



SHARED RESPONSIBILITY





Our approach

Our commitment to operating a safe and sustainable business, by adopting a People and Planet positive approach for our People, Pub Partners, our Guests and the communities we serve.



READ OUR 2024 ANNUAL REPORT
ONLINE AT WWW.MARSTONSPUBS.CO.UK

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PLANET7

To operate our business and supply chain more efficiently to reduce our energy consumption, emissions and water use.



PEOPLE15

To create a culture of engagement, support and development that attracts, retains and supports the best people.



PRODUCT24

To deliver quality food and drink to our guests, that is sourced ethically and in a way which reduces food waste and emissions.



POLICY29

To support the development of our business in delivering its objectives by promoting high standards of governance, risk management and transparency.

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Our approach



Our pubs are at the heart of the communities they serve. As a local pub company, with a national reach, we're uniquely placed to help make and shape positive change for all our stakeholders, including the planet: our most fragile stakeholder.

Our sustainability approach aims to ensure we are a responsible and resilient business through identifying, assessing and managing our environmental and social impacts. As a local pub company, with a national reach, we're uniquely placed to help make, and shape positive change for all our stakeholders, including the planet, our most fragile stakeholder.

As part of the Company's review of strategy this year, we have also revisited our sustainability strategy to ensure it remains connected to the core of what we do, while supporting the Company's vision and purpose. Our People strategy and commitment to operating safely and sustainably are two of the three key enablers and we remain committed to doing more in our four priority areas: Planet, People, Product and Policy. These priority areas, or '4P's', are the central thread of our sustainability strategy with a clear connection to our purpose and where we believe we can have the biggest impact.

Our Impact Report for 2024, previously known as our Insight Report, is a statement of our targets and ambitions, and includes further details of our focus areas and examples of our initiatives.

We report on the progress of our targets and the activities delivered in each of the 4 P's, and this year provides a summary of the continued progress against our current aims and targets.

Some of our successful initiatives include continuing our mission to decrease the amount of food waste from our pubs, increasing the number of EV chargers and hubs at our pubs and inns, installing solar power to our estate to increase the mix of energy we use from renewable sources, and working with our partners through the Excel project to support social mobility for people from vulnerable and disadvantaged backgrounds.

As our strategic roadmap develops, we shall continue to review what is most important to our business and our stakeholders, and ensure that our targets, milestones and initiatives are the right ones to get us there.



MORE INFORMATION AND MORE OF OUR STORIES CAN BE FOUND ON OUR WEBSITE: WWW.MARSTONPUBS.CO.UK

HIGHLIGHTS



Our achievements in FY2024

PLANET

19 pubs with solar panels, and
at our Pub Support Centre

417 sites with Klipspringer cooking
oil monitoring



445

rapid EV chargers, including
8 ultra fast charging hubs
in our estate

PEOPLE

31 people trained and offered
employment opportunities in
our pubs through our Excel
programme

8.4 employee engagement
score (2023: 8.2)



289

Apprentices in learning
across the business

PRODUCT

Providing balanced menu choices
for our Guests, selling an average
of 21,233 plant-based meals each
week

Over 2,800 tonnes of food waste
saved this year



OVER 38,000

meals diverted from waste
through our partnership with
Too Good To Go



94%

of our pubs with 5* EHO
food hygiene rating

4.1 FTSE4Good ESG
score (2023: 4.0)

110 suppliers using
Sedex

POLICY

AWARDS



Our achievements in FY2024

SUSTAINABILITY CHAMPION

BII Sustainability Champion status



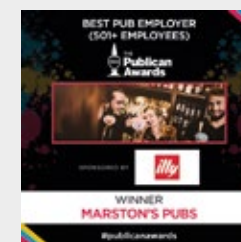
BEST MENTAL HEALTH STRATEGY

in the Workplace at Hospitality's Mental Health Heroes 2024



BEST LARGE PUB EMPLOYER

at the 2024 Publican Awards



BEST VEGETARIAN/ VEGAN DISH

MIDAS 2024 Awards



No. 1

PCA Tied Tenant Survey



GOLD AWARD

for Armed Forces Covenant Employer Recognition Scheme



3RD PLACE

in Rate My Apprenticeships Award



BEST TRAINING PROGRAMME

Nitas November 2023- Best Training Programme – Sustainability



NOMINATION FOR LARGE EMPLOYER

at the Black Country Apprenticeship Awards 2024



MEET OUR TEAM



Our sustainability taskforce

Our sustainability strategy remains centred around our responsibility pillars, or our '4P's': Planet, People, Product and Policy.

Our Board and Executive Committee retain oversight of our sustainability strategy and ultimate responsibility for the attainment of our ESG targets.

Guided by the Company's strategy and the Board, our sustainability taskforce is responsible for making progress in each of the 4 P's, helping to shape the Company's ESG agenda and build a resilient and sustainable business, powered by an engaged workforce. Our sustainability taskforce meets quarterly and is chaired by our General Counsel & Company Secretary, providing Executive Committee-level stewardship and accountability, to report on progress to our Board.

Our sustainability taskforce leads various steering committees for each of the 4 P's, which are the engine room of execution. These cross-functional teams have the expertise, networks and authority to shape the actions that will deliver results against our objectives.

The steering committees are supported by specialist groups in the business, ensuring that all are working together to shape our sustainability agenda.

SUSTAINABILITY GOVERNANCE FRAMEWORK

Board of Directors

Ultimate oversight of our sustainability strategy, and the risks and opportunities of ESG-related risks

General Counsel & Company Secretary

Chair of the sustainability taskforce ensuring Executive Committee-level stewardship

Sustainability taskforce

Senior leaders responsible for shaping the strategy and setting and monitoring our targets and commitments

Steering committees

Responsible for ensuring initiatives are just part of 'the way we do things round here'

Supporting groups

Specialist groups for specific areas of focus, including the TCFD, Energy procurement group, the D&I Taskforce and supporting employee-led networks

Our taskforce helps to deliver our commitment to operating a safe and sustainable business, and develop our credentials as a Planet and People-positive business, with effective and transparent Policies. We do this whilst enjoying Shared Good Times with our guests delighting them with quality Products! Meet the team that head up our 4P's.

More information on what they are working on, their key goals and targets, initiatives and achievements on progress, can be found in this report.

PLANET



Andy Kershaw
Director of Property

"For our most fragile stakeholder, we want to operate our business and supply chain more efficiently to reduce our energy consumption, carbon emissions and water use. We also want to reduce our impact on the environment by reducing or repurposing our waste and encourage our suppliers to do the same."

PRODUCT



Ruth Powell
Head of Technical Services

"We want to ensure that the food and drink that we source to serve to our guests in our pubs is responsibly sourced with as little impact on the planet as possible. We also have our guests interests in mind when we provide information about the dishes we serve, to help them make balanced food choices that meet their lifestyles and dietary preferences."

MEET OUR TEAM



Our taskforce continued

PEOPLE



Jane Murray

Director of Learning,
Leadership & Inclusion

"At Marston's we believe that people make our pubs. We embrace the diversity of our employees, Pub Partners, our Guests and our local communities, and strive to provide equitable opportunities for growth and social mobility. We want to create an inclusive culture that engages and inspires, and work with charitable partners that share our core values."

POLICY



Jonathan Moore

Director of
Corporate Risk

"The way in which we do business is embedded into our governance framework which is communicated to our People, Pub Partners and suppliers through pragmatic policies and risk management frameworks, that reflect our culture and values. Through regular reporting, we are able to share our progress and demonstrate transparency around our ESG practices and policies."

Measuring our progress

Each pillar in our sustainability strategy has corresponding targets to help ensure we operate in a responsible and measurable way, helping us to define and understand, on an ongoing basis, the impact of our decisions.

We explain throughout the report what those targets are, how we are working towards achieving them and the output, or, measure we use to track our progress. As this is our second year reporting on our sustainability strategy, each target shows the progress made during the year, underpinning our continued commitment to operating our business in a safe and sustainable way.

We continue to review what is most important to our business and our stakeholders, and ensure that our targets, milestones and initiatives are the right ones.

Sustainable Development Goals

The United Nations has developed 17 Sustainable Development Goals ("SDGs") as an urgent call for action for all countries to act in a global partnership. The goals recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth all while tackling climate change and working to preserve our oceans and forests.

We ensure our targets are linked to at least one of the 17 SDGs. This helps to ensure that, as well as linking to our core business strategy, our targets also reflect the global agenda in areas of critical importance for humanity and the planet.



MORE INFORMATION ON THE SDGS CAN BE FOUND HERE: [SDGS.UN.ORG/GOALS](https://sdgs.un.org/goals)

PLANET









Our Planet promise is to operate our business and supply chain more efficiently to reduce our energy consumption, emissions and water use and to reduce our impact on the environment by reducing or repurposing our waste.

KEY COMMITMENTS, TARGETS AND ACTIONS









Our PLANET promise: To operate our business and supply chain more efficiently to reduce our energy consumption, emissions and water use.

Target	SDG	What we are doing	Highlighting our progress
<p>Target 1 To achieve Net Zero by 2040.</p>	 	<ul style="list-style-type: none"> We completed carbon foot printing for FY2023 in partnership with Zero Carbon Services, using consistent methodology with the Zero Carbon Forum: the UK hospitality industry's collaborative effort on climate change, with a framework now in place for annual footprint verification, new for FY2024. We now have systems in place to monitor and gather emissions data from our supply chain, supporting our roadmap to Net Zero and assessment of our Scope 3 emissions. <p> SEE OUR PRODUCT PROGRESS ON PAGE 27!</p> <p>This year, working with Zero Carbon Services, we are further refining out transition plan towards Net Zero with the objective of submitting it to the Science Based Target initiative or similar standard for approval. This supports our aim of continuing to work collaboratively with the UK hospitality industry as a whole to decarbonise and build a sustainable business model.</p>	<ul style="list-style-type: none"> See our 2024 TCFD report for more information on our progress towards reducing our Scope 1 & 2 emissions. 334 sites invested in to update insulation following our energy audits, helping to reduce waste and consumption. 301 sites benefiting from installation of a central building management system, which will regulate systems in the most efficient way. Fully electric kitchens now installed in 4 pubs. Trial heat pumps installed in 2 pubs.
<p>Target 2 To consider and, where possible, procure or promote energy from renewable or self-generated sources.</p>	  	<ul style="list-style-type: none"> This year we have rolled out the installation of on-site solar panels in our estate – more details can be found on page 12. We are continuing our partnership with Osprey who provide EV charging networks in hospitality, to expand our own charging network for our People and Guests. <ul style="list-style-type: none"> The cross-functional energy procurement working group is now established and remains focused on developing a long-term strategy for renewable and sustainable energy procurement and reviewing innovative sources of power from renewable generators. 	<ul style="list-style-type: none"> Solar panels now installed at 19 pubs, as well as at our Pub Support Centre, generating 267.05 MWh of electricity – enough to power 98 homes! 445 rapid EV chargers, including 8 ultra-fast charging hubs across our estate, responsible for 79.1 million miles, saving 15.3 million kg of CO₂.

KEY COMMITMENTS, TARGETS AND ACTIONS continued

Our PLANET promise: To operate our business and supply chain more efficiently to reduce our energy consumption, emissions and water use.

Target	SDG	What we are doing	Measuring our progress	
Target 3 To reduce the volume of water we consume across our estate every year.	 	<ul style="list-style-type: none"> The continued operation of our own water licence 'Marston's Water' enables us to control and conserve water consumption each year. We have strategically deployed automated meters into high water consuming sites. 	<ul style="list-style-type: none"> We conduct annual reviews to understand our water footprint and continually measure progress. Ongoing analysis of meter readings to identify high consuming sites and the planning of remedial work to improve any issues. 	<ul style="list-style-type: none"> This year we have saved 133,940,765 pints of water, a 21% increase compared to last year. This equates to a total of 366,961 pints of beer per day!
Target 4 To work with our supply chain to achieve and maintain zero waste to landfill.	 	<ul style="list-style-type: none"> We continue to work with new contractors, through our partnership with Novati, and undertake regular audits to ensure that this target is maintained. 	<ul style="list-style-type: none"> Our programme of waste audits and reviews to monitor and support best practice to achieving our target. Our Planet and Product steering committees work collaboratively to encourage more recycled packaging from our suppliers. 	<ul style="list-style-type: none"> We have again maintained Zero Waste to Landfill – 99.41%.
Target 5 To reach and maintain an overall recycling rate in our business of at least 75%.	 	<ul style="list-style-type: none"> Our recycling employee engagement campaign 'Wise up to Waste' now includes specific waste training for our pub teams and we celebrate success through our Recycler of the Quarter Awards – see page 14. Waste bin rationalisation is completed regularly to ensure waste services are optimised, reducing unnecessary journeys and optimising recycling. 	<ul style="list-style-type: none"> For all waste, our recycling rate for FY2024 was 76.4%, a 5% improvement on last year. Over 3,000 items of packaging reviewed to identify their recyclability. Through this, an additional 40 tonnes of recyclable material a year will be saved from general waste. Working with our meat supplier to save on cardboard packaging this year by changing pack size. 	
Target 6 Increase reclaimed rates of cooking oil to at least 60% compared to what we purchase/consume in our estate.		<ul style="list-style-type: none"> In addition to our training and site audits to monitor cooking oil usage, we have recently partnered with Klipspringer to install cooking oil monitors to help teams regulate cooking oil quality and use – more information on this roll-out can be found on page 14. 	<ul style="list-style-type: none"> We have increased oil collection frequency at our sites with higher risk of cooking oil theft. 	<ul style="list-style-type: none"> Reclaimed rate of cooking oil for FY2024 64%, of our target achieved. Klipspringer cooking oil monitoring rolled out across 417 sites.

OUR PLANET PROMISE

Our transition to Net Zero



We continue to develop our transition plan to reach Net Zero by 2040. Our Net Zero targets align with the rest of the sector and working collaboratively with the Zero Carbon Forum allows the UK hospitality industry as a whole to decarbonise in a sustainable manner.

Carbon emissions released into the atmosphere contribute to climate change.

Accurately calculating and reporting is key to understanding the impact of our emissions and to identify the correct steps in our Net Zero roadmap.

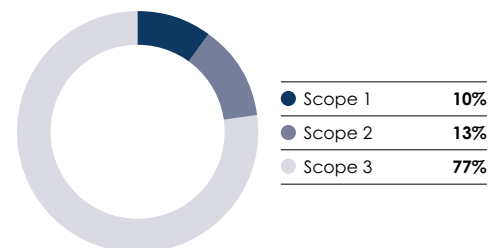
This year, as set out on page 8, we are further refining our transition plan towards Net Zero and through our collaboration with the Zero Carbon Forum, we aim to work collaboratively with the UK hospitality industry as a whole to de-carbonise and build a sustainable business model.

Our footprint

The chart below represents our emissions data for FY2023. The following shows a breakdown of our emissions by each Scope.

Scope 1 are the emissions produced from burning fuels, such as gas for heating. Scope 2 are the emissions from producing electricity that is used in our pubs. Scope 3 emissions are from our suppliers and purchased goods and services, for example, for food production.

Emissions scope breakdown FY2023 – Market based (TCO₂e)



Working with the Zero Carbon Forum

The Zero Carbon Forum (ZCF) measures the emissions of every member operator, provides a plan of actions to reduce them, and helps implement them individually and collectively to drive system change. Marston's works collaboratively to develop emissions reductions solutions, rather than being reliant on offsets. Our key challenges, and those for our supply chain, include decarbonisation of heat generation, procurement of lower carbon goods and services and a move to renewable energy.



MORE INFORMATION CAN BE FOUND AT:
WWW.ZEROCARBONFORUM.COM

ZCF highlights include:



71
members across the
hospitality sector



3,500
reduction actions across
the membership



518,666
tCO₂ reduced emissions

OUR PLANET PROMISE continued

Reducing our direct emissions



Progress on our Planet promise and to reduce direct emissions – Scope 1 & 2.

Scope 1 & 2 transition

▶ LINK TO TARGET 1

To reduce our Scope 1 & 2 emissions we need to transition away from fossil fuels to electricity or other low carbon fuels. Catering and heating are the key emissions hotspots in our Scope 1, so for us, this is a key area to address in our transition to become a carbon neutral business. To do this, enabling works are required on our estate to transition to lower carbon technologies.

- Through our electrical inspection programme, we ensure that electric catering enabling works are completed, facilitating the transition to all electric catering equipment in our pub kitchens. This means that gas equipment can then be replaced with electric through replacement cycles when the existing equipment reaches the end of life. This ensures we can make sustainable changes whilst minimising the impact to our operations.
- This year we have developed new electric kitchen templates, ensuring that electric equipment installed in our pubs is fit for purpose and the most efficient.
- We are currently trialling lower carbon heating systems for our pubs, including air heat source pumps and heat recovery systems that capture heat generated by refrigeration systems to heat water.

Carbon emissions can also be reduced by improving the energy efficiency of our estate. These are some of the things we install in our pubs to reduce energy consumption and emissions:

- LED lighting
- Building Management Systems (BMS)
- Lighting controls
- Voltage optimisation
- Fresh air cellar cooling systems
- Insulation and draft-proofing

Procurement

Through our procurement processes we review the life cycle of our equipment including energy efficiency. This ensures that we make energy efficient improvements through replacement cycles at the end of life.

OUR SUSTAINABLE PUB SUPPORT CENTRE

St Johns House, our Pub Support Centre (PSC) in Wolverhampton, has been awarded Sustainability Champion status by the British Institute of Innkeeping. We are proud to be recognised for the sustainability measures we've implemented as part of the office refurbishment in 2023.

Our PSC is powered solely by electricity, with air heat source pumps providing the heating. We have integrated our training facilities into the office with two training and development kitchens. These kitchens are all electric and have monitoring systems installed, allowing us to test new equipment that may form part of future kitchen templates. This also allows us to train our teams on the latest, most efficient equipment.



Our car park has EV car charging points, encouraging and supporting our team members and visitors to travel electric to the office. All we ask for to use the charging points is a donation to our Charitable Foundation to support good causes at a local level.

Early in 2024, we partnered with Nuvolt, for the installation of solar panels at the PSC. 266 panels were installed across the majority of the roof area. The panels will be able to generate a peak output of 113.05kWp on sunny days. We anticipate that the panels will generate 89,000kW of electricity each year, which will be in the region of 20% of the overall electricity required to operate the building. The panels will generate renewable electricity on-site and reduce carbon emissions associated with the operation of our office.

113.05kWp

The panels will be able to generate a peak output of 113.05kWp on sunny days

OUR PLANET PROMISE continued



Energy audits

With a diverse pub estate, it is challenging to implement Net Zero transition plans and energy reduction projects, without having a detailed understanding of energy performance down to each property level. In 2023, we partnered with Compliance365 and launched a project to complete energy audits across our managed and partnership pubs providing greater insight of current performance and identifying any actions that can be taken to reduce energy and associated emissions. The audits focus on energy reduction technologies that have the biggest impact on energy performance, or carbon reduction, and identified energy intensive consumers. The technologies identified range from simple items like insulation to strategic carbon reduction items such as air heat source pumps, or pub specific items like cellar size reductions. This year we have completed 573 audits, which are assisting us in identifying energy and carbon reduction projects. All energy consumers at each site are gathered on the audit. This allows us to review the equipment and ensure our properties are using the correct equipment specifically for that pub.

Employee engagement 'Going Green'

Engaging and educating our employees is key to embedding sustainability behaviours throughout our business, to ensure our teams understand our environmental impacts, so we can reduce them. 'Going Green' is our in-house environment employee engagement campaign which provides all our People with:

- **Training and education** – All our People, including in our PSC, are expected to complete this mandatory training.
- **Energy reporting** – Monitoring and reporting energy usage is critical to help our pub teams identify inefficiencies on our estate. We have developed in-house energy reporting using a Power BI platform to assist our operations teams centrally and in pub in identifying energy wastage and actions to resolve it. This reporting is constantly being developed to optimise the identification of inefficiencies.



Renewables and solar

▶ [LINK TO TARGET 2](#)

Electrifying our estate and making the transition to renewable energy, are key to reducing our emissions and reliance on fossil fuels. We regularly review options for long-term power purchase agreements (PPA's) to increase the volume of renewable energy we purchase. This includes direct PPA's with renewable generation assets. Installing on-site renewables can also significantly reduce our emissions.

Working with Nuvolt and following the successful installation of solar panels at our PSC, we are now conducting a larger roll-out of solar panels to our pubs. During FY2024, solar panels were installed at 19 sites.

All the panels have Solar Edge inverters to maximise efficiency and ensure that they can be monitored and maintained correctly. In FY2024, the panels generated 267,050 kWh of renewable electricity.



[WATCH OUR NUVOLT VIDEO HERE!](#)

OUR PLANET PROMISE continued



Our progress towards Scope 3

Scope 3 breakdown

Scope 3 emissions make up the largest proportion of our overall emissions. Understanding the breakdown and hot spots of what is contributing to our Scope 3 emissions, is key to reducing these emissions. The food and drink we purchase is the largest contributor of our Scope 3 emissions. Using our Smart-Supplier food system we have now integrated data collection on environmental attributes helping to collect as much Scope 3 data on our suppliers as possible. These include annual energy consumption figures, carbon emissions and their targets to reduce CO₂ and water usage. We will then use this data to engage with our supply chain on carbon initiatives.



SEE OUR PRODUCT SECTION ON PAGE 27 FOR SOME OF OUR SUPPLIER STORIES

OUR EV INFRASTRUCTURE

▶ LINK TO TARGET 2

Electric vehicle charging infrastructure is currently one of the principal barriers to consumers making the transition to electric vehicles. The installation of EV chargers is an area where we can support our guests, our people and suppliers to make the transition to lower carbon transport. Aligning the time our guests visit our pubs with the speed of the chargers is key, so, we continue to install rapid charging points at our pubs.



Working in partnership with Osprey Charging we have now installed 445 rapid and ultra-fast EV chargers across our estate including 8 ultra-fast charging hubs at key strategic locations across Britain, including the Paisley Pear in Brackley, Gamston Lock in Nottingham, Bakehouse in Welling Garden City, Queen of the Lock in Balloch and the Fallow Field in Telford. Our chargers have provided the power for vehicles to travel over 79 million miles. All the electricity used to charge vehicles is generated from renewable sources.

This year, we completed a detailed review of our whole estate to understand the feasibility of installing a nationwide charging infrastructure that will enable us to develop a location and network-based approach, and continue to install chargers at the best sites for our guests. We are aiming to fill the remaining gaps in the network over the coming years.

445

Working in partnership with Osprey Charging we now have 445 rapid and ultra-fast EV Chargers across our pub estate

Other activities to achieve our targets

Waste and resource management

▶ LINK TO TARGET 5

We think that waste should be valued and managed as a resource. Adhering to the Governments' waste hierarchy, any waste should only be disposed of as a last resort. Marston's continues to operate at zero waste to landfill status, with only 0.59% waste going to landfill; which we were the first large pub operator to achieve this in 2018.

Correctly segregating our waste is important to ensure our waste is recycled correctly. We continue to implement our employee engagement campaign 'Wise up to Waste' to promote the correct segregation of waste at our pubs and PSC. All our People are required to complete the training and, through reporting, we have been able to identify the individual sites with the lowest recycling rates.



OUR PLANET PROMISE continued



In FY2024, 76.4 % of our waste was recycled. Working with our waste partner Novati, we have analysed the waste that ends up in our bins and have made changes to ensure that the correct segregation of waste is done properly. We regularly review the bin collections on all our pub sites and adjust where necessary. We do this to prevent any unnecessary vehicle journeys and ensure our pub teams are correctly segregating their recycling. Our waste audits are completed, over the phone, via video call or in person. Practice sessions are conducted on-site, and our teams are tested on their waste management knowledge.

During in person audits, the waste in each bin is also reviewed. If any waste has been segregated incorrectly the auditor will go through on-site practices with the pub team.

We are now focusing on projects higher up the waste hierarchy, either removing waste or reusing. These include:

Glass reuse project

Reusing materials rather than using single use packaging can significantly reduce our waste volume. Producing and recycling glass is energy intensive, so where glass can be rescued from waste, the carbon emissions can significantly be reduced. We have partnered with 'Let's use again' to pilot collecting glass bottles in the Liverpool area. The bottles are collected and cleaned, so they can be sold back to the drinks suppliers to be reused.

Each quarter we run our Recycler of the Quarter Award for our managed pubs with the best recycling rates. The Quill & Taper were our winners for Q3 due to their great work.

This year we have also rolled out room recycling guidance across our Inns and hotel rooms, ensuring our guests have the opportunity to recycle waste they have to dispose of. We also operate 177 cardboard balers and have 33 clothes banks across a number of our sites to promote recycling of these waste streams.

Recycled plastic bench roll-out

In 2024, we rolled out 1,050 recycled plastic benches, equivalent to 6,652 covers. The Plastecowood benches are made from low-grade recycled plastic that has limited other uses and would have likely been disposed of. The total weight of recycled plastic used in the rollout was around 500 tonnes, which is estimated to save over 1,250,000kgs of CO₂ emissions compared to this material being incinerated. The plastic used was the equivalent of saving over 1,250 trees.

Cooking oil

[▶ LINK TO TARGET 6](#)

Managing our cooking oil usage is key to reducing the environmental impacts of our catering operations. Our used cooking oil is collected and recycled into biodiesel by Olleco. In FY2024 we recycled 1,267,256 litres of cooking oil and achieved a 64% recovery rate. We measure the amount that we collect back to ensure that our sites' oil usage is as efficient as possible. All employees complete training to teach them how to correctly manage cooking oil and maximise recover and recycling rates, whilst maintaining great food quality.

1,267,256 LITRES

of cooking oil recycled this year by achieving a 64% recovery rate

Klipspringer

Monitoring oil quality is key to delivering good food quality for our guests, but also to maximise our recycling rates. During 2024 we rolled out 'Klipspringer' oil monitors to 417 sites. Klipspringer helps support taste, texture and food colour appearance continuity, avoiding costly premature oil changes.

Water

[▶ LINK TO TARGET 3](#)

Water conservation is key to reducing water scarcity. Since 2017 we have operated a self-supply water licence called 'Marston's Water' across our English sites, enabling us to improve our management of water and water efficiency. The self-supply model allows us to take control over the way our water is managed, allowing us to deal directly with the wholesalers, create our own billing, decide our meter reading strategy and influence the water market.

133,940,765 PINTS

of water saved this year through the identification of inefficiencies and leaks

INCENTIVISING OUR TEAMS TO RECYCLE





PEOPLE








Our People promise is to create a culture of engagement, support and development that attracts, retains and supports the best people from diverse backgrounds. We support our People to 'come as you are' by building an inclusive culture among our employees, Pub Partners and suppliers which reflects the diversity of our guests and communities.

KEY COMMITMENTS, TARGETS AND ACTIONS



PEOPLE




Our PEOPLE promise: To create a culture of engagement, support and development that attracts, retains and supports the best people from diverse backgrounds.

Target	SDG	What we are doing	Highlighting our progress
Target 7 Our People rate us 8 or more as part of our monthly engagement surveys.		<ul style="list-style-type: none"> We continue to use our 'Your Voice' monthly engagement survey to collect the views and opinions of our People on a range of topics. Line managers have access to a dashboard enabling them to respond to comments and suggestions, see what is driving engagement and satisfaction, as well as suggested areas of focus or improvement. Our Pub Partners also have access to the platform as part of their operating agreement and a dashboard to help with the engagement of their teams. This year, we have introduced Diversity, and Inclusion (D&I) into our survey to understand what our People want from our inclusive business. More information on our D&I work can be found on page 22. 	<ul style="list-style-type: none"> Our engagement score for FY2024 is 8.4 (2023: 8.2), with an aggregate completion rate of 85%. Engagement score for our Pub Partners was 8.2. This year, a promoter score of 8.5 was given by our employees as Marston's being a great place to work, which was an improvement of +0.3 from last year!
Target 8 Utilise as much of the apprenticeship levy each month to maximise investment in our People and Pub Partners.		<ul style="list-style-type: none"> In preparation for Labour's Skills England Manifesto, the Apprenticeship team have trialled new 'bite-sized' development qualifications that are specific to the skills gaps specific to new job roles. In FY2025, we will be focusing on pre-apprenticeships creating new opportunities for younger individuals to engage with hospitality as a viable career. This year, we have committed to gifting £430,000 of our Levy contributions to our Pub Partners enabling them to develop their employees with our support. 	<ul style="list-style-type: none"> We now have 289 apprentices in learning, with 123 achievers graduating during the year. We have utilised £680k of Levy contributions and committed to retaining over £400k for our Partnership estate. More than 60 of our Pub Partners or their employees are on an apprenticeship supported by Marston's Levy (2023: 9).
Target 9 Striving towards being an inclusive employer that attracts and appeals to diverse, disadvantaged, and vulnerable groups of people and that nurtures and develops people joining from all backgrounds.	  	<ul style="list-style-type: none"> Our Excel programme is continuing to support social mobility. More information and case studies can be found on page 19. We achieved Level 2 Disability Confident Employer, with Dyslexia font enabled on our training platform, Campus, which is available to all our People. This year, we have partnered with Landmark and Dudley colleges with supported internships to help students with learning difficulties and/or disabilities. 	<ul style="list-style-type: none"> Excel highlights include: <ul style="list-style-type: none"> Achieved major milestone – 54 people employed across our pub estate This year we have hired 31 people alone Achieved Gold Award for the Armed Forces Employer Recognition Scheme. Employer of choice – we are the only pub company advertising roles on the Care Leaver Covenant.

KEY COMMITMENTS, TARGETS AND ACTIONS *continued*


PEOPLE

Our PEOPLE promise: To support our People to 'come as you are' by building an inclusive culture among our employees, Pub Partners and suppliers which reflects the diversity of our Guests and communities.

Target	SDG	What we are doing	Highlighting our progress
<p>Target 10</p> <p>We aim to assess and enhance our performance across diversity and inclusion, and health and wellbeing. We will use scores and feedback from employee engagement surveys to inform and develop our agenda.</p>	  	<ul style="list-style-type: none"> Diversity, equality and inclusion, and health and wellbeing questions remain part of our existing employee engagement survey 'Your Voice'. Each health and wellbeing driver measures how satisfied people are with our efforts to help them cope with stress and stay mentally, socially, and physically healthy. This year, we have introduced our 'Care to Share' programme through 'Your Voice', to collate the diversity information of our employees. Our Inclusion taskforce is strong with representation across the business which drives the diversity and inclusion strategy. More details can be found on page 22. 	<ul style="list-style-type: none"> 'Your Voice' results include: <ul style="list-style-type: none"> – 8.8 – D&I score (+0.6 above platform benchmark) – 8.4 wellbeing score, +0.9 improvement since 2022 – Top 25% employer for health and wellbeing WiHTL Equity, Diversity and Inclusion maturity score of 70 against an industry average of 66.

OUR PEOPLE PROMISE

A people powered business



The passion and pride shown by our award-winning teams is the beating heart of our business.

We couldn't be prouder of the work our People do to create the moments that matter for our guests and the wider community. With our pubs being at the heart of our local communities, it's our People that make them what they are. In return, we aim to support, reward and develop them in every way we can.

Listening to and engaging with our People

▶ LINK TO TARGET 7

Listening to our People, like we listen to our guests, ensures we create a place where everyone feels supported and included. Our People know that they have a voice, can have their say on how we do business and will be listened to. Our leaders need and want to understand how we feel and what's important to us, to help shape our business.

'Your Voice' survey

All our employees are invited to complete our monthly 'Your Voice' engagement survey which collects feedback on how our People feel about working for Marston's and the strategy of the business to ensure we are providing an inclusive and supportive workplace. On average, over 80% of colleagues complete the survey every month. These small and frequent surveys help managers and leaders understand how their teams feel about their career at Marston's. The results feed into and inform changes to our business and our People strategy.

You said. We did.

Following the results and feedback from our surveys, we have been able to implement some changes during the year. These include:

- Increased our employee food and drink discount to 30%
- Introduced Refuel At Work and our Meal Deal, meaning everyone can have a hot meal and drink while on shift at a low fixed price
- Introduced a healthy tuckbox in PSC offering healthier alternatives to traditional vending machines, managed by our Balance network
- Updated gym discounts
- Mental health partnership with The Burnt Chef, which is going from strength to strength. See our case study on page 23.



8.8

D&I score (+0.6 above platform benchmark)

8.5

rated Marston's as a great place to work –
+0.3 improvement year-on-year
(+0.1 above industry benchmark)

OUR PEOPLE PROMISE *continued*



Our Apprenticeships

[▶ LINK TO TARGET 8](#)

At Marston's, we're committed to growing talent from within. We offer a diverse range of apprenticeships that provide the perfect balance of hands-on experience and structured learning. Our apprenticeship programmes are designed to help our People grow both personally and professionally.

From front of house roles to kitchen skills, management and beyond, we offer a variety of pathways tailored to career goals. Following a change in government legislation in April 2024, we committed to gifting £430,000 of our Apprenticeship Levy to our Pub Partners enabling them to develop their employees with the support of Marston's.

Each year, in October, we celebrate Hospitality Apprenticeship Week – a week dedicated to celebrating apprenticeships in the hospitality sector and showcasing the diverse career paths available.

3rd place at the Rate My Apprenticeship Awards

We are thrilled to announce that we ranked 3rd in the Rate My Apprenticeship Awards – Best 100 Apprenticeship Employers 2024-25, rising up 30 places from last year's ranking. This incredible achievement is testament to the hard work that goes into our apprenticeship programmes every day from our Apprenticeships team to our passionate apprentices themselves who continually strive for excellence.

Supporting our communities through social mobility

[▶ LINK TO TARGET 9](#)

We have several programmes underway to support our communities, each with different objectives and levels of maturity. Key to their success is breaking down the barriers through education, communication and engagement activities across both Marston's and the wider sector. From our CEO signing the Armed Forces Covenant to our Directors attending the opening of the Lock Inn, we are proud to show that Marston's is an inclusive employer of choice.

THE LOCK INN, HMP LIVERPOOL

Opened in October 2023, the Lock Inn is our Kitchen Academy inside HMP Liverpool, where we train prisoners to become qualified line chefs and more senior roles. Those who complete the course will be guaranteed a job with us on release, along with a graduation event for their families to attend. They will meet their General Manager several times along their journey, as well as members of our teams, removing as many barriers as possible to ensure a smooth transition into post.



8

Lock Inn graduates this year (100% offered a job)

6

Lock inn graduates into employment with Marston's – 6 (two chose their previous employer)



Excel

This is our ex-offender recruitment programme. Working closely with the Ministry of Justice, the Prison Service and several charities (including those tackling homelessness), we support those released from prison back into work. Since starting this programme, we have successfully employed 54 people through Excel, something we are very proud of. Through the support of the Marston's Charitable Foundation, we're now able to offer bursaries to these new hires in their first week to help with expenses such as travel costs, while they are waiting for their first payday.

This year alone we have hired 31 people through the programme and 7 of our total hires have had internal promotions. We are regularly invited by the Prison Service to speak at their employment events about the benefits of employing people with previous convictions. Last year we attended 11 events.

OUR PEOPLE PROMISE *continued*



CAMERON'S STORY

Cameron is one of our hires from our Excel programme, securing a full time, front of house position at one of our pubs.

"I'm currently working towards my level 3 management apprenticeship and hoping to become an Assistant Manager and hopefully in the future have my own pub. I couldn't be planning all this without the help from Marston's."

Cameron wants to continue to support more people leaving the justice system and he is now thinking about progression with Marston's, which we will absolutely support. His story alone is testament to the great work our teams are doing to support our communities as part of the People pillar.

Our partnership with the Armed Forces

We're proud to support those who serve our country in the Armed Forces and provide a warm welcome in our pubs once they leave the forces, may that be as guests or through new employment opportunities in our teams. Working closely with our local tri-service regiment, the Ministry of Defence and various veteran charities, we support service leavers, veterans and their families with career opportunities, which includes quarterly virtual Pub Partner webinars for members of the Armed Forces community to find out how to run their own pub and what opportunities and support are available to them.

This year, we've been able to improve our Reservist Policy, which now includes 10 additional days of annual leave for mandatory training. We're delighted to have been awarded the Gold Award from the Defence Employers Recognition Scheme, through driving engagement with the Armed Forces and offering employment opportunities, as part of our People promise target.



We celebrated our partnership with the Armed Forces with Justin Platt, our Chief Executive Officer, committing our support to veterans, Armed Forces personnel and their families by re-signing the Armed Forces Covenant.

As part of the event, some of our chefs also battled it out against a team of Armed Forces chefs in a cooking competition, cooking up a storm in the kitchen and presenting a judging panel with a three-course meal. During the event we collected donations and gave the funds to our local Cadet force for new equipment.



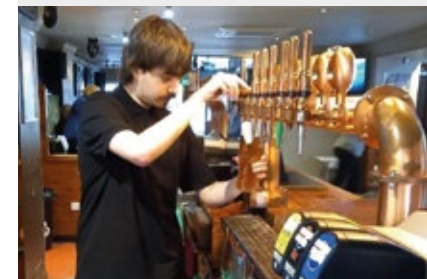
WATCH OUR ARMED FORCES DAY 2024 MONTAGE

Local school engagement

We're one of the biggest employers in Wolverhampton and with 289 Apprentices in our business, we've built strong relationships with our local schools to showcase what a career in hospitality could mean for young people. Schools visit our office and get involved with practical cooking lessons, pizza cook-offs, cellar training and spend time with our departments. We also visit schools to support with various outreach activities, including taking over food technology lessons, to demonstrate the food science involved in menu development.

PARTNERING WITH LANDMARKS SPECIALIST COLLEGE

Working with national and local partners, we provide work experience for young people with learning difficulties and/or disabilities. This year we partnered with Landmarks Specialist College – a thriving, independent Specialist College that empowers young adults aged 16-25 with learning difficulties and disabilities. Based in Eckington, the college operates across five sites throughout the East Midlands and South Yorkshire. In September, we welcomed our first two interns as they embark on their supported internships within Marston's pubs. Over 38 weeks training, they will have the opportunity to develop valuable skills and gain hands-on work experience. By partnering with Landmarks, we are offering life-changing opportunities to help these individuals gain independence and practical skills.



OUR PEOPLE PROMISE *continued*

Our charitable giving

Raising money for our local communities

Supporting our pubs' local charities is an integral part of strengthening our relationship with and giving back to the communities we operate in.

Trussell Trust – our national charitable partner

Throughout the year, in partnership with Too Good To Go, we have gifted £65K to Trussell Trust, our national charity partner. See more on page 27.

Marston's Charitable Foundation

The Charitable Foundation consists of members of our PSC and pub teams with the aim of raising funds to donate to chosen charities. The Foundation specifically looks to make a real difference to the smallest and more local charities, close to the heart of our pub teams. Proceeds from events and celebrations at our PSC also contribute to Charitable Foundation funds.

Our vibrant Social Network is a dedicated group of people who organise and host fundraising events at our PSC, bringing people together to celebrate inclusion and raise awareness and funds for Marston's Charitable Foundation. We're incredibly proud that these events have raised an impressive £26,343 this financial year (+44% from last year!) This was donated to our Foundation which has used the money to support 44 worthy charitable organisations close to the hearts of our pubs, our teams, and their communities.



Some of the charitable impacts we're most proud of this last year:

- Defibrillator funding – we've topped up fundraising for defibrillators in three of our pubs and aim to contribute the final £250 for any pub that needs it. This year we've helped fund two defibrillators, one of which has saved a life.
- Supported a local Autism Base with money for Ozzy the Dog – see the full story on page 34.
- The Big Spring Giveaway, where we donated £500 each to 12 charities, including supporting Balls to Cancer, the Sick Children's Trust and supporting Dancing With Dementia.



MORE GREAT STORIES CAN BE FOUND ON PAGE 34

OUR COMMUNITY PUBS RAISING MONEY FOR CALM

Campaign Against Living Miserably (CALM)

During the year, our Community Pubs have raised an incredible £35,450 for CALM, a leading movement against suicide.

This remarkable achievement was driven by our General Managers and their teams, who organised fundraising activities in their pubs such as bingo, darts, bake sales, personal challenges, and football shirt raffles. We are incredibly proud of everyone who participated and contributed to this cause. Together, we're making a real impact and supporting the vital work CALM does in our communities.



£35,450
raised for CALM this year



BRODIE'S BEADS

Our Charitable Foundation made a significant donation of £4,500 this year which made a huge difference to a young girl's life. This act of kindness is a testament to the incredible spirit of our People, who always step up to help each other in times of need.

One of our Pub Partners, Dawn at the Old Wirral Hundred, reached out to our Charitable Foundation to request a donation for a cause that is very close to her heart. Her granddaughter Brodie has a life-threatening nut allergy, and her family is seeking medical treatment for her. Brodie's family desperately want her to have a normal life and experience all the opportunities life has to offer. To raise money for oral immunotherapy for Brodie, they organised a fundraising event in their pub which raised an impressive £2,500. Brodie herself showed her creativity by setting up her own business, Beads By Brodie, where she sells handmade beaded bracelets.

Upon hearing of Brodie's story, our Charitable Foundation were deeply moved and donated the remaining amount needed.

£4,500
is the largest individual donation this year

OUR PEOPLE PROMISE *continued*

Come as you are



Diversity & Inclusion

▶ **LINK TO TARGET 10**

Diversity and inclusion are central to our core values and our People pillar. We actively encourage and promote Marston's to be a place where everyone can be their whole, best selves. We are committed to promoting an inclusive environment that represents many different backgrounds, cultures and points of view and will always strive to reflect the communities we serve.

'Come As You Are' is our Diversity and Inclusion (D&I) strategy, which captures our key objectives of wanting Marston's to be a great place to work, where everyone feels like they can be themselves and our teams:

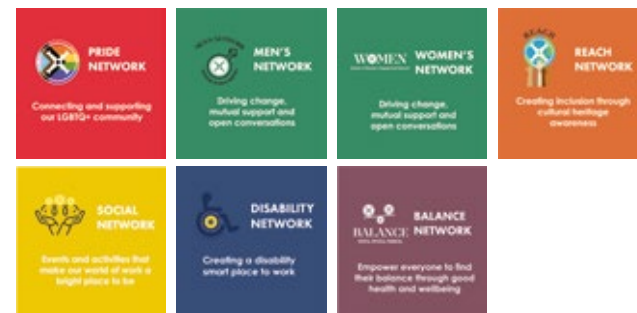
- Relate to, feel represented by and trust each other.
- Feel valued and supported.
- Feel involved in the bigger picture.
- Are appreciated as individuals.
- Communicate openly, have a voice, and are listened to.

Accountability and executive leadership

Our movement started in 2022, when Hayleigh Lupino, our CFO, formed our Inclusion taskforce. Comprised of a broad cross-section of senior leaders and employee network group members, the taskforce capitalises on our team's skills, experiences and passion for inclusion. They are focused on driving change to support organisational problems.

They demonstrate ongoing support and commitment to diversity, equality and inclusion through a variety of channels, including engaging directly with our Board.

Our seven employee network groups support our D&I plans and activities. They create safe spaces for our People to connect, share their thoughts and experiences, influence real change and work collaboratively with the business to deliver our business and D&I strategies. With over 1,000 members (and constantly growing!), our groups create numerous opportunities for our People to connect, learn, raise awareness and, most importantly, receive the support they need, when they need it.



MORE INFORMATION ABOUT OUR INCLUSION TASKFORCE AND NETWORK GROUPS CAN BE FOUND HERE!

Board and Executive Committee-level diversity

We also recognise that diverse Boards help promote a better and more inclusive corporate culture and performance. Our Board has primary responsibility to drive inclusion and our Nomination Committee, through its terms of reference, has a clear mandate to access talent from wide and diverse pools when overseeing any Board appointments.

Whilst we believe that Board diversity is as much about diversity of thought, knowledge and viewpoints, the representation of women and ethnic minorities in the boardroom is helping to reshape our culture and dynamics and we are proud that currently four of our seven main board directors, and two of our seven Executive Committee directors are women, and two directors on our Board identify as being from an ethnic minority background.



This year, with the support of WiHTL (a collaboration community with the purpose of increasing equity, diversity and inclusion across hospitality, travel and leisure) our D&I strategy was reviewed by an organisation called 'inclusion in' to help us to understand, in an objective way, what progress and impact we are making in D&I compared to other companies in our sector.

As we continue to adapt to shifting consumer preferences and dynamics, the ability to grow diverse talent and create inclusive environments is of increasing importance and therefore, so is measuring our impact. As shown in the above maturity curve, following a comprehensive analysis of equity, diversity and inclusion maturity at Marston's, our score was 70 against an industry average of 66. Marston's was considered to be 'strategic' and displayed progress in the following ways:

- D&I is a strategic objective and has a strategy for culture change.
- Inclusion is embedded throughout the employee and customer experience.
- Leaders are given the skills to lead inclusively, have set targets and have accountability frameworks in place for creating a diverse and inclusive workplace.

OUR PEOPLE PROMISE *continued*



Let's talk about mental health

Our People's mental health became a critical priority during COVID. 90% of our People were furloughed and we quickly became concerned about the impact this would have on our teams' wellbeing. Recognising that mental health impacts not only our People but the communities they're part of and the wider hospitality sector, our aim was to understand the mental health challenges our teams faced, break the stigma, and create a safe space for open discussions – whilst providing the right level of training and support.

That's when we started working with The Burnt Chef Project. Our People have fully embraced the challenges of breaking down the stigmas around mental health, creating safe spaces for people to talk about their experiences and personal challenges, that it's OK to say you're not OK and providing support, tools and guidance.



'BEST MENTAL HEALTH IN THE WORKPLACE STRATEGY'

at Hospitality's Mental Health Heroes 2024

In March, we were incredibly proud to have our mental health strategy commended, as we continue to improve and evolve mental health support for our People.

Everyone at Marston's has access to support tools and wellbeing materials, including an Employee Assistance Programme with AXA and relationship and support counselling with the Licensed Trade Charity. As set out earlier in this report, we also continue to partner with the Burnt Chef Project, providing our People with further resources, and supporting the Burnt Chef Project's wider initiatives. Our mental health strategy is supported by the Balance Network, one of our employee-led inclusion groups. The Balance Network empowers everyone to find their balance through good health and wellbeing, providing space for people to open up and support their co-workers.

The Burnt Chef Project collaboration

We're proud of our well-established partnership with The Burnt Chef Project, who provide education, support, and resources, to tackle mental health stigma and work to ensure the hospitality and leisure industry is healthier and more sustainable by focusing on people's wellbeing first. The work that the organisation does has been seen – and indeed experienced first-hand – by many of our own people across the Marston's estate. In partnership, we've:

- Rolled out mental health awareness training to over 1,500 managers and leaders and developed multiple e-learning modules.
- Provided mental health information packs to all our pub teams, who have access to their dedicated support lines 24/7.



HEAR MORE ABOUT OUR COLLABORATION WITH THE BURNT CHEF PROJECT HERE!

MARSTON'S MILE

with the Burnt Chef Project

Throughout the month of September, our Men's network took part in The Marston's Mile. The challenge was to walk, run or cycle one mile per day, during the month of September, gaining sponsorship from family, friends and colleagues, to raise money for The Burnt Chef Project. Pictures and videos lit up our social channels, as team members embraced the challenge.



Tom Bellis, General Manager at The Sugar Mill, who initiated the idea with The Burnt Chef Project, supported by the networks in our D&I Taskforce, was delighted with the uptake:

"This has been a truly amazing effort! It's been a pleasure to see everyone from both our pubs and office teams getting out every day – in all kinds of weather – to support The Marston's Mile. We all have busy lives, so fitting this in with work commitments and seeing people take up the opportunity to take time for themselves in the name of a great cause has been really inspiring. I can't thank everyone enough for the amount we've raised for The Burnt Chef Project."





PRODUCT








Our Product promise is to deliver quality food and drink to our guests, that is ethically sourced and in a way which reduces food waste and emissions.

KEY COMMITMENTS, TARGETS AND ACTIONS



PRODUCT

Our PRODUCT promise: To deliver quality food and drink to our guests, that is sourced ethically and in a way which reduces food waste and emissions.



Target	SDG	What we are doing	Highlighting our progress
Target 11 50% reduction in food waste by 2030.	 	<ul style="list-style-type: none"> This year 38,714 meals have been saved from waste through our partnership with Too Good To Go (TGTG). More details can be found on page 27 on how we are making good progress with our food waste partner and how this work impacts our overall target. Residual food waste from depots from our 2023 Christmas menus was reduced to zero. 	<ul style="list-style-type: none"> We now measure food waste down to bin level on a pub-by-pub basis. This means we can track food waste by pub and identify any further opportunities to reduce food waste. Over 2,800 tonnes of waste saved, a 32% reduction from our baseline year. This represents a 68% achievement of our overall 2030 target, a further improvement to last year. TGTG partnership prevented 38.1 tonnes of food waste alone.
Target 12 To enhance the authentication of our supply base against our charters and policies.	  	<ul style="list-style-type: none"> We continue to ensure our Supplier Charter documents remain relevant and challenging through our annual reviews. All suppliers are approved on our Product Information Database (PID) and Self-Assessment Questionnaires (SAQ) are in place for all suppliers to complete. New for this year, our drinks suppliers now complete similar SAQ and onboarding questions prior to approval. Using data collected in our PID we will start to assess Scope 3 Net Zero reduction targets working with our suppliers. 	<ul style="list-style-type: none"> We monitor compliance to our Charter values through our database, focusing on the following standards for our suppliers: <ul style="list-style-type: none"> Fish sustainability Caged eggs RSPO palm oil Sustainably sourced soy (oil & feed) Packaging sustainability Animal welfare We also work with our suppliers to better understand the environmental and social issues within the supply chain using audit and data capture systems. 97.7% of our food suppliers are BRC Grade A or above (2023: 96%). 92.7% of our drink suppliers are approved to our Charter standard. 33 supplier audits completed in line with our Charter (2023: 15). 100% of our food suppliers have an SAQ in place. The use of caged eggs in products has fallen by 36% to 9% and all remaining products have supplier engagement to further reduce. 100% of our palm oil is RSPO. Product level carbon footprint information has been collated on 100% of both food and drink portfolio.

KEY COMMITMENTS, TARGETS AND ACTIONS continued



PRODUCT

Our PRODUCT promise: To deliver quality food and drink for our guests, that is ethically sourced and in a way which reduces food waste and emissions.

Target	SDG	What we are doing	Highlighting our progress
<p>Target 13</p> <p>To provide guests with access to information and products that meets their lifestyles and dietary preferences.</p>	 	<ul style="list-style-type: none"> In 2024, we launched our allergen strategy. More information can be found on page 28. Following an internal audit, we have focused on improving the safety of the guest journey for those with allergies, launching new training on allergens for our employees and for our Pub Partners. We regularly undertake internal and third-party audits on the provision of allergen information, as well as providing accessible information on mandatory and key allergens to our guests for each of our menus. Working with our procurement and food development teams to adapt and/or remove dishes at higher risk of causing issues for our guests with allergies. Our guests have the ability to customise their food and drink choices to suit their dietary preferences and needs, including calorie information and seven additional, non-mandatory, allergens. 	<ul style="list-style-type: none"> 413 third party allergy audits completed in our pubs, this year. We sell an average of 21,233 plant-based meals from our menus each week. 97% of our food product portfolio achieves the DOHSC salt targets. Sales of drinks in the No and Low category have increased by 36.5% in FY2024 vs last year.

OUR PRODUCT PROMISE

Responsible sourcing



To achieve our aims, the Product working group's overriding objective is to embed within our business commercial ways of sourcing and building menus that have as little impact on the planet as possible. We then ensure these are communicated, progressively encouraged and monitored for effectiveness.

Scope 3 progress and reduction of carbon emissions

We have started to engage with some of our key suppliers to understand our supply chain emissions and where Scope 3 emission reductions can be made. Carbon information has been collected on all our food and drinks portfolios and we are looking to incorporate Scope 3 into our SAQs for suppliers. This will be one of our main focus areas for the next year and we are looking forward to working with more of our suppliers on this.

Responsible sourcing

[▶ LINK TO TARGET 12](#)

Taking responsibility for the impact we have on the food supply chain is not something we can do alone, and thankfully it is also a view our suppliers share. Marston's partners with like-minded suppliers. A good example of this in practice is the 6-year relationship we have had with Fresh Direct. Fresh Direct supply 100% of the fresh produce needed for our menus. They have sustainability embedded in their business by promoting sustainable farming practices to help avoid land degradation, preserve water sources and foster biodiversity, amongst other things.

Fresh Direct has targets to reduce Scope 1 & 2 emissions by 27.5% by 2030 which will help support our work in reducing our Scope 3 emissions. Through working with ACM Environmental Champions, Fresh Direct has also achieved zero waste to landfill and is targeting a 50% reduction in food waste by 2030.

Fresh Direct's influence and encouragement extends to the growers used for the fresh produce portfolio with the aim of increasing sustainable practices and regenerative farming.

Some examples of these relationships are:

- Bollo Natural Fruits are based in Murcia, Spain, and provide 60% of Marston's lemon volumes in winter and 100% in the summer. They are the first carbon neutral citrus grower in the world and are targeting being climate positive by 2050.



[WATCH MORE FROM BOLLO HERE!](#)

- Driscoll's pack berries for Marston's all year-round and have some of the world's best berry nurseries, where they combine all-natural time-tested and modern techniques to find the next market



Tackling food waste with Too Good To Go (TGTG)

[▶ LINK TO TARGET 11](#)

By making progress on our reduction in food waste, our incredible Community Carvery sites have made a monumental impact this year through their participation in the TGTG initiative. Together, we've raised an astounding £65,000 for the Trussell Trust, our national charity partner, providing essential support to countless individuals and families in need. As well as providing a valuable social service, TGTG is helping us to meet our goal of reducing our food waste by 50% by 2030.

£65,000

raised for the Trussell Trust, our national charity partner, providing essential support to countless individuals and families in need



[WATCH MORE FROM DRISCOLL'S HERE!](#)



We are proud to have partnered with TGTG and its app-based solution to food waste, selling surplus food to consumers at a reduced price, that would otherwise have gone to waste. Through the sales of TGTG Magic Bags, we've saved in total over 66,000 meals from going to waste. This is not just a statistic, it's a testament to our commitment to minimising food waste across our operations. To put this into perspective, this incredible effort is the equivalent of preventing the carbon footprint of 359 plane trips from London to Berlin.

leading variety. 2024 saw the roll-out of new paper packaging across blackberries, blueberries, raspberries and strawberries. The new packaging removes up to 90% of plastic, saving more than 560 kilos every year for Marston's alone. The packaging is made from FSC-certified paper and won two accolades in The Grocer's New Product and Packaging Awards 2023.

OUR PRODUCT PROMISE continued



Allergens

▶ LINK TO TARGET 13

We aim to create a welcoming and inclusive pub environment where our guests, regardless of allergies, can enjoy a safe and delicious drinking and dining experience. The protection and support of our guests with allergies is a key strategic priority in what is an ever increasing and complex area with serious consequences.

As a main focus for this year, we have worked in partnership across the business to improve standards and challenge any poor performance, resulting in the launch of our Allergy Strategy. We believe implementing a comprehensive allergen strategy, will create a more inclusive dining experience, build trust with guests, and mitigate the risk of allergic reactions.

Offering a variety of menu options to cater to the different dietary needs of our guests.

The menu development process has been reviewed by all stakeholders with the objective of improving efficiency, avoiding errors and, where possible, engineering out allergy risk by replacing certain foods with safer alternatives through menu change.



A precautionary allergen labelling (PAL) policy was launched with our food suppliers in January 2024. This will not permit any non-gluten containing ingredients (NGCI) menu dishes to have PAL for gluten. In addition, it recognises that many of those with allergies have a misplaced confidence that a vegan declaration is safe for those with an 'animal' based allergy (milk or egg). As a result from January 2025 our menus will no longer declare any dish as vegan if it has PAL for milk or egg.

Ensure clear and accurate allergen information is readily available for all guests.

We recognise that allergies are not limited to the 14 mandatory allergens we are legally obliged to provide information on. We identified a further seven foods that people often have allergies to, and these were added to our allergen data in January 2024.

Our new pub website menu pages have been designed to improve the ease and speed that our guests can find accurate allergen information.

ALLERGENS TRAINING

Training our team effectively on allergen management procedures

We have launched an interactive learning module to support our team's understanding of allergen management in the guest journey. The learnings from this have seen the replacement of Allergy Awareness e-learning with a new, interactive training course taking best practice from an interactive training platform, which went live in October 2024. This is available to Partnership pubs and will be used for bi-annual refresher training to ensure that knowledge is retained. Both courses offer bespoke training focused on allergen risk and actions for each stage of the guest journey.



Our new web page designs have also provided further improvements to ease of finding data and the use of the filters.



POLICY





Our Policy promise is to support the development of our business in delivering its objectives by promoting high standards of governance, risk management and transparency.

KEY COMMITMENTS, TARGETS AND ACTIONS



POLICY

Our POLICY Promise: To support the development of our business in delivering its objectives by promoting high standards of governance, risk management and transparency.

Target	SDG	What we are doing	Highlighting our progress	
Target 14 All of our pubs to achieve 5* EHO food hygiene rating.		<ul style="list-style-type: none"> Launched our 'High 5' safety course to support our pub teams' understanding of the measures involved in achieving 5* Food Hygiene rating for their pubs. We continue to conduct regular health and safety audits in our managed and partner pubs. We supply training and innovative coaching for our Pub Partners. 	<ul style="list-style-type: none"> Continued engagement with the Environmental Health Office (EHO) and our Primary Authority – see more on page 31. Monthly reporting on scores and ongoing improvements are reviewed by management. The Board and Executive Committee annually review EHO scores and action plans. 	<ul style="list-style-type: none"> With continual tracking of scores, currently over 94% of pubs achieve 5* EHO ratings. The average EHO score for Partner pubs (excluding tenanted & leased) is 4.93.
Target 15 Maintain FTSE4Good certification.		<ul style="list-style-type: none"> We have made an improvement in our FTSE4Good rating this year from 4.0 to 4.1. We continue to analyse the methodology used by the ESG rating agencies and identify areas of where we can improve our transparency and reporting. 	<ul style="list-style-type: none"> We continue to engage with the rating agencies and report in sufficient depth to meet their requirements. Engaging where appropriate with investors and other stakeholders to identify areas of where we can make improvements. 	<ul style="list-style-type: none"> FTSE4Good certification has been maintained for 2024: score was 4.1 out of 5 (an improvement of 0.1 from 4.0 in 2023).
Target 16 To grow the number of our suppliers sharing data with us on Sedex.		<ul style="list-style-type: none"> We continue to encourage membership of Sedex with existing and new suppliers, with engagement increasing year on year. We continue to engage with our current suppliers who provide their information to Sedex, including employment, safety and environmental data, to enhance our own reporting oversight and relationships. 	<ul style="list-style-type: none"> We work with our contract managers and their suppliers on any areas of concern raised in Sedex and review any actions to be taken where necessary. 	<ul style="list-style-type: none"> 110 of our suppliers' sites have engaged with us on Sedex (an improvement from 96 in 2023).

OUR POLICY PROMISE

Operating a safe and sustainable business



Operating a safe business for our People and our Guests.

Health and safety

▶ [LINK TO TARGET 14](#)

The safety of our guests and our People is of the utmost importance to us. We've committed to this within our business strategy, to operate a safe and sustainable business and with our target to achieve a 5* EHO score for all our pubs. 94% of our pubs now have a 5* EHO score. By including this target as part of our objectives and incentive schemes, this helps us to consistently raise the bar and promote a culture of safety, helping us make the shift from a cultural mindset of compliance to one of commitment.

Key activities this year include:

'High 5' safety courses

Our safety courses support the understanding of the measures involved in achieving a 5* EHO food hygiene rating in our pubs. It helps to develop the quality of kitchen compliance and develop the competence of each team member to drive the EHO score higher.

Our General Managers (GMs) and Head Chefs are invited to workshops involving classroom learning and practical kitchen sessions. During the sessions, an array of topics are covered such as the effects of the safety regulations, the 'why' behind what we do, and how the EHO scores their food hygiene inspections. During the practical

kitchen sessions, team members need to demonstrate the correct procedures of all compliance activities within the kitchen. This includes opening checks, the completion of temperature checks, cleaning, closing checks, food safety practices and guidelines. To finish, they must complete an action planning session to take back to their pubs and implement with their team.

"High 5 was really eye opening, even after many years of experience I found elements of food safety that I have either missed before or was unaware of. It was also great to be able to ask and challenge the experts on why we do things in a certain way so I can bring the 'why' and not just the 'how' back to my team."

Dave Constantine (Area Lead Chef)

NSF allergen audits

Working with the NSF, this year audits were conducted in both front of house and in our kitchens.

Following our allergy audit undertaken in 2024, we launched our training module on allergens and the guest journey – see page 28 for more details.

Primary Authority

In 2024, Marston's formed a new Primary Authority Partnership for Wales with the Vale of Glamorgan Council, in addition to the usual assistance from our current Primary Authority Partner – the City of Wolverhampton Council. Food safety is a devolved matter in Wales and the dual-primary partnership approach helps us better support our Welsh estate (c.200 pubs). The additional investment in time and cost has been worthwhile and the company's Food Safety Management System has been subject to additional objective scrutiny. Food safety management systems must be reviewed regularly and, in doing so, the confidence in management scores which form a third of the Food Hygiene Rating calculation are guaranteed.



OUR POLICY PROMISE *continued*



Additional support to 'own food' Partnership pubs

Working with our Primary Authority Partners, our Safety team developed a monthly Food Safety Due Diligence Logbook which will be printed and distributed to Partnership pubs operating their own food menus from October 2024. These businesses use the Government's Safer Food Better Business (SFBB) food safety management system. These records have been designed to support SFBB and will help our Pub Partners to manage food safety in their pubs and achieve the 5-star standard, the target for all Marston's pubs.

Safety updates newsletter

The monthly newsletter is sent to all our pub teams presenting a range of safety topics in an engaging and informative manner. The newsletter celebrates the successes achieved, provides guides and tips and shares experiences. Regular features include:

- Food hygiene total scores
- Links to training videos
- New pubs achieving 5* food hygiene rating
- Safety topics
- Cleaning focus areas
- Allergens awareness

Our policies

The way in which we promote high standards of good governance is embedded within our business through our company policies and processes that reflect our culture and our values. Our policies are effectively communicated to our People through our People Handbook and monitored for effectiveness by our Risk and Compliance Committee, with ultimate management approval.

Our People Handbook

All our team members have access to a digital handbook. It provides an encompassing, living document to inform our team members on our strategy, behavioural framework, People Promise, career information and policies. Our policies are within the handbook, written and laid out in an engaging and consistent format. Recognising that 'People make Pubs' the handbook is entirely people friendly. The book is tailored to the roles in the business, so that the reader knows that it includes what is relevant to their own role.

FAMILY LEAVE POLICY

At the start of the reporting year, we launched our updated and improved family leave policy, encompassing primary and secondary caregiver leave, marriage, fertility leave and flexible working. We understand that the journey to parenthood is unique for each person and want our policies to reflect the flexibility that all families need.

Our aim is to create a flexible and inclusive culture where all new and prospective parents, regardless of gender/gender identity, sexual orientation, or family status, feel completely supported by Marston's at every step of the way. At Marston's, we listen to our People and are committed to making changes that support our goals as well as supporting the things that really matter in the lives of our teams.



Whistleblowing

We encourage all our team members to report any suspected wrongdoing, by the Company or employees, as soon as possible through our 'Speak Up' Whistleblowing portal. The portal is strictly confidential for our team members to report any concerns. We are committed to conducting our business with the highest standards of honesty and integrity and we expect all our People to maintain these standards in everything they do.

Awareness of the portal is encouraged through the company newsletter, training and through our Whistleblowing Policy. We run awareness campaigns with our employees to ensure that the portal is easy to use and accessible, such as using QR codes and the option to type their report or leave a voice message.

OUR POLICY PROMISE *continued*



Support for Drinkaware

Alongside other alcohol producers and retailers, each year we provide a donation to the Drinkaware Trust. The amount is calculated by the Trust to fund their activities. Drinkaware is a charity working with individuals, communities, industry and government to reduce alcohol harm. The charity is funded by voluntary donations from major UK alcohol producers, pub operators, restaurants, supermarkets and retailers. Drinkaware use their expertise to effectively communicate fact-based, reliable information on a range of health-related subjects through their website and app. Their digital tools help individuals track their level of drinking to assist drinking at lower levels and within the Chief Medical Officer's guidelines.



MORE INFORMATION CAN BE FOUND AT
WWW.DRINKAWARE.CO.UK

Modern Slavery Statement

Each year, we publish our Modern Slavery Statement, on our website, which recognises the role our Company has to play in reducing the chance that people are exploited, whether within the UK or globally. There is a risk, particularly within a global supply chain, that vulnerable people are exploited. We recognise our responsibility in maintaining a thorough understanding of the goods and services which we procure to ensure that the rights of individuals are protected. Our Food Supplier Charter sets out the employment conditions we expect our suppliers to maintain. We conduct audits at our suppliers' sites to measure levels of compliance and communicate required areas of improvement.



[SEE OUR MODERN SLAVERY STATEMENT HERE](#)



ROUND UP!



Initiatives our teams have been part of this year



Charity Wolf Run

Our Talent and Business Partnering team participated in the Wolf Run this year, a 5k course where participants have to journey through mud and conquer obstacles. The team took on the challenge to raise funds to support the brave patients at Birmingham Women's & Children's Hospital.

£4,100

£4,100 raised for Birmingham Women's and Children's Hospital

Meet therapy dog Ozzy!

Thanks to a generous £500 donation from Marston's Charitable Foundation, a therapy dog named Ozzy joined the Autism Base, part of Beacon Hill Academy in Sedgley. This specially trained dog will play a crucial role in providing comfort, emotional support, and a calming presence to the students.

The donation from Marston's Charitable Foundation will help cover the costs associated with Ozzy's training and care, ensuring he is fully prepared to make a positive impact. His adorable presence is sure to bring smiles and create a warm, welcoming environment for everyone.



Charity head shave

Liz Summers is a Front of House Skills Trainer here at Marston's. She braved the shave (for the second time!) for the Little Princess Trust who provide real hair wigs for children and young people facing cancer treatment or other conditions that might make them lose their hair.

We're incredibly proud of Liz for going the extra mile to support such an important cause!

2024 Dragon Boat Race

Our Estates team once again participated in the Dragon Boat Race at Himley Hall, Dudley. The race is an annual event organised by the Wolverhampton Rotary Club, attracting thousands of spectators and participants to have fun whilst raising money for charitable causes.

We're extremely proud that the team has raised an amazing £5,300, which was shared between the Wolverhampton Rotary Club and Marston's Charitable Foundation.



Raising money for our communities

The team at The Squirrel in Ludlow achieved an inspiring fundraising milestone by raising funds for local charities and community initiatives. Over the past two years, they have hosted weekly fundraising quizzes that not only bring people together but also make a real difference in the community.

Their dedication and passion have been recognized with the Peter Corfield Memorial Award. They have raised an astonishing amount for Ludlow Community Hospital's League of Friends and have installed a defibrillator at the pub.

A massive round of applause to the entire team at The Squirrel – for making such a remarkable impact in their community!

ROUND UP! *continued*

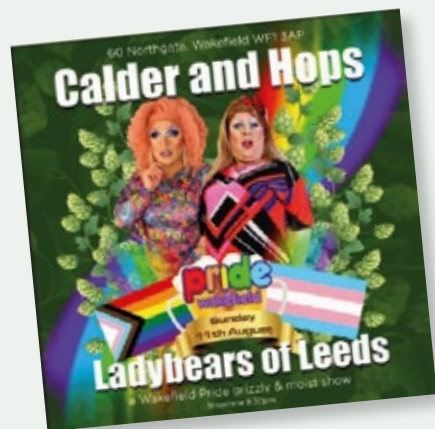


Our summer of Pride

Our teams embraced the spirit of Pride, not just for one month, but all summer long this year. The dedication to celebrating diversity and inclusion was incredible, with numerous events across various venues that brought our People, Guests and communities together.

From June to September 2024, our pubs played a significant role in keeping the Pride spirit alive. Here's a snapshot of some of the amazing events that took place:

Calder and Hops, Wakefield: The pub was at the heart of the celebrations, hosting the official after party for Wakefield Pride. They always go above and beyond and create an inclusive environment and safe space for our LGBTQ+ community.



Bankfield Inn, Bilston: The Bankfield Inn hosted its very own Pride Festival. It was a vibrant display of support, featuring live music, food stalls, and activities that brought people of all ages together in celebration of equality and love.

The Acorn, Accrington: The Acorn hosted their first-ever Pride event this year. This was a milestone for the pub and brought people together to support the LGBTQ+ community and celebrate in style.

Office Pride quiz: We also brought the Pride celebrations into our PSC with our very own Pride Quiz.



Women To Watch Awards

Our Women's Network actively works to create a more inclusive and supportive workplace. By continuously seeking feedback from our People, we identify their needs and implement meaningful changes, such as our innovative Women in Leadership Apprenticeship programme.

In September 2024, we celebrated the incredible women in our Marston's family at our annual Women to Watch Awards, hosted by our Women's Network. It was a powerful night of recognition and inspiration, highlighting the exceptional contributions of our female co-workers across our PSC and Pub teams.

Top spot in the Tenants/Tied Partners Survey 2024

Marston's has come out on top, for the second time in a row, with 79% of our Pub Partners being satisfied with the relationship between themselves and Marston's.

We're really proud that our Pub Partners are satisfied with their partnership agreements.

John Green, Director of Operations, commented:

"I'm really excited to share that Marston's has come out on top and had such a good set of results from the survey. What I'm most proud of is how much the new agreements that were launched in January have shone through and the feedback directly from our Pub Partners."



MARSTON'S

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