters to our MPs and Publicans because it is directly linked to the cost of heating and lighting their pubs. The more energy efficient a pub, the less it will cost to power.

When our portfolio was first assessed in 2023, 46% of pubs (446) fell below a 'C' rating. 'C' is considered "good" and indicates that the property falls within a 69-80% efficiency band as defined by the standard assessment procedure.

Our target is for 100% of non-listed pubs in England and Wales (that is, pubs not listed on the PRS Exemption Register – often listed buildings or similar where energy efficiency improvements would unacceptably impact the property's appearance or affect its structure or fabric) to have an EPC rating of 'C' or above by April 2026.

Working with our partner, Compliance 365¹², we have made strong progress over the past year and 87.5% of pubs (932) now have at least a 'C' EPC rating.



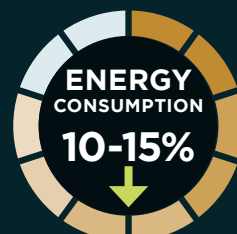
IMPROVING THE ENERGY EFFICIENCY OF PUNCH +

The energy efficiency of our pubs has never mattered more. The more efficient we can make our estate, the smaller the impact our operations have on our planet, the more money we can save our MPs and Publicans, and the more we can demonstrate to our guests that we are delivering on our Doing Well, By Doing Good philosophy.

Over the last few years, we have improved our coverage of energy usage data and management information and created bespoke energy dashboards to show each pub's weekly consumption. These help us understand the nature of energy consumption within the business and identify opportunities for reduction.

We have introduced changes that have reduced consumption by 10-15%.

We're now trialling some significant projects to help us go further.



30-MINUTE METERING

Half-hourly smart metering installation enables us to compare year-on-year gas and electricity kilowatt-hour consumption for our MP and Laine businesses. We rolled out half-hourly smart metering in FY23 and have continued this process since. Now, over 300 MP and Laine pubs are able to see their gas and electricity consumption broken down into 30-minute blocks.



TECHNIK2 INSTALLING

Technik 2 is the energy-saving technology that actively manages the energy use of beer remotes, cellar cooling, and bottle fridges, reducing usage while protecting dispensing quality.

The installation of Technik2 in over 300 of our MP and Laine pubs has demonstrated electricity savings of **8-11%** per pub. We now plan to roll out Technik2 to all new tenancies in our L&T business, with Punch funding the initial capital investment and Publicans renting it from Punch.

We aim to have 150 businesses benefiting from the scheme by the end of the financial year.



NIGHT-TIME SAVING

We launched an energy saving incentive to encourage our MPs and their teams to focus on reducing night time consumption to as little as **2kw** per hour. See page 84.

BEHAVIOUR CHANGING

Technology can make an enormous difference to the amount of energy we consume. But changing habits has the potential to make just as significant a difference. Throughout our pubs, our MPs and Publicans are running initiatives and training their teams on best practices in energy management. See page 84.

BOILER UPGRADING

We have upgraded boilers in over **400** of our pubs in the last two years.

DASHBOARD TAILORING

For each of the pubs with half-hourly metering, we've created a bespoke energy dashboard that...

- Enables each MP to get a clear understanding of their pub's energy consumption.
- Compare consumption with peers.
- Identify improvement opportunities, actions and solutions.
- Focus on specific areas, such as overnight usage levels.

TECH TRAILING

We've been running trials of several energy efficient technologies (such as voltage optimisation (VO), heating controls and insulation). We're now reviewing the impact assessments to understand any wider rollout opportunities, with VO set to be first in line for all MP and Laine pubs over the coming months.



EV CHARGING AT PUNCH

EV charging is currently available at 13 of our sites,

with **17,206,74 kWh** used for EV charging in the last reporting year. We are continuing to explore new opportunities to install more chargers in our pub car parks.



EV Chargers at the Plume of Feathers, Redruth

INFRASTRUCTURE IMPROVING

In a growing number of our pubs, we've reduced heat loss by replacing doors and windows, improved temperature regulation by installing PVC curtains, and moved heat producing equipment away from equipment/areas designed for cooling to avoid both 'fighting' each other and wasting energy.

EV DRIVING

Over the reporting period we've switched more company-owned vehicles from petrol and diesel to electric, petrol hybrid and petrol plug-in hybrid. The company car fleet is now 86% electric

or hybrid, with **65%** of the fleet battery electric. Thanks to a new partnership with Octopus Energy¹³, we are hopeful of achieving a 100% electric fleet in the coming years.



octopusenergy

POWERING OUR PUBS WITH RENEWABLE ENERGY ^

In a challenging market, we continue to explore a variety of options to increase the use of renewable energy across our estate. For example, eight of our pubs (six MP and two L&T) are part of a trial to understand the feasibility of removing gas from sites and switching solely to electric power.

Two of the trial pubs operate using LPG, and the outcomes of the trial will help inform energy strategy for the remaining 45 sites which also use LPG.

Meanwhile, at least 51% of the electricity we procure on behalf of our MPs and our L&T PubSpark Publicans is backed by Renewable Energy Guarantees of Origin (REGOs) sourced exclusively from wind, solar, and hydro generation. This achievement underscores our commitment to a cleaner, lower-carbon energy future and reflects the tangible progress we're making in decarbonising our supply chain.

ENERGY SAVING IN ACTION +

Railway Tavern Halves Night-Time Energy Consumption

Leaving a TV on standby costs about £12 in electricity per year¹⁴. In a pub, of course, there's probably more than one TV. Then there's the Digibox, the games room equipment and more. They all cost money to leave on standby. But switching them off and on again costs time and effort most operators can live without too.

At the Railway Tavern in Norton Canes, MP Sophie Lloyd's dad had the answer. In response to rising energy bills, he came up with the idea of installing a control switch that ensures every piece of non-essential equipment is switched off.

The switch is on the wall next to the door leading to Sophie's private accommodation, so it's impossible to miss. Using it has helped halve night-time energy consumption (compared to the average pub) to 2kWh.



▲ Sophie at The Railway Tavern

"The benefit of having a control switch is you can rest assured everything is turned off, and nothing is left on standby."

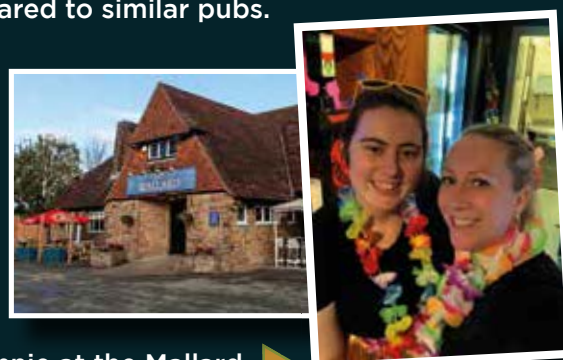
Sophie Lloyd, Railway Tavern

The Mallard's Switch-On Routine Cuts Energy Consumption By One Third

By ensuring their equipment is turned on in stages during the morning start-up, the Mallard in Ilkeston is saving on average 1/3 of energy compared to similar pubs.

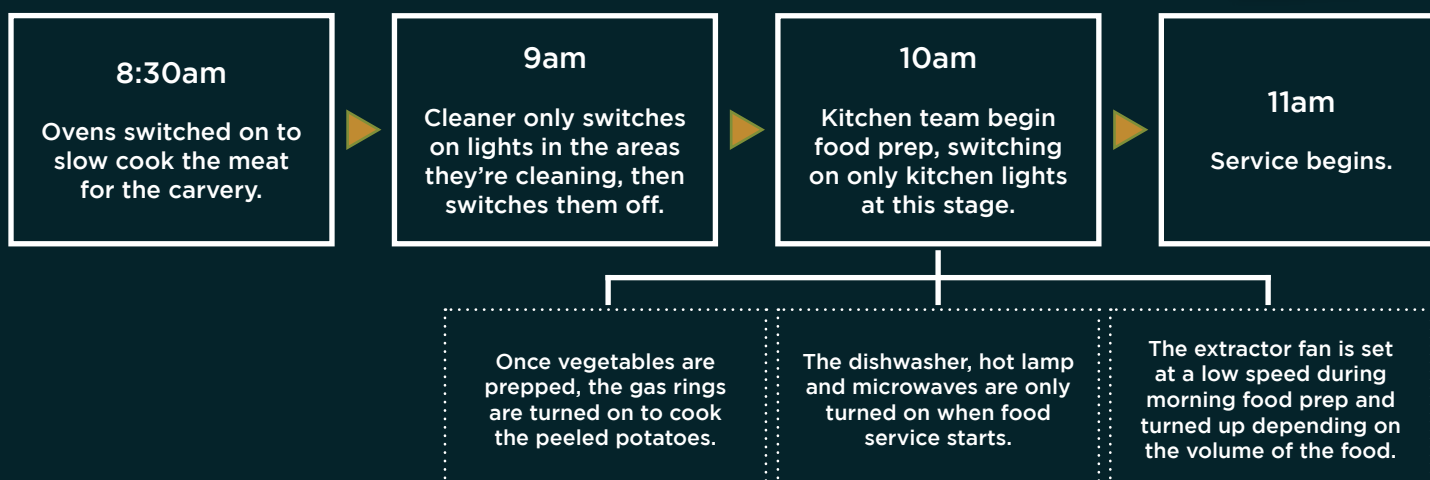
"My predecessor ran this pub as an L&T Publican, so she made sure we turned lights and equipment off. Because these practices were drilled into me, it's become part of my everyday routine."

Vonnie Manchester, The Mallard



Vonnie at the Mallard ▶

Vonnie's energy saving routine:



New Solar Panels for Ye Olde Fleece Inn

As part of a wider £145k joint investment with Punch, Chris Moss and Josh Macaulay, directors of Ye Olde Fleece Inn at Highgate in Kendal, have installed a 50-solar panel system on the roof of the pub at a cost of around £30,000. The panels, which supply around 25kW of energy, were installed working closely with Westmorland and Furness Council as the Fleece is a listed building, built in 1654.

As Chris notes, the installation wasn't simply about saving money and energy; it was also important to be seen to be doing the right thing.

"We're acutely aware that pubs use a lot of energy in cooling beer and generally running the establishment and, as responsible business owners and with all the issues surrounding energy and global warming, we need to be seen to be doing the right thing."

"This is especially important as we employ a lot of young people, and they need to be able to look up to business owners and see that the businesses are being run in the right and proper way."



▶ Ye Olde Fleece is leading the way in energy-saving technology



BII SUSTAINABILITY CHAMPIONS



The BII awards Sustainability Champion status to pubs going above and beyond to demonstrate their commitment to running a sustainable business. There's no 'winner'; every pub able to evidence its impact in four key areas (energy reduction, waste reduction, sustainable procurement, customer and team engagement) can be a Sustainability Champion. Numerous Punch pubs meet the BII's standard and this year they've been joined by...

THE COACH & HORSES, CREWE ▶

Publican and Pub Hero Angie Uren is tackling sustainability in a range of ways. Much of the food the pub serves comes from ingredients grown in the pub garden. Rainwater is collected and stored to water the growing garden fruit and veg. And the pub isn't only recycling its own cooking oil; it's doing it for its neighbours too.

Perhaps the greatest impact has been in energy use. Measures including removing all fridges and freezers from the cellar, draught seals and self-closing doors have helped the pub reduced its energy bill by over £500 a month.



The Dove and Rainbow, Sheffield ▶

The BII recognised Pub Hero Dawn Gunther's efforts to introduce sustainable operations. All members of the team fully engage in energy reduction and recycling actions. All cellar equipment and fridges are on timers and there are notes on every door to turn off lights when a room is not in use. The pub also has a new, more energy efficient boiler and cellar cooler, and Dawn is a willing guinea pig for any new cellar technology that may further support sustainable change.



GROWING MORE SUSTAINABLE GARDENS

A great pub garden can be a powerful draw for our guests. Done right, it can support biodiversity and the environment too. Our summer pub garden competition celebrated gardens that created great guest journeys, and also welcomed nature through rainwater harvesting, herb gardens, composting and more.

There were some brilliant prizes on offer for the winners, which was just as well because the entries were blooming gorgeous.

The Royal Hotel, Bolton-le-Sands and The George, Finchdean, Waterloooville claimed first and second spot respectively amongst some extremely stiff competition.



The Royal Hotel, Bolton-le-Sands



The George, Finchdean, Waterloooville

▲ The Royal Hotel, Bolton-le-Sands

ACTIONS IN SUPPORT OF SDG 12 – RESPONSIBLE CONSUMPTION AND PRODUCTION



‘Planet’ actions address the following target:



TARGET 1:
We will send zero waste to landfill by the end of 2028, faster if we can.



ON TRACK

Actions relating to SDG12: Target 1 are indicated by #



TARGET 2:
We will work with suppliers that support our bold vision for our people and planet. To achieve this, we will have an ambitious Supplier Charter and industry-accredited framework by 2024.



COMPLETE

Actions relating to SDG12: Target 2 are indicated by ~



TARGET 3:
Our aspiring goal is to reduce our direct emissions (Scope 1 and 2) by 80% by 2032. We will also be net zero by the end of 2040.



WORKING ON IT

Actions relating to SDG12: Target 3 are indicated by |

For more on our progress towards the above targets, see page 40.



▲ The Devonshire, Hartington looking resplendent in the sun



ZERO CARBON FORUM

The Zero Carbon Forum is helping the hospitality industry cut carbon from its operations. Now representing a third of the sector, key highlights of our relationship in the past year have included:

CLIMATE RISKS OF BREWING: We were involved in the development of a cross-industry collaborative project with 22 pubs and brewers in partnership with the Forum and The British Beer and Pub Association (BBPA), to better understand the climate risks associated with brewing in the UK.

ACTION GROUP ENGAGEMENT: We have been involved in a number of action groups to improve our collective understanding and awareness of the sector's challenges and carbon reduction opportunities.

These include:

- Engaging suppliers
- Low carbon technology and equipment
- Regenerative agriculture
- Tenants and franchisees
- Reducing emissions in beef (the most carbon intensive food product across hospitality).



▲ Exploring the impact of the food we serve at a Sustainable Menu Day.

FOOTPRINT VISUALISATION AND MORE

- The Forum's footprint visualisation tool is enabling Punch and other members to better explore the insights provided by their carbon footprint data.
- We're exploring ways we can use the Forum's carbon calculator for our L&T estate.
- The Forum's revised Climate Action Plan gives us insight on all the things we can do to reduce our climate impact.
- Sustainable Menu Days allow us to discuss the carbon impact of food amongst our industry peers.



▲ Bob Gordon, of the ZCF, addresses an All Members Meeting

A BLUEPRINT FOR BETTER SUPPLIER ENGAGEMENT~

Many businesses in the beer and pub sector provide climate-related financial disclosures as part of their company's strategic reports.

These disclosures are intended to provide information about how climate-related risks and opportunities are likely to impact an organisation's current and future financial position. They lead to increasing scrutiny on supply chain decarbonisation and increase the need for measurement and action from suppliers and SMEs upstream of these large businesses.

The increasing scrutiny is also increasing the volume and depth of data requests from brewers, pubcos and other businesses. Responding to these requests is becoming more onerous and more complex.

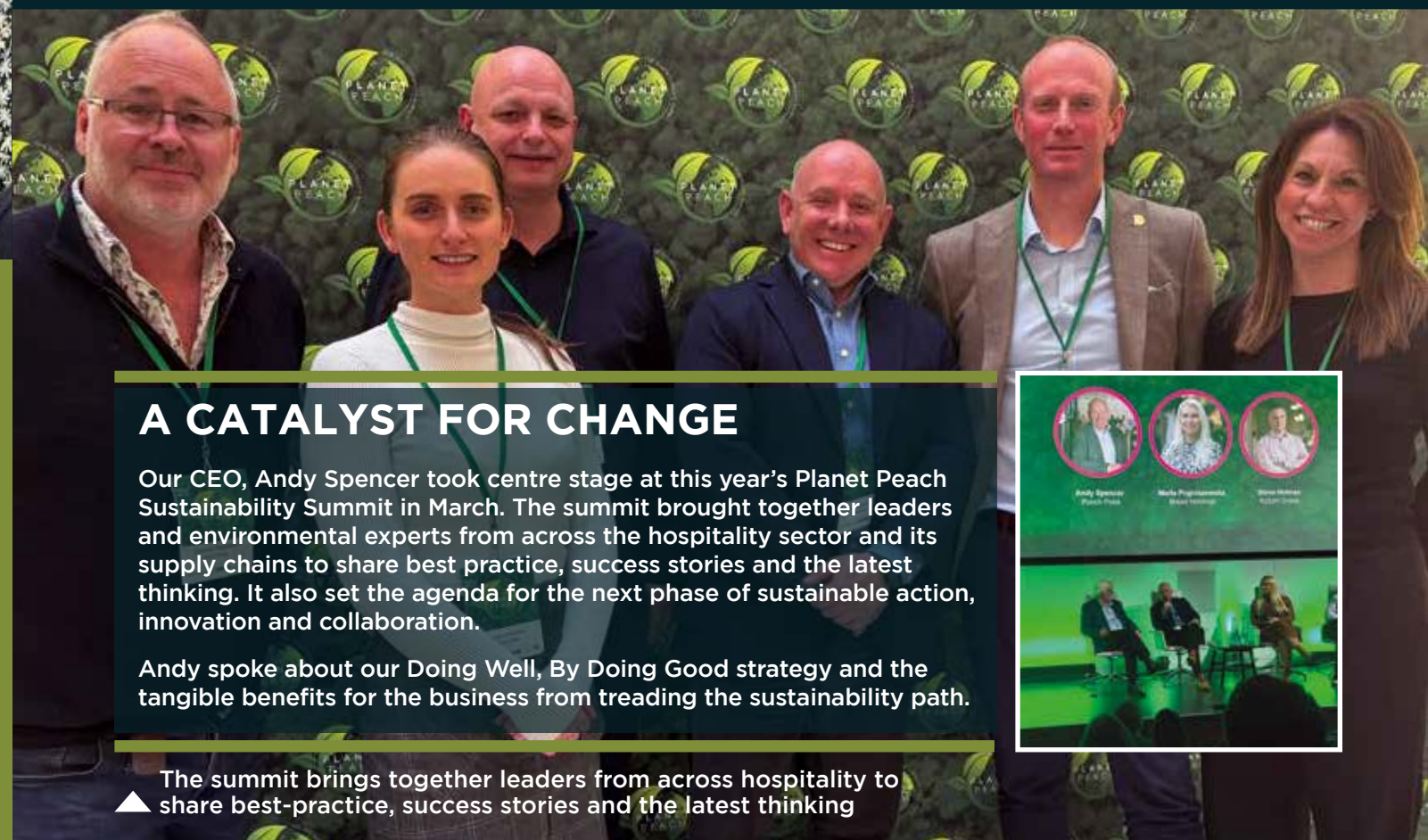
STANDARDISING OUR APPROACH TO DATA

That's why we, the BBPA and a group of its members large and small have collaborated to agree a uniform approach to data gathering across the sector.

The working group has developed an industry blueprint with a standardised suite of questions for data gathering, particularly in respect of Scope 3 emissions (that is, all indirect emissions that occur in the value chain of the reporting company). The blueprint has been designed to work effectively with all suppliers regardless of size, industry or maturity of ESG work.

Blueprint questions cover policies, actions taken, and data points from suppliers. The qualitative and quantitative data gained from these will be reviewed and updated annually to maintain uniformity across the industry.

Now finalised, we'll share more about the impact of the blueprint in our next Punch Promise.



A CATALYST FOR CHANGE

Our CEO, Andy Spencer took centre stage at this year's Planet Peach Sustainability Summit in March. The summit brought together leaders and environmental experts from across the hospitality sector and its supply chains to share best practice, success stories and the latest thinking. It also set the agenda for the next phase of sustainable action, innovation and collaboration.

Andy spoke about our Doing Well, By Doing Good strategy and the tangible benefits for the business from treading the sustainability path.

▲ The summit brings together leaders from across hospitality to share best-practice, success stories and the latest thinking





▲ Our Pub Heroes at the Actress & Bishop in Birmingham

OUR CLIMATE - RELATED FINANCIAL DISCLOSURES

It's vitally important for every organisation to understand and address the impacts of climate change on its business. That's why, during FY24, we assessed for the first time how climate change is incorporated into our governance, strategy and risk management. We also examined the financial implications of climate change on Punch Pubs & Co, and the targets we need to consider to properly address the issues arising from them.

The report that resulted from that assessment disclosed climate-related risk and opportunity information following the recommendations of the Task Force for Climate-related Financial Disclosures (TCFD).

CLICK
BROCHURE
TO SEE
MORE



Although the taskforce has now disbanded, we recognise the importance of continually reviewing and reporting our climate-related risk in line with Climate-related Financial Disclosures (CFD), and we commit to disclosing these regularly.

REDUCING OUR WASTE WITH

Biffa



WE RECYCLE
52%
OF OUR WASTE

WE CONVERT
46%
OF OUR WASTE
TO ENERGY

WE DIVERT
98%
OF OUR WASTE
FROM LANDFILL

In 2022, our recycling rate was 44%. To improve that picture, we've been on a journey with our sustainable waste management partner, Biffa. Our headline goal was to increase our recycling rate to 60% in support of our target to send zero waste to landfill by the end of 2028, but our partnership is achieving considerably more.

RECYCLING: Thanks to increasing the availability of recycling options across our MP pubs and getting clear guidance from Biffa about waste segregation, we're closing in on our target of 60%, with recycling across Punch now at 52%. For more, see page 92.

TRAINING AND ENGAGEMENT: Through training sessions and communication campaigns – including joining sessions at our Pub Heroes events – Biffa has helped make waste management an integral part of our operational culture.

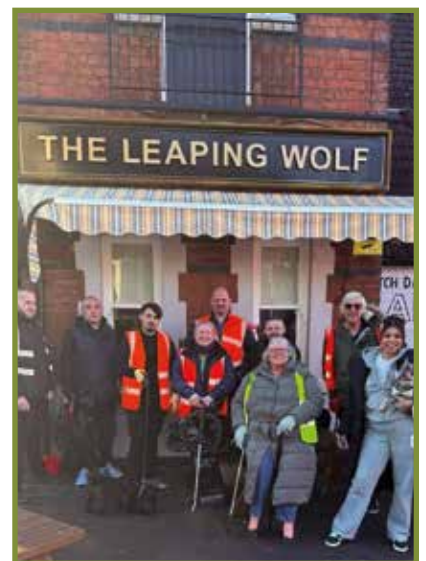
COMMUNITY INITIATIVES: On Crantock's beach and in the woods of Cannock Chase, 150+ volunteers from our pubs and local communities took part in clean-ups organised by Punch, Molson Coors and Biffa, collecting 105 kg of waste. Meanwhile, 20+ staff and guests from The Leaping Wolf in Wolverhampton hit the streets, filling bin bags with litter to make the local area look more presentable to visitors and safer for children. [Click here](#) to see our Woodland Clean video.



105KG
OF WASTE
COLLECTED

OUR COMMITMENT TO A CLEANER ENVIRONMENT

Our beach, woodland and other clean-ups are important not just for the waste they collect, but also as a simple, visible signal of our ambition to protect biodiversity and our local environments. Over the next two years, we commit to eight more 'cleans'.



"Our partnership with Biffa has transformed how we approach sustainability across our business. What's been truly rewarding is the community work we've done together. From woodland and beach clean-ups to new recycling initiatives, these projects have engaged our teams and supported local communities, showing that we're serious about making a difference."

Jon Dale, Strategic Corporate Affairs & ESG Lead, Punch Pubs & Co

RECYCLING THE RIGHT WAY

What's the right way to dispose of blue roll? Ketchup sachets? Broken glass? Recycling should be simple, but it's the grey areas that can make things tricky. To help, Biffa and Punch collaborated on a simple poster for all our pubs to make waste segregation easier.

That's just one example of how we've been keeping the focus on recycling this year:

RECYCLE WEEK 2024

Recycle Week is the UK's largest celebration of recycling, organised by Recycle Now¹⁵. This year's theme was 'Rescue me', which encouraged everyone to save recyclable items from the trash.

In October, our Head Office rescued the following:

- Our Welcome Inn Team introduced battery, IT equipment and printer ink recycling (from office and home) for every member of the team, supported by our waste management partners.
- We collected coffee grounds from the machines on site and bagged them up for team members to take home to use as a composting companion.
- Our marketing team is ensuring that, from posters to postcards and banners to flyers, more of the material we send to pubs is recyclable.

PUB VISITS

Like many pubs, The Bittern in Southampton made heavy use of its general waste bins. Six months into the year, we visited the site and worked with the MP to identify recycling opportunities. Now, The Bittern is recycling much more and has halved the amount it places in general waste.

DISPOSING WITH DISPOSABLE CUPS

The typical takeaway coffee cup may no longer be made of plastic or Styrofoam, but even paper cups can be just as toxic as their more obviously unsustainable cousins¹⁶.

That's why we've removed all paper and disposable plastic cups from Jubilee House and are encouraging every Support Team and Field Team member to switch to individual, reusable drinking cups and bottles for hot and cold drinks.

To support this, we issued all attendees at a recent Punch conference with branded Pineapple Roastery cups, with replacements (and supplier-branded bottles and glasses) available from Head Office reception.



The Bittern in Southampton



MORE WINNING, LESS BINNING WITH PINEAPPLE PARCELS

The UK wastes around 9.5 million tonnes of food each year¹⁷. Shockingly, that's almost four times the total tonnage of vegetables the country produces annually¹⁸.

That's why we take Food Waste Action Week (FWAW) so seriously, which each March works to reduce food waste and drive community-wide action towards more environmentally and financially sensible food consumption practices.

As part of our contribution to FWAW 2024 – and as an example of our 'win, don't bin' ethos – the Welcome Inn and Academy & Development Kitchen created "Pineapple Parcels", giving team members their choice of leftover food and drink.

Each parcel, in recyclable packaging, sold for £1, with all proceeds donated to charity. The parcels proved to be so popular that the initiative has continued.

"I love the Pineapple Parcels. What better way to help reduce food waste than by providing healthy portions of food for employees to take advantage of and take home for a fraction of the price?"

Louise Swinfield, Project & Development Co-ordinator (Business Support)

REDUCING EMISSIONS WITH



Once again, this year, we've been encouraging our colleagues to reduce their environmental impact both in work and outside of it.

Our continuing partnership with Train Hugger¹⁹ – the eco-friendly ticketing platform – means that every time we book a train ticket, we get accurate emissions data for our carbon accounting and plant a tree in the process. As a third of Train Hugger's revenue supports UK environmental causes, every ticket we book cuts carbon relative to driving, and protects the British countryside.

We have now planted over **1,000** trees, been involved in 13 community projects and planted over **40** different species including alder, ash, cedar, fir, yew and willow.



County Down



West Sussex

PROJECTS
Broadhempston Community Woodland, South Devon
Cheriton, Hampshire
County Armagh
County Down
County Tyrone
Hampshire
Kilbride, Isle of Skye
Leyburn, North Yorkshire
Northumberland
RFS Hockeridge and Pancake Woods, Buckinghamshire
South Tyrone
West Sussex
Wood Norton, Norfolk

CUTTING CARBON WITH COKE

We've been working closely with Coca-Cola to reduce our carbon footprint by switching to lower-carbon packaging across our pubs. Initiatives are still rolling out, but we have already achieved the following:



- **Post-Mix Mixers:** Over 75% of the mixer volume at our Laine venues now comes from post-mix, instead of bottles or cans, saving over 18,000kg of CO2 in 2024.
- **Fireside Collection:** Switching to a range of Schweppes mixer 150ml cans from the previous 200ml glass range has saved over 800kg of CO2.
- **Appletiser:** A shift from 275ml glass bottles to 250ml cans in our MP pubs is expected to save over 6,000kg of CO2 annually. With a full promotional plan in place for 2025, doing the same with 40% of bottles in our L&T pubs could cut around 2,500kg of CO2 per year.
- **Oasis Cans:** We've launched new 330ml can formats as an alternative to J2O's 275ml glass bottles. The exact CO2 savings can only be estimated due to different suppliers but we expect a reduction of at least one third.

*All savings are based on the IFEU independent carbon survey of CCEP products.
 **Data is based on Punch sales as of February 2025.



OUR POLLINATOR PUBS ARE GROWING



More than 70 of our Publicans and MPs have now got involved in our 'Pollinator Pub' campaign. As we shared in the last Punch Promise, the campaign, a collaboration with Eden Project, sees each Pollinator Pub receive a bundle of seeds, compost, tools and more to help them support biodiversity and grow accessible, sensory garden areas for guests. Here's what some of them have been up to:

**The Crown
Brompton on Swale**

Lizzie Druery at the Crown put her bundle of pollinator-friendly wildflower seeds, bug hotels and plant pots to work in her pub garden.

**The White Swan
Wigan**

MP Rebecca Whittle has cultivated a bright, colourful outdoor area brimming with flowers in pots and a centrepiece flowerbed – creating the perfect space for bees and guests.

**Three Cottages
Hasland**

Thanks to MP Nicky Lee's green fingers, guests at the Three Cottages are always able to enjoy beds and hanging baskets overflowing with colourful wildflowers. The seeds from Eden Project meant 2024's display was also full of nectar-rich flowers such as lavender and primrose.

**The Hen House
Cannock**

His 'pub garden' may only be a small patch of grey tarmac, but MP Mike Lenthall has introduced multiple flowerpots full of nectar-rich plants to attract passing bees. In the process, he's demonstrated that you don't need a garden the size of Kew to be a Pollinator Pub.

**The Swan Inn
Noss Mayo**

Inspired by their daughter, Publicans Amy and James Warne aren't just committed to running a Pollinator Pub, with flowerpots and a bee barrel hotel in their outdoor seating area. They're growing lots of the produce that features in their menus (and buy lots of the rest locally). They've reduced energy consumption by 25% by changing their daily habits. And they've created a whole quayside area that's doubled the pub's covers and created a brand-new focal point for the community. Small wonder they were runners-up in Eco-Friendly Pub category at the Punch Publican of the Year Awards in 2023.

VISITING EDEN

The Eden Project remains one of our five strategic partners. Last year members of our Pineapples with Purpose sustainability team took a trip to Cornwall for an inspiring visit to Eden Project that left a lasting impression.

The visit was a chance for the team to gain a deeper understanding of our relationship with nature and our responsibility as a business to support biodiversity.





PUBS

Fit for future, shared success

▲ Bull & Dog Inn, Burscough, Ormskirk



TAYLOR SWIFT JOINS GRIFFIN FESTIVAL (WELL, SORT OF...)

Ed Sheeran. Oasis. Taylor Swift.

They were just some of the tribute acts taking part in The Griffin Festival 2024 at the Griffin's Head, in Papplewick near Nottingham on the late May bank holiday weekend in 2024.

200+ guests from the local community and surrounding area joined the party.

To encourage them to reuse their plastic cups, organisers added 10p to each drink sold in a fresh cup, with all proceeds from the surcharge (£400) donated to the Eden Project's Growing Point initiative, a state-of-the-art plant nursery complex that's pioneering sustainability in the way it has been built and the way it operates.




PUBS

The pub. It's a British institution. But as Britain changes, it's important that our pubs evolve too, so they remain at the heart of their communities.

This year, our pubs have continued to evolve to be the hubs our guests, Publicans, MPs and employees want and need. They're serving up ever more sustainable menus. They're building skills. They're changing the way they look and the services they offer. And in hundreds of ways, they're doing good.


'Pubs' actions in this section address the following targets:





SDG3 TARGET 2:

Every employee, Publican and Management Partner will receive innovative training and resources to ensure that we provide safe and inclusive spaces for our guests by the end of 2024.



COMPLETE

Actions relating to SDG3: Target 2 are indicated by ✱



SDG8 TARGET 2:

By 2026, we will publish an academic research report that highlights the economic and social benefits of Punch pubs to local communities.



ON TRACK

Actions relating to SDG8: Target 2 are indicated by ▲



SDG8 TARGET 3:

We will grow sales by at least 30% in any new and invested MP pub by the end of 2025, benefitting local communities through the creation of an expected additional six to eight skilled hospitality roles per pub.



ON TRACK

Actions relating to SDG8: Target 3 are indicated by +



SDG12 TARGET 1:

We will send zero waste to landfill by the end of 2028, faster if we can.



ON TRACK

Actions relating to SDG12: Target 1 are indicated by #



SDG12 TARGET 2:

We will work with suppliers that support our bold vision for our people and planet. To achieve this, we will have an ambitious Supplier Charter and industry-accredited framework by 2024.



COMPLETE

Actions relating to SDG12: Target 2 are indicated by ~

THE POWER OF OUR PUB HEROES

As this year's Punch Promise shows, we're doing a huge amount for People and Planet. Yet a couple of years ago, we realised that if all the good we do is to really make a difference, we need to bring it to life within our pubs.

Doing that meant involving our MPs and Publicans. Pub Heroes was born.

In January 2024, we welcomed 15 of our most sustainably minded, engaged and enthusiastic Publicans and MPs to our first Pub Heroes event in Birmingham, hosted by Molson Coors. In May, the team came together at Laine's newly refurbished Tempest pub on Brighton seafront. In October, with numbers growing, we reconvened at Theakston Brewery in Masham, North Yorkshire. Most recently, over 35 of our Pub Heroes were at Thatchers Cider Farm in Somerset to continue the fantastic work.

In little over a year, they've covered a lot of ground.



WHAT HAVE THE PUB HEROES ACHIEVED?

Already, our Pub Heroes have...

- Agreed two areas of focus under each of our People, Planet, Pubs pillars (see below).
- Shared ideas, challenges and best practices.
- Listened to feedback on a range of initiatives, from waste reduction to well-being.
- Fed into Punch's new brand values, which 'inspire those moments'.
- Engaged directly with our strategic partners – such as Greg Bateman of People's Captain and OAPA Founder Greg Mangham.
- Connected with our Push the Pineapple team, sharing ideas and insights.
- Shared events including beer and cider tasting, and cooping.



Fit for future, shared success

PUB HEROES AREAS OF FOCUS



Supporting mental health
Supporting our charity work

PEOPLE

Beating Heart in Each Community



Energy audits
Waste management help

PLANET

Better, Greener Choices



Communications outreach support
Energy efficiency technology

PUBS

Fit for future, shared success

What being a Pub-Hero means to me...



"The opportunity to help make a difference within our pubs and the wider community."

Heather Sail, The Navigation, Breaston



"To help people. Whether it is delivering food or providing staff with safe travel to and from work ... just to help the wider community."

Robin Uren, Coach & Horses, Crewe



"If I can make the next generation better than that's my job done. It's not for me; it's for everybody else."

Mike Lenthall, Hen House, Cannock



"We came to [Pub Heroes] pretty blind as to what we'd take away from it. But what we've learned – about food waste, the environment and what we can do to make changes – we'll be taking back to our pub."

Kay Mole, Red Lion, Shildon

"Pub Heroes makes me feel valued. It's good to be asked what we think. I have an input, and I get to talk to other Publicans. It's shown me how much Punch cares."

Dawn Gunther, Dove & Rainbow, Sheffield



"From Punch's perspective, there's enormous value in Pub-Heroes. It's how we get our Publicans' and MPs' side of the story. We get to live what they're living and come up with great ideas together. Whether it's improving the energy efficiency of our pubs, tackling waste or well-being, they help us understand what we need to do next, and help shape our plans."

Andy Carlill, Marketing & Communications Director



CONNECTING PUB HEROES AND PINEAPPLES

Day two of our well-being event, (explore day one at page 56), demonstrated how interconnected our initiatives are, as attendees discovered the Push the Pineapple story and were introduced to the work of our Pub Heroes.

For our Pub Heroes who joined the event, it was a chance to take part in presentations and discussions on the habits of and barriers to happiness in hospitality. An Ibiza takeover got everyone moving. And the Licensed Trade Charity nurtured everyone with a little TLC.

▼ Pub Heroes at Thatchers Cider Farm



MAKING OUR MENUS BETTER FOR EVERYONE + # ~

Increasingly, our guests are looking for sustainability in every part of their lives, and that includes the food they eat. That's why we've been working to develop food menus in our MP pubs that combine delicious ingredients and imagination with sustainable practices. We've applied our People, Planet, Pubs approach to the development of our food sustainability strategy, including a challenging new set of KPIs:



PEOPLE



PLANET



PUBS

Food For All	Proud of Punch	Proud of our products	Minimising our impact	Compelling Communication	Pub Sustainability
We're working hard to reduce sugar, salt and fat in our foods and create more healthy options across our menus, especially for children.	We recognise the positive impact sustainable food practices have on our people, communities, guests and suppliers - from boosting local jobs to improving trust and morale.	We're committed to celebrating seasonal produce, supporting UK sourcing, and ensuring our fish is sustainably caught.	We're tackling food waste, cutting energy use, adding more plant-based options and reducing packaging with our suppliers.	Our teams are trained to talk about healthy and sustainable choices, making sure guests know what's available.	We're proving that doing the right thing can also be good for business by making sustainability part of our profit strategy.



We can't achieve these aims on our own, which is why we're working with our food partners to ensure every ingredient of our menus is better for our people, planet and pubs.



A FOOD SAFARI WITH BRAKES

It's one thing to lay out a plan for a more sustainable menu. It's another to deliver it.

That was the aim of our two-day 'food safari' with the Food Development Team at longstanding food supplier Brakes.

Together, we discussed innovative approaches to sustainability with chefs and restaurateurs. We talked best practice, zero-waste cooking techniques, increasing plant-based options and sourcing closer to home. Most importantly, we tested and tasted, because sustainable food still needs to be delicious food.

It was a truly eye-opening day, highlighting to us all how we can enhance our guests' experiences by telling the stories of our ingredient sourcing and sustainability journeys.

The insights from the food safari are now shaping the future of Punch's food strategy. And in partnership with Brakes, we're exploring more sustainable dishes for our menus of the future.



Jude's (ICE) CREAM OF THE CROP



You'll find Jude's ice cream in many of our MP pubs. Dedicated to taking a thoughtful, sustainable approach to ice cream, the company is a great example of the way we're bringing more reduced sugar and plant-based alternatives to our menus without sacrificing one iota of taste.

And that's not all. In the past year, Jude's has:

- Been B Corp recertified.
- Reduced its carbon intensity** by 31% (against a 2020 baseline).
- Removed 20+ tonnes of plastic by switching to paper lids.
- Harnessed solar power to meet 36% of its Twyford factory's needs.
- Ensured 88% of relevant products are Rainforest Alliance Certified.

Its plant-based ice creams generate 47% less carbon with 80% lower land use too!

**Carbon intensity: the amount of carbon dioxide emitted per unit of economic activity.



ON THE FARM

A big part of improving the sustainability of the food we offer is understanding what's possible. During Net Zero Week, in July 2024, for example, Jon Dale and Tom Allen, Head of Culinary at Punch, headed to Cotehill Farm on the Cumbrian fells to learn more about regenerative farming.

They spent the day learning about the way Nestlé and First Milk are working with farmers across Cumbria and Ayrshire to provide high-quality fresh milk for their confectionery and frothy coffee products, with a focus on regenerative agriculture and dairy agripreneurship.

It was fascinating and enlightening to hear about their commitment to regeneration and their focus on ensuring that their cows have lives worth living, grazing rich, diverse pastures that capture and store carbon in the soil.



PUNCH'S ALLIANCE FOR SUSTAINABLE LAMB

Alliance Group is New Zealand's only 100% farmer-owned red meat cooperative. It produces 100% free range and grass-fed produce on its family farms, and then Punch brings its sustainably sourced lamb rump to the menus of several of our MP pubs.



A PINCH OF PUNCH FOR BARLEY FARMERS

The Annual Growers Meeting is a highlight of the year for Molson Coors and its barley growers. It's a chance for brewer and suppliers to get together to share industry insights, hear from industry leaders and work together to ensure the future of brewing is more sustainable.

Punch's Jess Nicklin was invited to the last Growing Green event to present our Doing Well, By Doing Good Strategy.

It's just another example of working together to ensure that, from farm to brewer to pub, every part of the supply chain is on the same page.



OIL? SLICK...

All our MP pubs are able to dispose of used cooking oil via our appointed supplier, Arrow, and we've reinforced the message that only Arrow should be used as our oil waste management partner.

That's because Arrow operates nationwide, is fully licensed, and converts the waste oil it collects into biodiesel.



INVESTING IN OUR PUBS AND MP/PUBLICANS +

Over the last five years, Punch Pubs & Co has invested over £240 million into its pub estate, including pub acquisitions. This year, further investment has helped more of our MPs and Publicans give their pubs a new lease of life and has contributed to an annualised, post-investment increase in sales of 27%.



PUBS

Fit for future, shared success

The Owl, Kingsfold

PUNCH



What we did:

- Transformed the exterior, with new landscaping and patio area for alfresco dining.
- New interior decor.
- Added a cosy snug area with leather chairs, floral décor and quirky ornaments.
- Revamped the bar and kitchen.

MP Anna Shopland: "I'm delighted to say that the investment at the pub has encouraged more of the village in, and we're seeing more and more new faces each day."



£320,000

Investment

Tempest, Brighton

LAINÉ



What we did:

- Enhanced this beacon of cultural vibrancy in Brighton, so it now exudes an air of rebellious sophistication.
- Revamped the sea-facing terrace with rustic wooden tables, industrial chic accents, Glastonbury-style flags and mesmerising lighting, giving guests panoramic views of the coastline.
- Created a world of intimate cave booths for private gatherings, with art and light installations that reverberate with the rhythm of the building.

MP Bec Andrews: "The Tempest isn't just a venue; it's an experience. Our investment reflects our commitment to enriching the communities we serve by offering a space where art, music, and great food converge to create unforgettable moments."

£350,000

Investment



£68,000

Investment

The Plough, Effingham

PUNCH



What we did:

- Refurbished all areas of the pub.
- Internal and external decoration.
- New signage.
- New food menu.

MPs Dom and Shell: "We couldn't wait for our locals and guests new and old to see our exciting renovations... and celebrate this new chapter with us."



£153,000

Investment

Four Chestnuts, Chichester

PUNCH



What we did:

- Introduced new signage and artwork.
- Completed a full repaint.
- Treated and refreshed flooring.
- Improved front and back bars to increase product range.

MP Michael Crook: "The pub looks fantastic. We needed these changes to bring it back to life. I'm pleased to say that it's done that and more. The feedback we've received so far has been overwhelming."

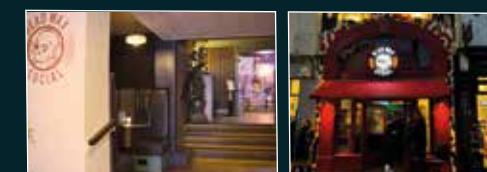


£340,000

Investment

Dead Wax Social

LAINÉ



What we did:

Created a one-of-a-kind audio-driven experience, leading with vinyl, CDs, and live performances. From its intimate nooks to the larger, DJ-led main area, each corner of Dead Wax brings a different energy, with the meticulously designed layout encouraging movement and connection.

MP Ama: "Dead Wax is a place where the music doesn't just play - it reverberates through the very fabric of the venue."



PUBS

Fit for future, shared success



£250,000

Investment

The Lord Roberts, Nottingham

PUNCH

What we did:

- Extended the canopy and installed new seating and lighting.
- Added a pergola and fixed seating.
- Replaced upstairs toilets and floors.
- Repainted the pub.
- Reupholstered furnishings.
- Downstairs bar The Prohibition – home to live music, cabaret and the pub's renowned drag shows – has had a complete repaint, fitted with new flooring and neon lighting.

Publican Craig Pennington. *"When I first took the helm of The Lord Roberts, I made my own changes specifically to the outdoor area, but it needed a little more TLC, and our guests deserved to have a more comfortable, relaxed space to enjoy. Our latest investment with Punch has done just that!"*

The Heart at Ruddington

PUNCH



What we did:

- A 'back-to-brick' refurbishment, with open fire.
- Revamped bar and dining area.
- New furniture, lighting, flooring and décor.
- Expanded pub garden (with plans for children's play area, outdoor bar and decking next summer).

Publican Jack Robson. *"We've tried to make it a pub for all that's much more family friendly. The investment has given The Heart a new lease of life and it's great to see the community enjoying the new changes."*



£115,000

Investment

**WHITE
SWAN**



**A FASTER
WAY TO
SUPPORT OUR
PUBLICANS**



You wouldn't believe the sheer volume of technical issues a Publican can face in a week. Some, like gas leaks, broken equipment, or cooler issues will always need a callout.

But many simpler faults don't, so it was good to see Molson Coors Customer Technical Services introducing a brand-new department, the Digital Services Team (DST) to help operators.

The DST is a multi-skilled office-based team designed to resolve customer maintenance issues via video call and create customer technical services digital content. Through the DST, more Publicans can get more of their technical issues resolved fast, rather than having to wait for a Technical Representative visit. That's good news for guests. It reduces stress on Publicans and staff and often enables pubs to get back up and running in little more than the time it used to take to log a call. And by avoiding the need for a callout, the service is more environmentally friendly too.

From a Punch perspective, since the start of the year (up until the end of April, 2025), DST had completed:

- **38** maintenance jobs remotely which, in addition to supporting our pubs, had saved:
- **676.40** technician driving miles.
- **65.3** hours of technician time, which can be put to more complex call-outs.
- **0.25** tonnes of carbon.

That equates to **42** miles, **4** hours and **14,062g** of carbon saved every single week.

GUEST MOMENTS

Our new Guest Moments platform helps our partners understand what guests want by tracking real-time reviews and feedback across platforms.

Pubs with higher sentiment scores see stronger sales, proving that better experiences drive performance.

By focusing on genuine reviews, we can build trust and use real insights to improve guest satisfaction.



DEVELOPING THE SKILLS HOSPITALITY NEEDS *

PROGRESS WITH PUNCH*

Progress with Punch is our five-day introductory course which teaches our new MPs and Publicans the essentials of pub finance, marketing, sustainability, beer and cellar care, people, food and legislation.

Delivered at our best-in-class Academy with its fully functioning kitchen, pub and cellar, training is also a fantastic opportunity for new operators to meet our support teams and network with other partners.

In-pub, our Thirst app (see next page) ensures we provide high-quality professional development via free eLearning modules for our partners and their teams. L&T have compliance-focused modules whilst MPs have people, guest, partnership, sales and profit-aligned modules.

Our Immersion Days, webinars and well-being sessions share essential insights and learnings to help operators look after themselves and their businesses.

Our talented Food Team delivers hands-on, creative training at Head Office and within pubs.

Our Pathway to Partnership programme continues to develop the next wave of hospitality stars through mentoring and training with Punch. In the last 18 months, 34 operators have completed the programme.



PUBS

Fit for future, shared success

TALENT SPOTTING OUR MPS OF THE FUTURE*

Great pubs need great managers to run them. Our MP Designate Training Programme incentivises MPs to handpick the talent within their team displaying MP potential. Then, we train them to run their own pub business.

The programme is tailored to each individual, so they can learn at their own pace while continuing to work.



RIISING WITH LAINE *

R.I.S.E. (Recognising Internal Succession Excellence) is Laine's development programme for its rising stars. Spanning all areas of pub management, from business acumen to sales, marketing and health and safety, R.I.S.E. offers a personalised development plan for all levels of management.

Ama at Dead Wax Social said: "This programme has opened my eyes to the many possibilities Laine have to offer and how you can tailor your career to fit yourself. I have already learnt so much."

"The pace is up to you and, when working full time in a busy late-night venue, that works for me. I feel like I'm always progressing and developing as a manager."

The programme is proving a success. Five members of the first cohort, who started R.I.S.E. in October 2023, are now running their own pubs. The second cohort of nine people began in June 2024, with five people based in Brighton and four in London.



THIRST & GULP: A REFRESHING APPROACH TO IN-PUB TRAINING *



PUBS

Fit for future, shared success

thirst'



A pub doesn't become the heart of its community by accident. It takes training to develop the people who strengthen those connections. At Punch and Laine pubs, training is designed to help Publicans and MPs grow their business, equip teams with the skills they need, boost morale, beat the competition, and build a reputation as their community's go-to pub.

GULP is Laine's programme to support compliance training and professional growth, and ensure every guest enjoys exceptional service and experiences.

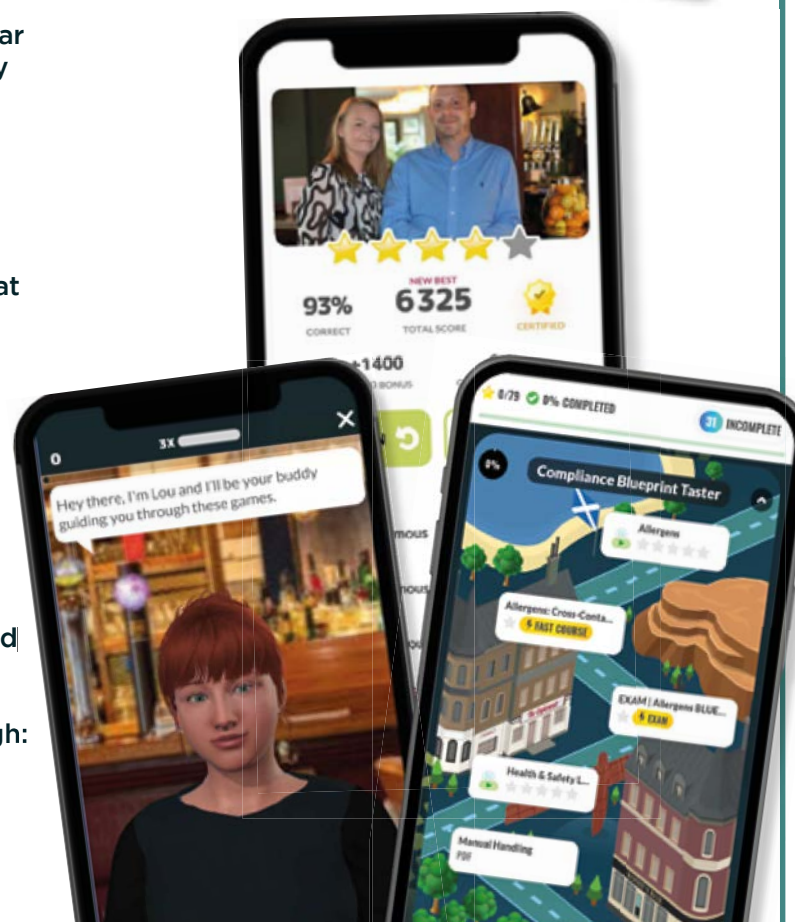
GULP combines mandatory, compliance-based courses (such as food safety, allergen awareness, fire safety, GDPR and first aid) with modular courses to help MPs improve elements such as bar basics, guest journeys, and the overall hospitality experience, including developing the culture of their pub.

Every person in the business has engaged with GULP and 90% of users have completed its compliance sections. In fact, GULP is proving so popular that users are returning to it for repeat playthroughs to improve their scores.

thirst' is Punch's new gamified learning platform designed to help MPs and Publicans ensure their pub becomes/remains the local favourite. By signing up to the programme, pub teams learn through a series of interactive bite-size games and courses that make in-pub training fun and engaging.

The ultimate partner in overcoming obstacles and achieving excellence, Thirst helps pubs tackle operational challenges, stay ahead of trends, and create exceptional guest experiences through:

- Customised learning journeys
- Gamified learning
- Performance tracking



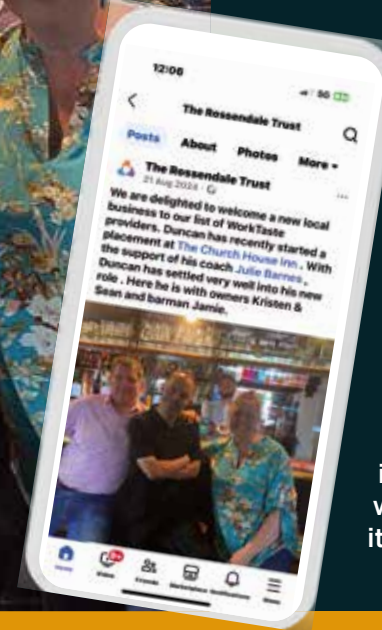
▲ Staff at the Hazel Pear, Northwich

DUNCAN GETS A TASTE OF WORK

WorkTaste²⁰ is an initiative by the Rossendale Trust which gives those otherwise excluded from the workplace through disability the opportunity for supported employment.

At the Church House Inn in Sutton, Macclesfield, Publicans Sean and Kristen Lucey hosted Duncan for a late summer placement. He covered a range of duties, from taking orders and serving guests to housekeeping, and he made a big impression, as his WorkTaste coach Marie confirmed:

"Two ladies that come in most weeks commented to me how well Duncan was doing and how much he improved with his tasks over the weeks. I hear lots of feedback from people saying how great it is that Duncan gets this opportunity. Some weeks are extremely busy, but Duncan takes it all in his stride."





KEEPING OUR PUBS AT THE HEART OF THEIR COMMUNITIES

Pubs are more than just a place for a pint.

They contribute hundreds of millions of pounds in economic and social value to their communities every year. This year, Punch pubs have shown that value in a host of ways...

£100m

raised by pubs to support communities every year (PubAid)



PUB IS THE HUB AT THE FARMERS ARMS

Pub is the Hub is the not-for-profit organisation that helps pubs diversify, so they can offer more of what their local communities need. What does that look like in practice? The Farmers Arms, near Newquay is a perfect example.

Local authority cuts in Cornwall had left locals without access to a mobile library service. Steve and Karen Simmons, Publicans of The Farmers Arms, wanted to help. They worked with Pub is The Hub to create a micro-library with a dedicated computer, which allowed villagers daily access to library services, to all Cornwall Council services and general access to the internet.

"The Farmers Arms is very much at the heart of the local community, and it has been an honour to step in to run these vital local services." **Steve Simmons**

Since then, the service has expanded. A Pub is the Hub grant, together with investment from Steve and Karen, was used to buy laptops to run job clubs, and a projector and screen to run talks and IT training sessions.

Post-Covid, Pub is the Hub has again supported Steve and Karen in the purchase of two marquees which now host lots of local events throughout the year, including the local fair and Christmas events.



As a Champion supporter of PubAid, we play an active role in PubAid's work to celebrate the good that pubs do across the UK. During FY24, PubAid introduced its Positive PUBlicity Hub²¹ is a repository of positive stories and news about pubs and their impact on communities, featuring stories like this:

THE BEESWING'S BETH STEPS UP (TO THE OCHE)

When Beth Robinson, award-winning Publican of the Beeswing pub in East Cowton learned about Macmillan Cancer Support's plan to host a male-focused fundraiser, she saw an opportunity.

Within days, Beth, a Pub Hero, had organised a Sky Sports-sponsored 12-hour darts marathon. And she encouraged three high-profile darts stars (Simon 'The Wizard' Whitlock, his son Mason Whitlock, and Robert Thornton) to join the cause of raising funds, spreading awareness, and championing men's well-being in the community.

The marathon raised a brilliant £7,000 for Macmillan.

"We wanted the event to be a reason for people to start talking about male-related cancers," Beth said.

"When I leave here, what I want to be known for is that the pub was at the centre of the community."



BREWING COMMUNITIES

How do we create new towns that foster successful 'pub hubs', high streets and flourishing neighbourhoods?

That's the question addressed by a report by the BBPA and think tank Create Streets, and Punch has contributed to the report research.



The Brewing Communities report highlights the decline in the number of pubs and high street retail vacancies in the UK, and the impact that decline has had on communal and neighbourly interactions. It goes on to make 10 recommendations for change.

[DOWNLOAD THE REPORT HERE](#)



WHAT'S THE VALUE OF A PUB?

During FY24, think tank Localis released its latest Inn-Valuable report, examining the social and economic value of the UK's pubs and making policy recommendations for unlocking further value.

Two of our pubs – The Plough in Prestbury and The Two Pointers in Woodlesford – contributed to the updated research and are featured in the report.

[Download the report here](#)

▲ Theakston Brewery

THE PINT AND PARCEL

Our pubs matter more to our guests when they fit seamlessly with their lives. Therefore, it makes sense to make the pub the place where people collect their online deliveries and drop off parcels.

In July 2024, we announced a partnership with mailing automation specialist Quadient to expand its Parcel Pending smart locker network across our pub locations.

The first 400 locations with delivery bottlenecks and high population density were quickly identified, and initial installations have already begun.

"With [these] new services, our Publicans are able to better serve their guests in the community, enhancing their position as a central hub for social and economic activities, and reinforcing our pub's position as a key player in the local economy." Stephen Radford, Head of Estates, Punch Pubs & Co.

Image © Quadient





A HISTORY IN HOPS

Our hometown of Burton upon Trent has been a brewing powerhouse since the 18th century. So, it's great to see that The National Brewery Heritage Trust²² (NBHT) is working with East Staffordshire Borough Council on plans to redevelop Bass House into a national hub for British brewing and pub heritage.



Punch Pubs & Co is a corporate member of the NBHT, and recently Jon Dale got a sneak preview of the ambitious plans to not only celebrate the history of brewing but also connect the community and the industry in exciting new ways. He even stumbled upon some fascinating Punch artefacts!

As a local pub company and employer, we're excited by the potential of this project, and we'll share more as it advances.

QUANTIFYING OUR COMMUNITY IMPACT

We know our pubs have an enormous impact on the communities they serve. What we don't know is exactly how much of an impact. So, we're setting out to find the answer by launching a research project with Northumbria University.

Led by Professor Ignazio Cabras, the project aims to evaluate the economic and social impact of our pubs on local communities. The study will give us data-driven insights into the benefits pubs bring to local economies, social cohesion, and community well-being, while identifying challenges and opportunities for the industry.

Through wide-ranging questionnaires and in-depth interviews, we aim to have a greater understanding of the true social value of our pubs when the final report is delivered in late 2025/early 2026.



DEFINING SUCCESS

We have supported UKHospitality's Social Productivity Index, which introduces a broader definition of a successful economy, ranking industries based on their ability to share growth widely.



A GRAND IDEA

We think the endless enthusiasm and sheer inventiveness of our Publicans and MPs in raising money for charity and doing good deserves to be rewarded. So, each week, we ask them to submit their inspirational events, and we reward the very best Grand Ideas with £1,000.

Last year, our brilliant pubs' Grand Ideas raised over £189,000 for worthy causes, with many winners even donating their £1,000 to charity.

There have been charity tractor runs and madcap egg-the-landlord challenges. Farmers have brought veg to sell to locals in the pub car park. We've seen unique prizes (such as pink wheelbarrows) on offer, and epic Halloween events based on a pub's spooky folklore. Santa Elvis even made an appearance.

Here's just a small sample of what they got up to:

£189,000 raised for good causes last year



▲ Two Pointers - Leeds

The Two Pointers marked the start and finishing point for charity bike ride the Tour De Acky, in memory of local police officer Mick Atkinson, who committed suicide seven years ago. With the 120 cyclists setting off at 5am, MP Viv Bulmer and her chef were at the pub at the crack of dawn to supply pastries, bottled water, teas and coffees to set them on their way. They were there at the end of the ride too to join Mick's mum in handing out the medals. The event raised £6,000 for Andy's Man Club and the Air Ambulance Service.

► The Leaping Wolf - Wolverhampton

MPs Daniel Morris and Nathan Davies hosted a charity festival supporting local businesses and craftspeople. They leveraged their connections with local football club, Wolves, for raffle prizes too, raising hundreds of pounds for charities close to the community's hearts.



◀ Robin Hood - Leigh

The WN7 festival (named after their postcode) is a great example of how Laura and Nigel Ashcroft are listening to and providing what their target audience wants - and putting the pub right back at the heart of the community.

▼ The Hazel Pear - Northwich

Carl Willis and team hosted an event which raised +£700 for pensioners to enjoy Christmas Day dinners.



The Cricketers - Gillingham ►

Vanessa, Ian and their team hosted a range of events in support of My Shining Star, a local children's cancer charity. Through their Go Fund Me page, a sponsored walk, and a family day with DJ, bouncy castle and raffles, the team raised a magnificent £7,000.



► The Fusilier - Leamington Spa

Sydenham has a large Jamaican and Caribbean community and, once again, The Fusilier's annual Jamaican Independence Day celebration was a feast of Caribbean heritage, sounds, smells and tastes. Publican Siobhan knew how important the event had become to the community. And despite recent bereavement, and with the support of lots of friends, she made it happen.



▼ The Mall - Woodhall Spa

For years, Woodhall Spa has hosted a 1940s event. This year, however, organisers didn't have the money to run it. So, hats off to Trevor, Lorraine and family at The Mall, who stepped in to organise The Good Old Days Festival which helped raise money for the Royal National Lifeboat Institution, and ensured Woodhall Spa had its 1940s event.



► The Piper - Hoole

An estimated 1 in every 100 people have coeliac disease, although only around a third have been diagnosed. MPs Emma and Alan Chester wanted to do something to make a difference.

Working with Punch Pubs & Co Food Business Manager, Seamus Dougan, they launched an extensive and inclusive gluten-free menu so guests can enjoy the foods that they love without the risk of contamination.



▲ The Grange - Wallington

Our Halloween Grand Idea came from Publican Leigh and team, who organised a free Halloween Torch Walk in the park (featuring spooktacular music, bats, ghosts and giant spiders) for children and parents. Back at the pub, they were greeted with hot chocolates and soup, listened to the Witches' story time and watched live performances from a local dance group.





#Welovepubs



#Welovepubs



ESG DATA

In this section we present the key environmental, social and governance/responsible business metrics and information that our business records. This is a mixture of qualitative and quantitative information that is also applicable to prominent ESG standards and frameworks, as noted.

ENVIRONMENTAL DATA

Greenhouse gas (GHG) emissions

Our emissions have been calculated using the GHG Protocol Corporate Accounting and Reporting Standard, together with the latest emission factors from DEFRA and other third-party sources where necessary. Where primary data provided did not cover the complete annual reporting period, gaps in the data series were extrapolated from averages or estimated. Punch Pubs & Co. report against eight GHG Scope 3 categories as these are the only relevant categories based on our operations.

Our emissions for FY23 have been restated in this report. This is because part of our overall emissions (specifically, purchased goods and services and capital goods under Scope 3) have been recalculated in line with a new, more accurate method for measuring emissions in these categories.

The result is an increase in overall emissions for FY23 compared to the figures disclosed previously. However, there has been a reduction in emissions from FY23 to FY24 this year following the new method.

	FY23 (tCO2e)	FY24 (tCO2e)	% Change
Scope 1	6,577	6,386	-3%
Scope 2 (location-based)	5676.7	5,687.90	0%
Scope 2 (market-based)	5676.7	5,687.90	0%
Scope 3	79,798.77	78,941	-1%
Purchased goods and services	49,448.54	47,288.7	-4%
Capital goods	5,880.77	8,429.2	43%
Fuel and energy-related activities	2,686.76	2,704.8	1%
Upstream transportation and distribution	657.4	686.8	1%
Business travel	234.11	311.9	<1%
Employee commuting	250.88	283.9	<1%
Waste generated in operations	897.87	893.6	1%
Downstream leased assets	19,742.44	18,342.0	23%
Total (tCO2e, location-based)	92,051.97	91,014.88	-1.1%
Total (tCO2e, market-based)	92,051.97	91,014.88	-1.1%

ENERGY CONSUMPTION
WITHIN THE ORGANISATION

	FY23	FY24
Consumption of fuel within the organisation (kWh)	30,040,322	30,451,471
Consumption of electricity (kWh)	27,413,871	27,130,179
Consumption of transport fuel (kWh)	821,097	2,223,391
Total energy consumption (kWh)	58,925,558	59,805,041

WASTE DATA

	FY24
Total weight of waste generated	3,480 tonnes
Total weight of waste recycled/composted	1,786 tonnes
Total weight of waste sent to landfill	1,694 tonnes

NEW EMPLOYEE HIRES

	Men	Women	Total
Under 30 years old	2	12	14
30-50 years old	8	4	14
50+ years old	2	2	4
Total	12	18	30

EMPLOYEE TURNOVER

	Men	Women	Total
Under 30 years old	7	6	13
30-50 years old	9	7	16
50+ years old	6	3	9
Total	7.9%	5.5%	13.4%

HEALTH AND SAFETY

Percentage of sites with a health and safety management system in place	100%
Percentage of sites covered by ISO45001 certification	100%
Percentage of sites where a health and safety risk assessment has been conducted	100%
Percentage of employees trained on health and safety	50%
Total number of work-related injuries	3
Total lost time injury rate	0

COMMUNITY
DATA

	FY24
Average ratio of entry level wage compared to local* minimum wage, Male – 0.01% Female – 0.10%	1,786 tonnes
Percentage of senior management hired from the local community	0
Percentage of staff hired from local communities	73%

*Local defined as 40-mile radius from Jubilee House

OTHER SOCIAL DATA

Ratio of the annual compensation for the highest paid individual to the median annual compensation of all other employees	8.43%
Percentage of employees receiving regular performance and career development reviews	98%
Number of reported incidents of discrimination	1

RESPONSIBLE BUSINESS DATA

Business ethics data

Percentage of sites considered to be at risk of forced or compulsory labour	0%
Percentage of suppliers considered to be at risk of forced or compulsory labour	0%
Percentage of suppliers assessed for risk of child labour	0%
Percentage of suppliers considered to be at risk of child labour	0%

SUSTAINABLE PROCUREMENT DATA

Percentage of suppliers assessed for environmental risk	0%
Percentage of suppliers assessed for social risk	0%
Percentage of suppliers assessed for ethics risk	0%
Percentage of suppliers who have signed a supplier code of conduct	70% of drinks suppliers have agreed to our Supplier Charter
Proportion of spending on local suppliers (including the business' definition of local, e.g.within 50-mile radius of office, etc.)	11.5%
Percentage of buyers trained on sustainable procurement	0%
"Percentage of buyers with incentives to choose suppliers based on sustainability credentials"	0%



GRI Standard	Disclosure	Comments and page number(s)
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	Page 7
	Disclosure 2-2 Entities included in the organization's sustainability reporting	Pages 7-8
	Disclosure 2-3 Reporting period, frequency and contact point	Pages 128-133, Page 136
	Disclosure 2-4 Restatements of information	Page 125
	Disclosure 2-6 Activities, value chain and other business relationships	Pages 7-8
	Disclosure 2-9 Governance structure and composition	Pages 42-45
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	Pages 42-45
	Disclosure 2-13 Delegation of responsibility for managing impacts	Pages 42-45
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	Page 43
	Disclosure 2-21 Annual total compensation ratio	Page 127
	Disclosure 2-22 Statement on sustainable development strategy	Pages 4-5
	Disclosure 2-23 Policy commitments	Pages 44-45
	Disclosure 2-24 Embedding policy commitments	Pages 44-45
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	Pages 44-45
	Disclosure 2-28 Membership associations	Page 88
	Disclosure 2-29 Approach to stakeholder engagement	Pages 28-31



Punch Pubs and Co. has reported the information cited in this GRI content index for the period 14th August 2023 to 11th August 2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Comments and page number(s)
GRI 3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	Pages 28-31
	Disclosure 3-2 List of material topics	Pages 28-31
	Disclosure 3-3 Management of material topics	Pages 28-31
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page 127
	Disclosure 202-2 Proportion of senior management hired from the local community	Page 127
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	Page 127
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	Page 126
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	Page 125
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	Page 125
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	Page 125
GRI 306: Waste 2020	Disclosure 306-3 Waste generated	Page 126
	Disclosure 306-4 Waste diverted from disposal	Page 126
	Disclosure 306-5 Waste directed to disposal	Page 126
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	Page 126



Punch Pubs and Co. has reported the information cited in this GRI content index for the period 14th August 2023 to 11th August 2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Comments and page number(s)
GRI 403: Occupational Health and Safety 2018	Disclosure 403-3 Occupational health services	Pages 48-73
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 48-73
	Disclosure 403-5 Worker training on occupational health and safety	Page 126
	Disclosure 403-6 Promotion of worker health	Pages 44, 48-73
	Disclosure 403-9 Work-related injuries	Page 126
GRI 404: Training and Education 2016	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	Pages 63,68,69,91,113-114
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	Page 127
GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination and corrective actions taken	Page 127
GRI 408: Child Labor 2016	Disclosure 408-1 Operations and suppliers at significant risk for incidents of child labour	Page 127
GRI 409: Forced or Compulsory Labor 2016	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 127

Endnotes

- 1 Support The Goals: <https://supportthegoals.org/>
- 2 UN Global Compact: <https://unglobalcompact.org/what-is-gc>
- 3 Food Surveys Ltd: <https://www.fsldata.co.uk/>
- 4 Only A Pavement Away: <https://onlyapavementaway.co.uk/about-us/the-problem>
- 5 Mental Health Foundation: mentalhealth.org.uk
- 6 Calm In A Box: <https://calminabox.co.uk/>
- 7 Drinkaware Monitors: <https://www.drinkaware.co.uk/research/drinkaware-monitors>
- 8 BBC: <https://www.bbc.co.uk/news/articles/c0ve27zwr7vo#:~:text=The%20number%20of%20fatalities%20in,driver%20was%20over%20the%20limit.>
- 9 KAM Media: Low+No 2024: Drinking Differently Report: <https://kaminsight.com/insights/low-and-no-2024/>
- 10 The Morning Advertiser: <https://www.morningadvertiser.co.uk/Article/2024/06/07/how-are-uk-pubs-celebrating-pride-month-2024/>
- 11 Springboard: <https://springboard.uk.net/>
- 12 Compliance 365: <https://www.compliance365.co.uk/index.html>
- 13 Octopus Energy: <https://octopus.energy/business/>
- 14 TCL Guides: <https://www.tcl.com/uk/en/blog/playbooks/how-much-electricity-does-a-tv-use-and-how-to-reduce-the-cost>
- 15 Recycle Now: <https://www.recyclenow.com/>
- 16 Science Direct - Single-use take-away cups of paper are as toxic to aquatic midge larvae as plastic cups: <https://www.sciencedirect.com/science/article/pii/S0269749123008382?via%3Dihub>
- 17 Waste Managed: <https://www.wastemanaged.co.uk/our-news/food-waste/food-waste-facts-statistics/>
- 18 BBC - UK farms must grow more fruit and veg for food security: <https://www.bbc.co.uk/news/science-environment-69009207>
- 19 Train Hugger: <https://www.trainhugger.com/>
- 20 Rossendale Trust - WorkTaste: <https://rossendaletrust.org/worktaste/>
- 21 Positive PUBlicity Hub: <https://www.pubaid.co.uk/publicityhub/>
- 22 The National Brewery Heritage Trust: <https://nationalbreweryheritagetrust.co.uk/projects/>



#Welovepubs

PUNCH

OUR PUNCH PUBS & CO PROMISE

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