

Sustainability report

We are committed to building a sustainable company.

Our sustainability programme focuses on three core areas:



Our people

See pages 26 to 29

- We focus on the wellbeing of our colleagues with comprehensive financial and mental health support.
- We engage and empower our teams with regular communication and commitment to their career pathway.
- We foster diversity and inclusion through our approach to appointments and training.

2024 highlights

- 69% of general managers from internal appointments
- 510 employees registered with the Ram Agency
- Over 100 mental health first aid champions



Our community

See pages 30 to 33

- We play a positive role in our communities and give back where possible.
- We celebrate the best of British and champion local suppliers throughout our menus.
- We do our utmost to support our suppliers and be fair commercial partners.

2024 highlights

- £200,000 raised for Wooden Spoon
- 400 coats donated to WrapUp London
- Our pubs' average Reputation score of 795 at the period end



Our environment

See pages 34 to 42

- We implement new emission-saving technologies across our estate.
- We aim to reduce, reuse, and recycle our waste in the most sustainable way possible.
- We work closely throughout our supply chain to improve the environmental impact of our produce, from farm to fork.

2024 highlights

- The company's first all-electric pub
- 100% waste diverted from landfill
- 325,271 litres of waste cooking oil collected

Our approach



Simon Dodd
Chief Executive

Our approach to sustainability

Young's is a company with a long heritage and we are committed to building a business which nurtures and develops our people, makes a lasting and positive contribution to the communities we operate in, and respects the environment.

We have a structured approach to sustainability and we have adopted a clear governance framework, which is explained below. We are focused on defining our Environmental, Social and Governance ('ESG') strategy and identifying our priorities. We have engaged our teams to raise the profile of sustainability, which is now included in our training and development programmes and we have embedded initiatives, which encourage behavioural change. We continue to work with external advisors to gain a clear understanding of the steps we need to take to reduce our Scope 1, 2 and 3 emissions.

Our ESG governance framework

A clear ESG governance framework has been adopted, in which the board has oversight of our strategy, and the executive committee considers and implements operational initiatives and monitors their progress. Our first sustainability manager joined the company in May 2022 to provide leadership and ensure that we are taking a coordinated approach to sustainability throughout the business. We recently appointed a property sustainability manager to focus and monitor the trialling and rollout of interventions required to maximise the carbon efficiency of our properties. The management board, which is composed of our executive and leadership teams, regularly discusses ESG issues and members receive regular updates from the sustainability manager and the director of property on various initiatives. The senior leaders on the management board are empowered to engage with their internal and external stakeholders to deliver the part of our ESG strategy which is most relevant to their individual areas of expertise. Aisling Meany is the board's non-executive director for ESG and works with the company secretary to develop our governance model.

We provide an overview of the company's ESG governance framework and the specific roles and responsibilities across our teams in our Climate-related Financial Disclosures on pages 43 to 48.

Our net zero approach

The company is a founding member of the Zero Carbon Forum, a collective of hospitality businesses which has created a 'Roadmap for Hospitality to Net Zero' ahead of the UK Government's commitment of 2050. The company has aligned itself with the industry's roadmap which requires that, as a collective, we are aiming to achieve net zero for our Scope 1, Scope 2 (our direct company emissions) by 2030 and Scope 3 emissions (our indirect company emissions) by 2040. The roadmap is being driven by the Zero Carbon Forum and is designed to provide the hospitality sector with guidance on the steps we can take to decarbonise our business and implement a net zero strategy. We have engaged Savills Earth to advise and support us as we develop our implementation plans and further information is available in the 'Our environment' section of this report.

Climate-related Financial Disclosures ('CFD')

The company engaged Simply Sustainable to assist the company with its first disclosure under CFD (see pages 43 to 48). A working group which was composed of members of the sustainability, finance, company secretariat and internal audit and risk management teams was set up to work closely with Simply Sustainable. Workshops were held with key stakeholders to identify, debate, and quantify the material climate related risks and opportunities facing the company.

Our people

Realising and developing potential.



Our people are at the heart of everything we do, and we strive to develop well rounded hospitality careers. By offering the chance to build knowledge and skills, we empower our people to reach their career goals through our comprehensive training programmes, two of which are detailed below.

Our Chef Development Programme

Our in-house crafted, fast track development programme focuses on developing the skill set of our chefs. From kitchen porter to commis chef, chef de partie to sous, and sous to head chef, this six month training and development programme has supported our internal succession rate achieving 62% of all head chef appointments during the period coming from within our business.

General Manager Designate Programme

Our General Manager Designate ('GMD') programme has been a key part to our success this year. We have developed 21 internal deputy managers and 14 externally recruited managers into Young's general managers – these 35 programme graduates are now running their own businesses, with many more working their way through the programme.

The programme takes a tailor-made approach, assessing and developing the knowledge of our teams with both on-site development and centrally run courses with our Copper House support teams. Leaving no stone unturned, the programme ensures our GMD's are fully prepared and set up for success in their first pub.





Our people

Training and development

This year has seen a transformation of the company's 'career pathway' to include more dynamic, in-person training courses, from cocktail master classes to 'Fun with Finance' run by our in-house trainers and support teams. We have transformed the look and feel of our online training with engaging content around 'Glorious Hospitality' and 'Food Glorious Food' accessible to all our teams via The Ram app or desktop interface. The channel and courses available are used to inspire and develop our teams, from team member through to general manager, and then onto operations manager, or from kitchen assistants through to head chefs, and onto executive chefs.

The company has increased its apprenticeship offering this year to include courses on coaching, learning & development, and operations as well as our chef and hospitality apprenticeships. The uptake has in turn increased, and we have seen 97 apprentices over the course of the year which steadily continues to increase.

The company's first graduate programme was launched in September, and we are already seeing great success and promise from our two graduates who are currently working on a two-year rotation across each department in Copper House and operations.

Our service masters continue to be a key part of our teams in each business, responsible for inducting and training new team members and imparting their knowledge of service and standards, ensuring every team member has the knowledge and confidence to delight our customers.

Internal succession

We aim to promote internal succession above external recruitment and support our teams in achieving this objective. Starting with our career pathway, internal succession within Young's remains one of our key strengths. Offering our team members a career, not just a job, means we are able to retain talent within the business, many of whom go on to run our pubs and kitchens. In the last year 69% of our general managers and 62% of our head chefs were internal

appointments. These numbers are made up of graduates of a general manager and head chef development programmes, as well as those developing their career further, by moving onto running a larger or more complex pub.

As a result of our internal developments, the company has many examples of staff who have progressed through our programmes and are now in leadership roles within the business and we have included some case studies in this report.



Matthew Love, Sous Chef, Dunstan House

Matthew started working as a team member for Young's in 2019 and was promoted to bar supervisor in 2021. From there he started helping in the kitchen during busy periods, which led him to helping with breakfast shifts.

This sparked an interest in cooking, and he discovered the company's commis chef apprenticeship scheme and with the support of his general manager he enrolled on the course. After attending several of the courses master classes his passion for cooking developed and he decided to become a chef. The course gave him access to the company's executive chefs who inspired him and supported him through the course. He also gained experience and knowledge from other Young's head chefs who he met on the course, and he now has a network of people he can speak to within the company.

Matthew has now moved on to the company's fast track to sous chef programme and we look forward to seeing where this takes him.



Charlotte Devereux-Cole, General Manager Designates Trainer, Copper House

Charlotte's journey with the company began nearly nine years ago when she joined as general manager of the Paternoster. She then went on to run two more of our most successful pubs, the Lamb Tavern (Leadenhall Market) and the Leather Bottle (Earlsfield). In 2022, she completed the company's self development programme, its flagship leadership development programme.

The self development programme came at a great time for her and enabled her to see development opportunities beyond working within the pub and wider operations teams.

Her interest in the operations side of the business grew and last year she joined the people team as a trainer for our general manager designates.

She now manages the General Manager Designate programme, supporting the development of our senior deputy managers into their first appointments. She has always been passionate about training our teams and our people and being able to directly impact this impressive programme within Young's has been extremely rewarding for her.

It's not always a linear journey when it comes to progression within a company. The flexible nature of Young's has enabled Charlotte to seamlessly join the people team and have a direct impact on our strong people focused culture.

Our people continued



Lois Sykes, General Manager, Mulberry Bush

Lois started her career with the company as a team member at the King's Arms, Wandsworth in 2019. She worked her way up from team member to deputy manager at the pub within four years. With the support of her general manager, she enrolled on the company's general manager designate programme in early 2023. The course helped give Lois the confidence and the knowledge needed to run her own pub, and following a short hold at the Cock Tavern she was appointed general manager of the Mulberry Bush in 2023.

With the support of her team, she has been able to put her stamp on the Mulberry Bush. After a busy Christmas period and oversight of a capital investment, soon after her appointment as general manager, she is grateful for all the support she has received from the company in what has been a successful first year.

Employee involvement

The importance of good communication with our teams remains a key element in the continued success of the company. We take great care to ensure that all employees are kept well informed of developments within the business throughout the year and encourage employee feedback and engagement through various initiatives.

Employees are encouraged to use The Ram app, delivered by the company's e-learning platform, to access the 'Keeping in Touch' and 'Food Glorious Food' pages, which include a range

of information and resources to keep employees up-to-date, and enhance and maintain their mental, physical, and financial wellbeing. Using The Ram app to communicate with employees ensures that the company communicates directly with every team member across the company, regardless of their location or working pattern which ensures that employees working flexibly receive all communications and can benefit from the information and updates which are shared. Employees have full flexibility to read and participate in discussions at work, while travelling or at home.

The company's digital monthly magazine 'The Ram Pages' is shared with all employees. It features team contributions and updates, details of new acquisitions and pub re-developments, recipe inspirations, company benefits, wellbeing, internal vacancies, competitions and much more.

We engage with our employees and their elected representatives through the company's information and consultation committee. This committee works to enhance communications within the company, supplying information and giving opportunity for feedback and consultation. It improves employee awareness and involvement and supports ongoing improvements within the business. Please see page 87 of the directors' report for further details of the workings of the information and consultation committee.

To improve direct access to the executive directors' and management board members, a 'dinner with directors' initiative has continued during the period. Each month, two executive directors or management board members host a dinner with invited general managers, head chefs, area sales and marketing coordinators and head office-based employees, where in a relaxed and informal environment employees can meet and speak with senior company representatives.

To celebrate employee service and retention, we introduced twice yearly 'long-service dinners', hosted by executive directors. All employees who are celebrating service anniversaries in multiples of five are invited to attend a dinner which celebrates their service with the company.

Employee health and wellbeing

The health and wellbeing of our employees is of vital importance to us. We provide our employees with safe and healthy working environments where they can thrive. Our well-established wellness projects cover mental, physical, and financial wellbeing.

The ongoing cost-of-living crisis means we have a sustained focus on mental health and wellbeing. We continue to grow our in-house team of mental health first aiders and mental health first aid champions who support their colleagues across the business. The 'How are You?' posts on The Ram app provide a variety of topical content to help with mental and physical health as well as fun activities for employees to do outside of their working day.

We keep a close eye on employee mental health, and we will direct employees who may need it, to fully funded, confidential, one-to-one counselling sessions with a qualified professional. These sessions are provided via a 24/7 free confidential telephone counselling service.

The company's partnership with Salary Finance continues and offers free support and advice to employees to help them live healthier, happier lives through the current and future financial decisions they make. Working with Salary Finance, we run a financial support programme aimed at helping our staff address any financial difficulties they may find themselves in. This includes offering affordable loans which give staff access to their salary as it is earned. During the period, over 650 employees sought their help and advice, and 29 employees took advantage of the loan and debt support they provide, valued at over £80,000.

We continue to provide information about a range of topics, including the support available to employees from the Licensed Trade Charity, who provided financial grants to a number of our team members during the period. Please see pages 87 to 88 of the directors' report for further details of the company's employee health and wellbeing programme.



Flexible working – Ram Agency

Flexible working and achieving a healthy work-life balance is important to our employees and prospective employees, so in August 2021, the company launched its own internal recruitment platform to give registered employees the power to pick their own working hours. They can view shifts online and build their own rota to suit their lifestyles. Shifts are available daily across the company's estate of 231 trading managed Young's pubs, and prospective employees can apply online. The platform encourages a wide pool of people attracting students, actors, travellers, parents, and many more, who might find it difficult to commit to traditional working patterns, to work with us. We receive excellent feedback, such as the snapshot captured below:

"Working with the Ram Agency has been a total lifesaver for us. The agency's general manager runs a tight ship, and it shows in the amazing team they have available, from front of house to back of the house. Our Ram Agency regulars, Pedro, and Ian are absolute rockstars who we couldn't do without! They're always available when we need them, covering holidays, and even jumping in at short notice with smiles on their faces.

What's impressive about the Ram Agency is how well-trained everyone is. It's like they're part of our team, fitting right in and making things happen seamlessly. Honestly, we'd be lost without this flexibility. It's not just an agency, it's like a secret weapon for success."

Tallon Smith

General Manager, The Wheatsheaf, Borough Market



"I joined the agency because I wanted to look after my mental health. I've always struggled with anxiety and dashes of depression, and I found out that I had ADHD on top of that, which was a big blow. Agency work allows me to still do what I do best professionally, while giving me the opportunity to also look after myself, allowing me to have some peace of mind."

Pedro Nogueira

Assistant Manager, Ram Agency

We are proud of the agency's success. At the end of the period, 510 employees were registered with the agency, covering front of house, kitchen, and restaurant roles, with almost 200,000 hours of Ram Agency hours worked.

Diversity and inclusion

We are committed to maintaining an environment where every team member is treated with fairness, dignity and respect and has access to the same rewards and opportunities. This is a key element of our sustainability commitment to our teams. Diversity and inclusivity influence our policies and culture at all levels throughout Young's. We are mindful that everything we achieve as a business we achieve through the dedication and efforts of our teams.

We are focused on the recruitment and development of the best talent, and we do not discriminate based on gender, race, ethnic origin, disability, sexual orientation, religion or belief, marital status, or age. We employ the best person for the job, developing our talent internally to promote from within and retain valuable employees within our company.

The importance of diversity is acknowledged in making any appointment as well as employees' subsequent training, career development and promotion. The board believes that all appointments should be merit-based against the selection criteria created for each role.

Gender pay gap

The company's mean gender pay gap is 9.2% and median gender pay gap is 4.6%, which remains substantially better than the national average median gender pay gap of 14.3% (National Office of Statistics' Annual Survey of Hours and Earnings 2023). The group's full gender pay gap report is available on our website.

510

Employees registered with the Ram Agency (2023: 350)

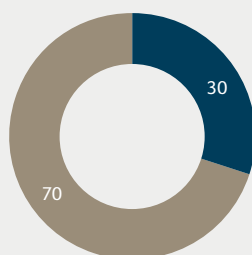
4.6%

Median Gender Pay Gap (National Average: 14.3%)

Gender diversity

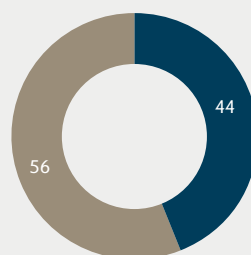
The advancement of women in the workplace remains vital to Young's ongoing success and we want to ensure that women have access to every opportunity to progress to senior roles.

Board (%)



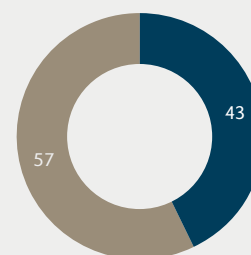
Female Male

Leadership team (%)



Female Male

All employees (%)



Female Male

Our community

Our pubs are at the heart of their communities and play a vital role in bringing people together, helping combat loneliness by providing safe spaces, hosting special occasions with family and friends, to watching sporting events such as the Six Nations rugby. Pubs are an integral part of British life, and we have the power to unite people and make a positive contribution to the communities we operate in.

Wooden Spoon – our charity partner

Our pubs proudly support a number of charity and community activities but this year we were delighted to also be partnering with Wooden Spoon, the children’s charity of rugby. We set ourselves an ambitious target for FY24 of raising £150,000 as a company for the charity’s locally supported initiatives. In the 200th year of rugby as a sport, Young’s utilised opportunities supplied by Wooden Spoon to host events with rugby players and commentators and got involved in volunteering opportunities such as the White Lodge (see feature), who provide support for people with disabilities to lead normal lives.

The partnership has strengthened an already strong affiliation with rugby, and it has allowed our pubs to support and give back throughout an exciting year of events. We successfully achieved our target by November, finishing the period having raised over £200,000, an amazing achievement. We are proud to have received the Corporate Support of the Year award, as part of the Wooden Spoon’s 40th anniversary celebrations at the House of Lords.

An overview of the charities and the amounts we raised for each of them is detailed below:

Dogs for Good

Dogs for Good train dogs to help people affected by disability, dementia, autism, and other conditions and mental-health challenges to live happier, healthier, more independent lives. These are dogs that open doors, that connect people, that bring families together; dogs that help make everyday life possible in so many ways.

Amount raised: £35,000



Maddy’s Mark

A charity established to remember Maddy Lawrence and raise funds in her name to promote positive mental health and wellbeing in young women, by fostering and building confidence, self-image, and self-belief through the sport of rugby. Focusing on the standards of teamwork, mutual support, and fellowship.

Amount raised: £35,000





Pass the Plate

Wooden Spoon's 'Pass the Plate' campaign provides support for food banks and community schemes up and down the country. The partnership will help people struggling to feed their families in these challenging economic times and will contribute to putting food on the plates of many.

Amount raised: £35,000

Wheelchair Rugby

Wheelchair rugby is a team sport for athletes with a disability. The partnership will supply more rugby wheelchairs which means more children and young people can get involved in this amazing sport and together we can help support tomorrow's superstars. Chairs cost between £3k-£5k.

Amount raised: £20,000



School of Hard Knocks

SOHK delivers life-changing programmes across the UK. The School's programme changes the lives of children and young people using rugby which is supported by a curriculum of powerful life lessons. The partnership will help fund more places for children on the programme in schools across London and the South East.

Amount raised: £35,000

Fusion Community Build

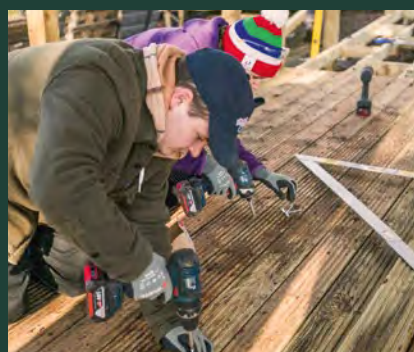
Part of the funds raised will go directly to a Fusion community build project where the pub and support teams who have raised the most funds will be invited to come and help build the project themselves at a school or centre for vulnerable young people.

Amount raised: £30,000.

Central Charity Support

Costs to support the day to day running and support of Wooden Spoon and our partnership.

Amount raised: £10,000



Volunteering at the White Lodge Centre, Chertsey

White Lodge is an incredible charity that helps support those with a range of disabilities, their families and carers, to lead fulfilling lives. Support starts from the early years providing child therapy services and specialist nursery through to youth clubs and short breaks for children and young people and with day activities, fitness, and clubs for adults.

As part of the fundraising efforts centrally supported fundraising included a Scrum Dine with Young's event at the Dog & Fox in Wimbledon. A rugby themed dinner that launched our Year of Rugby campaign, and raised £37k through the ticket purchase, raffle and auction supported by our key partners, with professional players on a panel sharing their predictions for the Rugby World Cup. £9k was raised through Young's Drop Gold, with 20p per pint sold contributed to Wooden Spoon and £12k was raised by participants of the company's Self Development Programme.

An overview of how the money raised was spent by the five charities will be provided in next year's annual report. We are thrilled to continue our partnership with Wooden Spoon and we have set ourselves the target of raising £200,000 during FY25.

Our community continued

A selection of other highlights during the year



WrapUp London

The Christmas period is Young's busiest time of year but it's also the time when we like to give back. During the period, we celebrated the festive season by working with WrapUp London, an initiative started in 2010 to help support men, women, and children in need. The aim is to keep London warm throughout the cold winter months through the collection and distribution of unwanted coats. As London is the birthplace of Young's, we wanted to support our local community by organising drop-off points across several of our pubs and promoting the initiative through social media. In true Young's style we then brought out the dray with several eager volunteers to help collect over 400 coats on behalf of the charity from a selection of our pubs.

Green Christmas

It's always heartwarming to see a beautifully decorated tree taking pride of place across our pubs at Christmas time, although it's sad to think that once they've fulfilled their Christmas destiny that the trees are no more. This year we decided to do something about it and for every tree we purchased we arranged for a new one to be planted in its place. In partnership with Ecologi we planted 263 trees through this initiative.

Customers

We provide a relaxed and safe environment where friends and families can spend time together. Our focus on responsibly-sourced, seasonal, and local British produce lends itself to nutrient dense food that tastes delicious. As customer tastes and eating habits and styles have evolved, we have enthusiastically adopted more plant-based options on our menus, throughout our estate. This is embodied by our Burger



River cleanups and the Ocean Conservation Trust

In association with Plymouth Gin and the Oceans Conversation Trust, a number of our pubs situated along the River Thames organised river cleanups. Combing the riverbanks for litter and removing it from our waterways, whilst raising funds for an incredible charity working to protect and restore our oceans. We've been teaming up with our friends at Plymouth Gin for an annual fundraising event since 2022. With Plymouth Gin promising to pledge 50p for every Plymouth Gin and tonic sold in our pubs between April – June to the Ocean Conservation Trust. To date we've raised £40,000, with the aim of raising another £20,000 during FY25.

During the period, team members from our West Country pubs attended an Oceans Conversation Trust session where they learnt about Oceans Conversation Trust's work and helped make nutrient balls which will be planted in Plymouth Sound, the UK's first national marine park, to support sea grass growth.

Shack menu which offers popular plant-based alternatives. Every pub must include one vegan and one vegetarian dish on their menus, and many offer a number of vegan and vegetarian dishes. Our Food Development Learning Centre at Copper House provides the right environment for our chefs to experiment and innovate using seasonal ingredients to create new dishes for evolving customer tastes.

All of our pubs use the Reputation platform which generates an aggregate score for each pub based on a range of factors, such as Google ratings and review platforms. The platform helps our pubs to understand their local customer preferences and concerns and provides actionable insights. It also allows our management teams to identify any problem areas. The company's pubs achieved an average Reputation score of 795 at the period end.



2024 Young's Awards – Sustainable Pub of the Year Award

Chris Clatworthy, General Manager, has passionately championed sustainability at the Lass O'Richmond. His endeavours include community wildlife walks on Sundays, upcycling wooden pallets to grow the pubs own seasonal herb wall, creating a propagation station for customers to engage and take home, 'waste not pickles' bar snacks, volunteering to plant trees with Queen's canopy to help maintain the eco system of Richmond Park, and of course, a best of seasonal British menu that boasts ingredients largely sourced within a 90-mile radius.



Our suppliers

Despite our proud origins in the London Borough of Wandsworth, our geographical reach has grown, and with it our enthusiasm for local food and drink suppliers that celebrate the best of British wherever our pubs reside. We pride ourselves on procuring the finest British landed day boat caught fish, ethical and assured meat, game and poultry, artisanal cheese along with the best in class, naturally grown in abundance fruits and vegetables.



Paul Rhodes Bakery

Paul Rhodes bakery is just a stones' throw away from our Cutty Sark pub, nestled on the banks of the River Thames in Greenwich. Founded in 2003 by Paul Rhodes, the bakery was on a mission to bake and deliver fresh bread daily to the hospitality industry.

The bakery prides itself on high quality handcrafted breads and pastries and is constantly evolving to ensure there is a great emphasis on provenance and true artisanal production as well as helping sustain independent British farmers. The flour used in our bespoke recipe burger buns and sourdough bread is all made using 100% British grown wheat varieties which is milled at Marriages flour mill in Chelmsford, Essex.

Particularly with our signature Young's beer sourdough, made using Young's London Special Ale, British barley and the milling by-product bran. Bran is the external layer of the wheat kernel and is typically wasted with over 30% of the grain not having a use through the harvest.

Where appropriate, we fully encourage our pubs to explore their individuality and support local businesses. We are proud to have always done our best to ensure suppliers received payments in a timely manner for the wonderful produce they provide. Some of the British suppliers we work with are detailed below:

We will continue to work with our suppliers to develop joint initiatives and provide positive social and environmental messages to share with our customers and wider stakeholders.

These initiatives range from commitments to use electric and/or hydrogen vehicles in urban operating areas, reducing packaging waste and implementing paperless deliveries.



Direct Seafoods

Delivering ethically, sustainably sourced British day boat fish to our guests has always been a mantra we have followed at Young's pubs. We've proudly been working with Direct Seafoods to deliver fresh fish that has been sourced responsibly.

We are proud to champion sustainable products which have links to the marine stewardship council ('MSC') like our haddock, served in our fish and chip recipe across all our pubs.

A significant amount of our seafood is wild caught and that's a big reason why we work with Direct Seafoods, who use the MCS good fish guide, to only deliver landings rated 1 to 3, which provides guidance on which fish species are sustainable and which species should be avoided.

Allergens

Allergy notices are included on all our menus inviting customers to discuss their needs with us, and calorie labelling was included on menus from April 2022. During the period, under review we partnered with the Natasha Allergy Research Foundation, with the aim of raising the awareness and the importance of effectively communicating and handling allergens. Our 2024 cohort of high performing general managers, head chefs and Copper House team members have just embarked on this year's 'Self Development Programme'. As part of the programme their project will focus on the awareness of handling allergens.

Our drinks offer

Today more than ever, our customers expect an authentic, premium, and interesting drinks range when visiting our pubs, perfectly served every time.

This year, we have added Asahi SuperDry to our beer range, brewed to the authentic Japanese recipe to deliver its dry, crisp taste and quick clean finish. We have also extended our craft beer offer with the introduction of DEYA beers to our bars. DEYA is an independent brewer based in Cheltenham focusing on hoppy beers such as Steady Rolling Man and gluten-free Magazine Cover.

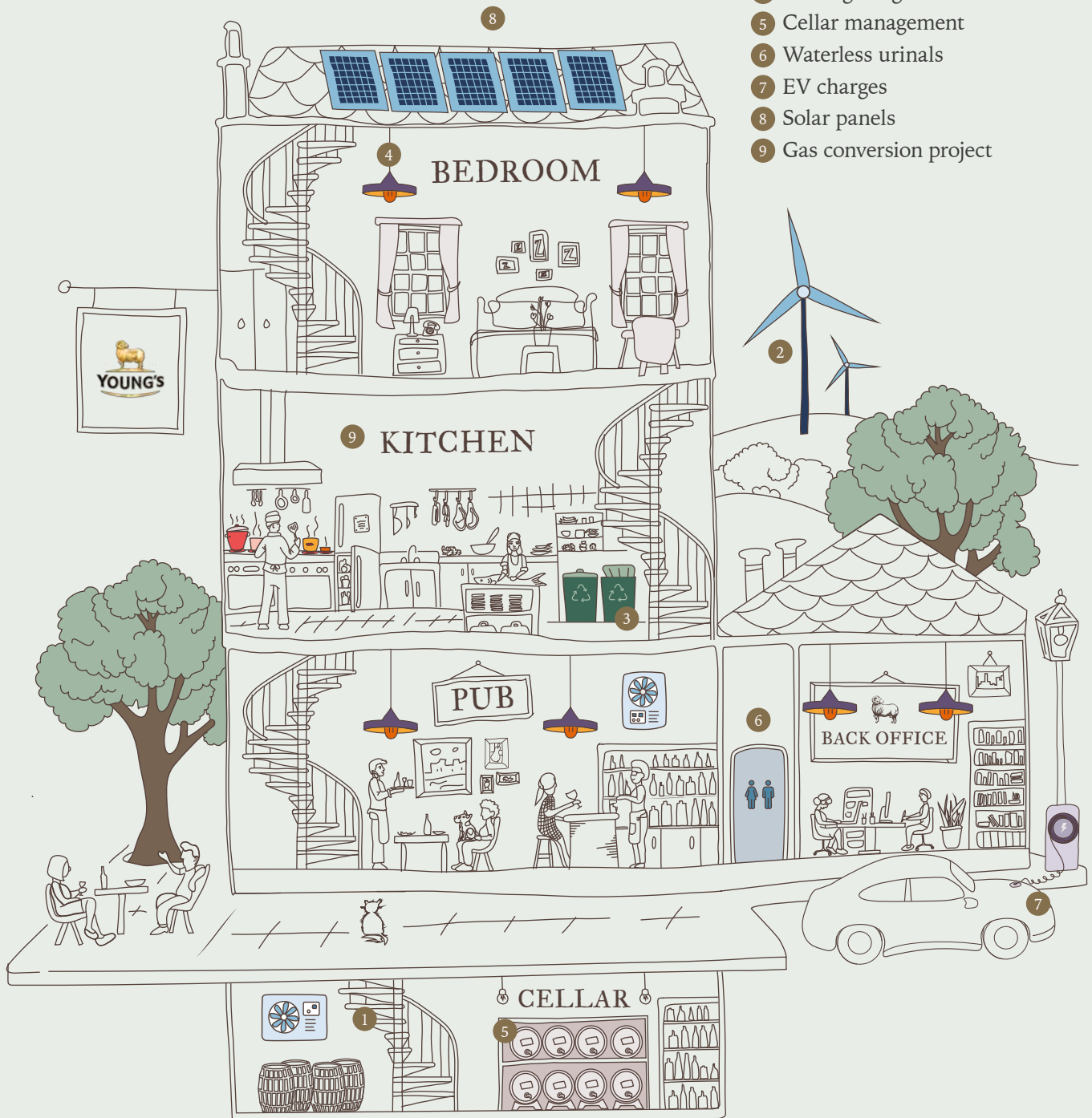
As 1 in 3 pub visits today, does not include the consumption of alcohol, we have put a lot of thought and care into our non-alcoholic offering and our range includes a wide selection of alcohol-free beers and spirits as well as low sugar soft drinks, to suit all needs. A number of which are must stock items in our pubs under our 'soft drink/no and low stocking policy'. Our no and low alcohol drinks range is expanding as our suppliers adapt to the change in customer preferences for different occasions. Estrella Free Damm, our draught alcohol-free lager is available in over 69 pubs complemented by a range of alcohol-free packaged beers and cider. We have also extended our alcohol-free spirits offer and created a range of alcohol free and lower alcohol cocktails and spritz serves.

Our environment

We are committed to building a sustainable company.

The illustration below provides an overview of the key features that have been incorporated or are being rolled out across the company's estate and represent the current edition of the sustainable Young's pub.

- 1 Power Radar
- 2 Renewable energy
- 3 Recycling and waste management
- 4 LED lighting
- 5 Cellar management
- 6 Waterless urinals
- 7 EV charges
- 8 Solar panels
- 9 Gas conversion project





Our environment

Our focus during the period has been on looking at ways to reduce our Scope 1 and 2 carbon emissions through behavioural change initiatives and the trialling and evaluation of carbon saving technologies and interventions. During the period we continued to work with suppliers to identify ways to reduce our Scope 3 carbon emissions.

We have also recognised that the data available to us does not allow us to measure and evaluate our progress effectively. In order to address this issue, we have set up an internal working group which is working closely with our energy suppliers and consultants to improve the data available to us so that it can be incorporated directly into our weekly reporting systems. This will allow us to monitor the progress of our pubs and set targets, measure performance, and make more informed decisions going forward. Building the right infrastructure to measure and monitor progress is a priority for us and we aim to be transparent about our progress and include targets and our performance against these targets in future annual reports.



Developing the sustainable Young's pub The Bedford Arms

We continue to implement and evaluate carbon saving technologies and interventions. This year we developed our first all-electric pub as part of the redevelopment of the Bedford Arms, Rickmansworth (see photo above). The pub has its own sub-station, no gas supply and is powered solely by renewable energy.

We continue to partner with a number of organisations including Simply Sustainable, who have helped us develop our first disclosure under CFD (see pages 43 to 48), Suez – our waste partner who is working with us to encourage our pubs to reduce our waste, and Zero Carbon Services, who run our 'Save While You Sleep' initiative. We remain active members of the Zero Carbon Forum who organise action groups and member meetings for hospitality industry specialists to work together, share knowledge and develop ideas of how to tackle the environmental challenges that the industry faces.

Net zero carbon pathway

We worked with Savills Earth to develop our initial net zero implementation plans. We are trialling and testing a range of equipment and working closely with our suppliers to improve the data which is available to the business. This is a significant task, and we appointed a property sustainability manager in April 2024 to manage and report on this process. As our data improves, we will evaluate the interventions and prioritise our investments. This will enable us to set targets which we can monitor and report on year-on-year. Our net zero carbon pathway has three phases.

Phase one:

To review our baseline carbon assessment and benchmark carbon emissions for each property to sense check results. This phase was completed during the 2023 financial year.

Phase two:

'Our Net Zero Carbon Pathway Development': this involves grouping our properties into categories based on building age, condition, servicing, and heritage status. From that, we will develop net zero implementation plans for each category and set out a timeline of interventions. The categorisation of our properties was completed during the 2023 financial year. Our pubs have been grouped into seven key categories, classifying the potential opportunities and restrictions we face within each category. We are currently trialling various interventions and we are working towards establishing an overall pathway to net zero for our properties.

Phase three:

The final phase is the setting up of ongoing monitoring and reporting. We appreciate that net zero reporting and frameworks require regular verification and disclosure so that the company can demonstrate progress against its carbon reduction targets.

We are currently working through phase two and laying the foundations for phase three.

The challenges we face:

The cost

The required investment will need to be phased and we are conscious that some technology is still not yet fit for commercial use. We will continue to work with suppliers, collaborate with our peers and monitor the development of the relevant technologies. We will run trials where appropriate and adopt technologies in line with our investment cycle, as the costs reduce, and the stability of the technology improves.

Statutory building restrictions

Listed building status and conservation areas represent a significant challenge, bearing in mind that 40% of our pubs have listed status. We will work with Zero Carbon Forum and their Low Carbon Tech Action Group, our suppliers, and statutory authorities to identify potential solutions to these challenges.

Availability of energy resources

We continue to work with energy suppliers to identify infrastructure improvements which will help us move to sustainable forms of energy, this includes new onsite electrical substations where the site layout allows for this addition.




Remote pub locations

They can provide significant challenges for carbon reduction. We are working with energy suppliers to try and upgrade the infrastructure into these properties where the supply is capable of being moved to a carbon efficient model.

Our environment continued





Our pathway to net zero

We are working to reduce our Scope 1, 2 and 3 emissions and we continue to evaluate carbon saving interventions. By understanding where we are with our interventions, we can plan accordingly and allocate the appropriate time and resource required to develop and meet our future targets. Our interventions fall broadly into three groups.



	Trial	As carbon reducing technologies develop, we continue to trial various technologies, equipment, and behavioural initiatives to understand how they could impact the business and help drive positive change.
	Progressing	There are a number of established technologies that are proven to reduce our environmental impact and once they have been trialled, we will develop a plan to install these technologies throughout the business.
	Evolved	These are areas where we are in a more evolved position and the implementation of the interventions or initiatives are well developed throughout the business.

Energy

Removals

Renewable energy	Since April 2021, 100% of the company’s electrical supply has flowed from renewable sources. In August 2022, the company entered into a five-year corporate purchase power agreement which took effect in April 2023 and enables the company to source its electricity supply from specific windfarms. Our supply is backed by renewable electricity guarantees of origin and independently verified by EcoAct, a Carbon Disclosure Project accredited provider.	
Gas Conversation Project	A key part of our carbon reduction plan is to reduce gas consumption across our estate. This has presented various challenges and has provided significant learning opportunities in the process (see case study on page 35). We now have seven fully electric kitchens across our estate, two sites have transferred to electric heating and we have introduced our first fully electric pub.	
Outdoor Gas Heaters	We continue to remove all unnecessary outdoor gas heaters from across our estate. In total we have removed 60 outdoor gas heaters throughout FY24.	
Decarbonising our company car fleet	Following on from our 2020 policy to only allow replacement orders to hybrid and electric cars, we reached our target of removing all diesel and petrol cars from our company car fleet by the end of FY24.	

Reduction

Cellar Management Systems (‘CMS’)	We continue to invest and upgrade our cellars. Our cellar management system works by monitoring the surrounding environment and controlling the main cellar cooler which automatically reduces energy usage. Eco Flo systems are installed on top of the beer cooler, adjusting itself to provide optimum performance, reducing energy cost along with extending component life of the cooler and pump.	
LED lighting	Since 2018 the company has been committed to installing LED lighting throughout its pub estate and new developments. Year-on-year the company continued to update and install new and replacement LED lighting where required.	



Reduction continued

Fridge Management Systems

We are in the process of trialling fridge management systems in three of our sites with early test results showing an approximate reduction in energy consumption of 30%. The system operates using an infrared detector which turns the fridge off when there is no movement behind the bar. We will continue to monitor this equipment before deciding whether to invest in the technology.



Power Radar

The Power Radar system works by monitoring how much electricity each pub is using, which is then broken down to show energy consumption for individual pieces of equipment, specifically through peak times. This is essential when converting from gas to electric as the system evaluates the total electric load required to operate the site.



EV chargers

Our target for FY24 was to install 28 EV chargers across 10 sites. In total seven chargers have been installed across three sites. This was entirely due to the gas conversion project and the evaluation of each pub's available electrical supply. This has led to a more in-depth analysis to evaluate the best use of available electricity and which equipment to allocate it to. To date the installation of these EV's has saved just over four tonnes of CO₂.



Solar Panels

After an evaluation of a number of potential sites to identify the sunlight availability, capacity required and the probability of satisfying local planning regulations, the installation of solar panels is going ahead at three pubs – Onslow Arms (West Clandon), Chequers (Bristol) and The Park (Teddington) where we have now installed 81 solar panels.



Water

We know that running pubs is thirsty work which is why we have started looking at ways to reduce our onsite water consumption through eco flush toilets and low flow taps in addition to our more established initiatives. We are also exploring the installation of water meters which will help us monitor and reduce consumption.

Waterless Urinals

We continue to invest in waterless urinals and the rollout plan was accelerated during FY24, with 111 sites having waterless urinals installed. In total 216, out of 225 eligible pubs have the water saving equipment. 9 sites have installations scheduled during FY25. The six remaining sites require significant update work, which will be completed when the pub next receives a capital investment.



Recycling Rainwater

Where practical our pubs are encouraged to install their own water butts, which are situated in their outdoors spaces. They recycle rainwater which can then be used to keep their gardens hydrated.



Recycling

Commercial waste diverted from landfill

We are pleased to confirm that through our partnership with Suez 100% of our collected commercial waste is diverted from landfill and given another lifeform. This includes recycled waste and general waste.



Refurbishment waste

Our aim is for all waste produced during any property refurbishment to be recycled and given another lifeform. This is currently a challenge for certain materials and the property team are working closely with our suppliers to overcome these challenges.



Cooking oil

For many years we have been collaborating with our operational partner, Olleco, on the successful initiative to recycle used cooking fat for use in biofuel. In total 325,271 litres of oil was recycled during the period.



Our environment continued

Reducing waste

Remove all single-use plastic from front of house operations

The elimination of unnecessary single-use plastic from our front of house operations has been an area of focus for the last two years. Plastic straws and single-use plastic bottles have been eliminated and in FY23 we rolled out a Young's reusable pint and ½ pint cup which can be found in our outdoor areas. Our Burger Shack menu is now served up on a metal reusable tray for onsite consumption with our Birchwood cutlery which is 100% FSC certified.



These initiatives have significantly reduced the use of single-use plastics to a very low level. However, there is one product, the single-use plastic pint cup which we have not been able to eliminate. These cups are still used by a small number of pubs where drinks are taken off the premises or are close to large spectator events such as the Boat Race. They are a single use product made from rPET, which is a recycled PET plastic. We have been exploring other options, such as a paper-based pint cup, but this is still being evaluated.

Pubs with Rooms

Ensuring that our guests are part of our sustainability journey, we have implemented some positive changes to the way we operate which we call our 'little acts of planet kindness'. These include removing single-use plastic toiletry bottles from our rooms and replacing them with refillable bottles from our chosen brand Bramley, the bottles are Vegan Society approved and animal cruelty free. We have also made permanent wooden signs to replace paper ones that often need reprinting and we provide free water in glass bottles rather than plastic.



Refill App

The refill app has been launched across our pubs. The app helps people find places to refill their water bottles, helping people to minimise the consumption of plastic water bottles whilst staying hydrated.



Working with our suppliers to reduce their packaging

Through our partnership with Menu Partners, we are looking at ways to reduce our packaging waste and we are currently trialling reusable plastic tray deliveries, helping to reduce the number of cardboard boxes used.



Gas conversion project – the challenge

With competing priorities such as EV chargers, electric kitchens, and electric heating conversions it quickly became apparent that the team had to investigate the energy use of every piece of equipment at different times of the day, so that the peak load capacity could be calculated. Unfortunately, in many cases the amp supply did not meet the capacity requirements for all the equipment, meaning that choices had to be made on a site-by-site basis which maximise the effectiveness of the available capacity. We will continue to install electric kitchens where practicable and they will be considered as part of all major refurbishments. However, in the current climate with the high cost of debt and rising costs, other cost-effective carbon reduction interventions, such as the installation of a cellar management system, may be prioritised.

Behavioural change

Implementing initiatives that encourage behavioural change are key to raising the profile of sustainability throughout the business and help our teams develop better habits and the company reduce its environmental impact.

Save While You Sleep

Our 'Save While You Sleep' initiative was initially launched in May 2022, building upon the success of this initiative we continue to drive behavioural change across the business, setting annual targets to achieve our goals. For FY25 we are aiming to reach a reduction target of 100 tonnes of carbon, which we estimate is equivalent to approximately £150,000.

In order to help our pubs regular 'Agony Aunt' sessions have been introduced which allow our teams to speak with the experts at Zero Carbon Services, who analyse their data, answer questions and help find solutions to their problems. We are looking for ways to enhance the data shared with our pubs to ensure that it is more user friendly.

Waste management

We have adopted the widely user waste hierarchy to assist us in tracking each stage of waste through our business to help identify ways to minimise our impact through prevention, re-use, recycling, recovery, and disposal.

Increasing recycling rates to 70%

Even though 100% of our collected commercial waste is diverted from landfill, we are focused on increasing the recycled element by reducing our general waste. In FY24 we launched the 'Wasteless Pub' initiative in collaboration with Suez, our waste management partners, and set the ambitious goal to increasing our recycling rates from 60% to 70% by the end of FY25. We identified specific areas across the business where we could improve our recycling rates with a focus on the recycling of food waste, which is often incorrectly put into general waste. The aim of the initiative was to create waste awareness and drive behavioural change throughout our estate. In connection with this we also created our first recycling video which went live in October 2023 to help educate our teams



and explain what happens to their waste after it is collected. The video is now part of our new employee induction training and provides the framework for areas of focus within their roles. We are currently on track to achieve our target; our pubs successfully increased the company's average recycling rate from 60% to 65% during FY24.

Food waste

Training is provided to our kitchen teams on how to minimise waste and maximise yield, including nose-to-tail cookery, specialised knife skills for our chefs and digital recipe books which feature an array of recipes using ingredients that may otherwise typically be wasted. A number of our pubs are growing a small selection of their produce, incorporating fresh herbs, fruit and vegetables into their seasonal dishes and beverages.

Training

We are working hard to develop sustainability knowledge and awareness across the company. During the year we launched a sustainability induction programme for new joiners to ensure that every new employee is trained on our sustainability purpose, vision, and strategy. We also offer sustainability training at pub level to help engage all teams, providing them with an opportunity to share progress, discuss ideas and receive feedback.

Supply chain

Environment

- British, seasonal, and local are the main pillars by which Young's follow when it comes to our menu's. Working with farmers and producers to know the origin of our ingredients and how it's been produced providing a clear journey from farm to fork for our customers.

- Young's burgers are made from ex-dairy cattle, meaning that the cattle we use have not been raised purely for meat but instead worked as a dairy cow for several years before being retired for a minimum of 12 months before being used for meat.
- Fish we purchase is rated 1–3 by the MSC Good Fish Guide indicating sustainably caught or responsibly farmed.
- Pork that we buy from Dingley Dell farm is RSPCA assured from third-generation farmers with a genuine love for their animals and the countryside. With 33.8 hectares around the farm used to plant nectar mixes providing food for insects, butterflies and bees allowing for nature ecosystems to thrive.
- Plant-based options are available of every menu showcasing the best of our British seasonal produce.
- Tea and coffee are certified by Rainforest Alliance and/or Fairtrade.
- We continue to work with our food suppliers as part of our food supply chain optimisation project, to implement efficiency measures and reduce their environmental impact. Initiatives include reducing the number of deliveries to our pubs and trialling reusable plastic crates to reduce our packaging waste.

Social

- **Sedex** – we have joined the leading ethical trade organisation who are supporting our supply chain development by providing a platform where we can grow our knowledge on developing matters. Furthermore, we now have several suppliers who are linked to us through the platform, and we can track their supply chain developments, ensuring they are aligned with our own progress.

- **Risk Mapping** our supply chain has allowed us to focus on our higher risk suppliers, following the Global Slavery Index and carrying out analysis on key risk factors including country of origin, industry sector and product type. By undergoing this process, it has provided a clear roadmap of how to approach and track our progress.
- **Responsible Sourcing Statement:** the statement is currently being developed and will be shared with our key suppliers during FY25. The statement will confirm our minimum operating standards which are broken down into four key principles: safe workplaces, human rights, environmental protection, and business transparency. By following these principles, we aim to improve visibility through our entire production process and help drive improvements across our supply chains.

Notable achievements during the period



We achieved a CDP 'C' rating in the Climate Change category.



We maintained our three-star 'Food Made Good' rating awarded by the Sustainable Restaurant Association.

Our environment continued

Streamlined energy and carbon reporting

This report presents the results of the company's Greenhouse Gas ('GHG') emissions and energy use for FY24 under the Streamlined Energy and Carbon Reporting ('SECR') requirements.

Methodology:

We have collated data relating to our Scope 1 and Scope 2 emissions and energy use for activities over which we have financial control. All of our emissions and energy use relate to UK activities. Our GHG emissions were calculated in line with HM Government Environmental Reporting and the GHG Protocol methodology.

The table below summarises our emissions and energy use for FY24:

	2024	% Change from FY2023	2023	% Change from Base Year	Base year
Revenue in £ million	379.3	2.8%	368.9	21.7%	311.6
No. of managed houses at the year-end	231	1.8%	227	11.6%	207
The annual quantity of emissions in tCO ₂ e resulting from activities for which the group was responsible involving (i) the combustion of gas or (ii) the consumption of fuel for the purposes of transport	8,377	-8.6%	9,163	1.6%	8,247
Scope 1 – kWh Consumed	36,268,206	-11.3%	40,890,210	-17.7%	44,073,922
The annual quantity of emissions in tCO ₂ e resulting from the purchase of electricity by the group for its own use, including for the purposes of transport	7,928	8.3%	7,316	-9.4%	8,727
Scope 2 (Location) – kWh Consumed	38,280,114	1%	37,910,249	10.8%	34,539,882
The annual quantity of energy consumed in kWh from activities for which the group was responsible involving (i) the combustion of gas or (ii) the consumption of fuel for the purposes of transport, together with the annual quantity of energy consumed in kWh resulting from the purchase of electricity by the group for its own use, including for the purposes of transport	74,443,013	-5.5%	78,800,459	-5.3%	78,613,804
Total Gross Emissions (tCO ₂ e)	16,304	-1.1%	16,479	-3.9%	16,974
The group's annual emissions: ratio of tCO ₂ e (gross) per £ million of revenue	42.99:1	-3.8%	44.67:1	-21.1%	54.47:1
Carbon offsets procured via Green Electricity Tariff (tCO ₂ e)	(6,857)	-5.1%	(6,525)	–	–
Total Net Emissions (tCO ₂ e)	9,447	-5.1%	9,983	-44.3%	16,974
The group's annual emissions: ratio of tCO ₂ e (net) per £ million of revenue	24.91:1	-7.7%	26.98:1	-54.3%	54.47:1

See page 41 for further details and an explanation of the methodologies used to calculate the above quantities.



In line with the requirements, we have elected FY20 as our base year for our Scope 1 and 2 reporting, being the earliest year we have complete data for.

We have seen an increase of 11.6% vs the base year in our managed house estate, with the addition of 24 new sites since then. There are many steps being taken to mitigate our emissions such as the removal of gas patio heaters, where possible, from our gardens and where heaters are still required, installing electric ones. Additionally, we have embedded energy savings initiatives, such as the 'Save While You Sleep' initiative, which has seen an overall emission saving of 72 tCO₂e throughout the year. Overall emissions have continued to decline year-on-year, which coupled with the increase in annual revenue has a 21.7% energy intensity reduction (ratio of tCO₂e per £ million of revenue).

The disclosure does not include the 55 pubs acquired as part of the acquisition of City Pub Group which completed on 4 March 2024. The company intends to incorporate City Pubs into its FY25 SECR disclosure.

The following methodologies were used to calculate the above quantities:

- the kWh consumption figures relevant to gas, electricity, district heating (i.e. a system for distributing heat generated in a centralised location through a system of insulated pipes for residential and commercial heating requirements such as space heating and water heating) and district cooling (i.e. a system working on broadly similar principles to district heating but delivering chilled water to buildings needing cooling) were taken from invoices received by the group¹ – the kWh figures were then converted to tCO₂e figures using the then current conversion factors published by DEFRA;

- the consumption figures relevant to propane were taken from invoices received by the group¹ – these were either in kilograms or litres delivered and were then converted to kWh and tCO₂e using the then current conversion factors published by DEFRA; and
- the consumption figures relevant to transport were calculated using expensed mileage figures – to calculate tCO₂e for company cars, by engine size and fuel type the conversion was made using figures for an average car per guidance issued by DEFRA – in each case, the resulting tCO₂e figures were then converted to kWh using the then current fuel conversion factors published by DEFRA – where the fuel type used was unknown, it was assumed to be diesel in line with guidance published by DEFRA.

Our Scope 3 emissions

The company has aligned itself with the Zero Carbon Forum's roadmap for the industry, which requires that, as a collective, we are aiming to achieve net zero for our Scope 3 emissions by 2040, and we will be working with external advisors to develop our Scope 3 project plan. We commissioned Zero Carbon Services during FY23 to assist us in determining our Scope 3 emissions baseline as FY22, which revealed that these emissions represent just over 80% of our total emissions. This table below summarises the companies Scope 3 emissions for FY23:

	FY23	% Change	FY22 (Base year)
Scope 3	75,567	5%	72,207
Intensity ratio (tCO ₂ e/£m)	204.84	-14.1%	233.68



As the number of pubs in the company's estate increased to 231 during the period, a rise of 3%, the company's intensity ration has fallen. We estimate that 52.3% of our Scope 3 emissions come from food and beverage, which is the main revenue stream for the business, of which 30.9% is related directly to food.

A key focus of our sustainability strategy is to gain a better understanding of our supplier base, and for our key suppliers to gain a better understanding of our expectations, so that we can work together to reduce our emissions. Please see Supply chain on page 39 for details of our current initiatives.

¹ Where data was missing, values were estimated using an extrapolation of available data.

Sustainability report

UN Sustainable Development Goals

The 17 UN Sustainable Development Goals (‘SDG’s’) are a call to action by countries across the globe to promote people’s health and prosperity, while also protecting the planet. We are committed to ensuring that our responsible business strategy contributes towards the SDGs to tackle societal problems, along with the challenges that need to be met if the worst consequences of climate change are to be avoided.

We have aligned ourselves with five of the SDG’s and have included some examples and how we support them below:

Our people



Our communities



Our environment



Our focus

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • We focus on the wellbeing of our colleagues with comprehensive financial and mental health support. • We engage and empower our teams with regular communication and commitment to their career pathway. • We foster diversity and inclusion through our approach to appointments and training. | <ul style="list-style-type: none"> • We play a positive role in our communities and give back where possible. • We celebrate the best of British and champion local suppliers throughout our menus. • We do our utmost to support our suppliers and be fair commercial partners. | <ul style="list-style-type: none"> • We aim to reduce, reuse and recycle our waste in the most sustainable way possible. • We implement new emissions saving technologies across our estate. • We work closely throughout our supply chain to improve the environmental impact of our produce, from farm to fork. |
|---|---|--|

Our achievements and goals

<p>The Ram Agency was developed to support flexible working where workers can pick and choose their own shifts helping to support their work-life balance.</p>	<p>With the continued growth of the Young’s estate we are increasingly growing our teams, employing a diverse and inclusive workforce.</p>	<p>Providing education and awareness on climate-related issues and offering guidance on how employees can reduce their footprint both at work and at home.</p>
<p>Built an in-house team of mental health first aiders and mental health first aid champions who support their colleagues across the business.</p>	<p>Giving in October – supporting local charities through fundraising, volunteering and hosting various charity events. Buying locally from our community of local British producers to reduce our carbon footprint.</p>	<p>Increase our use of renewable energy sources by switching to a renewable energy contract for our electricity usage. Converting our gas kitchen equipment to electric as part of our gas conversion project.</p>
<p>Working in partnership with the Licensed Trade Charity to offer employees emotional support, specialist guidance and financial grants.</p>	<p>Partnering with the Wooden Spoon charity, supporting life changing projects and providing grants for children and young adults across the UK and Ireland.</p>	<p>Working in conjunction with the Zero Carbon Forum and its members to reduce our carbon footprint and meet our sustainability targets.</p>
<p>Provided training to our kitchen teams on how to minimise waste, maximise yield, including nose-to-tail cookery, specialised knife training for our chefs, and digital recipe books which feature an array of recipes using ingredients that may typically be wasted.</p>	<p>Working with our suppliers to develop joint initiatives and provide positive social and environmental messages to share with our customers and wider stakeholders.</p>	<p>Introduced reusable pint cups across our estate for special events, refillable toiletries in our ‘pubs with rooms’ and permanent wooden signs with guest messages replaced the paper signs which often needed reprinting.</p>