

OUR
PUNCH
PUBS & CO
PROMISE



PEOPLE



PLANET

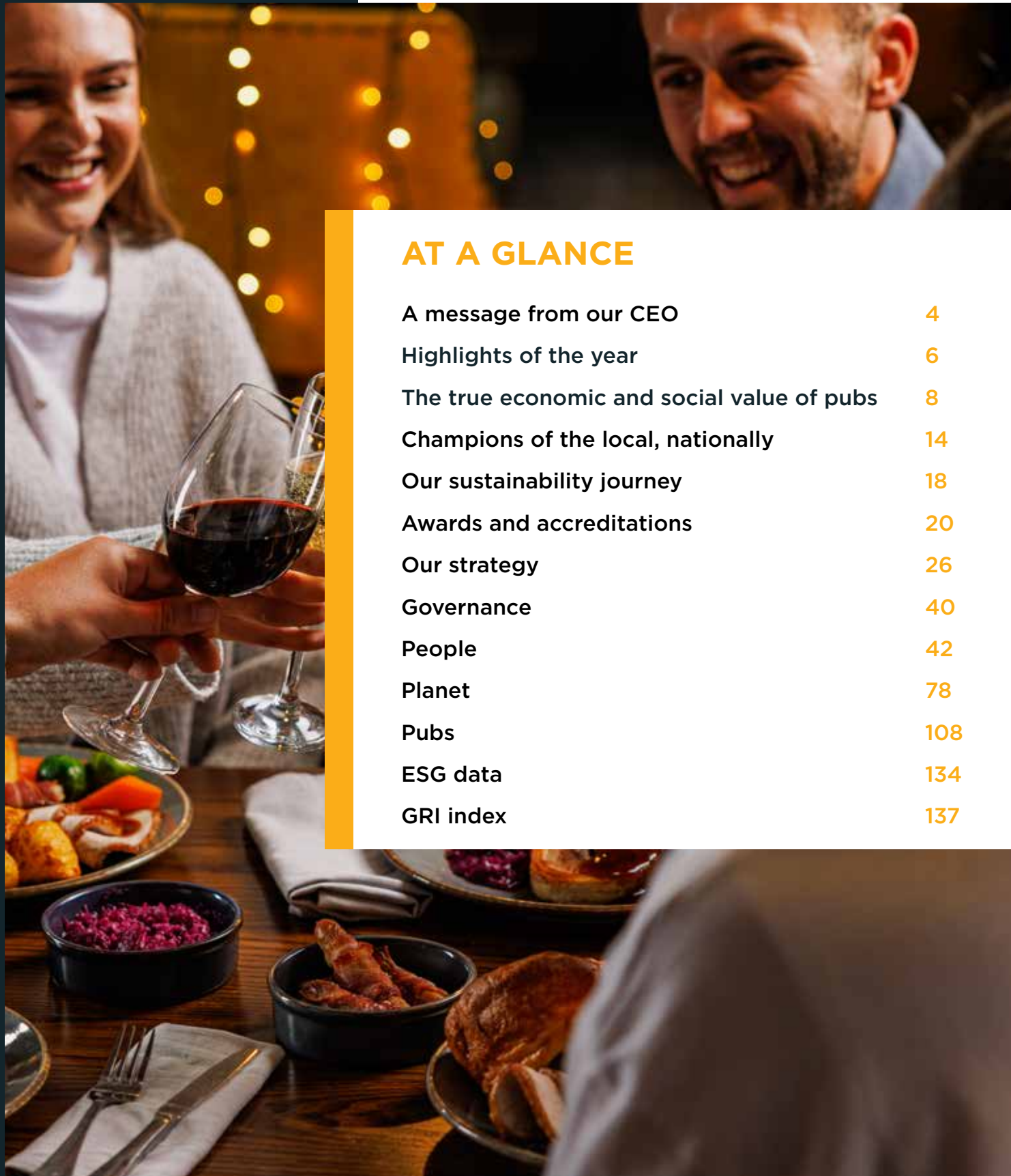


PUBS



PUNCH
PUBS & CO

2026 EDITION



AT A GLANCE

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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

Front cover: The Lord Roberts, Nottingham

www.punchpubs.com

PUNCH
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Kate and Matt Starling from
The Dun Cow in Salthouse



*A Message from Our
Chief Executive Officer*

Andy Spencer

PUNCH
PUBS & CO

Welcome to our latest Punch Promise

Last year, we set ourselves the aim to become The 5 Star Pub Company, recognised for outstanding pubs, exceptional partnerships, great people and a positive impact on our communities and the environment.

Supporting that aim was our purpose of inspiring those moments and our values, one of which is Doing Well, By Doing Good, our approach to Environmental, Social and Governance (ESG) at Punch. Since we set out our aims and values, we've done a lot of good.

Yet while we have a clear view of the individual components that comprise our ESG efforts, understanding the wider impact has been far more challenging. So last year, through a partnership with Northumbria University, Newcastle, we endeavoured to understand the true economic and social value of our pubs.

This year, we released the report. The Public's House: The True Economic & Social Value of Pubs highlights that whilst many of us instinctively recognise the importance of pubs to their communities and our wider social fabric, seeing their impact measured is both impressive and humbling.

£1.7bn of good

This is our fourth Punch Promise, and in it, we share our continuing sustainability journey. We have set new, challenging targets based on both an external business impact and sustainability review, and our success in surpassing previous goals.



▲ The Nags Head, Little Kingshill

In addition to our social value report, we've made clear progress in tackling our emissions and waste, as well as reducing energy usage. We're working with our supplier partners to operate more sustainably and we're helping our guests choose healthier food and drink options.

We're also investing in our pubs and our people, and that investment - in capital, training, data tools and operational support - is helping our partners.



▲ The Public's House: The True Economic & Social Value of Pubs

This investment also enables pubs to play a stronger role in their communities, supporting local jobs, wellbeing and social connection, which, in turn, drives footfall.

Our biodiversity work with the Eden Project continues to go from strength to strength. We're making our pubs places where people can charge their electric vehicles, collect or drop off a parcel, join a wellbeing group and borrow their next good read.

And through the money we raise and the causes and groups we champion, we're ensuring our communities feel the benefit, and that every member of those communities always gets a warm welcome at a Punch pub.



▲ A sustainability champion; The Red Lion, Cranford

Until now, we haven't had a clear understanding of the total of all that social and economic good. Thanks to our research, now we do. It's approximately £1.7 billion, delivered to communities across the UK, every year.

Behind that astonishing amount is every Publican, Management Partner, Pub Hero, working group member, Support Centre team member and colleague. We are enormously grateful for everything they do.

Cheers!

Andy

HIGHLIGHTS OF THE YEAR



We grew employee engagement

74% 2022 **78%** 2025



PEOPLE

Beating Heart in Each Community



155+

attendees made our All Things Wellbeing event a record breaker



We surveyed our people

4 OUT OF 5

Publicans and MPs would recommend Punch

We supported safer drinking with
drinkaware



RESPECT CHARTER

LAINÉ

hit a top score of

143,025



Playthroughs of GULP's gamified staff learning modules

118



Pubs signed up to celebrate Pub Pride.



We hosted a packed week of live online health and wellness sessions for Mental Health Awareness Week



We biked, hiked, cooked, kicked and more for our strategic partner:

ONLY A PAVEMENT AWAY

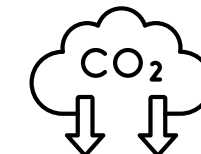


PLANET

Better, Greener Choices



We recycled
53%
OF OUR WASTE

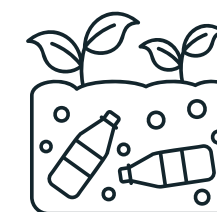


Overall emissions
-2%
(location based)



We collected
390kg

of waste during 18 months of community cleans



We diverted
98%
of waste from landfill



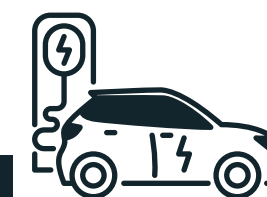
We cut energy consumption by a further

7-10%



225+

MP and Laine pubs now voltage optimised



95%

of our company car and salary sacrifice fleet is now 95% electric or hybrid



PUBS

Fit for future, shared success



We grew our Pollinator Pubs to

100+



We planted

50+

trees as part of Thatchers Community Orchard Project



£1.7bn

Est. annual social and economic value of pubs to UK economy, as per our The Public's House: The True Economic & Social Value of Pubs report

We increased volume share of low and no-alcohol products by
51%
vs 2024

A GRAND IDEA

raised **£170,000** in 2025 - 2026

LAINÉ

grew sales of low and no by

30%



We aquired

43

Pubs in FY25

We invested
£60m+

in our estate in the past year
*Aug 2024 to Aug 2025





THE TRUE ECONOMIC AND SOCIAL VALUE OF PUBS



Pubs are about much more than drinks; they're places to unwind, talk, laugh, and feel part of something. That's why the values we hold dear are thriving together, having pride in our stride, delighting every guest and ensuring that doing well, by doing good underpins the way we do business.

Pubs inspire those moments that live in our collective memories and provide support against stress, loneliness, and isolation. They're the community's pulse. Although we know this implicitly, the challenge has always resided in proving it. That's why we teamed up with Northumbria University, Newcastle. The result? Their research demonstrates emphatically that pubs involved in local life don't just lift their communities.

UNDERSTANDING THE TRUE VALUE OF OUR PUBS



£1.7bn

estimated total economic and social value of Punch Pubs to UK economy.

"Pubs provide far more than the wonderful drinks and meals that they serve. They enhance our lives, create connection, and provide respite from work pressures and the growing epidemic of loneliness and social isolation. They are the invisible glue that holds our communities together."

Andy Spencer, CEO, Punch Pubs & Co

Pubs matter. They matter economically, creating jobs, supporting supply chains and delivering significant economic output. And they matter socially, providing vital social infrastructure that enhances wellbeing, helps tackle loneliness, strengthens local identities, fosters everyday connections and generates millions in charitable contributions.

What's not been clear – until now – is just how much pubs matter.

To help quantify their impact, in 2025 we partnered with Northumbria University, Newcastle. Research conducted by Professor Ignazio Cabras and Dr Matthew Shannon examined the economic impact and social value of pubs and explored how pubs help address wider social challenges such as loneliness, isolation, declining civic spaces, and local economic inequalities.

The headline figure from the research is that Punch pubs deliver an estimated ~£1.7bn of economic and social value to the UK economy each year. In the resulting report, **The Public's House: The True Economic & Social Value of Pubs**, we explore that figure in greater detail.



THE ECONOMIC IMPACT OF OUR PUBS

£56k

average annual Punch pub spend on local suppliers

£266,945

annual per-pub spend on goods and services

£4m

overall annual charitable contribution

£70m

Punch Pubs' overall injection into the wider economy

Also, check out UKHospitality's Social Productivity Index here



THE ECONOMIC IMPACT OF PUBS

Pubs benefit the economy directly in multiple ways, including sales, tax contributions, team recruitment, and by supporting a broad range of local suppliers and businesses.

They are an essential component of local economic systems, driving employment, supplier activity, and local spending.



Lydia Washington, The Rocket, Rainhill

 **£150k**

wages for local people per pub, per year

 **£468**

spend per week with local suppliers

 **10**

team members

 **£580k**

revenue per pub, per year

 **1.5**

seasonal employees per year

 **£116k**

spent with wider supply chain per year

THE MULTIPLIER EFFECT

When a Punch pub spends money, it doesn't just stop there.

Thanks to what's known as the 'multiplier effect', every pound stretches further – supporting wages, boosting local suppliers, and circulating through the community to create even more economic and social value.

Using the Type 1 (middle) multiplier, we estimate:

 **£49m**

contributed to the local economy by the Punch Pubs estate

 **£300m**

total wage contribution

 **£1.69bn**

estimated total economic output across the entire Punch Pubs estate is between £1.16 - £1.69 billion per year

 **£231m**

supplier spend in the wider UK economy

THE COMMUNITY IMPACT OF PUBS

There isn't a standard way of measuring the social value contribution of pubs, so Northumbria University's researchers created one. Using their Community Engagement Index (CEI), and taking a middle estimate, the social value generated per pub is:

 **3+** charity/community initiatives, on average, supported every year

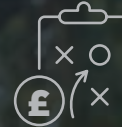
 **45-75** hours of team volunteering

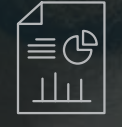
 **£1k**

donated space-in-kind

 **£850**

sponsorship/donated goods

 over **£500** in advertising support

 **£3.2k** in-kind contributions in total, on average given per Punch pub per year

THE VIEW FROM OUR PUBS

Social impact is about more than money raised, supply chains supported or jobs created; it's also about the real, personal difference our Publicans and MPs make every day. So it was important to ensure their voices featured strongly in the report.



Janet Clark, Top House, Liverpool

"I'm reminded every day that we're far more than a pub. We're a genuine community anchor – the place which the people of St Newlyn East rely on for routine, familiarity, and connection."

James Wilson, Pheasant Inn, St. Newlyn East, Newquay

"Across the country, the LGBTQ+ pub scene has shrunk, and that makes spaces like the Lord Roberts even more important. We're proud to offer a safe, welcoming place where people can meet, connect, and feel part of a community."

Craig Pennington, Lord Roberts, Nottingham

"Running this pub has never just been a job for me, it's about putting it right at the heart of the community."

Beth Robinson, Beeswing Inn, East Cowton, North Yorkshire

"When we took over this site six years ago, it was a shell, and we really built it up. It's the hub of the community. People say to us all the time, 'you've made this pub what it is now'. It would kill us if we had to close, it's not just a home, it's a livelihood, and we class the guests as our friends."

Janet Clark, Top House, Liverpool

"What I love most about hospitality is the energy young people bring. They're shaping the future of pubs by bringing new ideas, a fresher culture, and a different kind of connection with guests. When it comes to employability, hospitality teaches the skills that matter most, such as communication, confidence, and genuinely caring about the people you serve."

Lydia Washington, The Rocket, Rainhill

LAUNCHING THE PUBLIC'S HOUSE: THE TRUE ECONOMIC & SOCIAL VALUE OF PUBS

For Radio 2 DJ, presenter and author Sara Cox, pubs have special meaning. Her mum ran a pub in Bolton (coincidentally called The Pineapple), when she was growing up, and she's a vocal advocate of the power of pubs, which made her the perfect ambassador to help us launch the report.

Sara said:

"Pubs, for me, are a place where brilliant memories are made and friendships for life are formed. Nowadays, you can eat, drink, sing, play board games, knit, natter, or attend a book club in a pub – but it doesn't matter what you do, the most important thing is that we use them. If we don't, it'll be far more than somewhere to go and have a pint that we'll miss out on, our social links and community support will be lost as well."



THE REACTION

"This impressive report ... makes clear that the contribution of pubs is beyond simply a small business or a place for food and drink. Up and down the country, people make friends, celebrate important life events, and look out for each other when things are hard."

"Our pubs build communities – and in an increasingly digital world, the human connection that pubs foster has never been more important."

Steve Alton CBII,
Chief Executive Officer, British Institute of Innkeeping



Find out more

Read the report [here](#)



CHAMPIONS OF THE LOCAL, NATIONALLY

Our pubs have always been the beating hearts of their communities, social anchors where everyone is welcome. Yet we're not just preserving these cherished institutions; we're driving them forward, helping them deliver moment after moment for their people, the planet and their communities.

And we're inspiring those moments across the UK.

ABOUT OUR PUBS

Each pub in our estate operates in one of three ways:



Leased & Tenanted (L&T):
We own the pubs and rent them to our Publicans who run them with our support.

About
71%
of our estate
operates as L&T



Management Partnerships (MP):
The pub is operated by a limited company, while a self-employed Management Partner (MP) runs the pub day-to-day. We handle the product mix and pricing.

About
25%
of our estate
operates as MP



Laine Pub Company (LPC):
These venues combine the MP model with an imaginative, innovative approach to food, drink, entertainment and décor.

About
4%
of our estate
operates as LPC

Punch – watch the video:



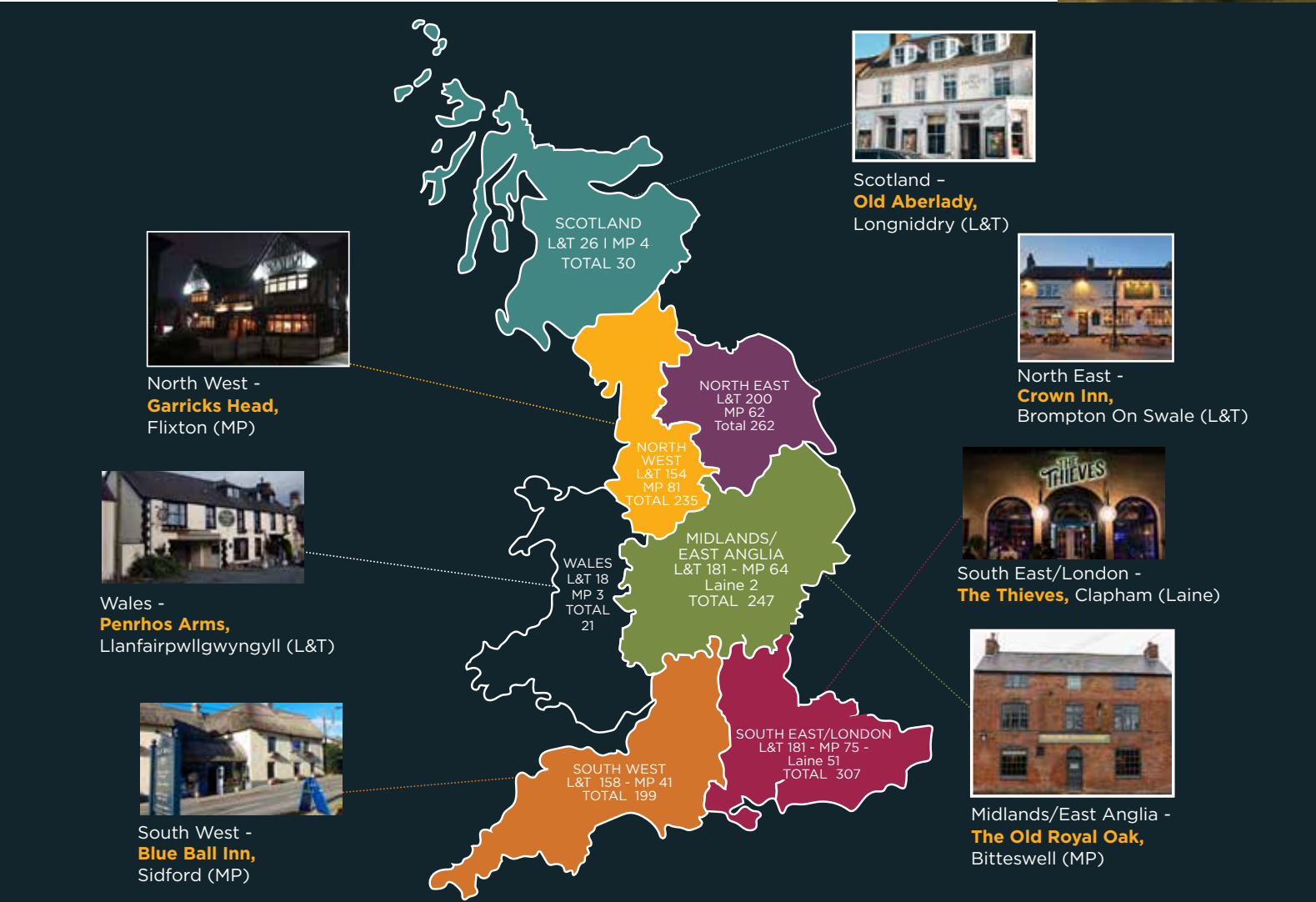
Laine – watch the video:



OUR ESTATE IN NUMBERS

	DIVISION	TOTAL
	Leased & Tenanted:	918
	Management Partnerships:	330
	Laine:	53
	TOTAL:	1,301

LOCATION	LAINE	PUNCH MP	PUNCH L&T	TOTAL
Scotland	0	4	26	30
North East	0	62	200	262
North West	0	81	154	235
Midlands/East Anglia	2	64	181	247
Wales	0	3	18	21
South East/London	51	75	181	307
South West	0	41	158	199



5 STAR LAINE

Laine: the pioneering
5 Star pub co for Gen Zs.
Igniting the moment

A trailblazing pub company for Gen Z, built on culture and entertainment, Laine creates pubs where experience is the product, operating at the intersection of nightlife, alternative culture, grassroots music, and competitive socialising.

Laine is on a mission to grow sustainably, led by an expanding team of 5 Star MPs who are working to bring Laine's distinctive identity and character to more guests than ever before for a new generation of pub goers.

At the heart of that growth remains the bold ethos of
Generation Laine

We celebrate connection: Laine pubs are community-first spaces where connections thrive. We champion local partnerships. We create safe spaces.

We are sustainable by design: We live sustainability, embedding eco-conscious practices into every aspect of our operations.

We champion inclusivity: Diversity is our strength. Individuality is our superpower. We're more than 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.

www.laine.co.uk



LAINE

IGNITE THE MOMENT



**WE'RE
DIVERSITY
DEFENDERS**



**WE'RE
MOMENT
MAVERICKS**



**WE'RE
SAFE-ZONE
SAVIOURS**



**WE'RE
FUTURE
FOCUSED**



**WE'RE
CULTURAL
CATALYSTS**

www.laine.co.uk

OUR SUSTAINABILITY JOURNEY

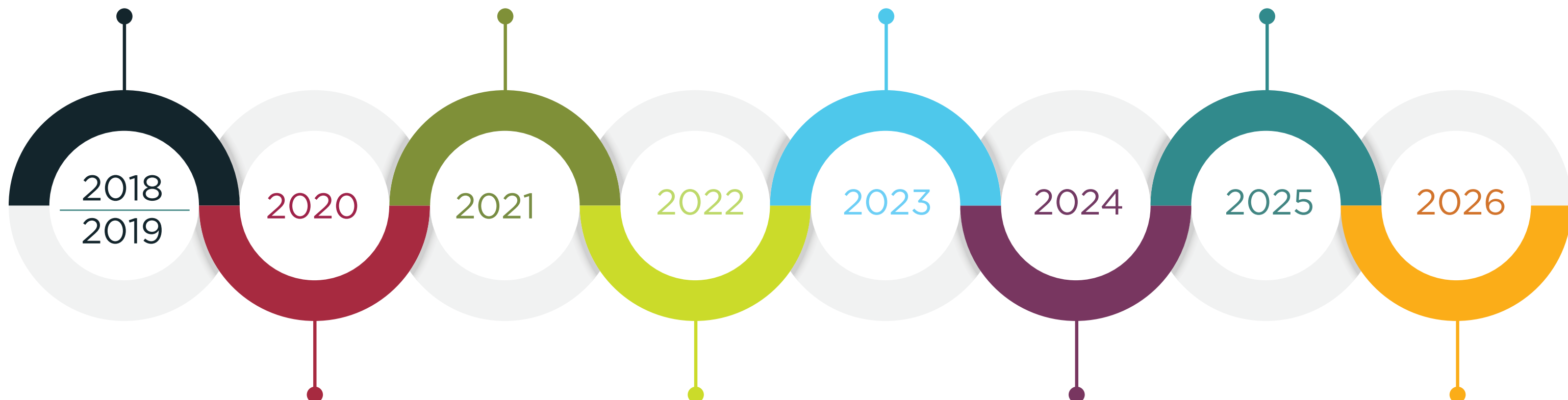
Our journey as Punch Pubs began in 1997. By 2018, we had adopted our current structure, and our sustainability journey was well underway. We've come a long way since then ...

- ▶ Punch Pubs & Co is formed, with a vision to become the "UK's Modern, Progressive Pub Company".
- ▶ We launch our industry-leading training academy at our Jubilee House Support Centre.
- ▶ We call time on plastic straws alongside other major hospitality leaders.
- ▶ #OurAwesomePeople rewards launches, celebrating the success of Punch employees.
- ▶ We publish the first edition of The Round, our magazine for Publicans.
- ▶ Punch creates Heroes Pale Ale to raise money for The Royal Marines Charity.

- ▶ We sign up for Pub Pride 2021.
- ▶ We run the Community Heroes campaign to reward local people who do amazing things in their communities – and receive 1,000 nominations!

- ▶ We publish our first Punch Promise.
- ▶ We agree on four priority Sustainable Development Goals (SDGs).
- ▶ We launch our ESG working groups Pineapples with Purpose and Push the Pineapple: Pineapples with Purpose planet volunteers and Push the Pineapple people volunteers.
- ▶ We establish our carbon baseline to help us begin our journey to net zero.
- ▶ We carry out an estate-wide energy audit to help our Publicans and MPs improve their energy efficiency.
- ▶ We launch a partnership with The Eden Project, supporting projects to rebuild habitats and ecosystems.
- ▶ We win the Staff Wellbeing Award (251+ sites) at the Licensed Trade Charity Awards.

- ▶ We are awarded Gold in Mind's Workplace Wellbeing Awards for the second consecutive year.
- ▶ Sales of low and no-alcohol products more than double (116%) against a 2022 baseline.
- ▶ Double delight for Laine as they scoop the Best Partnership Pub Company and Best Late-Night Operator at the Publican Awards.
- ▶ We launch a new strategic partnership – our fifth – with the charity Only A Pavement Away that supports people trying to rebuild their lives through hospitality opportunities.
- ▶ 94% of our pubs in England and Wales achieve a 'C' EPC energy rating.
- ▶ 100+ pubs join our 'Pollinator Pub' campaign to champion our biodiversity partnership with the Eden Project.
- ▶ Five-year investment in our pubs hits over £240 million (including pub acquisitions).
- ▶ Thirst and Gulp, Punch and Laine's learning platforms, give our people access to learning, professional growth and tools to help MPs and Publicans ensure their pub becomes/remains the local favourite.



- ▶ Punch pubs across the UK step up to the challenges of serving their communities during the pandemic.
- ▶ We win Best Leased & Tenanted Pub Company (501+ sites) at the prestigious Publican Awards.

- ▶ 'Doing Well, By Doing Good' becomes the core of our ESG strategy.
- ▶ We're awarded our first Silver in Mind's Workplace Wellbeing Awards.
- ▶ We join Budweiser Brewing Group to support the uptake of safety app WalkSafe+.
- ▶ We again win Best Leased & Tenanted Pub Company (501+ sites) at the Publican Awards.

- ▶ Pub Heroes launches, bringing together many of our most engaged and enthusiastic Publicans and MPs to celebrate and share sustainable ideas.
- ▶ 35 Punch colleagues, including the entire Executive Team, Sleep Out to Help Out, raising more than £6,000 for Only A Pavement Away, supporting the homeless.
- ▶ We launch our 'Pollinator Pubs' campaign with Eden Project.
- ▶ Sales of low and no-alcohol products increase 55% against a 2022 baseline.
- ▶ Smart meters. Smart dispensers. Energy management systems. Upgraded insulation. Across the UK, we continue the rollout of energy saving measures.
- ▶ We win Best Partnership Pub Company (501+ sites) at the Publican Awards.
- ▶ We receive the Licensed Trade Charity's Champions Award for the first time.

- ▶ Laine wins Best Partnership Pub Company (up to 500 sites) at the Publican Awards.
- ▶ We launch our ground-breaking The Public's House: The True Economic & Social Value of Pubs.
- ▶ Purchase 30 pubs from McMullen's and an additional 13 from Red Cat Hospitality.
- ▶ Install solar panels at our Support Centre.
- ▶ Punch colleagues help raise over £500k for Only A Pavement Away and the Licensed Trade Charity through Hospitality Rides and Pedalling To Pubs.
- ▶ Strategic Corporate Affairs, External Relations & ESG Lead, Jon Dale receives a Special Recognition Award at the Footprint Awards.
- ▶ New Volunteer Policy launched.

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AWARDS AND ACCREDITATIONS

PUNCH
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Springboard Awards for Excellence 2025: ►

Employee Health and Wellbeing Award



◀ PubAid Corporate Community Hero Award 2025



Wellbeing Award, British Institute of Innkeeping (BII) National Innovation in Training Awards (NITAs)



"The NITAs recognise the incredible people and organisations who make our sector such an inspiring and rewarding place to work." – Steve Alton, CEO, BII

"We're so proud to have received this honour. Our Doing Well By Doing Good value is integral to our DNA and a core part of our journey to becoming the 5 Star pub company. Our Push the Pineapple volunteers have spurred our colleagues to make meaningful change in support of our people's wellbeing."

Laura Cavendish, Group People Director

Recruiter Awards 2025: ►

Most Effective Employer Brand Development & Candidate Experience



◀ **Laine, the Best Partnership Pub Company and Best Late-Night Operator** at the Publican Awards 2025, and Best Partnership Pub Company (up to 500 sites) at The Publican Awards 2026.



Hayley's a rising star!

We were thrilled to see our Head of Operations, Hayley Patterson, named Rising Star at the MCA Hospitality Awards.

Eleven years after starting her Punch journey, Hayley's exceptional talent, commitment to going above and beyond, and a host of standout moments earned her the accolade.

She's helped MPs turn struggling pubs into thriving ones. She's helped MP Designates run their own pubs. She's contributed to our food development, walked miles for Cancer Research, and even got a Punch tattoo to mark 10 years with us.

Most of all, she's grown into a leader who lifts others up.

Many congratulations, Hayley.

AWARDS AND ACCREDITATIONS OUR PUBS

WINNER ▼

Biscuit Billy's:

Best Independent Venue, Doncaster Best Bar None Awards 2025 & South Yorkshire Winner, National Pub & Bar Awards; Best Venue – People's Choice Award 2026 – Doncaster Best Bar None.

THE BELL AT THE BALL ►

Debbie and Sam join the King's Garden Party

25 years ago, Debbie and Sam McCallum received the licence for The Bell pub in Kesgrave. The very next day, they were married at the church next door.

Since then, they've placed The Bell at the heart of their community and raised hundreds of thousands of pounds for local charities, hospices and good causes.

It's that dedication – together with Debbie's work as a local councillor – that earned her and Sam an invitation to Buckingham Palace for last year's King's Garden Party. It was a richly deserved award in their silver anniversary year.

WINNER – ►

The Red Lion, Cranford:
Best Large Business, Northants Life Awards 2025



WINNER – ◀

People's Park Tavern, Hackney: London's Best Beer Garden, Time Well Spent Awards

LAINE



WINNER - BEST BURGER JOINTS IN THE UK

The Tanners Arms, Newcastle:

"One of Newcastle's best spots for a burger" – The Times

AA ROSETTE for CULINARY EXCELLENCE ►
The Rattlebone Inn, Sherston



WINNER ◀

Providence Inn, Yedingham:
Best Pub in Thirsk & Malton (Kevin Hollinrake MP)

WINNER ►
The Anglesey Arms, Chichester:
Punch Pub of the Year, Great British Pub Awards



PONKY'S IN PARLIAMENT ►

Not content with winning Andrew Snowden MP's Fylde Pub of the Year competition, the Coach & Horses, Freckleton (known locally as Ponky's) was also mentioned during a parliamentary debate on temporary licensing changes for pubs during the UEFA Women's Euro 2025 tournament.



WINNER – ◀

The Globe Inn, Swanage:
Business of the Year, Independent Business of the Year & New Business of the Year, Swanage Business Awards

PUBLICAN OF THE YEAR

Our Pubcan of the Year Awards celebrate the people who bring Punch to life every day. They recognise outstanding Publicans and MPs who go above and beyond to create welcoming, inclusive and sustainable pubs at the heart of their communities.

From supporting local causes and investing in their teams, to delivering exceptional guest experiences and running responsible, resilient businesses, the awards shine a light on those setting the standard across our estate. By celebrating excellence, innovation and social impact, the Pubcan of the Year Awards reinforce the vital role Publicans play in doing well, by doing good. Congratulations to all of our winners and finalists.



PUBLICAN OF THE YEAR WINNERS 2026

Dom & Shell Roberts - The Anglesey Arms

OUR WINNERS

BEST DRINKS OFFER

Lindsey Armstrong - Champs Sports Bar & Grill

BEST FOOD OFFER

Alex King & Joseph Clark - Bull Inn

BEST NEWCOMER AWARD

Kelly Howarth - The White Horse

SPECIAL RECOGNITION AWARD

Trevor & Debra Wilding - Jacksons Arms

BEST FIRESIDE PUB AWARD

John Hodge & Keisha Barker - The Famous Crown

BEST KINDRED PUB AWARD

Stevie & Elaine Spring - The Clousden Hill

BEST UNITY PUB AWARD

Karen Downes & Michael Going - The Merry Mermaid

BEST PUB ENTERTAINMENT & SPORT AWARD

Dawn Slater - The Garrick's Head

COMMUNITY PUB OF THE YEAR AWARD

Darren & Tina Tester - The Carisbrooke Arms

DOING WELL, BY DOING GOOD AWARD

Richard Gordon & Sonya Harvey - The Red Lion

REGIONAL PUB OF THE YEAR AWARD

Ruth & Jack Sims - The Travellers Inn

REGIONAL PUB OF THE YEAR AWARD

Dom & Shell Roberts - The Anglesey Arms

REGIONAL PUB OF THE YEAR AWARD

Alan & Emma North - The Piper

REGIONAL PUB OF THE YEAR AWARD

Charlie & Matt Wofinden-England - The Rattlebone

REGIONAL PUB OF THE YEAR AWARD

Shane Light - The Salmon Leap



Publican of the Year winners:
Dom & Shell Roberts,
The Anglesey Arms, Chichester



Regional Pub of the Year Award:
Charlie & Matt Wofinden-England,
The Rattlebone, Sherston



Regional Pub of the Year Award:
Ruth & Jack Sims -
The Travellers Inn, Sheffield



Best Newcomer: Kelly Howarth,
The White Horse, Bolton

PUNCH
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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

ESG AT PUNCH

Our Environmental, Social and Governance (ESG) strategy is embodied in our “Doing Well, By Doing Good” value. This is more than a set of commitments – it’s a promise to be at the heart of the communities our pubs serve, to play a part in the economic recovery of the nation through job creation, and to be a modern, diverse, inclusive and environmentally friendly pub company.

We continue to deliver the Doing Well, By Doing Good programme through three pillars, each driven by its own working group.



PEOPLE

WORKING GROUP

Push the Pineapple

Find out more on page 42



PLANET

WORKING GROUP

Pineapples with Purpose

Find out more on page 78



PUBS

WORKING GROUP

Pub Heroes

Find out more on page 108

STILL DOING WELL, BY DOING GOOD... BUT DOING IT A LITTLE DIFFERENTLY

Since 2022, we have been working towards a set of 12 sustainability targets, each designed to help bring us closer to achieving our strategic ESG aims. By the end of 2025, we had successfully met most of the targets. Some we’d met ahead of schedule.

Their completion presented an opportunity not just to create a new set of targets but to look again at our ambitions, commitments and the framework in which they sit. Also, in early 2025, we conducted a new double materiality assessment (DMA), which has helped develop our understanding of the ESG topics most relevant to us.

In combination, these factors have helped us revisit and update our strategy. People, Planet and Pubs remain at its core, but our strategic direction is more closely aligned with the outcomes of the materiality assessment (see p31).

The SDGs, which previously helped drive our strategy, are now mapped to our priority areas and help provide valuable context. This ensures alignment with the global goals while keeping our strategy focused on what matters most for Punch.

SUSTAINABLE DEVELOPMENT GOALS



Community clean at Crantock beach, Cornwall



Pollinators at the Hen House, Cannock



Woodland clean at Cannock Chase, Staffordshire

STRATEGIC FRAMEWORK

STRATEGIC
PILLAR

COMMITMENT

STRATEGIC
OBJECTIVE

SUPPORTING
SDGS

WORKING
GROUPS



PEOPLE

We are committed to nurturing, supporting and empowering our people's overall wellbeing to ensure we realise our aim of being THE 5 Star pub company.

HEALTH &
WELLBEING

EQUALITY &
INCLUSION

DEVELOPING
OUR PEOPLE

We will promote and enable positive mental health and physical wellbeing for all in our business and the communities our pubs serve.

We will create an inclusive workplace for all our people.

We will support our people through learning, encouraging professional growth and development.



PLANET

We aim to be a little kinder to the planet by championing biodiversity, maximising energy efficiency, reducing waste and promoting responsible sourcing.

ZERO
WASTE

EMISSIONS
REDUCTION

SUSTAINABLE
SUPPLY
CHAIN

We will become a zero-waste business.

We will reduce our Scope 1 & 2 emissions by 80% by 2032 and achieve net zero by the end of 2040.

We will source sustainably and ethically from our suppliers.



PUBS

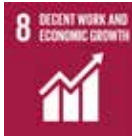
Through investment, training, partnership and innovation, we will work to ensure our pubs deliver what our guests and their communities need, both socially and economically.

HEALTHIER,
GREENER
COMMUNITIES

THRIVING
COMMUNITIES

We will encourage healthier lives and greener, more biodiverse places across our communities.

We will proactively contribute to the economy of our communities and drive local job creation.



PUSH THE PINEAPPLE

PINEAPPLES WITH PURPOSE

PUB HEROES

For targets against these objectives, see [p35-37](#)

BUILDING OUR NEXT PHASE, TOGETHER

When it came to shaping the next stage of our strategy, we didn't want to impose it; we wanted to build it together. So, in September 2025, over 30 members of Punch's passionate pineapple family came together for two workshops.

One was focused on Planet, the other on People and Pubs. Their goal: to reimagine our strategy and set new targets that spark meaningful change in the places and communities we care about most.

Their outputs shaped a new set of draft targets, which we tested through discussions with key stakeholders who helped us refine the final set.



MATERIALITY: THE SUSTAINABILITY TOPICS THAT AFFECT US MOST

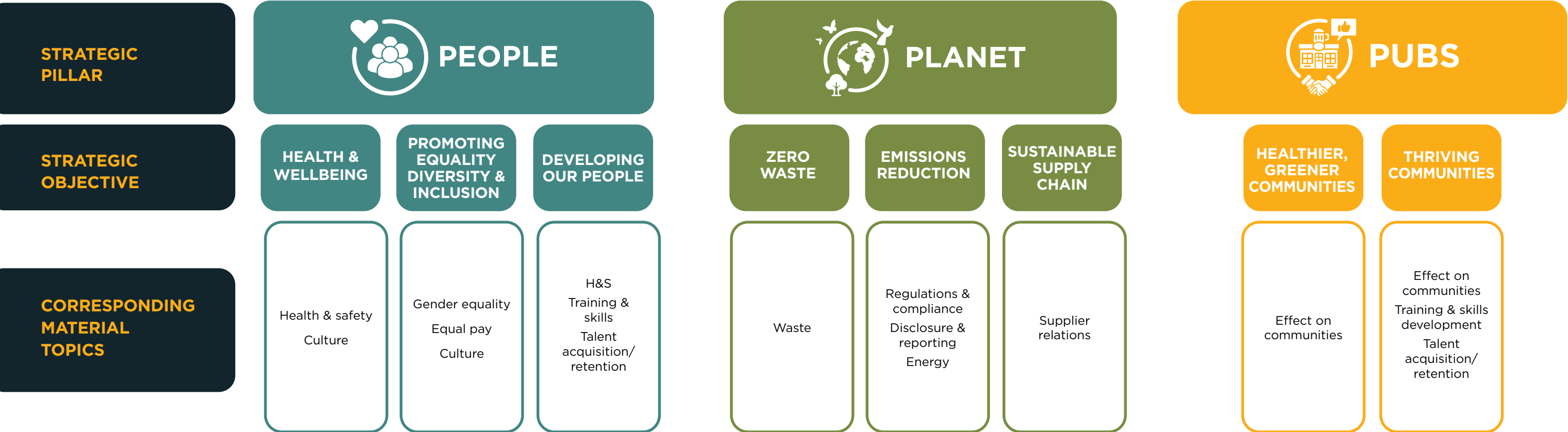
We want our ESG strategy and the targets that support it to be meaningful, so they must align with the issues that most affect our organisation. To understand those issues and their relative priority to us, in early 2025, we also conducted a double materiality assessment (DMA).

We examined a wide range of ESG topics from two perspectives: how sustainability issues affect our financial performance (financial materiality), and how our activities impact society and the environment (impact materiality).

Guided by the European Sustainability Reporting Standards (ESRS), we surveyed a range of Publicans, MPs, investors, employees, strategic suppliers, and guests about the topics they felt were most important to and for our business. We are satisfied that the results of that assessment remain current for this reporting year.

From the 281 responses we received, we identified topics considered 'most material'. Then, we used these priority topics to inform the development of our revised strategic objectives.

ALIGNMENT WITH MATERIAL TOPICS



▲ Angie & Robin Uren - Coach & Horses, Crewe

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INTRODUCING OUR NEW TARGETS

Our refreshed targets will guide the next phase of delivery. They are designed to:

- ▶ Build on the progress already made
- ▶ Focus on the issues that matter most to us
- ▶ Remain ambitious, stretching and credible

We have retained three existing targets as they remain live and relevant. Our long-term net-zero commitment also remains unchanged, with the refreshed targets acting as near-term stepping stones towards that goal.



We are currently progressing the work needed to translate our net-zero commitment into a clear delivery plan for the next reporting period. During this time, we will review the most appropriate frameworks, data requirements and delivery approaches to support our transition. This will help strengthen our understanding of the actions needed to accelerate our decarbonisation journey and deliver on our long-term ambitions.

The updated targets reflect the outcomes of the DMA and align with our identified priority topics, while retaining the clarity and strength of the People, Planet, Pubs framework. The targets received executive approval in March 2026.



▲ Growing Point plant nursery, Eden Project



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▲ Punch partnered with Biffa and Molson Coors to remove litter from Scout Scar in the Lake District



STRATEGIC OBJECTIVE	TARGET	STATUS	PROGRESS	SDG
We will promote and enable positive mental health and physical wellbeing for all in our business and the communities we serve.	We will adopt Mind’s Mental Health Toolkit by 2027 and publish annual wellbeing metrics.	New	We continue to work with Mind, and have commenced rollout of our Mental Health First Aider Training for employees, Publicans, and MPs.	3 GOOD HEALTH AND WELL-BEING
We will support our people through learning, encouraging professional growth and development.	We will deliver and uphold an 85% completion rate for MPs, their teams and Publicans across all available gamified learning modules, embedding a culture of accountability and professional development.	New	Our current completion rate across all journeys is circa 70%.	8 DECENT WORK AND ECONOMIC GROWTH
We will create an inclusive and welcoming workplace for all our people.	We will achieve a 10% increase (from our 2025 baseline) in women’s representation in senior management roles by 2027. In parallel, we aim to broaden diversity across our employee base by increasing opportunities for people from a wider range of backgrounds, embedding this progress into our recruitment, development and succession planning.	New	Women currently hold 44% of senior leadership roles within Punch; a 3% increase from 2025.	10 REDUCED INEQUALITIES
We will create an inclusive and welcoming workplace for all our people.	We will embed the Respect Charter as a core element of our Doing Well, by Doing Good commitments by rolling it out to our direct employees, including all Operations Managers, by the end of 2027, and making it a mandatory part of onboarding for every new starter.	New	Over two-thirds of Punch employees have attended, circa 250+.	10 REDUCED INEQUALITIES

STRATEGIC OBJECTIVE	TARGET	STATUS	PROGRESS	SDG
We will reduce our Scope 1 & 2 emissions by 80% by 2032 and achieve net zero by the end of 2040.	We will reduce energy consumption in our MP pubs and at our Support Centre by 30% by the end of 2028.	Retained	Currently achieving circa 20% through smart technology.	7 AFFORDABLE AND CLEAN ENERGY
We will become a zero-waste business.	We will send zero waste to landfill by the end of 2028, faster if we can.	Retained	We recycle 53% of waste. We convert 46% of our waste to energy. We divert 98% of our waste from landfill.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We will source sustainably and ethically from our suppliers.	We will prioritise local British suppliers and continue to only use 100% MSC-certified fish and British meats sourced to recognised assurance standards, whilst working towards 80% of our meat, fish and fresh vegetables coming from suppliers within the UK and Ireland by 2027.	New	We continue to prioritise local British suppliers, using 100% MSC-certified fish and British meats sourced to recognised assurance standards. 69% of our top 50 products are currently sourced from the UK and Ireland.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We will source sustainably and ethically from our suppliers.	We will ensure that a minimum of 15% of all MP main menu dishes are plant-based by 2027.	New	Currently 10-11%.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

STRATEGIC OBJECTIVE	TARGET	STATUS	PROGRESS	SDG
We will encourage healthier lives and greener, more biodiverse places across our communities.	We will implement biodiversity features in at least 150 pub gardens by the end of 2027, creating habitats that support pollinators and local wildlife, and report progress annually.	New	We currently have 100+ pollinator pubs with 29 "hero pollinator pubs".	3 GOOD HEALTH AND WELL-BEING
We will encourage healthier lives and greener, more biodiverse places across our communities.	We will continue to increase Punch's low and no-alcohol sales across our pubs year-on-year and embed responsible drinking principles by offering clear choices, supporting moderation campaigns, and training teams to champion safe consumption.	New	Sales of low/no alcohol products have increased by 193% (by volume) since 2023.	3 GOOD HEALTH AND WELL-BEING
We will proactively contribute to the economy of our communities and drive local job creation.	By 2027, we will establish and develop partnerships with at least three charities and NGOs to support disadvantaged people in accessing training and employment in hospitality, aiming to make the sector a sustainable career option.	New	We are currently partnering with the Licensed Trade Charity (LTC), Career Ready, Springboard and Only a Pavement Away.	8 DECENT WORK AND ECONOMIC GROWTH
We will proactively contribute to the economy of our communities and drive local job creation.	Over the next two years, we will publish and embed our academic research, positioning Punch Pubs at the forefront of social value. This work will strengthen pride across our teams and partners and help attract the best people to work with and for Punch.	Retained	Launched in April 2026.	8 DECENT WORK AND ECONOMIC GROWTH

RATED 4* BY
SUPPORT THE
GOALS

Our commitment to the SDGs continues to be recognised by Support the Goals (STG), an initiative which rates, educates and rewards businesses for their contributions to the world's greatest action plan.

Punch Pubs & Co has achieved a 4* Ambition Rating, reflecting our organisational commitments and actions towards five key sustainability issues: net zero, biodiversity, waste, gender equality and living wage.

This places us among the highest-ranking STG supporters.



Our commitment to our people, planet and pubs is evident across our business - from strategy to our seasonal MP immersion days at our Support Centre.



PUNCH
PUBS & CO

OUR STRATEGIC
PARTNERSHIPS

If our efforts of the past few years have taught us anything, it's that you can achieve much more together than you can alone. That's why our partnerships matter so much to us. And it's why we created five strategic partnerships with key organisations to help our business and the communities we serve thrive.

OUR STRATEGIC PARTNERS ARE:



ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE

We align our corporate governance practices with the UN Global Compact (UNGC). This ensures our strategies and operations align with universal principles on human rights, labour, environment, and anti-corruption.

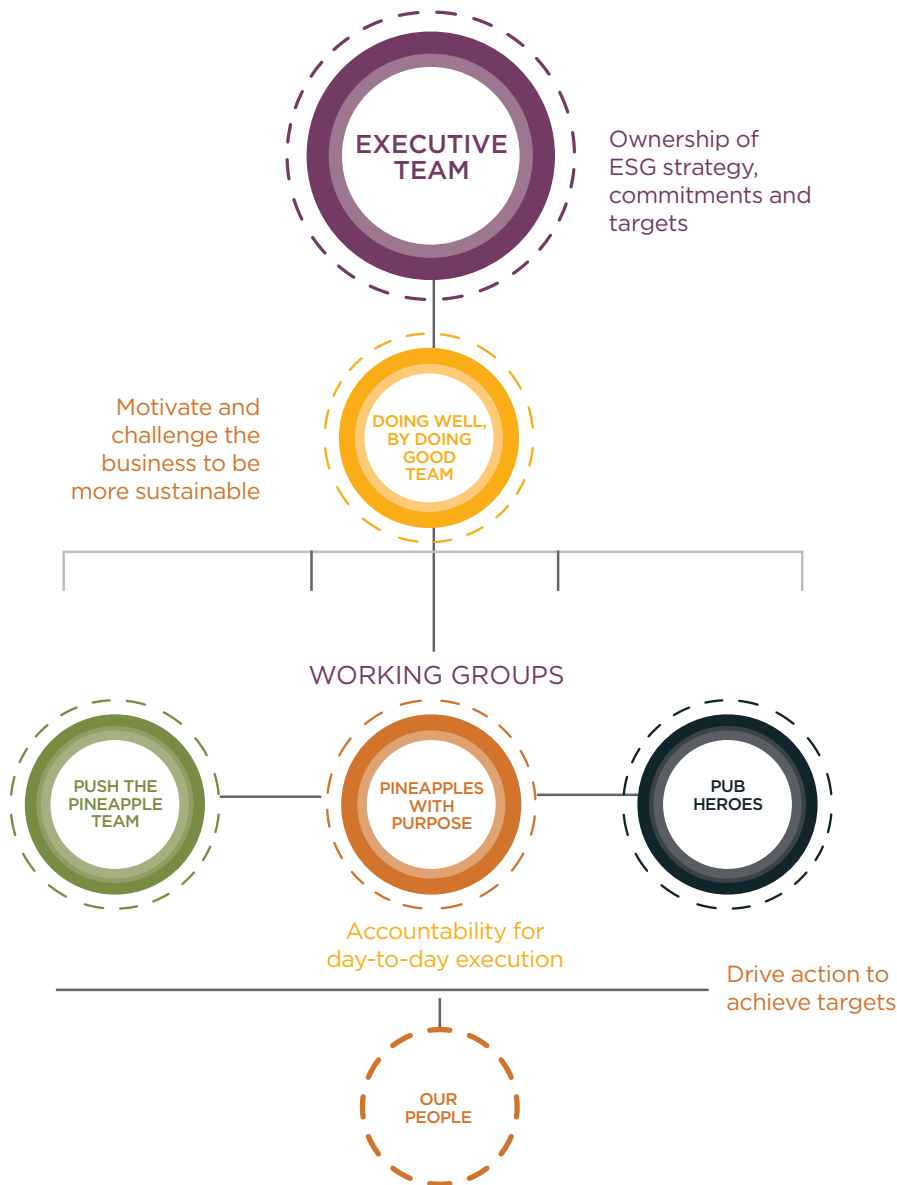
We have developed our ESG strategy by building an understanding of the material topics defined by our stakeholders and the associated SDGs. Our working groups then drive progress across our People, Planet and Pubs pillars.

Strategic direction continues to be set by the Executive Team, which also has an oversight role and ultimate responsibility for reviewing and approving reported information. Each of our strategic pillars has one or more executive sponsors who monitor progress. (see p29).

During this reporting period, the Executive Team has had oversight of our People, Planet and Pubs pillars. They have also reviewed our climate-related financial disclosures and monitored progress on the following:

- ▶ EPC upgrades
- ▶ Energy reduction
- ▶ Renewable electricity sourcing
- ▶ Waste diversion
- ▶ Supplier blueprint
- ▶ Net-zero roadmap

The Punch Promise is the primary method for reporting on ESG matters, and its elements inform sustainability-related content in our Annual Report and Financial Statements. All investor calls have time allotted for ESG updates.



POLICIES, CODES AND REPORTS

Our policies provide the foundation for how Punch operates responsibly, ethically and sustainably. They set clear expectations for behaviour, decision-making, and accountability across our business, helping ensure we do the right thing for our colleagues, Publicans, MPs, and communities. From strong governance and ethical business conduct to robust approaches to health and safety, equality, wellbeing and environmental responsibility, our policies guide how we manage risk, uphold our values and deliver long-term positive impact.



Our codes and policies: • Anti-Tax Evasion • Code of Ethics and Business Conduct Recruitment and Selection Policy • Whistle Blowing Policy • Bullying & Harassment Policy Diversity and Inclusion Policy • Employee Wellbeing Policy • Environmental Policy

CLICK HERE TO ACCESS
PUNCH

CLICK HERE TO ACCESS
LAINÉ



PEOPLE



▲ Push the Pineapple Wellbeing Day, March 2026

PEOPLE ARE AT THE HEART OF EVERYTHING WE DO

That's why people are front and centre of our ESG work. Without them, there would be no Punch Promise.

We work hard to nurture and empower our people to be their best, authentic selves. It's what our core values are all about: Thriving Together; Doing Well, By Doing Good; Pride in Our Stride and Delighting Every Guest.

In this section, you'll discover how we're celebrating our collective differences to ensure everyone feels welcome in our pubs, and how we're affirming our commitment to kindness and fairness with our bespoke Respect Charter.

You'll find out about our incredible wellbeing event that attracted a record number of Publican and MP attendees, and how we're training up our Publicans, MPs and Punch support teams to become Mental Health First Aiders, the unqualified therapists well-loved for nurturing their communities.

To realise the People Pillar of our ESG strategy, our volunteers have created a grassroots movement called Push the Pineapple (PTP).

Why? To nurture our collective health and wellbeing and live and breathe our purpose of inspiring those moments.



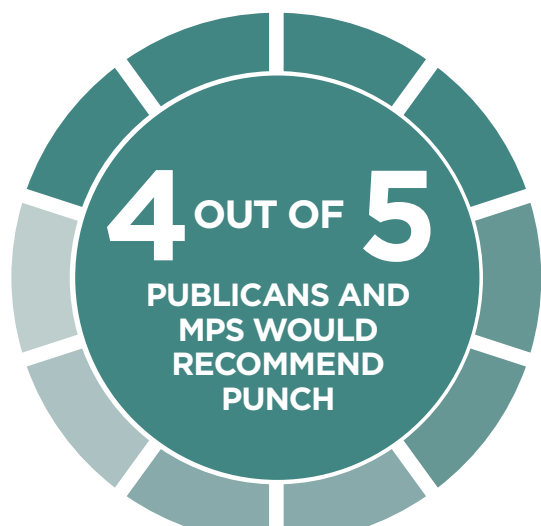
OUR PLEDGE:

We are committed to nurturing, supporting and empowering our people's overall wellbeing to ensure we realise our aim of becoming The 5 Star Pub Company.

WHY IT MATTERS:

When our people thrive, so does our business. Supporting wellbeing, development and engagement helps us attract and retain great talent, build stronger teams and create the culture needed to deliver exceptional experiences for our Publicans, MPs and guests.

PEOPLE AT PUNCH PUBS & CO



CALMFEST



A packed, online wellness festival with live events spanning Mental Health Awareness Week.
See p52



WE SUPPORTED drinkaware BY...

- ▶ Publicising our guide to low and no-alcohol drinks
- ▶ Supporting the Talk a Little More, Drink a Little Less campaign
- ▶ Championing the Drinking Check alcohol self-assessment tool
- ▶ Launched the Drinkaware Hub
See p55



143,025
PLAYTHROUGHS OF GULP'S GAMIFIED LEARNING MODULES
See p63

We launched our
RESPECT CHARTER

See p72



118 PUNCH PUBS
SIGNED UP TO CELEBRATE PUB PRIDE
See p74

4 R.I.S.E.
GRADUATES BECAME MPs IN FY25. See p64

7 MP
DESIGNATES GAINED A PUB VIA OUR PATHWAY TO PARTNERSHIP IN THE PAST 12 MONTHS
SEE P67

FOR OUR STRATEGIC PARTNER ONLY A PAVEMENT AWAY

WE SUPPORTED FUNDRAISING BY...

- ▶ Hiking against homelessness
- ▶ Cycling across Taiwan and the Lake District
- ▶ Turning up the heat in our first ever Cook Off
- ▶ Donating 2,100 portions of Vietnamese curry for Only A Pavement Away's Food For Thought campaign
- ▶ Taking on Molson Coors, Greene King and Admiral Taverns in football and cricket matches
- ▶ Donating food parcel meals worth £6,000 to 12 partner organisations, including Birmingham City Mission, Winter Comfort, and Coffee4Craig
- ▶ Getting moving for Only A Movement Away month. See p58-60

PUNCH
PUBS & CO





HEALTH & WELLBEING



OUR COMMITMENT:

We will promote and enable positive mental health and physical wellbeing for all in our business and the communities our pubs serve.



TARGET: We will adopt Mind's Mental Health at Work Toolkit by 2027 and publish annual wellbeing metrics.

PEOPLE POWER



Our Push the Pineapple, volunteer-powered movement brings the people part of our Punch Promise to life. It's a grassroots movement, full of heart and driven to support our collective wellbeing.

To ensure we focus on the broadest possible range of what matters to our people, pubs, and communities, we operate through seven volunteer teams that lead work in their respective areas. These are:



Mental wellbeing



Financial wellbeing



Physical wellbeing



Social wellbeing



Women's wellbeing



ED&I (see p72)



Men's wellbeing

Find out more about these on the following pages.



PUNCH PODCASTERS

Our Pineapple Podcast has continued to host the sort of personal, powerful conversations around health and wellbeing you might not expect from a work-based broadcast.

For season three, we took the podcast into pubs for "Over the Bar" conversations with our Publicans and MPs, who shared what they do in and for their communities to help everyone stay healthy and happy.

KEEP HUDDLING!

Our company 'Huddle' is a weekly live broadcast to bring the Punch community together for business updates, previews of upcoming campaigns or initiatives, and recognition of outstanding performance.



It's another way of building and maintaining a sense of community, and keeping everyone informed, motivated and connected.



MAKING IT EASIER FOR EVERYONE TO DO GOOD

As you'll discover in the following pages, Punch people find countless ways to deliver on our value of Doing Well, By Doing Good. But if we want even more people to get involved, we know we have to make it easier to step up.

That's why we've launched our new Volunteer Policy. Under the policy, every Punch colleague can request up to two paid volunteering days per year (consecutive or separate) to get 'out there', give back, learn, feel good and do something entirely different.

Everyone can mix their days, ensuring different causes benefit from their time. The only requirement is that all activities should align with our values. In our next Punch Promise, we'll share how some of those volunteering hours are being used.





ALL THINGS WELLBEING

155+ ATTENDEES

Record attendance at our All Things Wellbeing event

Punch Publicans and MPs love feeling part of something bigger, so in spring 2026 we made our latest wellbeing event our biggest yet, bursting with practical tools, real conversations, and hands-on experiences designed for everyone in hospitality.

Under the theme of ‘creating community’, our Push the Pineapple All Things Wellbeing Event was designed to provide a strong, tangible link to our core value of Doing Well, by Doing Good.

Appropriately, we saw people from across our community taking part, including MPs and Publicans from 70 pubs (including several Pub

Heroes), 70+ Support Centre team members and many more speakers and exhibitors. We were delighted to see so many getting involved, achieving a record attendance for a day of inspiration that helped everyone feel more confident, energised and able to bring their best selves to their teams and communities.

Here’s what they got up to:

INSIGHTS

We heard from speakers who genuinely understand hospitality.

TOOLS

Attendees accessed practical tools to help boost their own resilience and wellbeing, as well as those of their teams and pub communities.

THE LICENSED TRADE CHARITY

This professional body shared the incredible practical guidance, support, and tools they provide to support the physical, emotional, mental and financial wellbeing of hospitality professionals, as well as legal support.

SOCIAL VALUE

Attendees received an update on our economic and social value research project (see p8).



CREATING COMMUNITIES

Our Executive Team set the tone for the day by introducing the theme and reminding us why wellbeing sits at the heart of great pubs and people.

BRITISH INSTITUTE OF INNKEEPING (BII)

This professional body shared the incredible resources and support they offer to ensure pub businesses remain strong and at the heart of communities.

DRINKAWARE

The charity showcased its Drinking Check self-assessment test and Drinkaware Hub (see p55).

CONNECTIONS

We explored the psychology of connection to open conversations about men’s mental health, allyship, and self-care.

MENTAL HEALTH

We launched our new Mental Health First Aider training for our pub operators, field and Support Centre staff (see p53).

PUB HEROES

Our Pub Heroes discussed the ways in which they support their own health and wellbeing, and that of their teams.



Senior HR Business Partner Beth Mannion addresses our wellbeing guests

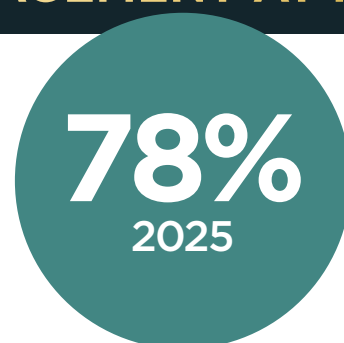


POWERED BY OUR PEOPLE



WHAT OUR PEOPLE VALUED MOST*

EMPLOYEE ENGAGEMENT AT PUNCH



Doing Well, By Doing Good starts with our own people. We want them to enjoy their work and feel supported, rewarded and cared for. To find out how we're measuring up against that ambition, Punch and Laine carry out a regular employee survey using the Workday Peakon Employee Voice platform.

Overall engagement – broadly defined as an employee's emotional and psychological commitment to their work and calculated by aggregating sentiment across a range of questions – rose from **74%** in May 2022 to **78%** as of December 2025, based on results collected during this period.

Combined with Peakon's comment summaries (see boxout), the result is an extremely encouraging picture of a happy, engaged and thriving workforce.

HOW WE SCORED

Our people scored us highest compared with our sector against the following statements:

MANAGEMENT SUPPORT 87% (+5% vs benchmark*)

Statement: "My manager provides me with the support I need to complete my work."

CAREER PATH (Growth): 74% (+7% vs benchmark*)

Statement: "I see a path for me to advance my career in our organisation."

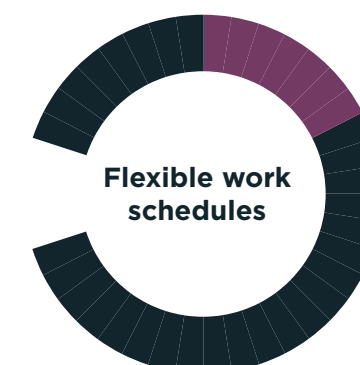
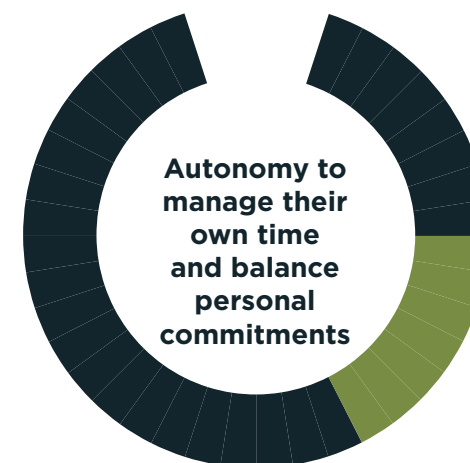
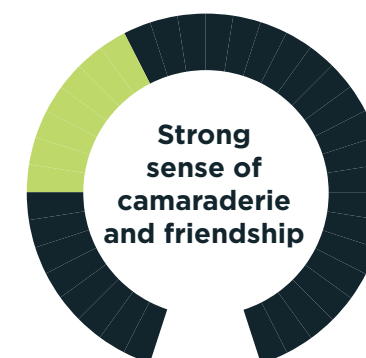
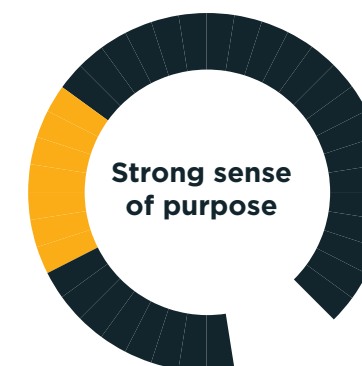
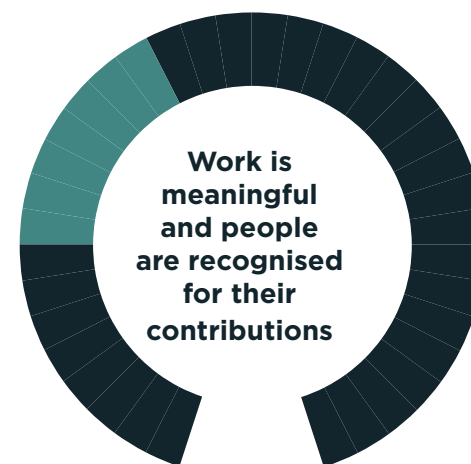
EQUALITY (Organisational Fit): 87% (+6% vs benchmark*)

Statement: "People from all backgrounds are treated fairly at Punch Pubs & Co."

STRATEGY 82% (+7% vs benchmark*)

Statement: "The overall business goals and strategies set by our Senior Leadership are taking Punch Pubs & Co in the right direction."

*Benchmark: A comparison with other organisations using Workday Peakon in the consumer food, beverage and tobacco sectors.



*From summaries provided by Peakon



MOMENTS OF CALM



Once again, we championed CalmFest, a week of live online health and wellness sessions. While mental health was the core of the event, sessions throughout the week focused on wellness in all its forms, including sleep, gut health, yoga, managing money and more.

A place to talk, listen and support

Punch people play a vital role in supporting their communities, making their pubs a place to talk, listen and support. To keep doing that, though, they need to look after their own wellbeing.



As part of Mental Health Awareness Week (MHAW) in May, we published (and republished) a range of support tools available free of charge to all Punch people, to help them look after themselves. These included:

HUB OF HOPE: A national mental health database and one-stop shop of help and support.

LTC SUPPORT: Wellbeing, financial (including grants), and practical help for anyone in the licensed hospitality sector, accessed via phone, website or app.

MIND: Confidential help, information and mental health law advice from the mental health charity and Punch's strategic partner.

PEOPLE'S CAPTAIN: Pioneering training to help our pub teams help look after the communities they serve, from one of Punch's partners.

DRINKAWARE: Support for their "It's okay to talk about drinking" campaign (see p55).

MHAW also saw us run a number of live webinars covering topics such as:

- Managing your menopause
- Pilates
- Breathwork
- Building neurodiversity in the workplace
- Stretch and relax
- Managing your money anxieties
- Feed your brain - cook along
- Support for better sleep



drinkaware

Across the country, MHAW saw Punch Pubs spreading the message of positive mental health. At the Queens Head in Rothbury, Jordann Dixon and her team organised a week-long programme of 10 fundraising events for Tyneside and Northumberland Mind, aligning with this year's theme of community.

Jordann said: "Mental health doesn't discriminate, and neither should our pub. We want to create a space where people can walk in, share their stories, and feel supported without judgment."



MENTAL HEALTH FIRST AIDER (MHFA) TRAINING

These are challenging times for the hospitality sector. It takes resilience to step up every day in a pub environment, where long hours, pressure, and constant interaction are the norm.

That's why we're delivering MHFA training to our pubs. The training, which helps people spot when someone is struggling and offer first-step support, was requested by our Pub Heroes (see p108) and empowers our Publicans and MPs to look after themselves so they can keep looking after their communities.

WOMEN'S WELLBEING, ED&I WELLBEING



Being brilliant together

BRILLIANT Women has been created to inspire women to be ambitious, courageous, and authentic, so they can achieve career success in typically male-dominated fields.

For International Women's Day in March, six Punch women - Danielle Boothroyd, Linda Kennedy, Fiona Patterson, Lauren Scott, Shirley Couchman and Sophie Bellamy attended Be Brilliant Together, an event that brought together an inspiring group of leaders to discuss pathways for empowering women and accelerating progress into non-executive director (NED) and other boardroom roles.



Punch was well represented at the Be Brilliant Together event



BRILLIANT Woman Boardroom experience

The BRILLIANT Woman Boardroom experience has meant so much to so many individuals for different reasons.

Speaking to the Morning Advertiser, Linda Kennedy, Director of Investment and Growth, shared her views on the biggest obstacles in gender equality, including women's self-confidence and the ability to articulate their value, societal changes (e.g. being primary caregivers as well as major household contributors) that constrain opportunities for women, and gender bias.

She said: "Punch Pubs has been a breath of fresh air, working hard at encouraging great conversations to develop awareness across the business."

Training senior leadership with



WiHTL (Women in Hospitality, Travel, and Leisure) is the only collaboration community devoted to increasing inclusion in the hospitality, travel and leisure sectors. Part of the organisation's work is to develop future leaders, senior leaders and NEDs through a series of programmes targeting women and underrepresented ethnic groups.

We currently have a number of Punch colleagues accessing WiHTL's development programmes.





HITTING THE BULLSEYE FOR HEALTH



July saw Support Centre and field-based team members channel their inner Luke Littler for the return of the Punch Darts Tournament.

Dozens of players took part in the event in support of men's wellbeing and mental health. At the nail-biting final, played at the men's wellbeing payday drinks takeover of the Punch Academy, Jake Green (Marketing) beat Alex Sheppard (Pub Support) 2-0.

Both finalists won a pair of tickets to the PDC Grand Prix of Darts in Leicester, while Jake also received a Heineken Blade Unit.

In addition to the main event, speed darts and pool were brilliant fun, and prizes on the night included a signed glove donated by boxing legend Tony Bellew.

Most importantly, the event was a catalyst for many conversations about mental health, signposting and how we can support each other.



CRAIG'S SONG FOR PROSTATE CANCER UK



In March, our men's wellbeing group promoted a range of fundraising activities for Prostate Awareness Month.

Meanwhile, Publican Craig Pennington from the Lord Roberts in Nottingham took to the stage at the city's Albert Hall, singing for Prostate Cancer UK with the Nottingham Men Allowed volunteers.

Craig raised further funds for the charity by donating the 10% discount he usually gives to the local running club, Nottingham Frontrunners, bringing his fundraising above £1,000.



SUPPORTING RESPONSIBLE DRINKING AND HEALTHIER LIFESTYLES



We recognise our responsibility to help our guests and our people drink responsibly. In part, we meet that responsibility by offering an ever-growing range of low and no-alcohol drinks (see p116). And once again this year, we've partnered with a number of organisations and initiatives to help ensure every guest feels welcome and well supported.



SUPPORTING RESPONSIBLE DRINKING AND HEALTHIER LIFESTYLES



We want to help our guests make better choices about their drinking. That's why, for the past decade, we've been working side-by-side with Drinkaware, the independent charity which aims to reduce alcohol-related harm by promoting healthier lifestyles.



The Drinkaware difference in 2025 ▼

2.18m

active users of the Drinkaware website

2.38m

people engaged with Drinkaware content

472k

Drinking Check completions

21,918

drink-free days tracked

HOW WE'RE SUPPORTING BETTER CHOICES

Since 2024, our pubs have used the Drinkaware guide to low and no-alcohol drinks in partnership with Punch. Drinkaware videos and training resources highlight the benefits for pubs in expanding their low and no ranges.

We've supported Drinkaware's 'It's okay to talk about drinking' campaign, encouraging open conversations about alcohol consumption and mental health.

We've once again publicised the Drinking Check alcohol self-assessment tool, designed to help get people thinking about their relationship with alcohol, normalise conversations about it, and improve health.

We've also launched the Drinkaware Hub, a new online resource designed to help staff and colleagues understand more about alcohol. The Hub provides e-learning on topics such as alcohol awareness, alcohol conversations and moderation.



HOW WE'RE SUPPORTING DRINKAWARE

We're not only supporting Drinkaware's message; we're supporting the charity so it can keep making a difference. According to Drinkaware, Punch Pub's contribution enabled the delivery of the following activities and reach over the year:



The identification of...

237 people drinking at increasing-risk levels

93 at higher-risk levels

ROAD SAFETY THINK!-ERS

Even a little alcohol before driving carries big risks. That's the core message of THINK! 0%, the Government's first Road Safety Strategy in over a decade, which aims to reduce deaths and serious injuries on Britain's roads by 65%.



As part of the strategy, the Government launched a consultation on lowering the drink drive limit in England and Wales, which has remained unchanged since 1967 and is currently the highest in Europe. As a THINK! 0% partner, Punch Pubs remains part of the conversation.

We are also supporting the initiative by increasing our 0% options and continuing to raise awareness of the vital role 0% drinks can play in keeping drivers safe on our roads.



PORTMAN GROUP MEMBERS

We continue our commitment to road safety as 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.



SO, LET'S TALK PHYSICAL WELLBEING



There's no one right way to improve physical health. That's why we've offered our people a variety of options this year:

- We invited hospitality wellbeing coach Patrick Howley, from So Let's Talk, to run a session with our field team on the importance of looking after their physical wellbeing. During the session, the team learnt how to step back and appreciate the importance of food, sleep, and self-love.
- Kat from Zest Fit helped our L&T Operations Managers look after their physical wellbeing.
- Andy from Circle of Drums ran a street wisdom session to support our teams' clarity of thinking and help them connect with their surroundings and environment.



▲ Patrick Howley



▲ Kat Williams



▲ Andy Harris

PUNCH
PUBS & CO

LAINE CHAMPIONS GUEST SAFETY

L A I N E

Guest safety takes commitment, effort and real diligence in the details. This year, Laine pubs have demonstrated all of the above in various ways.

► Laine pubs continue to run the national safety initiative Ask for Angela across all sites. If any guest feels unsafe or vulnerable, they know they can 'Ask for Angela' and our people (including dedicated welfare officers and a Duty Safety Lead at every major event) will know how to help, whether by calling a cab, providing a safe space or contacting family.



► Laine became the first UK hospitality organisation to roll out welfare and vulnerability (WAVE) training across all its pubs last year. This year, the programme has continued to provide face-to-face training on welfare, vulnerability, boundaries, safe intervention and safeguarding, anchored in real pub-life scenarios.



► Mandatory sexual-harassment training and site-specific welfare policies reinforce standards.

► For high-footfall student events, Laine works with city-run Safe Zones, to provide welfare support, hydration, and transport coordination, ensuring safety is planned at a city, not just venue, level.

► Every activation, from DJ nights to brand takeovers, undergoes a full risk assessment covering crowd flow, promoters and licensing, ensuring big nights are always delivered with big care.



INVESTING IN GOOD FINANCIAL HABITS



On Financial Wellbeing Day in August, Support Centre teams were joined by Kim Uzzell, Chartered Wealth Manager turned financial psychologist and personal finance coach for a face-to-face session of practical learning. Kim helped us to ...

- Understand the hidden drivers behind spending habits
- Learn how emotions, stress and environment impact our money choices
- Discover small mindset shifts that can create big changes
- Explore practical ways to feel more in control of our finances

We also ran free Support Centre staff sessions on pensions, wills and savings, with an impressive **25%** of the office taking advantage of the advice on offer.



▲ Kim Uzzell



STRATEGIC PARTNER SPOTLIGHT

ONLY A
PAVEMENT
AWAY

Only A Pavement Away helps people who have faced or are facing homelessness, prison leavers, and those looking to rebuild their lives. The charity helps them find a way back into society through building careers in hospitality. It also gives them the emotional and financial support to keep those careers going.



Food 4 Thought campaign



Charity cricket match at Rolleston CC

"We are very proud of our ongoing work with Only A Pavement Away and excited to keep supporting their remarkable campaigns that are truly changing lives."



Jon Dale, Punch Strategic Corporate Affairs, External Relations & ESG Lead and Only A Pavement Away Ambassador

ONLY A
PAVEMENT
AWAY

Find out more by clicking here



£32m

added to the UK economy



5,487

learning and development engagements with candidates



IN NUMBERS...

£69k

awarded in grants



807

people placed into employment to date

PUNCH
PUBS & CO

HIKING AGAINST HOMELESSNESS

In May 2025, Linda Kennedy, Director of Investment and Growth, Louise Gallant, Head of Publican and MP Recruitment, and David Crabtree, Operations Director, were the Punch representatives in a team of 30 hiking the Brecon Beacons.

Overall total raised: £15,000+



CYCLING ACROSS TAIWAN

Steve Worrall, Group Projects Director, and Hamish Stoddart, Strategic Advisor, were two of 29 industry leaders cycling a mammoth 400km across Taiwan for the fourth annual Hospitality Rides fundraiser in aid of Only A Pavement Away and the LTC.

This April, Steve and CEO Andy Spencer cycled 400km through Vietnam's diverse and vibrant landscapes.

Overall total raised in Taiwan: £400,000



TURNING UP THE HEAT

The first ever Cook Off saw teams from Only A Pavement Away's supporters face each other in a competition to cook a starter and main course under the watchful eye of Michelin-starred chef and patron, Tom Aikins, all in aid of raising the charity's profile.

The Punch Bunch were Andy Carlill, Marketing & Communications Director; Stephen Allen, Group Property Director; Caroline Southwell, former Head of PR & Brand Communications, and James Goldsworthy, Head of Digital and Creative.



GIVING FOOD 4 THOUGHT

The Food 4 Thought campaign was designed to mobilise the hospitality industry to fund meals for those in need whilst raising awareness of World Homeless Day. Punch stepped up by donating 2,100 portions of Vietnamese curry, which was matched by equal portions of rice by our wholesale food supplier, Brakes.

Brakes and Punch also partnered to donate and deliver meals worth £6,000 to 12 partner organisations, and later in the year we also donated 612 individual servings of Christmas puddings, which Brakes again delivered free of charge.



STRATEGIC PARTNER SPOTLIGHT

ONLY A
PAVEMENT
AWAY

The 11 partner charities receiving donations as part of Punch's contribution to Food 4 Thought were:

- ▶ Mosaic Clubhouse
- ▶ St Cuthbert's
- ▶ The Upper Room
- ▶ Ace of Clubs
- ▶ Connection of St Martin's
- ▶ Birmingham City Mission

- ▶ Salvation Army
- ▶ St Martin's Housing
- ▶ Winter Comfort
- ▶ Coffee4Craig
- ▶ St Vincent's

KICKING OFF AT ST GEORGE'S PARK

The annual Punch Pubs versus Molson Coors football friendly took place at the legendary home of England's Three Lions, St George's Park. As ever, it was a game of two halves, teamwork, and a few cheeky nutmegs. And we'd best not mention the final score...

Total raised: £500+



PADDING UP

Only A Pavement Away is all about helping people when life bowls googlies, so the return of the "hospitality giants" annual cricket match – Punch vs Greene King vs Admiral Taverns – was an appropriate way to raise money and donate food parcels to Burton YMCA too. Greene King took the trophy and bragging rights, but we'll be back...

Total raised: £700+



MOVING MONTH

December was Only A Movement Away month. Between 1 and 24 December, we encouraged our people to walk, run, cycle, skip, dance, or even cartwheel their way to raising funds.

As ever, Punch people stepped to it, moving 30 minutes every day and raising lots of money in the process.

Overall total raised: £16,803



"We are so grateful for every item received, which helps us maintain our service to our tenants, all of whom have been homeless until recently, and those most in need in the local community."

Julia Taylor, Foodbank Co-Ordinator, Burton YMCA

PUNCH
PUBS & CO

STRATEGIC PARTNER SPOTLIGHT

ltc LICENSED
TRADE
CHARITY

The Licensed Trade Charity has been helping people from across the licensed hospitality industry since 1793.

2025 was a record year for LTC, with more people accessing practical advice, financial assistance, and health and wellbeing support than ever before.



45,000
PEOPLE
HELPED

12.5%
VS 2024

24

6,000
CALLS TO
LTC'S FREE
24-HOUR
HELPLINE

+£1.8M
IN GRANTS &
SERVICES TO
BENEFICIARIES
(+20% ON 2024)

1 DAY
SPEED OF
MATCHING
HOSPITALITY
PEOPLE WITH A
COUNSELLOR
(NHS IS UP TO
126 DAYS)

TLC FROM



LICENSED
TRADE
CHARITY

It's full-on, being an MP or Publican. Rarely a chance to take time off. Rarely a chance to even switch off. And after the numerous crises of the past few years, running a successful hospitality business has never been more challenging, or more draining.

Small wonder then that, as Katy Moses, founder of KAM, the supportive voice of the UK hospitality industry, noted, "72% of the people who work in our industry say they have suffered some kind of challenge to do with wellbeing."

So there was a real need for the first LTC Wellbeing Conference. Held in April last year, the event was an opportunity for the hospitality community to come together to share honest conversations and practical tools, with insights shaped by real experience.

Joining the conversation as panellist and speaker was Punch's Group People Director, Laura Cavendish. Among many other topics, she discussed the importance of leveraging the power of relationships to spot potential issues and risks and ask questions about people's wellbeing early, using the support tools available (see below).



Laura Cavendish

CALM IN A CRISIS

In summer 2025, Laura Cavendish picked up the themes of the LTC Wellbeing Conference in a feature for the BII's trade magazine. Highlighting the impact of initiatives like CalmFest (see p52), So Let's Talk (see p56) and Calm in a Box see **Punch Promise 2025** she explained why it's so important to have tools readily available to support our Publicans and MPs, to ensure they can access help before they reach a crisis point.

"Recognising changes in people's behaviour is crucial in identifying issues, and it's something that Publicans and their teams often see in their regular guests and fellow team members. Such changes can be a sign of underlying problems, and getting the person help by using resources at your fingertips can be life-changing.

"Yet, too often, Publicans feel that it's their job to help and resolve everyone else's problems. This kindness is unwavering, but it can also strain them as individuals, so we try to ensure our Publicans and MPs can signpost people in need to expert help that is readily available at the end of a phone or online."



SIGNPOSTING SUPPORT



LTC offers a wealth of support to Publicans and MPs. But in order to access it, people need to know it's there.

We were grateful to Chris Welham, CEO of the LTC, for joining a recent Pub Heroes event to share powerful insights into the support available to those hospitality professionals.

Chris' presentation highlighted the mental health support, financial grants, practical advice and wellbeing tools available via LTC, which this year also included:

- ▶ A wellbeing calculator to help employers measure the costs of poor health and wellbeing
- ▶ An online wellbeing platform with over 6,500 resources, including podcasts, webinars, videos, useful links and tips

If you need support or advice, visit licensedtradecharity.org.uk



PEDALLING TO PUBS

Punch's Laura Cavendish and Jon Dale joined 60 hospitality leaders cycling 220km across the Lake District. Travelling from Penrith to Cockermouth to Carlisle, they battled steep climbs and torrential rain to beat last year's fundraising total in aid of the LTC and Only A Pavement Away.

This June, Laura, Jon, Group Property Director Stephen Allen, Director of Property Partnerships Shirley Couchman and Operations Manager Tom Ellis navigated the scenic routes of Norfolk.

Overall total raised in the Lake District: £100,000+



DEVELOPING OUR PEOPLE



OUR COMMITMENT:

We will support our people through learning, encouraging professional growth and development.



TARGET: We will deliver and uphold an 85% completion rate for MPs, their teams and Publicans across all available gamified learning modules, embedding a culture of accountability and professional development.



Experiential hospitality only works when teams feel supported, and guests feel welcome. That's why Laine's GULP programme supports compliance and professional growth, and ensures every guest enjoys exceptional service and experiences.

The programme combines mandatory, compliance-based courses (such as food safety, allergen awareness, fire safety, GDPR and first aid) with modular courses such as identity awareness and showmanship, which help MPs build the culture of their pub.

Because, culturally, our pubs platform and protect marginalised voices, we make sure that D&I is embedded in our training, helping our people better support the diverse, expressive and alternative communities that trust Laine's venues. And because GULP has been designed to engage and encourage completion, it's helped transform the number of people finishing modules.



Punch's gamified learning platform, Thirst, helps MPs and Publicans ensure their pub becomes/remains the local favourite and is aligned with our 5 Star measures - Welcome to Punch, People and Guest, Partnership (Safe & Legal), Sales and Profit and A Passion for Food.

Interactive, bite-sized games and courses offer fun and engaging ways to tackle the challenges of running a pub, such as retaining great staff, maintaining consistent standards across our pubs, and delivering exceptional guest experiences.

Since its launch in November 2024, Thirst module completion has moved from 30% to just over 70% on compliance and to 71% across all journeys in our MP estate.



IN NUMBERS

143,025
playthroughs

76,438

GULP modules completed

92%

mandatory course compliance - up from 81% pre-GULP

50%

reduction in mandatory compliance course completion time

50%

non-mandatory course completion rate - just 2% pre-GULP

71%
Completed journeys



73%
Completion compliance

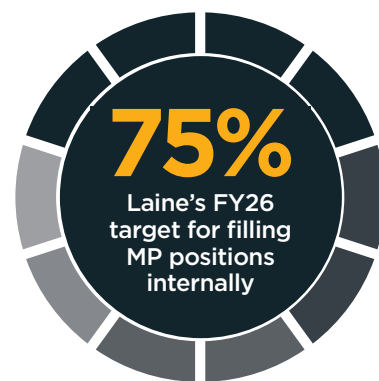
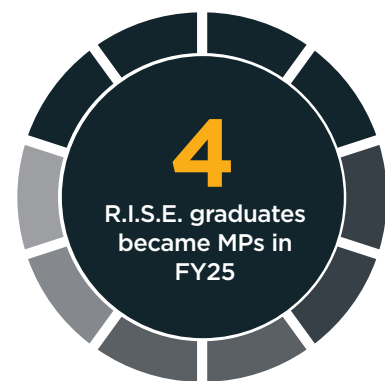
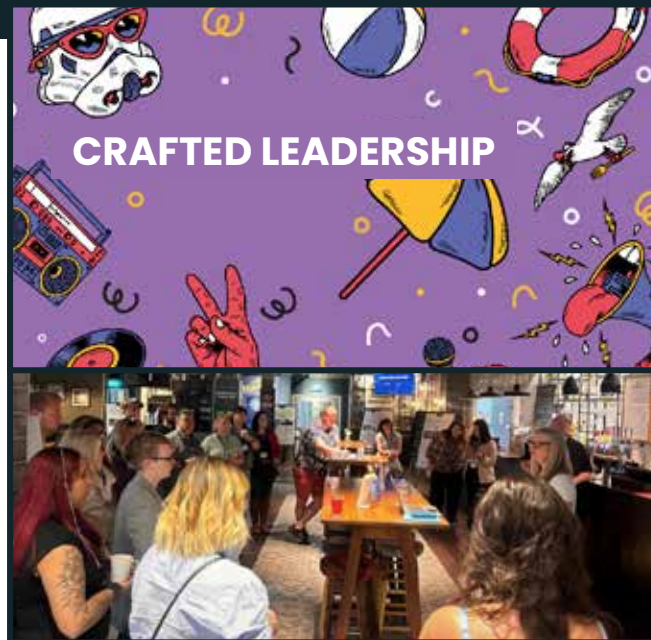
3,000

Registered users across all MP agreements

FUTURE LEADERS (FORMERLY R.I.S.E.)

Laine designed its Future Leaders Development Programme for its rising stars. It's not just training; it's a personal launchpad for awesome assistant and deputy managers, giving them the ultimate toolkit for running their own show – from mastering the money and leading their crew, to ensuring top-notch health, safety and kitchen magic.

Learning is a combination of project work, tailored tasks, quarterly workshops and cohort lunches or dinners to build connections and share learning. As learners progress, they gain practical experience by stepping up to cover holiday leave in other pubs. After 12-18 months of learning, they have the skills and experience to shine, increasing their chances of success when an MP opportunity arises.



Meet Bella - [Click here](#)



HOW R.I.S.E. WORKED FOR BELLA

Bella is the General Manager at Mash Tun in Brighton. Within 10 months of joining R.I.S.E. she was not only elevating her own pub, but also lending her talents to support other Laine venues in Brighton.

"I've learned how to set myself expectations and how to develop my own work ethic. But I've also learned how to take breathers, take breaks and not be so hard on myself."

Meet Dan - [Click here](#)



HOW R.I.S.E. WORKED FOR DAN

With his leadership skills supercharged and his confidence built by the R.I.S.E. programme, in just one year, Dan took the exciting and bold leap to run the show at Watson's General Telegraph in East Dulwich.

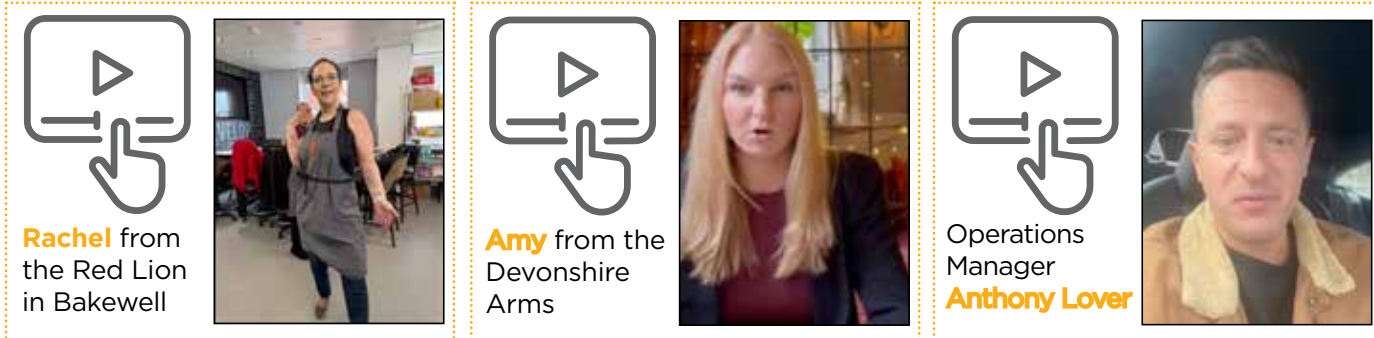
"My skills have been so refined that I feel ready to take on an MP role with Laine."



NEXT STEPS ON THE PATHWAY TO PARTNERSHIP

7 MP designates gained a pub through Pathway to Partnership in the past 12 months

19 NEW MP Designates signed up in February!



Our Management Partnership Designates programme (MPD), Pathway to Partnership, continues to develop the next wave of hospitality stars – the MP Designates identified by their managers as having leadership potential – through mentoring and training.

The 2025 cohort spent four days at Punch's Burton upon Trent Support Centre, being inspired to think differently. Because pubs are rooted in communities and communities are made up of people, that meant looking far beyond the technical side of running pubs.

The MPDs explored how to:

- ▶ Cultivate an awesome culture and a common sense of purpose
- ▶ Bring their team with them on a journey
- ▶ Agree on their team's values and apply them in every aspect of work
- ▶ Lead through change
- ▶ Delight every guest, and more



PATHWAY TO PARTNERSHIP MAKES A DIFFERENCE ...

...To our people

MPDs taking control of their own pubs in 2025 included:

- ▶ Kelly at The White Horse, Bolton
- ▶ Claire at The Chequers, Lytchett Matravers
- ▶ Ash at The Three Cottages, Hasland
- ▶ Paul at Royal Standard Hotel, Beverley
- ▶ Ollie & Louise at The Ship, Gateshead
- ▶ Lorna at The Bedes Lea, North Baddesley

...To our pubs

Having an MPD in your pub helps the pub too. During her journey on the Pathway to Partnership, Rachel Wardle of the Red Lion in Bakewell implemented, organised or hosted all of this in her pub:

- ▶ Employee lifecycle and onboarding
- ▶ Team meetings
- ▶ Thrive conversations
- ▶ Guest Moments team engagement competition



DEVELOPMENT DIGEST

It doesn't end with GULP, Thirst and Pathway to Partnership. Across Punch and Laine, there's a huge range of development and bespoke training to support people at every stage of their careers. This includes:

PUNCH DEVELOPMENT



PROGRESS WITH PUNCH:

Our free five-day introductory course is a chance to learn vital elements like finance, marketing, beer and cellar care, people management, food, and legislation, and an opportunity for new operators to meet peers and Punch/Laine people.



IMMERSION DAYS, WEBINARS AND WELLBEING SESSIONS:

Designed for sharing essential insights to help partners care for themselves and their business.



▲ Jon Dale with Kate Dearden MP



PUB DEVELOPMENT COACHES:

A new role dedicated to enhancing the guest experience by empowering pub teams through effective 'in-pub' training and development. As of February 2026, training had been delivered in partnership with our MPs at 32 of our transferred (L&T to MP) pubs within 12 months.



FOOD TEAM:

Hands-on, creative culinary training at the Support Centre and in pubs.

LAB-GROWN PEOPLE INNOVATION:

We joined other industry leaders for a Hospitality Sector Council-led innovation lab with corporate innovation leader L Marks and the Government's Department for Business, Innovation, Science and Trade. Designed to explore breakthrough technologies in areas including talent development, team effectiveness, labour deployment and more, the lab was, as Kate Dearden, Minister for the Future of Work, explained, a way of, "Partnering with industry to drive innovation, strengthen resilience, create good jobs and help Britain's pubs, restaurants and cafes thrive."

Following the event, we've been exploring ways to pilot some of the identified tech solutions.

LAINÉ DEVELOPMENT



CRAFTED LEADERSHIP:

A six-month development journey designed to build confident, self-aware, and strategically minded leaders at Laine. A series of monthly phases explores clarity and alignment, people and performance, strategic thinking and change, project leadership, coaching and influence, and future focus.



HOP WORKSHOPS:

Laine's hands-on, quarterly coaching that focuses on guest experience and ensures teams share consistent hospitality standards while embracing their own personality.



POPS:

Laine's Pioneers of Progress (POP) initiative, launched in January 2025, is a 14-week programme that equips POPS to deliver on-site support to pubs via sessions on WAVE training, cellar care, service standards, compliance support and more.



TRANS ALLY TRAINING:

A co-creation between Laine and the trans community, this training, launched during Trans Pride, is designed to make pubs safer, more proactively inclusive and connected than ever.



HOSPITALITY HUSTLE:

A full-day immersion that covers service, wellbeing and product knowledge.

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THE IMPACT OF APPRENTICESHIPS

Apprenticeships change lives and help businesses grow. That's why we support National Apprenticeship Week (NAW), a week that celebrates the value of learning on the job and showcases the vast range of career paths available, whether someone is starting or switching direction.

We believe the very best way to learn about the value of apprenticeships is to hear from those who have benefited from them. So for NAW 2026, we did just that...



"It's really important to have opportunities to progress and develop both personally and professionally, and it makes you feel valued that Punch actively encourages continued learning. For me, gaining an additional qualification wasn't just about enhancing my CV but about developing new skills beyond my day-to-day role – skills that have already proved incredibly beneficial."

Donna Murray, Publican Recruitment Advisor

"Completing my coaching qualification while working and raising two little ones is something I'm really proud of. The support from Punch helped me invest in the leader I'm becoming, and I love showing my kids that you can build a career you care about while being a present, loving mum."

Sally Porter, Senior MP Recruitment Manager



▲ Punch's Stephen Allen and Andy Carllill regularly host Career Ready students



SPRINGBOARD: the (virtual) race to Australia

Hospitality needs talented, passionate, hospitable people. Springboard is the charity dedicated to building the industry's talent pipeline.

Punch people are active members of the charity (Jon Dale, our Strategic Corporate Affairs, External Relations & ESG Lead, is a Springboard Trustee, whilst Louise Gallant, Head of Publican and MP Recruitment, is Fundraising Committee Chair). And as we explored in the last edition of the Punch Promise, through our partnership with Springboard, Punch is supporting the charity's fundraising events and volunteer programmes.

Throughout July, Punch people clocked up the miles on the office bicycle to raise money for Springboard's virtual cycle race to the Adelaide Oval.

Thanks to our cyclists' efforts and a host of other fundraisers, Springboard smashed its £60,000 target – money that will help disadvantaged young people train up and get fantastic jobs in hospitality.



DRAGON- SLAYING FUTURE TALENT

If we want young people to join the hospitality sector, we have to give them hands-on experience of what it's like. That's what our partnership with Career Ready is all about, giving young people the opportunity to unlock skills (and pitch to some 'dragons') as they prepare for the world of work.

In June, via Career Ready, we hosted 11 students from The Pingle Academy in Swadlincote for an insightful day that gave them a chance to find out how our business operates (and how we thrive together with our Publicans and MPs) by touring our finance, marketing, business support, credit, and IT teams.

Then, in July, we welcomed four more students from the academy to our Support Centre for a week of work experience. Working in our operations, PR and brand teams, the students were tasked with crafting engaging social content and completing a 'Dragon's Den'-style challenge in which they all wrote and pitched their own business plan.

They also created a charity campaign and sold sweets around the office to support it, raising £160 for the Alzheimer's Society.



SUPPORTING THE FUTURE OF BUSINESS IN BURTON

It's not just our pubs that sit at the heart of their communities. Our Support Centre does too, and we recognise our responsibility to support the businesses (and the people that are part of them) around us.

That's why, in August, we opened our doors to Future Faces, the network for young professionals and leaders of tomorrow that's part of Greater Birmingham Chambers of Commerce.

The event was an opportunity for young professionals across a wide range of sectors to network, develop and share insights. It was also an opportunity for Punch to support them. As Lakhvir Singh, former ambassador for Future Faces in Burton and District said, "[Punch's] involvement sends a strong message about the value of local businesses, investing in young talent and supporting the future of business in Burton."

PROMOTING EQUALITY, DIVERSITY & INCLUSION (ED&I)



COMMITMENT:

We will create an inclusive and welcoming workplace for all our people.



TARGET: We will achieve a **10% increase** (from our 2025 baseline) in women's representation in senior management roles by 2027. In parallel, we aim to broaden diversity across our employee base by increasing opportunities for people from a wider range of backgrounds, embedding this progress into our recruitment, development and succession planning.



TARGET: We will embed the Respect Charter as a core element of our Doing Well, by Doing Good commitments by rolling it out to our direct employees, including all Operations Managers, by the end of 2027, and making it mandatory as part of onboarding for every new starter.

RESPECT, UNDERSTANDING AND TOGETHERSAFE



Like Doing Well, By Doing Good, Pride in Our Stride is one of our core values.

Far more than a slogan, it reflects our desire to build a culture rooted in kindness, fairness, and mutual respect. It drives how we empower our Punch family to bring their whole selves to work, celebrate differences, and make their mark on the world.

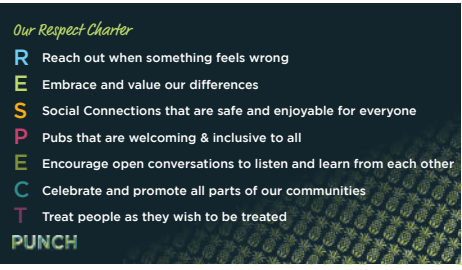
This year, we've embodied the meaning of Pride in Our Stride in our new Respect Charter.

To develop it, our Push the Pineapple ED&I volunteers and People Team looked beyond merely updating our policies to create a safe space for our people to explore each other's differences and the ways we can be "together safe".

They developed a 'speakeasy' format for people to share their responses to workplace scenarios facilitated by an objective mediator. It's education built on interactivity and kindness which uses stories and real situations to spark honest conversations about behaviour, bias, and belonging.

Then, we turned the insights into shared commitments, creating a Respect Charter that sets clear expectations for behaviour, strengthens our commitment to challenge discrimination, and ensures fair treatment for all, especially around protected characteristics.

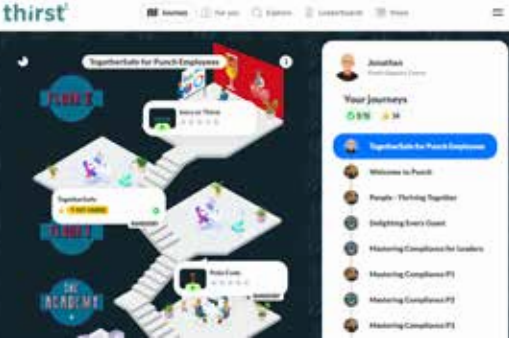
Now one of our core EDI targets, we'll continue rolling out the charter to ensure it's fully embedded in our business by the end of 2027.



TOGETHERSAFE: THE GAME

To accompany the new charter, the People Team has introduced a new interactive learning module to our Thirst platform (see p63) which uses gaming technology to help ensure that everyone at Punch remains TogetherSafe.

The mandatory module supports the education and training we already offer on bullying, harassment, respect, and celebrating differences.



OPEN TO ALL



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Three years ago, the industry, spearheaded by The British Beer & Pub Association, launched its Open To All Charter. This was our blueprint for making the brewing and pub sector more inclusive and welcoming, and once again this year our people have been working hard to ensure our pubs are places where every guest feels empowered. Much of that has centred on our LGBTQ+ guests, who we've supported in a range of ways.



WE STAND WITH CLIVE

Over 90% of hate crime incidents occur in public spaces. Last year in England and Wales, more than 137,000 incidents were recorded, with LGBTQ+ people disproportionately targeted.



Ask For Clive aims to combat this, helping venues to remain inclusive, welcoming spaces for everyone to enjoy.

We stand against discrimination and for the fight against homophobia and transphobia. This year marks our fifth as an Ask For Clive partner, something we celebrated in style at a host of Pride events.



HOW DOES ASK FOR CLIVE WORK?

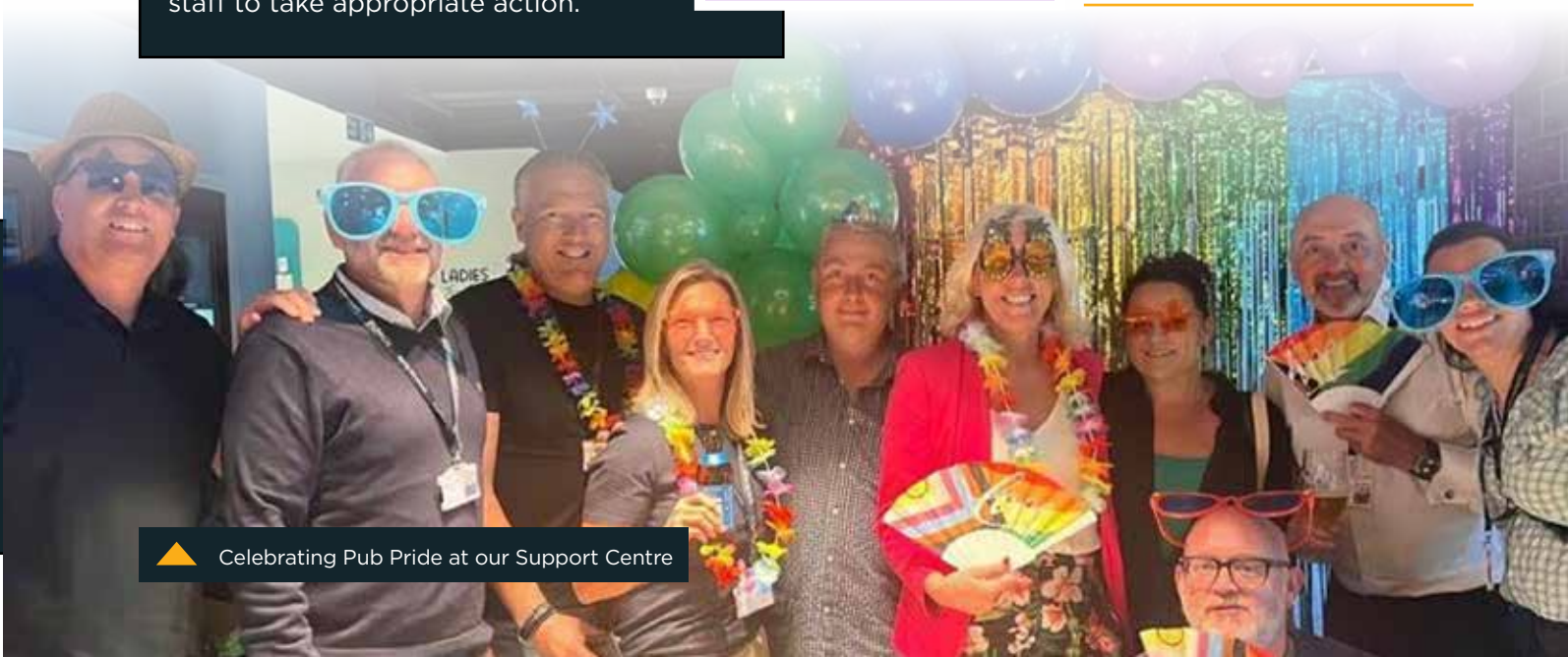
If any guest ever feels threatened in one of our pubs displaying the Ask for Clive logo, asking for Clive at the bar is the code that will trigger trained staff to take appropriate action.



"We set out to make a difference, and we have. Now we're ready to go further, with the right partners behind us."

Clive Duffey, Ask For Clive Co-Founder

Celebrating Pub Pride at our Support Centre



PROUD TO SUPPORT PUB PRIDE 2025

A hugely impressive 118 Punch pubs signed up to celebrate Pub Pride 2025, an annual Punch-wide celebration designed to complement other Pride activities held throughout the year. Activities included ...



The Station, Birmingham

A big Kings Heath Pride Party brought the entire community together for a lively pub quiz packed with questions on queer history, music, and culture, followed by live performances and a dance floor that kept guests grooving well into the night.

The Hope, London

A night of karaoke, laughter, and dancing, all in the spirit of celebrating difference and solidifying the pub's role as a social hub inclusive to all.



NOTTINGHAM PRIDE



The Lord Roberts, Nottingham

Hundreds descended for a really special day, and from the social media comments, there's a lot of love for Publican Craig Pennington and the team:

- ▶ "The best place to party at Pride."
- ▶ "Absolutely incredible vibe as always!"
- ▶ "Exceptional as usual. You all set the standard on how it should be done."
- ▶ "And you cleaned up after the event! The Wombles of Nottingham are you."

Brighton Pride

A huge highlight on Laine's calendar, Brighton Pride is about so much more than celebrating incredible parties with over 40,000 guests.

This year, we raised funds for Trans Pride and local trans charities. We trained our teams to be the best allies they can be. We launched our FAB toilet initiative (see opposite) and developed a lobbying action plan.

From The Actors to The Tempest and all pubs in between and across our estate – and from our one-of-a-kind gender fluid beer to our ravishing Pride float – Laine people brought the fire, proud to be a pioneering part of a brighter, more inclusive future.



PUNCH
PUBS & CO

"LET'S ... STAND AS A BEACON OF HOPE"

In 2025, Russ Danks, pictured below, then Managing Director of Laine Pub Co, spoke to Core Recruitment about his journey to becoming a more authentic leader, recognising the importance of role models, and the need for businesses and communities to come together. He said:

"Early in my career, seeing openly gay role models thrive within organisations was incredibly important. It showed me that barriers could be broken, and that my identity could be a genuine asset, not a hindrance, in building a successful business. Today, as a leader, I recognise that my "leadership shadow" directly influences the opportunities and wellbeing of my team and future generations. Pride Month is a powerful reminder of this responsibility."

"In a world where tolerance and respect are increasingly challenged, and division is on the rise, it's crucial for us to come together. Let's leverage the power of our communities and businesses to advocate, to protest, to lobby, and to stand as a beacon of hope for a brighter, more inclusive future."



FAB-LOO-LOUS! LAINE'S LOOS UP THE INCLUSIVITY

It's funny how respect and inclusivity can be transformed by something as simple as a toilet. But thanks to a major upgrade of five gender-neutral and Disability Discrimination Act-compliant loos, Laine pubs are reinforcing their message that everyone really is welcome.

The project, a collaboration between our Property and Marketing teams, our MPs and the Trans Awareness Alliance, is creating "wow factor" spaces that support inclusivity and accessibility, with each toilet featuring FABULOUS interior designs matched to each pub's aesthetic.

Supporting the initiative, Laine's People team will stay attuned to wider sensitivities, creating training material and communications to ensure the toilets are safe, inclusive spaces. The first loos are now open at the Old Nuns Head (London), The Hope and Ruin (Brighton) and Dead Wax (Norwich).



OUR GENDER PAY GAP



Our gender pay picture reflects the natural shape of our business, including the distribution of roles and career pathways across teams. Based on a sample of 324 field-based and Support Centre colleagues, the report reveals a balanced representation in many areas. Currently, however, more men occupy our most senior positions, which continues to influence overall outcomes and has led to our mean and median gender pay gaps increasing this year.

	Mean gender pay gap (%)	Median gender pay gap (%)
2024	37.59	12.55
2025	43.30	44.05

POSITIVE MOMENTUM ON BONUS PAY

Bonuses present a far more positive picture. Participation increased in 2025, with 69% of men and 91% of women receiving a bonus, compared with 51% of men and 60% of women in 2024.



IMPROVING OUR POSITION ON GENDER PAY

To ensure we return to 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).



In parallel, we aim to broaden diversity across our employee base by increasing opportunities for people from a wider range of backgrounds, embedding this progress into our recruitment, development and succession planning.

Read our full gender pay report at: www.punchpubs.com/gender-pay-gap

Neuroinclusive Laine:

A new neurodiversity policy sets out a commitment, responsibilities and practical measures to support neurodiverse members of the team. These include:

- » Guidance for managers to support inclusive leadership
- » Neuro-Inclusion Passport – an optional, employee-owned document that helps individuals share how they work best and what support may help them thrive.

Section 1: About This Passport	
Reason for completing this passport	☐ Onboarding ☐ Existing employee ☐ Updating previous information
Sharing preferences	☐ Share with my manager ☐ Moves with me if I change role ☐ I may update this later
Section 2: How I Work Best	
My strengths at work	What am I particularly good at? What energises me?
Working environment preferences	e.g. quiet space, remote working, routine, flexible hours
Communication preferences	e.g. written instructions, time to process, clear priorities
Section 3: Things That May Be Challenging	
Situations or ways of working that can be difficult for me	e.g. ambiguity, last-minute change, noisy environments
Early signs I may be struggling	What might others notice?
Section 4: Support & Adjustments	



Menovist 3
Our third menovist event, led by our women’s wellbeing team, focused on menopause and everyone’s wellbeing, attracted over 100 attendees from our pubs, suppliers and the industry.



Christmas cheer for Derek’s Tree:
We helped create a happier Christmas for children in our hometown of Burton upon Trent by donating 70 presents to Derek’s Tree, a local charity.





▲ Thatchers Cider Farm, Somerset

PLANET

It's not always easy to run a pub right now. So you might imagine that, when cost pressures are everywhere, there might be a temptation to row back from our sustainability commitments.

But that misunderstands how we view sustainability within our business.

For us, it offers a way to circumvent or compensate for some of those pressures by wasting less, consuming more responsibly, and harnessing technology and innovation to ensure that our operations use less energy than they once did.

This is the triple bottom line (people, planet, profit) in action. Because when sustainability is part of your 'business as usual', you see the impact not just in the environment, your people and in your communities. You see it on the balance sheet, too.

In this section, you'll discover how we're driving down energy consumption and cutting emissions, even in our centuries-old pubs. You'll find out how innovation and collective action are making a real difference in our supply chain.

And you'll learn how, from our pubs to the Support Centre and in our communities, we're reducing, reusing and recycling our way to a cleaner hospitality industry.



▲ A community clean-up at Stapenhill Gardens, Staffordshire



OUR PLEDGE:

We aim to be a little kinder to the planet and commit to championing biodiversity, maximising energy efficiency, reducing waste and promoting responsible sourcing.

WHY IT MATTERS:

Environmental action is good for both the planet and long-term business resilience. Improving energy efficiency, reducing waste and using resources responsibly can help lower costs, strengthen operational performance and support the sustainable future of our pubs and communities.

PLANET AT PUNCH



1,650+ TREES
planted with Train Hugger
(See p107)

390kg
of waste gathered during Punch's community cleans over 18 months.
(See p83-84)

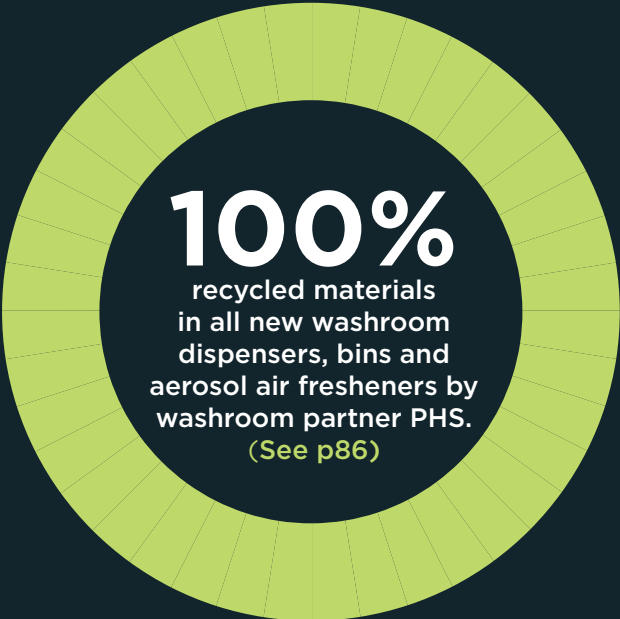
225
Punch MP and Laine pubs now voltage optimised. (See p93)
*As at March 2026

28,167
EV charging sessions at Punch Pubs
(August 2024 to July 2025)
(See p95)



We received Sumillion's Silver award for Sustainability
See p86

A further
↓ 6-8%
Energy consumption at Punch.
(See p92-94)



WE ARE PINEAPPLES WITH PURPOSE

Pineapples became a symbol of hospitality because they were once rare and expensive, so displaying one signalled a generous welcome and the effort a host had gone to for their guests.



Pineapples with Purpose (PwP) is a working group of Punch people from across the business who align on one main goal: to be that little bit kinder to the planet.

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

This year, in support of these areas, our PwP teams have led, championed and been at the heart of energy-reduction activities across our pubs. They've helped us reduce the waste (and food waste) we produce.



Our Pineapples with Purpose motivate and challenge the business to be more sustainable.

They've helped us recycle more, use less and supported litter picks up and down the country.

Most of all, when being kinder to the planet is as much about behavioural changes as it is about changing technology and processes, they've been the ones showing the way.

ZERO WASTE

OUR COMMITMENT: We will become a zero-waste business.



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

WE RECYCLE
53%
OF OUR WASTE

WE DIVERT
98%
OF OUR WASTE
FROM LANDFILL

A YEAR
OF WASTE
ACTION WITH
Biffa

WE CONVERT
46%
OF OUR WASTE
TO ENERGY

OVER 18 MONTHS
390kg
TOTAL WASTE GATHERED
DURING PUNCH'S
COMMUNITY CLEANS

Biffa

We continue to work with Biffa to help us achieve our zero-waste-to-landfill target. We also have a shared target of reaching a **60%** recycling rate by the end of 2026, with a longer-term ambition of achieving **70%**. This year, we've taken another step closer to those goals through ...

OPTIMISING WASTE MANAGEMENT through improved segregation and clearer labelling.

STAFF TRAINING AND SUSTAINABILITY ENGAGEMENT combining site visits to provide on-the-spot support and hub training to embed best practice within operational culture.

REGULATORY COMPLIANCE SUPPORT through introducing simplified recycling requirements and targeted guidance for pubs needing support.

COMMUNITY INITIATIVES including litter picks, a charity day with sponsorship from Biffa and lots more.

THE CROFTON RECYCLES RIGHT

Biffa was impressed with the way The Crofton in Fareham was managing its bin usage. The pub "consistently recycles **50-65%** of the waste, and has really good separation in bins on site", a Biffa representative said.

So they popped into the pub for a chat with the team to let them know how well they were doing.



Recycling is an important part of pub life



The Crofton, Fareham

THE BIG LAKELAND LITTER LIFT



We've carried out lots of litter picks since we started our sustainability journey, but we've rarely cleaned up an area quite so picturesque as the Lake District's Scout Scar.

On a warm May day, we joined Biffa and Molson Coors for a cleanup of the area's fields, paths, roadsides, and car parks. Over 50 people helped gather cans, plastic and other assorted litter, which Biffa then ensured was managed responsibly.

CEO Andy Spencer and other members of the Executive Team joined the clean-up before everyone gathered for food and drinks at the Duke of Cumberland pub in Kendal.

Nathan Leadbeater, Visitor Services Supervisor for Lake District National Park, said:

"With 19 million visitors a year, we continue to see litter across the Park. This doesn't just impact the beautiful views but also harms the fragile environment. It's great to see this fantastic collective effort from the Punch team to keep the Lake District National Park clean and litter-free."



48kg
OF WASTE
COLLECTED



Watch the
Lake District
Clean reel video



**48KG
OF WASTE
COLLECTED**

SPRUCING UP STAPENHILL

In June, a team of 40 from Punch, Biffa and Molson Coors gathered at Stapenhill Gardens, near Punch's Support Centre, to remove litter and tidy its grassland, woodland areas and formal gardens.



Watch the
Stapenhill Gardens
Clean reel video



CLEANING CANNOCK

In September, the Punch, Biffa and Molson Coors team joined local community members for a tidy of Cannock Chase's beautiful woodland, then headed to the nearby Hen House pub in Hednesford for some well-earned refreshments.

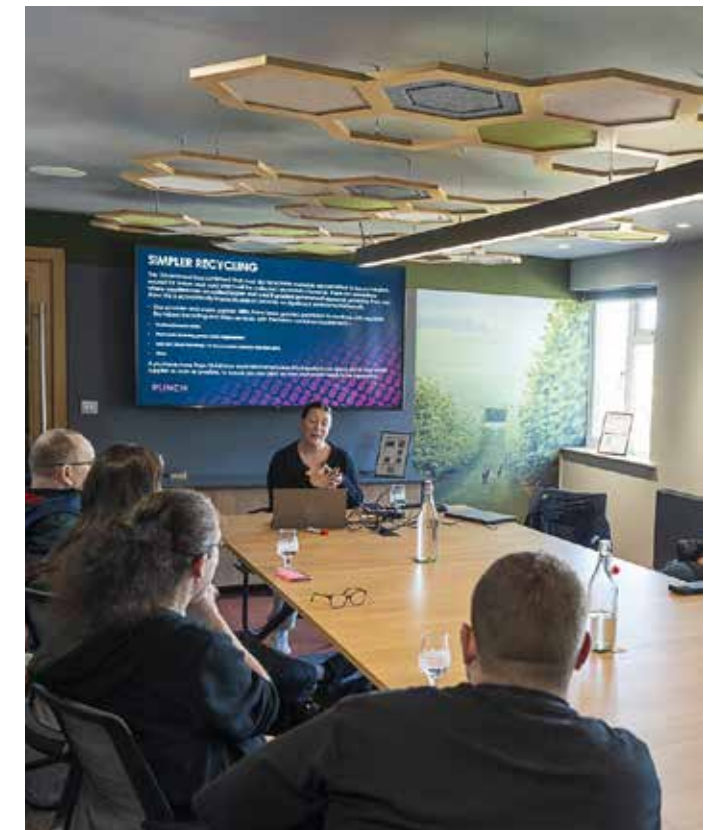
**76KG
OF WASTE
COLLECTED**

WASTE ACTION WEEKS AT PUNCH



Zero Waste Week is a powerful reminder that sustainability isn't about getting everything right; it's about moving forward together. We're proud to say we're making real progress, and during September's Zero Waste Week, our Support Centre took a moment to reflect on what that progress looks like in practice. Here's what they found:

- We recycle batteries, IT equipment, and printer ink from the office and volunteered from our people's homes.
- Our IT department is working with suppliers to track how our tech is recycled.
- Legal records how many digital documents we've sent to operators, which, as of March 2025, equates to conserving **43 trees**, removing three cars from the road, or saving **69,000** pages of paper.
- Marketing is ensuring more of our printed materials are recyclable.
- Expenses are now claimed digitally by regular users.
- We donate old furniture to charity during office refurbs.
- Surplus food and drink from our Support Centre events go to local food banks.
- We collect coffee grounds from our machines and bag them up for composting at home.



FOOD ACTION WEEK

Food Action Week shines the spotlight on food waste, one of the less-reported drivers of climate change. In the UK alone, families throw away around 4.4 million tonnes of edible food each year, creating around 16 million tonnes of greenhouse gas emissions and wasting around £17.5 billion in the process. For a family of four, that adds up to roughly £1,000 wasted every single year.

So for this year's Food Action Week, in March, we joined the campaign to 'Make Your Food Go Fuuuuuuurther: for your pocket, for our planet.'

Our Welcome Inn and Academy & Development Kitchen teams once again demonstrated that by preventing food waste, using up leftovers, and recycling anything that can't be eaten, we can unlock more value from the food we already have, helping it stretch further.

They created "Pineapple Parcels" of leftover food and drink, sold in recyclable packaging for £1, with all proceeds donated to charity.

PUNCH
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BRINGING SUSTAINABILITY TO OUR WASHROOMS



PHS Group is our partner in washroom hygiene and together we're working to cut waste and eliminate single-use plastics.

- ▶ Currently, 92% of customer hygiene waste collected by PHS is diverted from landfill.
- ▶ As of October 2025, all our new washroom dispensers and bins are part of PHS's ReVive range, made of 100% recycled material.
- ▶ PHS-supplied aerosol air fresheners are made from 100% recycled materials, and incorporate vegan and vegetarian-friendly fragrances. PHS is also exploring carbon-neutral alternatives to aerosol-based fresheners.
- ▶ A 'paper wrapped in paper' approach is reducing the use of single-use plastics in the supply of paper towels and toilet rolls.
- ▶ We have full visibility of PHS waste collection by site, and use PHS's portal to track the carbon footprint of our washrooms.



SILVER FROM SUMILLION

Sumillion, the UK's most sustainable IT supplier and a Punch supplier partner, presented us with their Silver sustainability Award in 2025, recognising our commitment to Doing Well, By Doing good – and to IT recycling.

THE 3 R'S

RAY RECYCLES AND REDISTRIBUTES

Reduce, reuse and recycle. These are the three R's of waste management, and in 16 years at The Crimea in Aldershot, award-winning Publican Ray Hedgman and his wife Jan have made those three R's their mission in supporting their local community.

During Covid, they ran a food bank in partnership with their local football club, collecting £600 worth of supplies for those in need. Collections continued in support of a local homeless shelter.

For the past five years, Ray, Jan and a local resident have run a pet food bank, initially redistributing surplus supplies themselves before demand grew and they partnered with the Salvation Army to reach more people in need.



▲ Jan & Ray Hedgman at The Crimea, Aldershot

Their story is a powerful example of how our Publicans go above and beyond to support their communities.

In Ray and Jan's case, they've redistributed countless tonnes of human and pet food from waste too.

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EMISSIONS REDUCTION



OUR COMMITMENT:

We will reduce our Scope 1 & 2 emissions by 80% by 2032 and achieve net zero by the end of 2040.

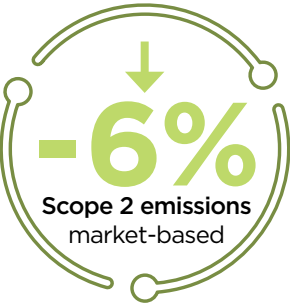


TARGET: We will reduce energy consumption in our MP pubs and at our Support Centre by 30% by the end of 2028.

This year, our overall location-based emissions have fallen by **2%** compared to 2024, with significant improvements in our Scope 1 and 2 figures further building on the improvements of recent years.

Since 2023, our emissions have fallen across every scope:

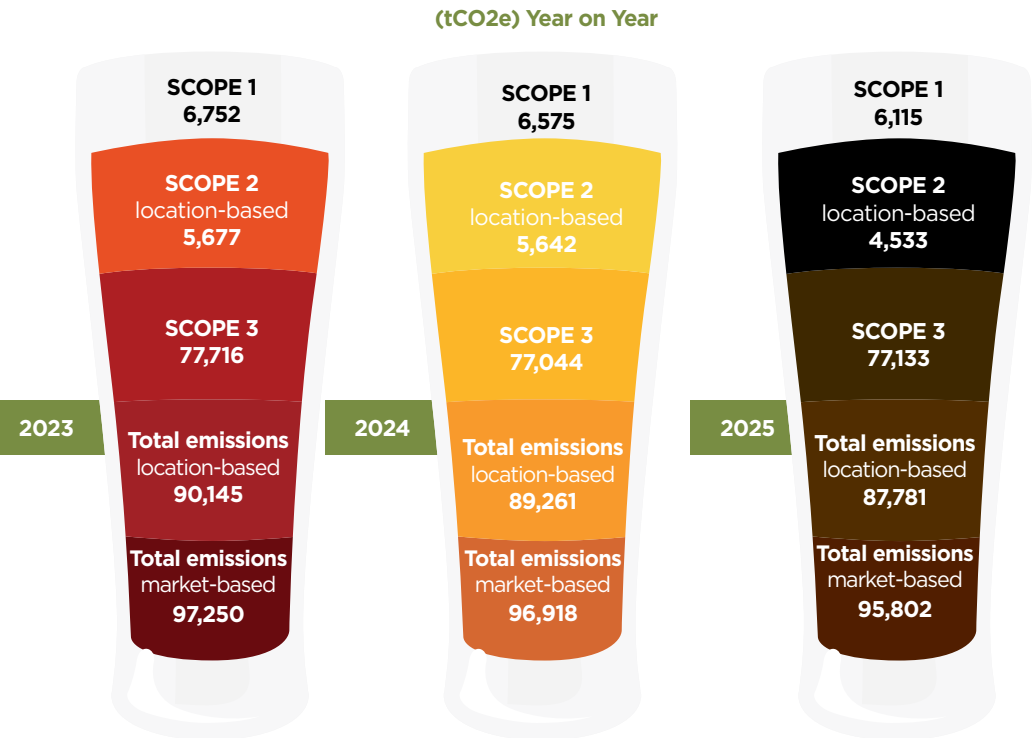
Scope 1	↓ 9%
Scope 2 (location-based)	↓ 20%
Scope 3	↓ 1%
Overall	↓ 3%



Total emissions (location-based - tCO2e) 2023	90,145
Total emissions (location-based - tCO2e) 2024	89,261
Total emissions (location-based - tCO2e) 2025	87,781

Location based vs market based
A location-based approach uses the average emissions of the power grid we are connected to.

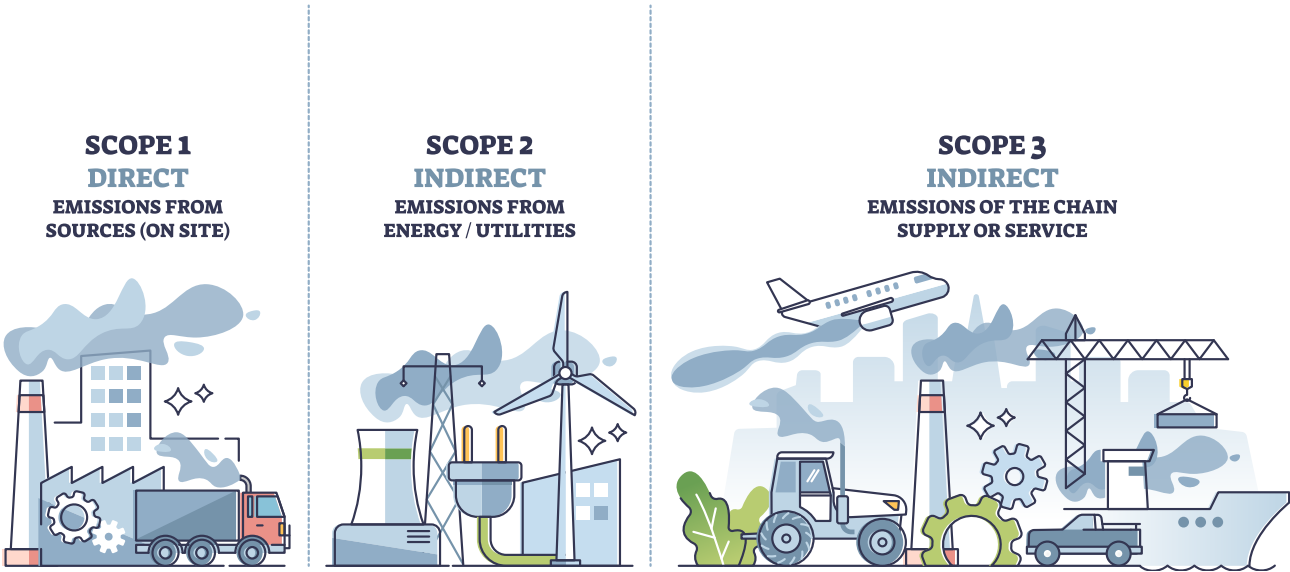
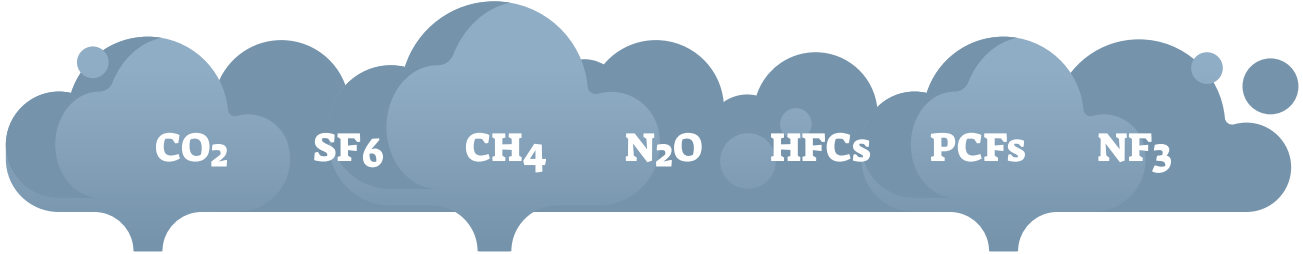
A market-based approach uses emissions linked to the energy we have specifically purchased.



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WHAT'S IN SCOPE?

- SCOPE 1:** Direct emissions from within our business, including the pubs we operate (eg. natural gas and other fuels used in our pubs and offices).
- SCOPE 2:** Indirect emissions from purchased energy within our business, including the pubs we operate.
- SCOPE 3:** Indirect emissions from the things we buy and the things we provide. This includes the emissions from the pubs we lease to our Publicans.



IMPROVING OUR ACCURACY

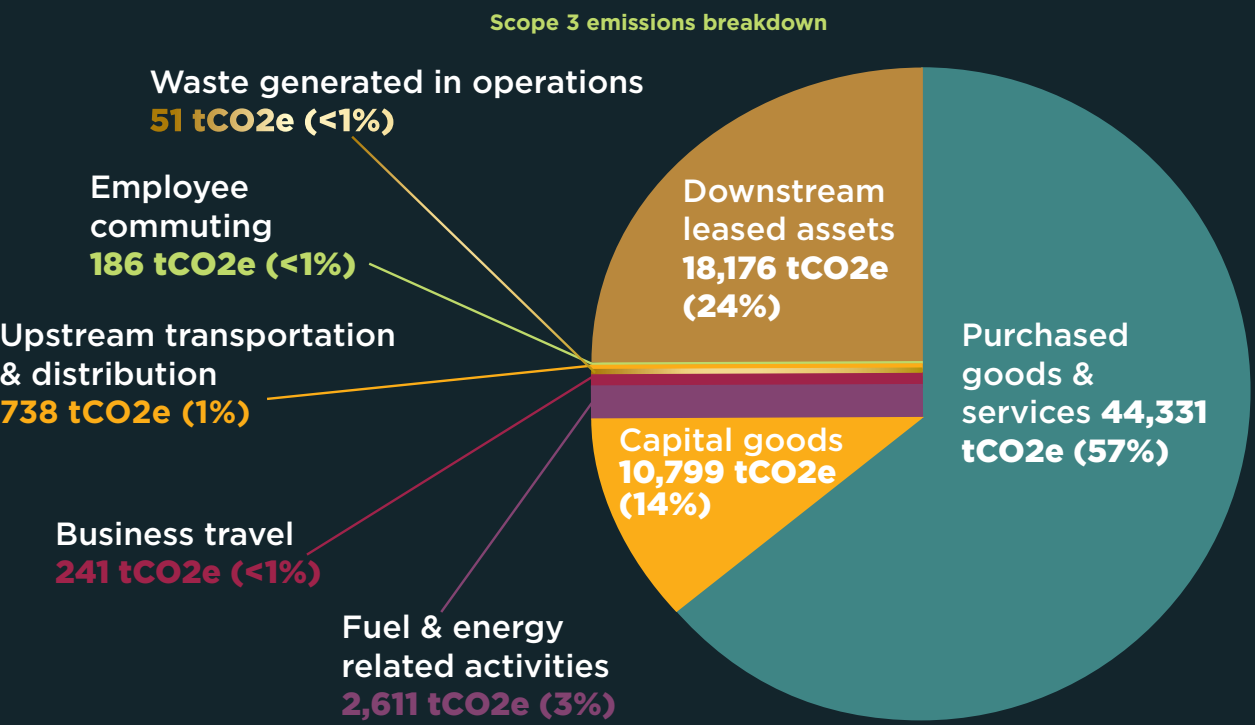
As part of our emissions reporting this year, and to improve accuracy, we have adopted a new methodology in line with evolving industry best practice. To ensure we continue to compare like with like, we have recalculated previous years' emissions to bring them in line with this year's reporting methodology.

That's why figures from previous years presented here may look a little different to the ones reported in previous editions of the Punch Promise.

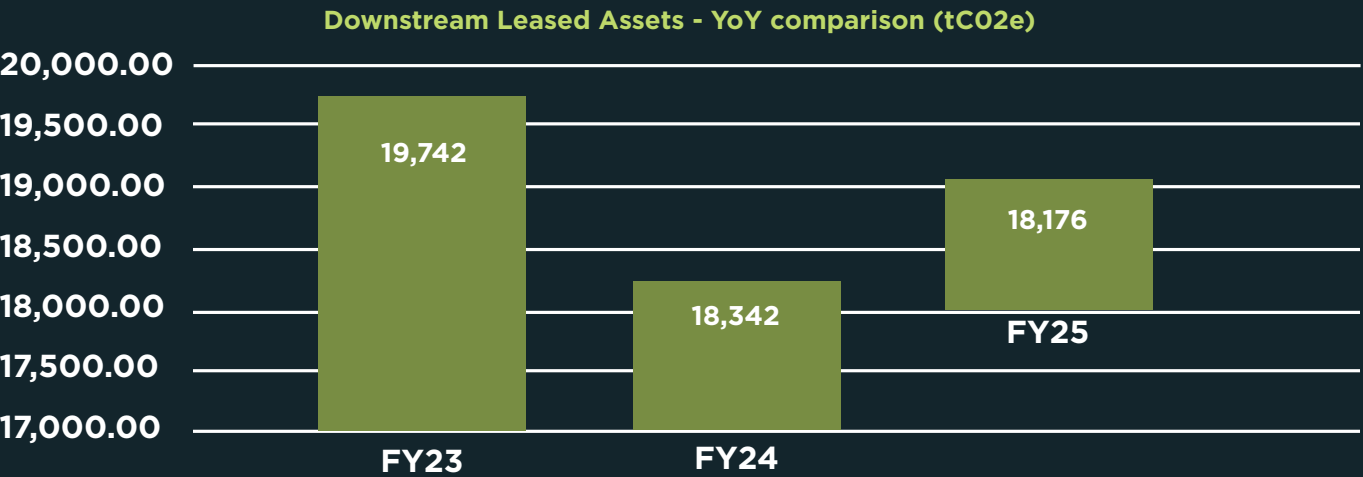
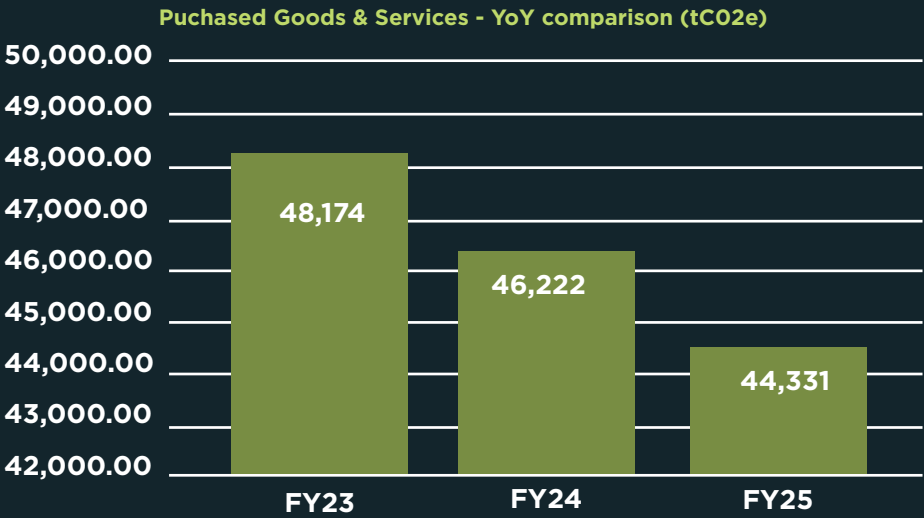


OUR SCOPE 3 EMISSIONS

Almost **88%** of our emissions fall outside of our direct control.



In combination, the goods and services we buy and the emissions associated with our L&T pubs account for **more than 80%** of our Scope 3 emissions. That's why we're working hard to reduce energy use and emissions in all our pubs (**see p92-97**). It's also why we're working with our supply chain partners to improve the sustainability of – and reduce the emissions associated with – the products we buy (**see p102-105**).



For a breakdown of all Scope 3 emissions categories, see ESG data at (**see p134**).



OUR EMISSIONS

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 the Department for Energy Security & Net Zero and other third-party sources where necessary.

Where incomplete primary data was provided, the data gaps were addressed using extrapolation to cover the full reporting period. Punch Pubs & Co. report against eight GHG Scope 3 categories as these are the only relevant categories based on our operations.



REDUCING POWER CONSUMPTION AT OUR SUPPORT CENTRE

Our energy saving activities have ensured that, in the first six months of 2026 we've achieved the following reductions compared with the same period in 2025:

- Electricity consumption: ↓ 6.4% (↓ 13,335kWh)
- Gas consumption: ↓ 5.8% (↓ 6,230kWh)
- Total consumption: ↓ 6.2% (↓ 19,566kWh)

These figures demonstrate the value in moving away from burning gas in favour of a more energy efficient heating system.

HOW WE POWER OUR PUBS



EMISSIONS REDUCTION
IS ONE OF OUR
KEY TARGETS

We continue to improve the energy efficiency of our pubs, reducing consumption this year by **6%-8%**, building on last year's **10%-15%** reduction. We've achieved that by installing more economical boilers and new, more efficient insulation in roof areas, LED lighting throughout our pubs, and the following major initiatives:

SOLAR SAVING

In February 2026, we installed solar photovoltaics at our Support Centre; another significant step towards reaching our **30% consumption reduction goal** by 2028. This is expected to generate **91kWh** of energy per annum, saving us **circa £18k** in electricity bills.

While a clear opportunity for our Support Centre, the practicality of solar across such a diverse estate is less clear. We are now looking at the feasibility of rolling out solar panels across some of our pubs.

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Lochside, Newcastle Upon Tyne

VOLTAGE OPTIMISING

Voltage optimisation (VO) reduces the amount of energy a pub uses by installing a device that slightly reduces the voltage to appliances, including:

- ▶ Refrigeration
- ▶ Lighting systems (fluorescent/halogen)
- ▶ Extraction fans and ventilation systems
- ▶ Air conditioning
- ▶ Electric ovens, grills and hotplates

Through VO, delivered by our partner Powerhub Solutions, the standard UK input of 240 volts is reduced by 10-20 volts, enough to save pubs around **£2,000** per year in energy costs (around **6%-9%** of their total) without affecting how anything works.

Payback takes just three years and, as of March 2026, VO was in place at 225 MP and Laine pubs with dozens more installations planned.



225 PUNCH MP AND
LAINE PUBS NOW
VOLTAGE OPTIMISED

1,174,669
kWh **SAVED ACROSS**
OUR ESTATE

↓ 207,916kg
CO2e
REDUCTION ACROSS
OUR ESTATE



Optimising
The Woodsman,
Leyland video

*Figures as of March 2026

ENERGY SAVING

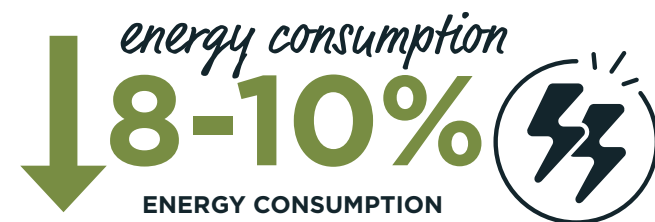
Technik2 is the energy-saving technology that actively manages remote coolers, cellar cooling, and bottle fridges, reducing their energy consumption by over 30% while protecting dispensing quality.

In our last Punch Promise, we revealed that installing Technik2 across our MP and Laine pubs had cut per-pub energy costs by 8%-10%. We also stated our intention to extend the rollout to all new tenancies in our L&T business, with an ambition of having 150 L&T pubs benefiting from the scheme by the end of the financial year.

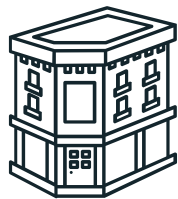
We're happy to confirm we have met that target, and rollout continues across our L&T pubs.



Technik2



150+
L&T PUBS NOW
BENEFITTING FROM
TECHNIK2



1,616,135 kWh
286,055 kg CO2e
SAVED ACROSS OUR ESTATE

PUNCH
PUBS & CO



EV EXPANDING

For Punch-owned vehicles, and thanks to our ongoing partnership with Octopus, our company car and salary sacrifice car fleet is now 95% electric or hybrid, with 90% of the fleet full battery electric.



In our last Punch Promise, we reported that EV charging was available at 13 of our sites, with a total of 31 chargers. As a result of our partnership with EV infrastructure specialist, Osprey, those chargers delivered 864,323kWh of clean energy across 28,167 charging sessions between August 2024 and July 2025.

Every charge helps cut greenhouse gas emissions, improve air quality, and support the UK's move away from fossil fuels. Now, we're working on a project to grow the EV estate, with plans for charging at another 20+ sites.



EV charging points at The Woolpack, Yeadon

28,167

EV CHARGING SESSIONS AT PUNCH PUBS
AUGUST 2024 TO JULY 2025

The pulling-power of charging points

Why offer EV charging to guests? As more examples show, there can be benefits for our pubs as well as the planet. At The Woolpack Inn in Yeadon, Leeds, for example, MP Jamie Pollard described a recent situation:

"A guest came in just to charge his car. Both chargers were being used so he bought a drink while he was waiting for a space. Then, while his car was charging, he came back in to watch a football match that had just started and ordered another drink."

"Coincidentally, his friend came into the pub to watch the match. They sat together, ordered a meal, and were there for the rest of the night. He came back for the car the next morning! Now, a first-time guest has become a regular customer."



Sustainability Specialist Angela Smith, MP Jamie Pollard and Operations Manager Tony Iles.

Behaviour changing

Technology can help improve our energy efficiency, but changing our own behaviour can be just as impactful. That's why we're currently running a behaviour change pilot project in several pubs, with early projections suggesting these could cut energy consumption by 8-10%. If successful, we'll expand the project's rollout in FY27.

LPG-switching

Around 45 of our pubs operate using liquefied petroleum gas (LPG). As reported in the last edition of the Punch Promise, we're continuing to understand the feasibility of removing gas from sites and switching solely to electric power.

Renewable focusing

As we've shown above, we're working to generate more of the energy we use and reduce our consumption, but we still need to procure energy. More than 51% of the electricity we buy on behalf of our MPs and our L&T Publicans is backed by Renewable Energy Guarantees of Origin (REGOs).

REGOs confirm that energy is sourced exclusively from wind, solar and hydro generation. We continue to explore opportunities to increase this amount.

ENERGY SAVING IN ACTION, PUB BY PUB

We're working hard to make our pubs more energy efficient, but we can't do it alone. Crucial to our progress are the MPs who know their (often centuries old) pubs inside out, and help us spot opportunities.



The Whittle Way, Peterborough

Saving energy by making the most of the electrified kitchen: The Whittle Way's kitchen was made fully electric before Nicole was the MP, but it continues to save energy compared with gas.

Targeting events: Nicole uses the kitchen for event catering such as parties, weddings and wakes. Between events, she switches off all appliances.

Using aircon as the main source of heating: Air conditioning and electric radiators were installed in 2025. The aircon units act as air-to-air heat pumps, transferring heat rather than generating it. This makes them significantly more energy-efficient than conventional boilers or electric heaters, lowering heating bills while offering year-round temperature control.

MP Nicole Murray: *"The aircon is great at keeping guests comfortable as the system has precise temperature control. It's one less thing I have to worry about."*



The Navigation Inn, Breaston

Saving energy by:
Realising the benefits of a fully electric kitchen.

MP Gary Bailey

Why electric cooking?

Greater energy efficiency: Electric kitchen equipment is typically much better than gas at turning energy to heat.

Smarter monitoring: It's easier to connect electric appliances to smart meters and digital controls, which makes it easier to spot cost-saving opportunities.

Reduced maintenance: Fewer moving parts means lower ongoing maintenance costs.

Improved safety: Risks are lower (no open flames, no risk of gas leaks, no need for gas safety checks or ventilation flues) with electric.



Andy Brady,
Operations Manager:

"The move to electric air conditioning units has been very straightforward and will definitely produce long-term benefits for the public and the Publican. The units are more economical, reducing overheads, and will cool the pub in the summer as well as keeping it cosy in winter."

The Village Inn, Swindon

Having voltage optimisation installed at the pub made Shane think about what else he could do to reduce energy consumption.

Saving energy by:

Lighting less: "We don't switch on the lights before we open; we wait until just before opening and only switch on the lights in the rooms that we are working in. In the cellar, we've reduced four strip lights to two - it's perfectly safe to work in!"

A freeze on ice: "We don't need to turn the ice machine on every day. I switch it off in the quieter periods and can leave it off for up to two days in the middle of the week."

Instilling good habits: Shane wants to encourage the team to think about the wider consequences of energy usage. He's planning to train them on setting up and closing the bar in an energy-efficient way. He's encouraging staff to switch off TVs at the plug rather than leaving them on standby, and he's exploring how to use the kitchen in a more energy efficient way.

MP: Shane Eagles



The Three Swallows, Cley next the Sea

Having previously run her own freehold pub, where every energy-saving measure was reflected directly in her bills, Bev arrived with a keen instinct for identifying ways to reduce usage.

Saving energy by:

Taking action to reduce heat loss. Working with Punch, Bev has filled gaps in the windows of her 17th century pub to reduce drafts and heat loss, installed thermal curtains and blinds, and added thermostats to all radiators to improve temperature control and reduce waste.

Spotting the waste: Bev noticed that the water was unusually hot. Upon investigation, she discovered that the hot water systems were

heating up the water twice! She immediately turned off one system to prevent waste.

Influencing her team: Bev jokingly refers to herself as the "nagging mother" of her team, always reminding them to turn off appliances, taps and lights.

MP: Bev Neilson: *"It's about using what we have, but to its best ability!"*



The Stone Beck, Harrogate

Publican: Darren McCann.

Saving energy by:
Switching all oil-based heating for electric

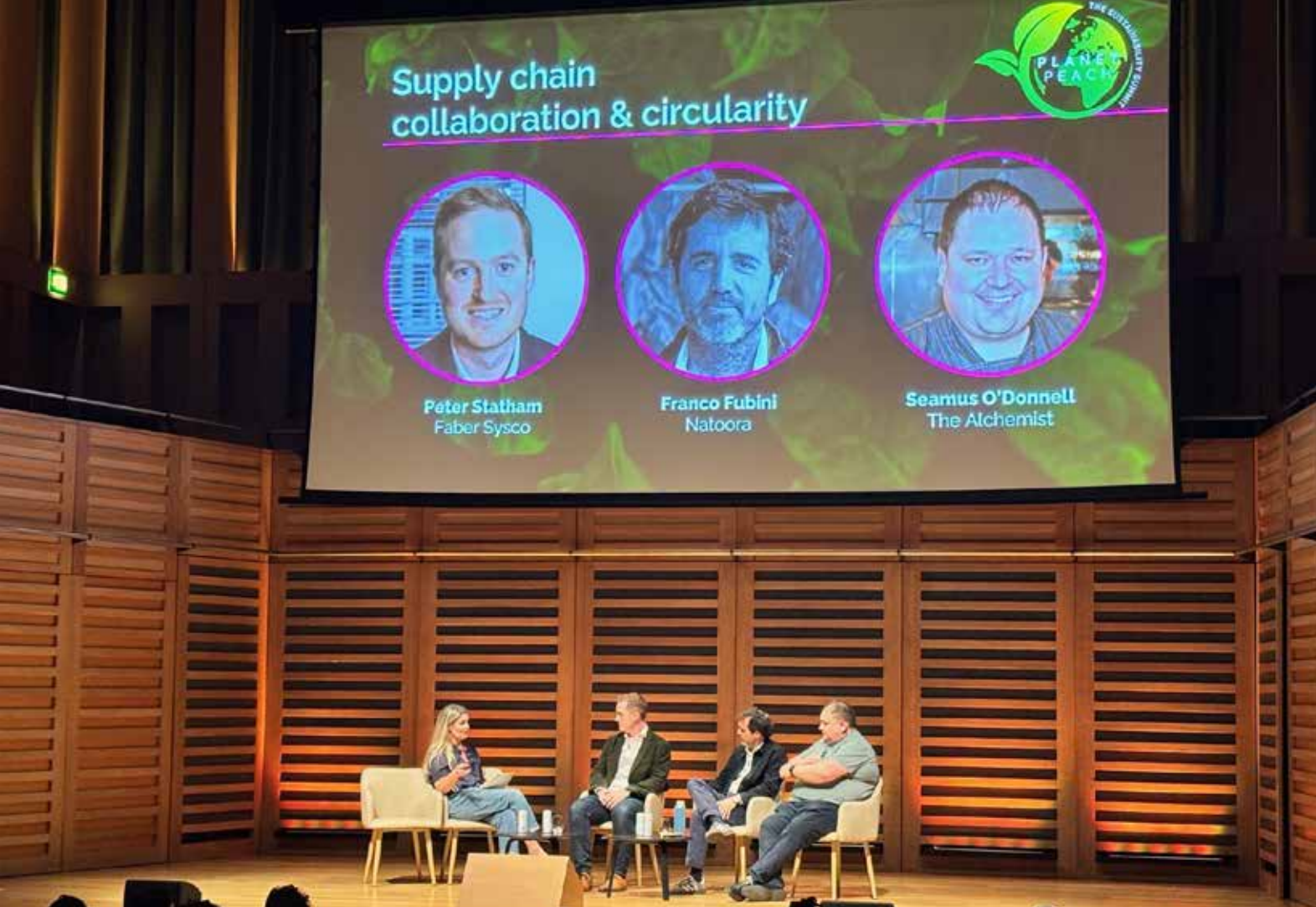
The electric radiators are cheaper to run than oil-filled versions and provide consistent, reliable heat. They're generally more environmentally friendly, easier to control and they warm up faster too, which keeps guests happy.

Staying in control: User-friendly controls enable Darren to set precise temperatures and heat individual areas of the pub as required.

Using new air conditioning units to provide heating and cooling. They function as air-to-air heat pumps (like the units at The Whittle Way).

Harnessing savings from the Liquid Ice® Beer Cooling System: The manufacturer states this compact cellar unit delivers up to 75% first-year savings while ensuring temperature consistency.





ALL HAIL THE SUSTAINABILITY CHAMPIONS

Each year, the BII recognises the people and businesses in our industry playing their part in caring for the environment, reducing waste, responsibly sourcing food and drink, and much more.

So we're thrilled that, in addition to receiving Sustainability Champion status as an organisation, many of our pubs have been awarded too, including:

- ▶ Christie's Bar, Harrogate
- ▶ Coach & Horses, Middlewich
- ▶ Dove and Rainbow, Sheffield
- ▶ Halsetown Inn, St Ives
- ▶ The Pig and Whistle, Wandsworth
- ▶ The Red Lion, Cranford
- ▶ The Station Hotel, Penrith
- ▶ The Wheatsheaf Inn, Ingleton



FOR A PEACHIER PLANET

Planet Peach is London's sustainability summit, and Punch was there to join the discussion.

The focus was firmly on practical, commercially-driven sustainability, including the impact of smarter sourcing, seasonality and menu design, and the growing importance of ocean health and regenerative farming in shaping future supply chains.

Sessions also explored the shift from morality to materiality in sustainability, with data showing its increasing influence on consumer choice, plus a lively debate on the future of beef and lower-impact menus.

We were able to share our approach to leveraging sustainability strategies to drive the 'triple bottom line' - and reaping the dividends in brand loyalty, team engagement and financial returns.

PUNCH
PUBS & CO

FIVE YEARS OF THE ZERO CARBON FORUM

The Zero Carbon Forum (ZCF) is a non-profit hospitality sector collaboration between restaurants, breweries, hotels, pubs and more. The body now represents a third of the industry (Punch has been a ZCF member since 2023) and helps to offset the profits lost to the sector over the past few years by finding opportunity in sustainability.

An important element of ZCF's work was its publication in 2020 of 'Net Zero: The Guide for the Brewing and Hospitality Sector', a roadmap to help operators cut emissions, reduce costs, and build a more resilient future.

Five years on from launch, in 2025, ZCF published its review of progress, and the results are encouraging.

In combination, members including Punch, have reduced energy emissions by 52% and 'recovered' £5 million in lost profits. We've also created an industry more resilient to weather extremes and energy volatility in supply chains.

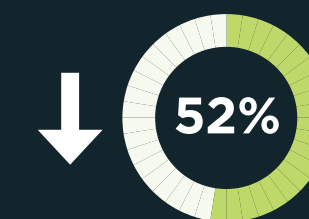
The Forum's Measure - Plan - Reduce framework makes it easier for members to stay on track to reach net zero.

www.zerocarboncompany.org

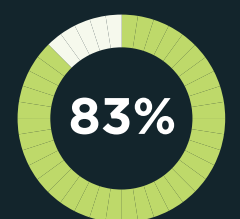


**ZERO
CARBON
FORUM**

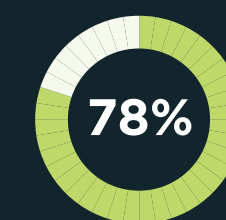
5 IN 5 - HOW ZCF IS MAKING AN IMPACT



Scope 2 (electricity) emissions; (Scope 2 gas emissions have reduced by 22%)



83% of members source renewables



78% of members measure and report food waste

↓7%

total membership emissions. (equating to 825,000 tCO₂e - more than cities such as Southampton, York and Bath emit in a year)

↓2%

Scope 3 emissions



James Wilson



Dawn with local Member of Parliament, Abtisam Mohamed

Dawn Gunther

PUNCH PUBS TAKE CONTROL OF ENERGY USE WITH ZCF

One of ZCF's key actions for 2026 is to continue its rollout of tailored support to members wanting to access its insights and best practices.

Publicans Dawn Gunther of the Dove and Rainbow in Sheffield and James Wilson of The Pheasant in Newquay are part of a programme backed by the Department for Energy Security and Net Zero and delivered by Zero Carbon Services. The programme helps them take control of their energy use through:

- ▶ A high-level carbon footprint highlighting emissions hotspots
- ▶ 1-2-1 coaching to help reduce high energy use
- ▶ An expert energy audit
- ▶ Tailored recommendations and support to cut costs while reducing carbon emissions
- ▶ Weekly energy reports
- ▶ Energy alerts when energy use is high

Since engaging in the trial, Dawn has reduced the pub's non-trading energy usage by 36%, whilst James has seen a 27% reduction at The Pheasant.

SUSTAINABLE SUPPLY CHAIN



OUR COMMITMENT:

We will source sustainably and ethically from our suppliers.



TARGET: We will prioritise local British suppliers and continue to only use 100% MSC-certified fish and British meats sourced to recognised assurance standards, whilst working towards 80% of our meat, fish and fresh vegetables coming from suppliers within the UK and Ireland by 2027.

We will ensure that a minimum of **15%** of all MP main menu dishes are plant-based by 2027.

EVOLVING OUR FOOD STRATEGY



OUR FOOD STRATEGY RELATES TO TWO OF OUR KEY TARGETS

Developing the menus our guests love, then sourcing the best ingredients and serving the delicious results, has a big impact on our sustainability.

So it's important that we look at food holistically, ensuring that we're operating more sustainably at every stage of our food's journey from farm to fork.

- ▶ As our new targets demonstrate, we're aiming to be more sustainable at source, working with our supply chain partners to cut the waste and carbon from the ingredients we supply (**see p102-105**).
- ▶ We're working to ensure the kitchens where our food is prepared are more energy efficient (**see p93-97**).
- ▶ We're training our people to minimise food waste.
- ▶ We're highlighting our sustainable menu options and advertising our suppliers' stories to engage more guests.
- ▶ And we're working to take our ethos into our communities, planning live events such as zero-waste cooking demonstrations with local supply chain partners.



PUNCH
PUBS & CO



PARTNERS IN PRODUCE

▲ Pieminister Founders Jon Simon and Tristan Hogg

We're working with all our food and drink supply partners to develop more sustainable products that support our wider food strategy. For many, including the examples below, our partnership supports already well-established sustainability journeys.

PIEMINISTER

BAKING THINGS BETTER

Drop into a large number of our MP pubs and, should you choose a pie for your dinner, chances are it will be a Pieminister pie – which will be good news for sustainability as well as your taste buds.

That's because, from animal and human welfare to climate change and waste, Pieminister pies are a perfect encapsulation of everything the Punch Promise is about. In the last five years, they have:

- ▶ Reduced Scope 1 & 2 CO₂e operational emissions by 30%
- ▶ Become a B Corp (and even upped their score)
- ▶ Donated over 280,000 pies and £36k to charitable causes
- ▶ Installed solar panels on their bakery to boost 100% renewable energy
- ▶ Made 98.7% of all packaging recyclable

And they're not stopping there, with sights set even higher for the next five years.

CREATING A MORE SUSTAINABLE BURGER



It's no secret that beef isn't the most carbon friendly of foods. But thanks to a huge effort and almost €15 million of investment in sustainability initiatives since 2018, Punch supplier Liffey Meats is making beef much more sustainable.

Every week, our pubs sell more than 9,000 Liffey burgers – they are one of our most popular dishes – so it's vitally important to ensure that they are as sustainable as possible.

Since 2018, Liffey Meats has responded to that need by...

- ▶ Reducing the carbon footprint of cattle supplies by 14%
- ▶ Reducing Scope 1 and 2 emissions by 35% and Scope 3 by 17.5%
- ▶ Sending zero waste to landfill
- ▶ Conducting 6,000 sustainability assessments on supplier farms
- ▶ Creating a 2,800m² biodiversity meadow

Now, we're working closely with Liffey to develop an even more sustainable burger by using mushrooms to reduce the meat content.



SECURING THE FUTURE OF FOOD, WITH BRAKES

Brakes is proud to be a longstanding partner to Punch, working closely to support the ambitions set out in the Punch Promise and to help pubs deliver great food responsibly.

The company's aim is to make sustainable choices easier to adopt at scale, creating a broad and evolving range of responsibly sourced, healthier and more sustainable food options, and a better experience for Punch's guests.

This year, Brakes became the first wholesaler to secure all its UK-contracted fresh produce from LEAF-accredited farms. That means their growers are approved against a robust farm sustainability standard that drives continuous improvements in soil health, biodiversity, water and energy management.

The company is cutting the environmental impact of deliveries, working with suppliers to improve performance across the supply chain, and made a significant commitment to sourcing a third of its electricity from wind power generated in the North Sea. And by adding to its six solar sites, Brakes is moving closer to the goal of 100% renewable electricity by 2030.

Brakes' new sustainability strategy sets out the company's plan to play a key role in Securing the Future of Food, because we all know that long-term resilience can only be achieved through deeper collaboration between customers and suppliers.



DRIVING SUSTAINABLE CHANGE WITH

We continue to work closely with Coca-Cola to explore ways of reducing our combined carbon footprints. This year, we've built on the tactics reported in last year's Punch Promise:

APPLETISER:

We completed the shift from 275ml glass bottles to 250ml cans in our MP pubs in February 2025. By the end of 2025, the switch had delivered a saving of 7,700kg CO₂e* compared with 2024.

OASIS CANS:

Coca-Cola launched 330ml can formats as a CO₂-reducing alternative to J20's 275ml glass bottles in 2025. Now, 50 Fireside and 170 Kindred-branded pubs have supported the switch, with 1,000 cases delivered by end of 2025**.

SCHWEPPE MIXERS:

2026 sees plastic sleeves removed from all Schweppes 200ml mixers. Its new bottle will also be 11% lighter than the existing one, further reducing our CO₂ footprint.

*Savings based on PwC independent carbon survey of CCEP products.
**Data based on Punch sales in data as of February 2026.



RAISING THE BAR: SUPPLIER SUSTAINABILITY ROUNDUP

The February 2026 issue of The Round, our bi-monthly magazine for Publicans, ran a feature on the sustainability actions of a host of Punch supplier partners. These are all of crucial importance in helping us reduce our own Scope 3 emissions (see p90)

Here's a short summary of their planet-related actions and commitments*

*Details correct as of October 2025.



AB inBev: By 2023, AB inBev reduced its greenhouse gas emissions (Scopes 1 and 2) by 44% compared to 2017, used 73.6% renewable electricity, and made water use 17.9% more efficient. 77.5% of products were in returnable or recycled packaging.

Fever-Tree: Net-zero targets, 100% renewable electricity, and circularity initiatives (e.g. 85% recycled aluminium cans by 2030) are central. Water stewardship and biodiversity partnerships are expanding.



Greene King: Targets include using 50% less water by 2028, 100% renewable energy by 2030, and net zero by 2040. Supplier engagement and circularity trials (e.g. glass recycling) are underway.



Heineken UK: Goals include net zero by 2040, 50% recycled content in bottles and cans by 2030, and 100% sustainably sourced ingredients (hops, barley).



Asahi: Has targeted net zero by 2040, 100% renewable electricity in breweries by the end of 2025, zero waste to landfill by 2030 and fully reusable or recyclable packaging by 2030.



Bacardi Martini Limited: 99%+ of waste is upcycled or reused. Single-use plastics have been eliminated and distilleries use 100% renewable electricity.



Molson Coors: All UK pints are brewed with 100% renewable electricity. Major investments in energy and water efficiency, carbon dioxide recovery, and low-carbon glass bottle trials have cut emissions and waste. 700+ tonnes of single-use plastic have been removed since 2019.

Carlsberg Britvic: Snap Pack technology has eliminated plastic rings from multipacks. Solar energy powers soft drink sites, and water use has dropped by 8.7%.



Coca-Cola Europacific Partners (CCEP): The business is on track for net zero by 2040, having reduced greenhouse gases by 15.9% since 2019 and using 97.8% renewable electricity. 59.2% of polyethylene terephthalate (PET), a recyclable plastic used for food and drink packaging, is recycled and 99.9% of sugar is sustainably sourced.



Pernod Ricard UK: Has set science-based net-zero targets. ecoSPIRITS use refillable containers. Lighter, recycled packaging is reducing emissions and waste.



Thatchers Cider: 3,000+ solar panels and an anaerobic digester power the farm and production. Regenerative farming supports soil health, water management and biodiversity (as do 458 apple varieties). Bottle packaging is 70% recycled, and plastic rings have been eliminated.

BREWING GREEN

Punch is part of the UK’s leading trade association representing pubs and breweries, the British Beer and Pub Association (BBPA). In September, the organisation and Jacob Collier, MP for Burton and Uttoxeter, Punch’s home constituency, invited members of parliament to join industry leaders including Punch for *Green shoots: Industry investment and innovation in sustainability*.

The reception highlighted investment across the sector’s supply chains that supports green growth, local jobs and resilient communities. MPs saw firsthand how the industry is leading the way in sustainable innovation and investment and Punch presented some of the energy-saving initiatives (see p93-97) that are helping to reduce the environmental impact of our operations and save money for Publicans and MPs.



▲ Jon Dale with members of the Zero Carbon Forum team



Train Hugger

When anyone at Punch travels by train, they book with the eco-friendly travel platform Train Hugger. In return, and in addition to our train tickets, we also get accurate emissions data for our carbon accounting, and Train Hugger plants a tree for us, too.

In 2025, we supported the planting of over 750 trees across the UK, bringing our three-year total to 1,650+ trees, which are part of flood defence, storm damage and biodiversity revitalisation projects.

We’re supporting projects in...

- ▶ Leyburn, North Yorkshire
- ▶ County Antrim
- ▶ County Down
- ▶ County Armagh

TREE SPECIES PLANTED

 18 Aspen	 53 Beech	 4 Crab Apple
 170 Douglas Fir	 34 Downy Birch	 3 Hawthorn
 20 Hazel	 1 Holly	 12 Lutzii Spruce
 17 Pedunculate Oak	 11 Rowan	 45 Scots Pine
 11 Sessile Oak	 65 Western Red Cedar	 1 Wild Cherry





Pubs are so much more than a place for a hearty meal and a refreshing drink. They enhance our lives. They are vital community spaces. Yet although many of us instinctively understand the importance of pubs to society, as an industry we've never had the empirical data to support that understanding.

Now we do. Thanks to a groundbreaking project carried out with Northumbria University, Newcastle, we're now able to quantify economic and social impact our pubs have (see p8).

In this section, you'll discover many more ways our pubs are making a difference within their communities, from boosting biodiversity in our pub gardens to championing low and no-alcohol choices, to redefining what it means to be a 'community pub'.

And you'll meet the people who are making it happen, through their commitment to their people, their communities, and the charitable causes that need their help. We think they're all heroes.



Pub Heroes at Bombay Sapphire Distillery, Whitchurch

EVERY PUB NEEDS ITS HEROES

If 'Doing Well, By Doing Good' is to be more than a slogan, it needs people committed to bringing it to life. Since 2024, our growing pool of Pub Heroes have been the bridge between strategy and action, the people who take our ambitions, initiatives and pilots, put them to the test within their pubs, and inspire their peers to follow their lead.

Over the past year, our now 35-strong team of Pub Heroes have come together at the Bombay Sapphire Distillery in Hampshire and again at our Burton Support Centre for days of insight, support, debate and more.

Over the two events, the Pub Heroes covered a lot of ground, including:

- A presentation on Bacardi's inspiring journey in sustainability.
- A Push the Pineapple update, with a chance to debate the new Respect Charter (see p72) and how we protect and build our culture of kindness and inclusion.

- A first view of our research on the economic and social impact of pubs (see p8).
- A reminder of the wellbeing, financial and other support available to our Publicans and MPs, by Chris Welham, CEO of the Licensed Trade Charity.



- Interactive sessions on food waste and recycling.
- A first look at the new waste module on our Thirst learning app (see p63).
- An update on the evolution of low and no drinks.
- A hands-on food session where the Pub Heroes built their own burgers and explored how adding more vegetables can reduce carbon emissions.



OUR PLEDGE:

Through investment, training, partnership and innovation, we will work to ensure our pubs deliver what our guests and their communities need, both socially and economically.

WHY IT MATTERS:

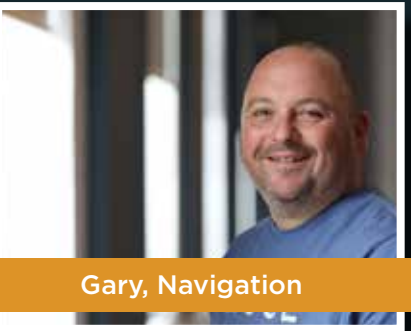
Thriving pubs create value for everyone. By investing in our pubs and supporting our Publicans and MPs, we can strengthen guest experiences, drive sustainable growth and maximise the positive social and economic impact our pubs have in communities across the UK.



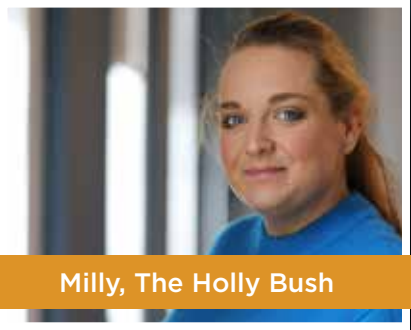
PUB HEROES ON PUB HEROES



“Being a Pub Hero means giving something back. And it gives us all a chance to actually talk to each other.”
Viv Bulmer
Two Pointers, Woodlesford



“You feel like you’re heard. And we’re at the point now where you can see changes that have happened because of things you’ve discussed.”
Gary Bailey
The Navigation, Breaston



“You feel like you’re giving something back to the community, and that’s not something everyone gets from their job.”
Millie Williams
The Holly Bush, Bordon



▲ Bombay Sapphire Distillery Glasshouses

PUBS AT PUNCH

£1.7bn

Estimated total economic and social value of Punch Pubs to UK economy.
(See p8)



13,000

roles supported by Punch



£49m

our contribution to the local economy



45-75

hours of team volunteering per pub, per year



£4m

our pubs’ annual charitable contribution



100+

Pollinator Pubs (See p112)



50+

trees planted this year as part of Thatchers Community Orchard Project (See p114)



51%

volume share of low and no products vs 2024 (See p116-117)



30%

gross sales of low and no at L A I N E



29

low and no brands stocked across our L&T pubs



80

Amazon and InPost lockers in our pubs with more to come! (See p122)



43

McMullen’s and RedCat Hospitality pubs acquired by Punch in FY26 (See p128)



£170,000

total raised in 2025-26 by our pubs as part of Grand Idea competition (See p119-121)



5,500

Guest Moments reviews every month (See p124)



£60m*

invested in our estate in the past year
*Aug 2024 to Aug 2025 (See p129-131)



2,896

Molson Coors’ Digital Services Team helped us save:
2,896 technician driving miles
278 hours of technician time
0.95 tonnes of carbon
(See p124)





HEALTHIER, GREENER COMMUNITIES



OUR COMMITMENT:

We will encourage healthier lives and greener, more biodiverse places across our communities.



TARGET:

We will implement biodiversity features in at least 150 pub gardens by the end of 2027, creating habitats that support pollinators and local wildlife, and report progress annually.



TARGET:

We will continue to increase Punch's low and no-alcohol sales across our pubs year-on-year and embed responsible drinking principles by offering clear choices, supporting moderation campaigns, and training teams to champion safe consumption.



Growing our relationship with



POLLINATOR PUBS BLOOMING ALL OVER

It's not just about making our pub gardens look pretty. Our growing number of pollinator pubs are helping to boost biodiversity, improve wellbeing and do even more to tackle the climate emergency by creating bee-friendly environments in pub gardens.

As concerns grow over the decline of pollinating insects like bees and butterflies, this campaign seeks to turn pub gardens into mini sanctuaries for nature. By transforming underused green spaces into pollinator havens, the Pollinator Pubs project contributes to national efforts to protect essential species and promote sustainable land use, while creating attractive, eco-conscious places for customers to relax.

Participating pubs receive seeds, compost, tools and more to help them fill beds, pots, planters and gardens of beautiful, pollinator-friendly flowers. In our last Punch Promise, more than 70 pubs were taking part. This year saw a near-50% increase to more than 100 pubs and we're targeting 150 pubs implementing some form of biodiversity-supporting feature by the end of 2027.



Publican Richard Gordon at the Red Lion, Cranford

SUSTAINABILITY AWARDS ARE FRUITS OF PARTNERSHIP

Our Pollinator Pubs are finding that their efforts are being recognised more widely. The Red Lion in Cranford, for example, found that its involvement in the Pollinator Pubs initiative was an important factor (among many) in being presented with a Sustainability Champion Award by the BII.

Publican Richard Gordon said: "It is such an honour to achieve this status within the industry. It is a testament to the hard work across our teams who tirelessly strive to ensure our business is as sustainable as possible."



"Here at the Dusty, space has always been at a premium. The beer garden doubles up as our only access to the cellar, so it's very hard to accommodate pollinators as well as our guests. But the Pub-Heroes events inspire me, and with the addition of wildflowers and plants kindly donated by Eden Project, I feel we have a good balance between the two worlds."

Abi Garner, The Dusty Miller, Huddersfield



When nature meets pubs
Watch the video

TUCKING INTO EDEN PROJECT'S BIG LUNCH

Community spirit is something that's well worth feeding. That's why, in June 2025, a whole host of our pubs got involved in the Eden Project's Big Lunch. It's an initiative that's all about sharing friendship, food and fun. It's about reaching out and meeting new people, and getting to know familiar faces better. And it's about getting outdoors, enjoying nature and celebrating the vital role nature plays in feeding us all.



Owl together now...

At The Owl in Horsham, MP Anna Shopland brought 30 members of her local community together for a Big Lunch of fun activities (including human bingo), food (with everyone bringing dishes), and fundraising. Together, they raised £100 for Eden Project, boosted by a further £50 thanks to a member of the pub team who baked cakes to sell.



"It was incredibly heartwarming to see so many people joining in the fun and getting to know their communities a little better! We know that the positive impact of the Big Lunch lasts long after the weekend is over, with people feeling safer, less lonely and more connected to where they live as a result."

Lindsey Brummitt, Programme Director, Eden Project



Watch the video

SUSTAINABLE TO THE CORE: THATCHERS' COMMUNITY ORCHARD PROJECT



Thatchers knows a thing or two about apples. So when we heard about their Community Orchard Project, we wanted to get involved, especially as it aligns so well with our own biodiversity programme with the Eden Project (see p112).

A number of Punch pubs took part in the project which saw Thatchers send us 50+ apple trees in two varieties: Scrumptious, the aptly named eating apple, and Red Windsor, a trusted staple of Thatchers' own cider blends.

With the help of our amazing team of volunteer planters (and Thatchers' handy planting guides) every single tree is now in the ground, helping to support biodiversity and local ecosystems at these pubs.

EST. 1904
THATCHERS



The Barley Mow, Winchfield



The Golden Hind, Ipswich



The Horse & Groom,
Mortimer Common



Navigation Inn, Breaston



The Pelican, Foxfield

The new community orchards will make our pub gardens even more inviting for our guests for years to come, enriching their outdoor experience and, we hope, showing them that sustainability can benefit both business and the environment.

We look forward to seeing these orchards flourish – and to making the project even bigger next year.



RAISING THE BAR FOR BIRDS

You'd be amazed at the impact encouraging more birds into your (beer) garden can have. From natural pest control, to boosting biodiversity through pollination, to the simple wellbeing power of getting closer to nature, birds bring lots of benefits.

Sophie Bellamy, a Punch property surveyor and part of our Nature Group, wanted to encourage more birds into the gardens of pubs around her home patch of Ormskirk. So she arranged a donation of 55 bird boxes by local Fix My Pub emergency roofing contractors Myers Roofing, and got her local Brownie pack involved in painting the boxes to add decorative oomph to our outdoor spaces.

Now delivered, Sophie and the pack are keeping an eye on occupancy rates and the Brownies are excited to visit the pubs with their families to see the boxes being put to good use. The pubs include:

- | | | |
|---|--|--|
|  The Victoria, Newton-le-Willows |  Travellers Rest, Chorley |  Woodlands, St Helens |
|  Pied Bull, Newton-le-Willows |  Woodsman, Leyland |  Derby Arms, Rainford |
|  Bull & Dog, Burscough | | |





AIMING HIGHER WITH LOW AND NO

In our last Punch Promise, we shared the news that sales of low and no products had more than doubled against baseline figures from 2022. This year has been about building on that performance and making low and no a natural, highly visible part of our drinks offering in as many pubs as possible.

Our performance this year

↑ **51%**

volume share of low and no-alcohol products (0.82% to 1.24%)

29

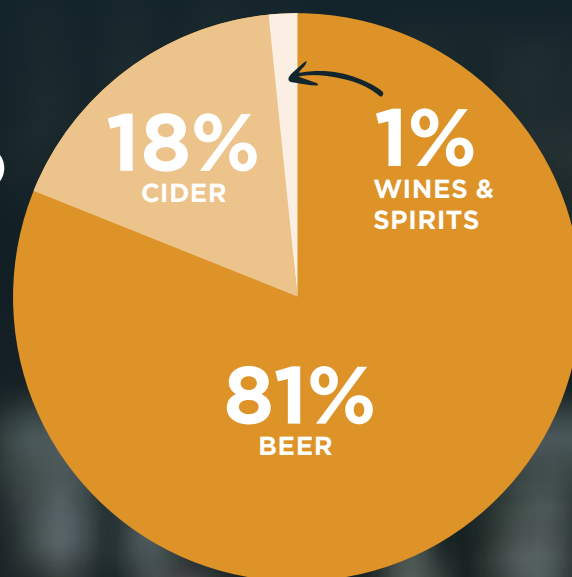
low and no-alcohol brands stocked across our L&T pubs



10

low and no-alcohol brands stocked across our MP pubs

TOP 5 NO AND LOW BRANDS:



LAINE LEVELS UP

In our Laine pubs, sales of low and no-alcohol drinks grew by 24,443 units year-on-year, with sales value increasing by almost 30%.

The growth was driven largely by established beer brands, with Lucky Saint and Guinness 0.0 showing the strongest performance, although sales of draught and micro-draught products were also strong.

EXPANDING THE RANGE

Low and no drinks available in Punch and Laine pubs now include...



WHAT'S NEXT?

- ▶ We've already introduced draught Heineken 0.0% in more than 100 L&T and MP pubs. That's important because having draught available acts as a flag to guests, showing them we take low and no seriously. We're aiming to increase draught options to 100 MP and 100 L&T pubs by the end of the year.
- ▶ We're encouraging pubs to expand ranges using the Round Up internal publication to engage and educate.
- ▶ We're increasing marketing, engaging guests with low and no cocktail cards, menus, promotions and offers.

↑ **30%**

gross sales of low and no

Rounding up

WHY IT MAKES SENSE TO CHOOSE LOW AND NO



As an organisation, we've got a big opportunity – and responsibility – to help our guests make good drinking choices. Yet no one has a bigger opportunity to influence than our Publicans and MPs. It's important that they have the data to support their actions, and that they understand the physical, mental, social and business benefits of responding to changing attitudes and drinking behaviours.

That's why we publish Round Up, a periodical that explores stats and trends in low and no, and attempts to answer the questions of the people who run our pubs.

Over recent months, Round Up has run features including:

- ▶ Moderation tactics that guests are using
- ▶ The demographics of who's drinking what
- ▶ Reasons why guests are choosing low and no
- ▶ Overcoming the barriers pubs may face in introducing low and no products
- ▶ The benefits of stocking alcohol-free options
- ▶ Tips on boosting product visibility

THRIVING COMMUNITIES



OUR COMMITMENT:

We will proactively contribute to the economy of our communities and drive local job creation.



TARGET:

Over the next two years, we will publish and embed our academic research, positioning Punch Pubs at the forefront of social value. This work will strengthen pride across our teams and partners and help attract the best people to work with and for Punch.



TARGET:

By 2027, we will establish and develop partnerships with at least three charities and NGOs to support disadvantaged people in accessing training and employment in hospitality, aiming to make the sector a sustainable career option.

The social and economic value of pubs – key findings:

The average Punch pub inputs up to £1.3m of economic and social value back into its local community

A typical Punch pub spends around £56,000 with local suppliers, supporting nearby businesses.

For every £1 spent in a Punch pub, 58p goes to suppliers and a further £1.30 is generated by activities created within the wider economy.

By getting even more involved in local life and boosting community engagement, an average pub could grow its annual revenue by up to £150,000.

Each year, Punch Pubs create up to £1.7bn in economic and social value for the UK economy.

A Punch pub generates an estimated £3,200 per pub per year in charitable contributions.

Punch pubs generate over £4m for charities across the UK every year.

That's how vital pubs are to our society (see p8). And as the winners of our Grand Idea competition demonstrate (see opposite), our MPs and Publicans bring the above points to life constantly.



£170,000
raised for good
causes last year

Grand Idea enables pubs to demonstrate that theirs is the most successful event run for the community in terms of supporting their locals with a personal plight, raising money for local charities, quelling loneliness or nurturing animals, and/or the planet whilst also driving a competitive sales uplift. The winner receives £1,000 to share with their team, keep or put towards their charity fundraising.

During FY25/26, our brilliant pubs' Grand Ideas raised over £170,000 for worthy causes (and those are the ones we know about!), with many winners even donating their £1,000 to charity. Here's just some of what our pubs have been up to this year.



◀ Tiff's Tuck Shop supports local school- The Butchers Arms, Bishops Itchington:

How does a pub turn its quietest hour into one of its busiest? Recently appointed MPs Tiff and Jason noticed their car park was always used by parents picking children up from the nearby school, and they saw an opportunity.

Now, on Friday afternoons, the pub becomes 'Tiff's Tuck Shop'. Children pop in to grab flying saucers and squishy prawn sweets. Parents have a catch-up over coffee. And all tuck shop profits (£600 in just five months) go to the local school.



◀ Supporting Leon's Paralympic Dream - The Farmers Arms, Swinton

Gifted local athlete Leon Kenkins contracted meningitis at a young age, resulting in the loss of a leg – but that didn't stop him. After earning a spot on the GB Paralympic Basketball Team, the only thing holding him back was the need for a high-spec wheelchair.

That's where the team at the Farmers stepped in, raising money through their first ever Farm Fest, a cracking event of live music, pop-up bars, games, DJ and a bouncy castle.

Lorna adds extra punch to opening weekend The Bedes Lea, North Baddesley, Southampton:

On their opening weekend, and to coincide with the Daniel Dubois vs Oleksandr Usyk fight, MP Lorna and her team hosted a 'Come and Meet Me' event, with Southampton golden-boy boxer Ryan 'the Piranha' Garner mingling with locals, signing autographs and joining a Q&A with a pro-boxing commentator.

▼ The Turks Head Inn, Weymouth:

When one of the pub's regulars was diagnosed with breast cancer, friends including MPs Mike and Debs hosted a summer tea party (and auction of the community's menfolk to do gardening), raising a brilliant £5,000 for Breast Cancer Now.



▼ The Jolly Roger, Gosport:

Since taking over the pub, MPs Mel and Pru have resurrected the traditional annual raft race, supporting different local charities each year. This year, the local lifeboat charity was the beneficiary.



► The Star, Newton Abbot:

Inspired by the tragic passing of a local man to suicide, the team at the Star raised money for Andy's Man Club, the men's suicide prevention charity, with a country night of western fancy dress, line dancing, BBQ and a rodeo bull (which alone raised £550).



▲ Peg & Parrot, Southampton:

Kirsty and her team hosted a charity BBQ and fundraiser for Southampton General Hospital, raising £1,100 to support the rebuilding of facilities used by carers and families of hospital patients.



Butchers Arms, Bishop's Itchington: ►

Halloween became a week-long celebration at the Butchers Arms, with the team hosting events including a trick-or-treat tuck shop, pumpkin patch, ghost walk, psychic supper, Halloween live music night and much more.

Children and adults alike enjoyed the activities on offer, and the proceeds were divided between a range of community causes.



The Fusilier, Leamington Spa: ▼

In support of CALM, the suicide prevention and mental health awareness charity, Siobhan and her team hosted a silent disco fundraiser, raising £3,500+.



▼ The Victoria, Newton-le-Willows:

The team's 'Colour for Cancer' fundraising event, featuring live music, an outdoor bar and a raffle, raised an impressive £3,100.



The Ship Inn, Little Thurrock: ▲

The MindAid charity event (featuring a live entertainment line-up including drag performers, local choirs, tribute acts and many more) raised a fantastic £5,000 for Mind.



When the festive season arrives, our pubs pull out all the stops ...



The Cricketers, Bournemouth invited guests to create a one-off band for a big Christmas sing-along.

The Mount Tavern, Wolverhampton hosted a Breakfast with Santa event for nearly 80 children and carers.

The Pheasant, Newquay transformed the pub into a full-blown 1980s trading floor for a New Year celebration of pinstripes and shoulder pads. They ran the bar as a live stock market with drink prices rising and crashing throughout the night.

The Dusty Miller, Huddersfield held its longstanding Christmas cake competition with just three rules:
1. It has to be a traditional fruit cake.
2. No decoration.
3. Men only!

The Rattlebone, Malmesbury held a mammoth Christmas festival that saw every night turned into a live advent calendar raffle that raised £1,200+ for a local children's charity.



HELPING OUR PUBS HELP THEIR COMMUNITIES

PICK UP AT THE PUB

Delivery lockers have become fixtures on streets and forecourts across the UK, so it makes sense to ensure that more of them are in places where communities come together.

It's not just a matter of convenience. By sending parcels to shared lockers instead of individual homes, we can reduce the number of vans on our roads and the number of individual journeys they make.

As of April 2026, our pubs were home to 80 Amazon and InPost lockers, with plans to introduce more lockers at a further 30 locations by the end of 2026.

We always try to place lockers thoughtfully, ensuring they keep pavements clear for people with wheelchairs, prams or mobility needs. They're always in safe, well-lit locations too.

MAKING EVERY PUB MORE ACCESSIBLE

We're working hard to ensure our pubs are welcoming, safe spaces for everyone. One in five people in the UK has a disability, so it's clear that unless we make our pubs accessible to all, we risk alienating a significant proportion of our guests and their families.

That's why we were keen to contribute to a new BBPA Accessibility in Pubs Guide which sets out practical, affordable steps pubs can take to improve accessibility for disabled customers and staff. The guide offers tools, advice and information on employing disabled people, promoting accessibility, creating disability-friendly spaces, and ensuring staff are trained to serve disabled guests in a friendly, confident way.



▲ The Woolpack, Yeaton



THE STAR INN AT VOGUE: MORE THAN A PUB

For 20 years, Publicans Mark and Rachel Graham have been the beating heart of their Cornish local. It's a place where everyone in the community can gather, and over the past few years, Mark and Rachel have been giving people even more reason to do just that.

It's become the go-to place for events, celebrations and socials. It's the local hairdressers. It's a satellite county library too.

Their annual Halloween party, Big Winter Solstice event and famous Charity Ale Festival are landmarks in the local calendar. And in two decades they've raised over £250,000 for charities, including local air ambulance and search and rescue teams, local hospices and schools.

It's fair to say that, to its community, The Star is far more than a pub and Mark and Rachel are far more than Publicans. The couple have also benefited from some funding help from Pub is The Hub (see opposite).



PUB IS THE HUB



Running a pub is no mean feat; it's a labour of love, determination and passion – and that's especially the case for rural pubs. Pub is The Hub is a not-for-profit organisation which offers independent, specialist advice to Publicans in rural areas. It helps them diversify and offer valuable, viable local services or activities which add social value in their local area.

PUBS POWER SPORT

The pub has long been the place to gather pre- or post-event, game or match. But a 2025 report by PubAid has shown that more than 6.7 million sport and activity sessions are powered by pubs every year across the UK.

This commitment to grassroots sport has seen pubs serve up £40 million in financial support over the past year, helping 1.67 million people keep active. And despite the challenges faced by the hospitality sector, the level of help is unchanged since 2019.

According to the Government's ratio, that £40 million raised annually for sports clubs equates to around £160 million in social value. Des O'Flanagan, co-founder of PubAid, said:



"Pubs are an essential but often unseen force behind grassroots and community sport. Behind every statistic is a publican giving time, space and care to keep local teams alive."

"The alignment between pub-led activity and national priorities is strong, from supporting

the Government's Levelling Up agenda to playing a vital role in combating loneliness across communities."

WHAT IS PUBAID?

PubAid is the positive voice for UK pubs. The independent working party 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 is an ambassador and also chairs PubAid's partners working group.



BEERFLEX: CONNECTING LOCAL PUBS, LOCAL BREWERS AND LOCAL BEERS

According to Andy Slee (pictured with Andy Spencer), Chief Executive of the Society of Independent Brewers Association (SIBA), "70% of drinkers want to see a local brewer on the bar."

That's why Punch has enhanced its partnership with SIBA, designed to strengthen the relationship between local brewers and the community pubs they serve.

The online ordering system, 'Beerflex', helps Publicans and MPs make a more informed and prompt choice about the local beers available to them.

Punch Pubs & Co CEO Andy Spencer said: "Local beer and community pubs go hand in hand. It's great to see the early success of the online portal and the positive impact it's already having on sales and engagement. We're proud

to be supporting local breweries and giving our operators even more tools to deliver an exceptional guest experience."

One of the pubs proudly championing local beer through the scheme is the award-winning Anglesey Arms in Chichester, Punch's Pub of the Year at the 2025 Great British Pub Awards.

MPs Dom and Shell Roberts said, "Championing local brewers is a big part of what makes our pub special. Our guests love discovering new beers from nearby breweries. The portal makes it easy for us to find and order the right beers, and we're thrilled to see Punch investing in this partnership."



OTHER ACTIONS TO SUPPORT 'PUBS AND COMMUNITIES'

Inspired by those moments

Our Guest Moments platform helps our MPs and Publicans understand what guests want by tracking real-time reviews and feedback.

This year, the platform has evolved. It's now able to give MPs and Publicans more accurate insights into what our guests are saying about their experiences in our pubs, helping them identify what's already great and what needs extra focus to become great.

The platform uses AI to summarise guest feedback across all reviews and helps operators respond in a personalised way.



5,500

GUEST REVIEWS EVERY MONTH



4*

AVERAGE RATING

MAKING TECHNICAL FIXES SIMPLER

Once again this year, Molson Coors' Digital Services Team (DST) has been helping our Publicans get more of their technical issues resolved fast, rather than having to wait for a technical representative visit.

Faster fixes mean less downtime, less guest inconvenience and less stress for Publicans and staff. But avoiding callouts also delivers environmental benefits. Since September 2024, there have been 301 maintenance jobs and 160 have been successfully closed remotely, which has saved:



2,896

technician driving miles



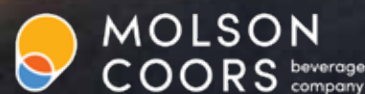
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hours of technician time, which can be put to more complex call-outs

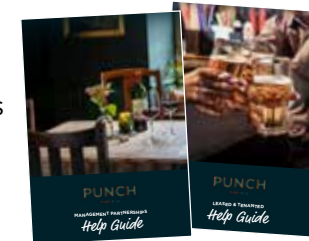


HELPING OUR PUBLICANS AND MPS RUN THEIR PUBS

Running a pub can be immensely rewarding, but no one ever said it was easy. Ordering stock, training and managing staff, managing waste, IT, drink dispensers, accounts and a hundred more tasks are a part of the everyday – and that's before you get to the business of welcoming guests.

That's why we introduced our Help Guides (one for Publicans and one for MPs) to act as a sort of instruction manual and handbook for creating a 5 star pub. Full of essential, practical information – with links and QR codes – the Help Guides are handed to all Publicans and MPs following their first call with our Onboarding & Implementation Team.

So from ordering via the Punch Buying Club to Fix My Pub's technical support and development via Thirst, Publicans and MPs always have every support tool in one place.



CREATING BEST PRACTICE PUBS

National Pubwatch is the small but active voluntary organisation set up to achieve a safe, secure and responsibly led social drinking environment in all licensed premises throughout the UK.



Many of our pubs are local scheme members and benefit from best practice, toolkits, policies and promotional material all designed to help reduce alcohol-related crime.

Robin Belither, Punch Pubs' Managing Director, said: "A great hospitality experience starts with an environment where our guests can feel safe, secure and able to enjoy their time with us. Pubwatch membership supplements the practical tools we already give our pubs to help create that environment."

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.



AT THE HEART OF EVERY COMMUNITY

Across the length and breadth of the UK, and in an endless variety of ways, Punch MPs and Publicans are placing themselves and their pubs at the heart of their communities. Here's just a small example of how ...

TAKING LESSONS IN FIRST AID AT WEST TOWN INN

Lots of parents take first aid courses to add a layer of protection for their families. Yet every year, according to First Aid for Life, hundreds of thousands of young people in the UK encounter emergencies requiring first aid skills.

That's why paramedic Zara Willis runs Mini Medics, first aid sessions for children, held at West Town Inn on Hayling Island near Portsmouth.

The sessions are designed to teach youngsters and families what to do in an emergency.

Children and parents are taught life-saving skills in a "calm, age-appropriate way" that also includes CPR, advice on choking, burns, allergies and more.



FINDING LONGWOOD’S VOICE AT THE DUSTY MILLER

On the outskirts of Huddersfield, near the Victorian Longwood Tower, sits an old stone amphitheatre. Every year, it’s the location for the Longwood Sing, a community event that brings together choirs and brass bands to perform hymns and raise money for local charities. Right now, though, the amphitheatre’s condition means the singing has to take place in a local church, just a few hundred yards from The Dusty Miller. This year, to celebrate the event, the pub got involved, welcoming the community for post-sing drinks.



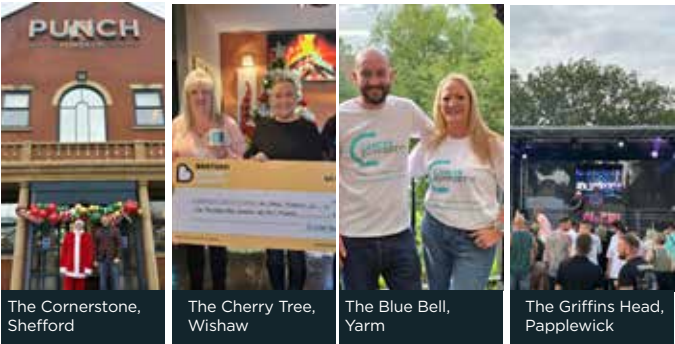
COOKING UP A STORM AT THE RED LION

We all know how important fresh food is to a growing family, but in a cost-of-living crisis, it’s not always easy to cook fresh every day. That’s why the Red Lion in Cranford has embarked on a long-term project with its local Home-Start service to take families on a batch-cooking journey of discovery.

The project is helping families make their money go further by creating great-tasting dishes they can cook in bulk and freeze. Given the ongoing volatility of prices, the trays of lasagna and famous Greedy Gordons chicken pies are making a much-needed difference.



IN BRIEF



Jake brings the light:

Publican Jake Wells completed a three-day, 90-mile walk from Punch’s Support Centre to The Cornerstone pub in Shefford, raising £600 to help save Shefford’s Christmas lights.

Helen waxes on, waxes off:

MP Helen Paterson and the team at The Cherry Tree in Wishaw continued the pub’s fundraising winning streak with a day of entertainment for children and an evening for adults that included a live waxing session. The day raised £5,450 for Beatson Cancer UK and Bowel Research UK.

Alison and Matt take one giant leap:

MPs Alison and Matt Shaw of The Blue Bell, Yarm took their support for Cancer Support UK to (literal) new heights in October 2025 with a charity parachute jump. Together with a series of fundraising events at their pub, they raised £800 and counting.

Plastic payback in Papplewick:

There’s always something happening for the community at The Griffins Head in Papplewick. This year, during the pub’s two annual festivals (live music event Griffin Festival and family get together Papple Del Sol), the pub donated a 10p surcharge on plastic glasses to Eden Project, raising £498.

"Your generosity means so much to us, and your donation will go a long way in supporting our work."

Martin Quigley, former Corporate Fundraising Manager, Eden Project Communities



Pubs that pack a bigger Punch:
INVESTING IN OUR ESTATE

Once again this year, we've been investing to ensure there are always fresh new ways for Punch and Laine pubs to inspire those moments. We're achieving that in two ways:

- ▶ We're continuing to acquire new pubs
- ▶ We've been refurbishing more of our existing pubs to ensure they not only meet the needs of guests, but surprise and delight them

MCMULLEN'S AND REDCAT HOSPITALITY PUBS
JOIN PUNCH FAMILY

The past year has seen us strengthen our pub portfolio with the acquisition of 30 pubs from family-owned brewer and pub operator McMullen's and 13 pubs from RedCat Hospitality.



McMullen's pubs operate across Hertfordshire and Essex and, like so many of our existing pubs, have established positions at the heart of their local communities.

"This is a fantastic collection of pubs with real heritage, strong community roots and proven operators running them day to day."

James Croft, Group Strategy and Commercial Director, Punch Pubs & Co

"There are some phenomenal independent operators in these businesses, and it was important to us that they transferred to an owner who possesses both the scale and strategic direction necessary to offer improved support, and is willing and able to provide the financial commitment that these pubs deserve."

Tom McMullen, Joint Managing Director, McMullen's



The RedCat pubs joining the Punch family are scattered across the Midlands and South East.

"Each pub represents an opportunity to invest, innovate, and inspire and we look forward to working with these much-loved sites and the passionate Publicans that run them, to ensure they continue to thrive within the communities they serve."

Andy Spencer, CEO, Punch Pubs & Co

"We are delighted to have reached agreement with the team at Punch Pubs, who we know will prove an excellent custodian for these high-quality pubs."

Richard Lewis, CEO, RedCat Hospitality



Transforming our
ESTATE

Here are just some of the refurbishment projects completed over the past year:

The Blue Boar Inn, Ludlow



PUNCH



What we did:

- Carefully restored this beloved Grade II-listed pub, preserving its authentic character and charm, while introducing a fresh twist
- Focused on circularity, with furniture reclaimed, decorative light fittings sourced second-hand or antique, and upholstery sustainably sourced
- Chose artwork and bric-a-brac inspired by Ludlow's market, castle and tavern heritage
- Created a secret urban pub garden featuring antique planters, clustered pots and pallet bench seating, all set beneath a pergola frame illuminated by reclaimed copper and brass pendant lights

£275,000
Investment



Rupert Reeves, Head of Operations at Punch Pubs:

"Every corner of the pub has been thoughtfully designed to tell the story of the 17th century, from materials and colour schemes to furniture and accessories. Each room pays homage to Ludlow's medieval heritage."

Jenna Kiddle, Creative Director, Kreative Kiddle:

"Some projects quietly change the way you think forever. The Blue Boar Inn has done that for me as a designer and as a person. It left its imprint on me."

Andy Boddington, Shropshire Councillor for Ludlow North

"The refurbishment work is first class."





LAINÉ The Thieves, Battersea

What we did:

- Created a 500-person, four-floor, adult-only playground including:
 - The Gambit arcade featuring darts, pool and Mario Kart
 - Live performance areas for live music, comedy nights and cabaret shows
 - Black box event room
- Refreshed interior with a new bar and booths
- Added a giant disco ball to up the party vibe

£900,000
Investment

Laine LinkedIn: "From Bangers V Clangers, Drag Queens and more Arcade games than you can throw a joystick at, it's safe to say The Thieves has definitely landed with a BANG for the people of Battersea."



LAINÉ Deadwax Social, Norwich

What we did:

- Completed a full refurb that turned the pub into a vinyl record-inspired bar and live music venue
- Created a venue that's all about connection: local artists, good music, great food, "and that feeling you only get when a space becomes a proper social hub"
- Made a "serious investment into visual and audio equipment"
- Added furniture and some softer touches throughout the venue

Will Smith, Operations Manager, Laine "We're excited about becoming a part of the city's established arts and culture scene."



£400,000
Investment



The Olde Barbridge Inn, Nantwich

PUNCH **£500,000**
Investment

What we did:

- Broadened the dining space and changed the old seating plan to create defined areas for leisurely drinks, dining, or group outings
- Replaced the old bar
- Refurbished the pub's beer garden, just a stone's throw from the Shropshire Union canal

Tony Riley, Operations Manager, Punch Pubs & Co:

"Transforming this beautiful pub has taken a lot of hard work, and it has been more than worth the wait."



The Lion, Newtown **£340,000** Investment

What we did:

- Introduced refreshed signage, improved lighting and a redesigned bar area
- Décor updated throughout, while designated zones have created flexible spaces for guests to enjoy a drink with family and friends, or take part in a game of darts or pool
- Added five television screens
- Refreshed beer garden with additional seating, improved lighting and atmosphere

Punch Pubs & Co Senior Operations Manager, Rachael Henry:

"This investment demonstrates our commitment to The Lion as a true community pub at the heart of Newtown, and Jessica is the ideal partner to lead this next chapter."



Transformations IN BRIEF

The Filly & Flagon (formerly Malton's Gate Inn), Malton:

£400,000 on all-new signage, a major beer garden upgrade and a new indoor aesthetic.

The Woodlands, St Helens:

£390,000 on a complete reimagining of the interior and an upgraded exterior, featuring new signage, landscaping, and a revitalised beer garden.

Nags Head, Carlton:

£113,000 on new bar room décor, lighting, fabrics and furniture, and a much-needed toilet makeover.

The Old Royal Oak, Bitteswell:

£300,000 on transforming the pub inside and out, including a vibrant new look, colour scheme and signage.

The Penrhos Arms, Anglesey:

£280,000 on a complete refresh including signage, a new decking area, fencing, front canopies, an upgraded kitchen and all-new interior fixtures and fittings.

The Top House, Nottingham:

£250,000 with a key focus on reintroducing sports, including the creation of a dedicated zone offering front-row seats for the world's biggest sporting events, plus a new area designed specifically for darts and pool enthusiasts.

The Crown & Cushion, Biddulph:

£250,000 on a refreshed pub which now boasts two newly upgraded lounge areas, a vibrant main trading space, sports zone including a refurbished darts zone and pool area, as well as an enhanced beer garden, interior fixtures and fittings.



In this section we present the key environmental, social and governance/responsible business metrics and information that our business records. This is a mix of qualitative and quantitative information, 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. reports against eight GHG Scope 3 categories as these are the only relevant categories based on our operations.

Category	FY23 (tCO2e)	FY24 (tCO2e)	FY25 (tCO2e)	% Change
Scope 1	6,752	6,575	6,115	-7%
Scope 2 (location-based)	5,677	5,642	4,533	-20%
Scope 2 (market-based)	12,782	13,299	12,554	-6%
Scope 3	77,716	77,044	77,133	0%
Purchased goods and services	48,174	46,222	44,331	-4%
Capital goods	5,881	8,429	10,799	28%
Fuel and energy-related activities	2,687	2,705	2,611	-3.5%
Upstream transportation and distribution	657	687	738	7%
Waste generated in operations	90	63	51	-19%
Business travel	234	312	241	-23%
Employee commuting (inc. remote working)	251	284	186	-35%
Downstream leased assets	19,742	18,342	18,176	-1%
Total (tCO2e, location-based)	90,145	89,261	87,781	-2%
Total (tCO2e, market-based)	97,250	96,918	95,802	-1%

*In FY25, we improved the accuracy of our waste data with the granular breakdown provided by our waste conductor. We have applied these refinements retrospectively to ensure consistent and comparable reporting across all financial years.

Energy consumption within the organisation

	FY24 (Restated)	FY25
Consumption of fuel within the organisation (kWh)	30,675,422*	28,321,691
Consumption of electricity (kWh)	27,130,179	25,611,148
Consumption of transport fuel (kWh)	1,238,657**	1,149,403
Total energy consumption (kWh)	59,044,258***	55,082,242

*Total consumption of fuel within the organisation has been restated for the previous year due to improved data availability, reducing data gaps. This change includes more accurate procurement data across Management Partner sites for petrol, diesel, kerosene, propane, coal, charcoal, and wood.

**Total consumption of transport fuel has also been restated for the previous year due to methodology changes in the emission factors used to improve accuracy.

***The restatement of these two areas has meant a restatement of total energy consumption for the previous year overall.

Waste and circular economy

	FY24	FY25
Total weight of waste generated	3,480 tonnes	3,108.93 tonnes
Total weight of waste recycled/composted	1,786 tonnes	1,585.25 tonnes
Total weight of waste sent to landfill	1,694 tonnes*	68.06 tonnes
Total weight of waste incinerated with energy recovery		1,455.62 tonnes
Total weight of non-hazardous waste generated	N/A	3,108.91 tonnes

*Improved granularity on waste categorisation for FY25, allowing for data to be separated into landfill and energy recovery.

Water consumption

	FY24W	FY25
Total water consumption (m3)	351,259.86	357,667.23

Social data - employee numbers FY25

	FEMALE	MALE	TOTAL
Total number of employees by employment type			
Permanent	141	170	311
Temporary	6	3	9
Total	147	173	320
Total number of employees by working pattern			
Full-time	129	171	300
Part-time	18	2	20
Total	147	173	320
Total number of employees by age group			
Employee age under 30	20	16	36
Employee age 30-50	84	89	173
Employee age over 50	43	68	111
Total	147	173	320
Total number of new employee hires by age group			
Employee age under 30	5	5	10
Employee age 30-50	11	8	19
Employee age over 50	1	7	8
Total	17	20	37
Total number of employee turnover by age group			
Employee age under 30	7	1	8
Employee age 30-50	15	8	23
Employee age over 50	11	3	14
Total	33	12	45

Board member diversity

	FEMALE	MALE	TOTAL
Board member age under 30	0	0	0
Board member age 30-50	1	4	5
Board member over 50	0	6	6

Gender pay gap

Ratio of the basic salary and remuneration of women to men	Mean Pay: 34%
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Health and safety

Number of work-related injuries in the reporting year	4 accidents in 2025
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Thirst module training information

	MODULE PLAYS	HOURS
Female	15,056	623
Male	15,846	627

Local community data

Average ratio of entry-level wage compared to local minimum wage, broken down by gender	Female: 1.14 / Male: 1.17
Percentage of senior management hired from the local* community	0 (no senior management hired during the period)
Percentage of staff hired from local* communities	14.70%* (where local means a 3-mile radius of our Support Centre)

Punch Pubs and Co. has reported the information cited in this GRI content index for the period 14th August 2024 to 11th August 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Comments and page number(s)
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	Page 2
	Disclosure 2-2 Entities included in the organization's sustainability reporting	Pages 14-15
	Disclosure 2-3 Reporting period, frequency and contact point	Pages 37, 134,137-140
	Disclosure 2-4 Restatements of information	Page 135
	Disclosure 2-6 Activities, value chain and other business relationships	Pages 14-15
	Disclosure 2-7 Employees	Page 136
	Disclosure 2-8 Workers who are not employees	Pages 14-15
	Disclosure 2-9 Governance structure and composition	Page 40, 29, 136
	Disclosure 2-11 Chair of the highest governance body	Page 29
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	Page 40
	Disclosure 2-13 Delegation of responsibility for managing impacts	Page 40
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	Page 40
	Disclosure 2-22 Statement on sustainable development strategy	Pages 4-5, 26-29
	Disclosure 2-23 Policy commitments	Page 41
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	P41
	Disclosure 2-28 Membership associations	Page 99, 106, 38
	Disclosure 2-29 Approach to stakeholder engagement	Pages 26-31
GRI 3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	Pages 30-31
	Disclosure 3-2 List of material topics	Pages 32-33
	Disclosure 3-3 Management of material topics	Pages 28-37
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page 136
	Disclosure 202-2 Proportion of senior management hired from the local community	Page 136

Punch Pubs and Co. has reported the information cited in this GRI content index for the period 14th August 2024 to 11th August 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Comments and page number(s)
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	Page 135
	Disclosure 302-4 Reduction of energy consumption	Pages 88, 91, 135
GRI 303: Water and Effluents 2018	Disclosure 303-5 Water consumption	Page 135
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	Pages 88, 134
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	Pages 88, 134
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	Pages 88, 134
	Disclosure 305-5 Reduction of GHG emissions	Page 134
GRI 306: Waste 2020	Disclosure 306-2 Management of significant waste-related impacts	Pages 82-86
	Disclosure 306-3 Waste generated	Page 135
	Disclosure 306-4 Waste diverted from disposal	Page 135
	Disclosure 306-5 Waste directed to disposal	Page 135
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	Page 136
GRI 403: Occupational Health and Safety 2018	Disclosure 403-5 Worker training on occupational health and safety	Page 64
	Disclosure 403-6 Promotion of worker health	Pages 46-57
	Disclosure 403-9 Work-related injuries	Page 136
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	Page 136
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	Pages 53, 57, 64, 68, 75, 83, 101, 108



PUNCH

PUBS & CO

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