

THE

JOURNAL OF CIVILIZATION LAR



**PUNCH**

PUBS & CO

# Governance Report



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# PUNCH

PUBS & CO

As a sustainable company, Punch Pubs & Co promises to work with diverse communities to build an inclusive, resourceful, responsible and environmentally-friendly business.

Our commitment to respect human rights, uphold labour and environmental protection standards and work against corruption, aligns to the United Nations Global Compact and Sustainable Development Goals (SDGs), which are integrated within our Environmental, Social and Governance (ESG) strategy (Punch Promise).

By incorporating the SDGs, we are upholding basic responsibilities to our people and the planet, as well as ensuring our long-term success.



## SCOPE OF THE REPORT

The Governance report reflects the way we do business, inclusive of all of our direct employees, suppliers, contractors and visitors. Our Leased and Tenanted, Management Partnerships and Laine pubs are run by self-employed operators, who are responsible for their own businesses, including all aspects of governance. We therefore recommend policies to our partners, but they are also free to develop their own, specific to their individual business.

Other documents used in support of this report include our Code of Conduct, Employee Well-being Policy and gender pay gap analysis.



Operational Responsibility  
**Tom Harvey**  
Head of Legal & Compliance



Executive Team Responsibility  
**Laura Cavendish**  
Group People Director

# WELCOME TO

# PUNCH

PUBS & CO

An independent pub company with around 1,300 pubs across the UK, Punch Pubs is committed to empowering and working together with the very best Publicans and Management Partners (MPs) to build and grow best-in-class community pubs.

We offer award-winning training programmes delivered out of a state-of-the-art academy, an industry-leading training space with two fully working bars and a cellar, alongside a development kitchen. This enables MPs and Publicans to learn in a classroom, a pub and a kitchen at the same time.

Punch Pubs works collaboratively with our sister company Laine Pub Company, allowing us to cultivate in an exciting and innovative partnership.



**P** [CLICK HERE](#)  
for our Punch overview video

## FLAVOUR, INVENTIVENESS AND GOOD TIMES

# LAINÉ

[CLICK HERE](#)  
for the Laine  
overview video



Founded in 1996 in the colourful, diverse and creative city of Brighton, Laine Pub Company has pushed the boundaries of the pub environment, becoming one of the most dynamic and original hospitality businesses in the country.

Operating an estate of 52 highly individual venues located across Brighton, London and Birmingham, the company seeks to create inviting, indulgent and inspiring pub experiences that provide its customers with a platform to ignite an enthusiasm for life.



### OUR ESTATE IN NUMBERS

Leased & Tenanted	918
Management Partnerships	330
Laine	53
<b>TOTAL</b>	<b>1,301</b>



Scotland -  
**Old Aberlady,**  
Longniddry (L&T)



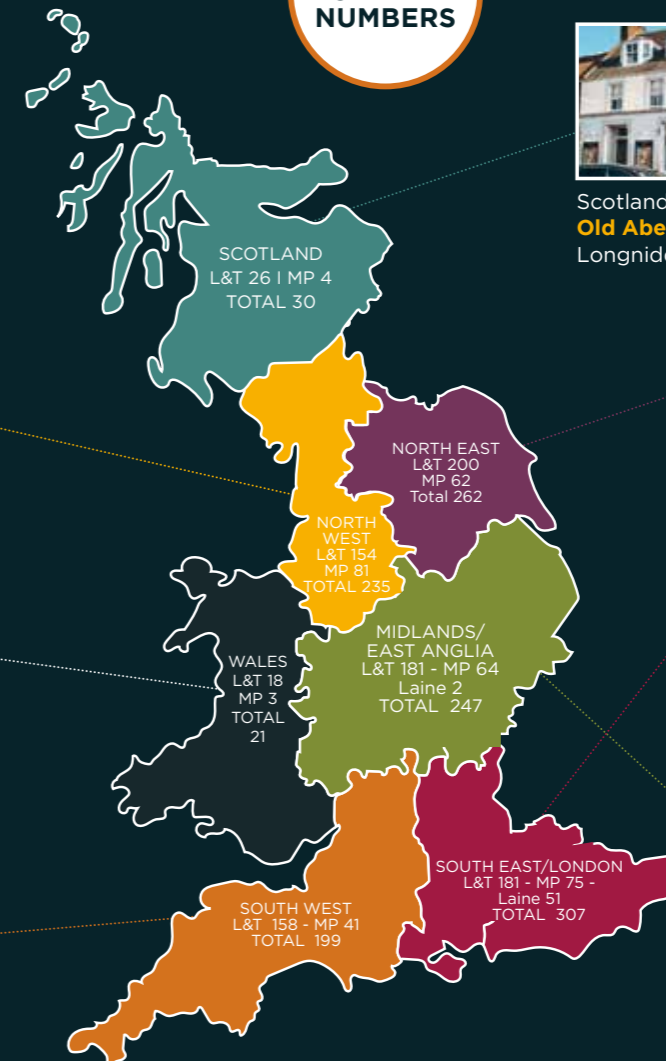
North East -  
**Crown Inn,**  
Brompton On Swale (L&T)



South East/London -  
**The Thieves,** Clapham (Laine)



Midlands/East Anglia -  
**The Old Royal Oak,**  
Bitteswell (MP)



North West -  
**Garricks Head,**  
Flixton (MP)



Wales -  
**Penrhos Arms,**  
Llanfairpwllgwyngyll (L&T)



South West -  
**Blue Ball Inn,**  
Sidford (MP)



# CONDUCT

Code of Ethics and Business Conduct explains the manner in which we behave as an organisation and how we expect our employees and suppliers to act. If you wish to view a copy of [Punch's](#) and [Laine's](#) retrospective policies, click on the links.

## EMPLOYEES, PUBLICANS AND MANAGEMENT PARTNERS

At Punch Pubs & Co, we respect the rights of all of our employees, Publicans, Management Partners and General Managers.

We have exceptional HR/People teams at Punch and Laine, who work hard to ensure our standards are above the minimum requirement. We want to be the employer of choice in the hospitality industry, and as part of that, our culture is one of our most valuable assets.

We strive for an environment where everyone is included, feels motivated, engaged and valued. We share a set of values that make us different. They underpin how we behave, our approach to each other and to our work.

We promote an inclusive culture, where all of our people can truly be themselves, whilst realising their full potential. This means that all employees and applicants are treated equally, regardless of their age, disability, race, religion or belief, gender, sexual orientation, marital or civil partnership status. We eliminate discrimination in respect of employment and occupation.

Punch is subject to the Pubs Code Regulations 2016. We maintain positive engagement with the Pubs Code Adjudicator to ensure fairness in our tied tenant relationships. Our Code Compliance Officer is Tom Harvey and Pubs Code related queries may be directed to: [pubscodeenquiries@punchpubs.com](mailto:pubscodeenquiries@punchpubs.com)



## EMPLOYEE WELL-BEING POLICY

The Health and Safety Executive (HSE) defines work-related stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”.

The HSE has issued stress management standards relating to the six main factors that contribute to work-related stress: demands, control, support, relationships, roles and change. They are designed for organisations to use to help meet their existing duty of care and their duty to assess the risk relating to work-related stress.

Punch and Laine are committed to designing jobs that do not put undue pressure on employees.

The companies recognise that from time to time, employees may feel they are under extra pressure as a result of increased workload, etc.

We therefore take all reasonable steps to enable employees to cope with any additional pressure and reduce health and safety risks within the workplace to as low a level as reasonably practicable.

The purpose of this policy is to outline the support available to all employees in relation to both their physical and mental well-being. This policy applies to all employees of Punch and Laine.

We reserve the right to review the content, implementation and monitoring of this policy at any time.

To review our Employee Well-being Policy, please [click here](#).

In 2022, all of Laine's General Managers and their teams attended certified Welfare and Vulnerability (WAVE) training to promote positive discussion around mitigation methods that can be put in place to tackle vulnerability in venues. Now, each site must establish a safe space within the pub, and work with its team to develop a process for using that space.

On every shift, there is a dedicated team member who takes on the role of welfare warden. Each site also has its own Vulnerability and Welfare policy. There are also signposts to inform guests of the Ask for Angela protocol to inform the team that they (the guests) need help.

## DIVERSITY AND INCLUSION

At Punch Pubs & Co we're an equal opportunities employer, welcoming pub lovers of all backgrounds regardless of a person's age, religious beliefs, marital status, race, gender, sexual orientation or physical ability. We know that a huge part of what makes our business such a fabulous place to work is our inclusive culture and environment, where all of our people can truly be themselves, whilst realising their full potential.

We apply policies which are fair, equitable and consistent. In employment terms, our policies will ensure that all employees are accorded equal opportunity for recruitment, training, promotion and access to benefits.

Punch and Laine have developed their own Equality, Diversity & Inclusion (ED&I) Charter which centres on empowering a growth mindset that brings together and celebrates the most diverse personalities and backgrounds in a forward-looking way so all of our people can thrive and where #everyoneiswelcome. We are a place that leaves a lasting sense of belonging.

There are four main pillars (Purposeful Leadership, Space for Personal Change through Development of our Blind Spots, Feeling Good and Thriving and Building Representation).

To view Punch's ED&I Charter, [click here](#) and [click here](#) for Laine's Diversity and Inclusion policy.

## DISABILITY DISCRIMINATION ACT

We are an equal opportunities employer. If an employee has trouble in accessing the building, its facilities or their working area/equipment they should advise their respective line manager.

HR and/or Facilities should be contacted if resolution of this difficulty cannot be immediately and permanently addressed.



## GENDER PAY

In our Gender Pay Gap Report we have set out the relevant data along with the number of male and female colleagues in each quartile of our pay ranges. We are confident that within roles, we do not have any pay disparity on all grounds. Our mean gender pay gap (April 2025) is 34.01%, whilst our median gender pay gap is 44.05%.

To ensure we have an improving picture on gender pay, our gender pay report reaffirms our continuing commitments to, for example, encouraging and supporting the growth of female leaders, strengthening career pathways and regularly reviewing pay and progression. Also, this year, we have made women's representation one of our new People-related targets. We will achieve a 10% increase (from a 2025 baseline of 41%) in women's representation in senior management roles by 2027. We are currently at 44% (April 2026).

You can read more [here](#).

## HEALTH AND SAFETY

Health and safety has been established to meet the objectives detailed below and to comply with law. The policy is freely available to all employees and is also applicable to all Punch and Laine pubs, but should be read in conjunction with each individual site.

Health and safety is subject to, but not limited to, the following:



Ensure that high priority is given to creating a safe environment for employees, visitors and customers.



Ensure adequate resources are available to implement the Health and Safety Policy.



Provide information, instruction, training and supervision to ensure that work activities are carried out safely.



Assess risks within the workplace and provide appropriate controls to prevent, avoid or minimise them.



Monitor effectiveness of, and compliance with, this policy and procedures and review annually to take account of any changes in the nature of the business, new legislation and good practices within the industry.

All employees have a responsibility for their own health and safety and that of others who may be affected by their actions.



# HUMAN RIGHTS

Punch Pubs & Co respects the protection of internationally proclaimed human rights and ensures that we are not complicit in human rights abuse.

Punch continues to engage with Government on the need for investment in the sector as a key part of the wider growth agenda for the UK economy.

## MODERN SLAVERY STATEMENT

Our Anti-Slavery Policy reflects our commitment towards acting ethically and with integrity in all of our business relationships whilst implementing and enforcing effective systems and controls to

## RECRUITMENT AND SELECTION

The aim of our recruitment and selection process is to ensure that we meet our business objectives and achieve our strategic goals by ensuring that on every occasion we recruit the right person to fill each vacancy.

We do not support forced labour, or child labour, bullying or harassment in any form.

We continue to play a full role in the hospitality sector through membership of [The British Beer & Pub Association](#), [UKHospitality](#) and the [British Institute of Innkeeping](#).

ensure slavery and human trafficking are not taking place anywhere in our supply chain. To view Punch's Modern Slavery Statement in more detail, [click here](#). To view Laine's policy, [click here](#).

The Equality Act 2010 places a responsibility on organisations to monitor, amongst other things, their recruitment processes to ensure they are not discriminatory.

### To ensure a fair and transparent process, we must:



Ensure that the recruitment and selection methods used to identify the right candidate for each vacancy are efficient, effective and fair.



Ensure that our employees are given an opportunity to develop their careers and maximise their potential.



Appoint employees of the highest calibre to each role.



Ensure recruitment activity for all vacancies is legally compliant, managed appropriately, consistently and in a timely and cost-effective manner.



Follow the agreed recruitment process.

Promoting equal opportunities and embracing diversity within our teams is a key focus for our business. We impress the importance of this on our line managers through training and the use of comprehensive screening materials to ensure that they take these responsibilities seriously.

All appointing managers have a personal and legal responsibility to ensure no lawful discrimination against a protected characteristic occurs at any stage in the process.

## BULLYING AND HARASSMENT

As part of the Punch Pubs & Co family, everyone is welcome, and we want all of our people to feel safe and comfortable, allowing them to be their true self.

The safety of our people is the number one priority and as such, we operate a zero tolerance policy towards bullying and harassment of any kind.

We are committed to promoting an inclusive workplace and our policies ensure the fair treatment and dignity of all of our people.

## ENVIRONMENT

With a portfolio of around 1,300 pubs as well as our industry-leading Head Office, and a nationwide distribution and delivery system involving hundreds of vehicles, we recognise that the carbon footprint of our business represents a major environmental impact.

We are undertaking initiatives to promote greater environmental responsibility among our Publicans, MPs and our supply chain partners. We are developing and implementing environmentally friendly technologies to reduce the energy we consume. And we are reducing our greenhouse gas emissions in support of our journey to net zero.

We are tackling our impacts and to support this we follow the Greenhouse Gas Reporting Protocol - Corporate Standard and the guidance set out in the Environmental Reporting Guidelines.

Protected characteristics include but are not limited to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

The key to effective and legally compliant recruitment and selection is to ensure that all candidates, internal and/or external, are treated fairly throughout the process and that selection decisions are based solely on ability to perform the role. To view Laine's Recruitment and Selection Policy [click here](#).

For more information, [click here](#) to read Punch's Bullying and Harassment policy and [click here](#) for Laine's policy.



Punch Pubs & Co has also followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The information we share gives increased transparency to our work in sustainability, shows our proactive approach to performance in this space, and offers the business itself valuable insight into tangible risks and opportunities that arise from climate change. [Click here to view](#).

## ANTI-CORRUPTION

We work against corruption in all its forms, including extortion and bribery.

Our policies include:

### WHISTLEBLOWING

Our Whistleblowing Policy encourages all employees to report any concerns related to the activity of the company. For Punch's Whistleblowing Policy [click here](#) and for Laine's [click here](#).

### ANTI-BRIBERY

The purpose of this document is to set our stance on bribery and to provide guidance on what to do if a person experiences or witnesses bribery whilst working for or providing services on behalf of the business. For Punch's Anti-Bribery Policy [click here](#) for Laine's [click here](#).

### ANTI-TAX EVASION

It is Punch Pubs & Co's policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to facilitating tax evasion, whether under UK law or under the law of any foreign country.

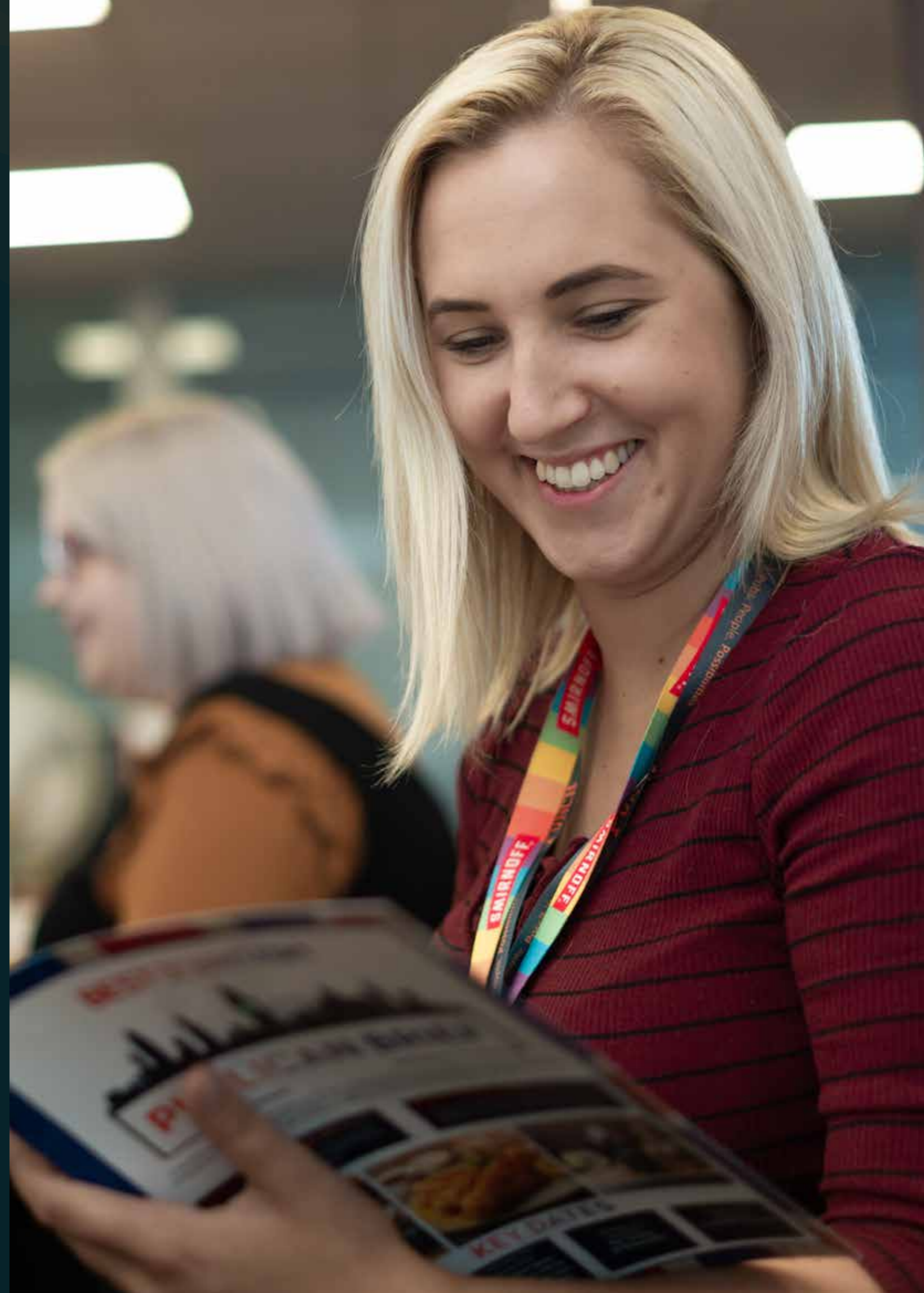
We are committed to acting professionally, fairly and with integrity in all of our business dealings and relationships wherever we operate, to implementing and enforcing effective systems to counter tax evasion facilitation. For Punch's anti tax evasion policy [click here](#) and for Laine's [click here](#)

## RISK MANAGEMENT AND NEW LEGISLATION

As a business we regularly review our risk assessment and make changes to all policies when necessary.

We review any new regulations to ensure we are following the latest Government guidelines. Not only does this mitigate our risk, but ensures the longevity of our company to operate in an ever-changing environment.

We are aware of the benefits of understanding our climate-related risks and opportunities for our long-term growth, and for our current and future investors.



# EFFECTIVE DATE

This report is effective from May 2026

# KEY CONTACT

For any questions in relation to this report, contact:



**Tom Harvey**

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Punch Pubs & Co

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