

Sustainability report

We are passionate about building a sustainable company.

Our sustainability programme focuses on three core areas:



Our people

- 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.



Our communities

- 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.



Our environment

- We aim to reduce, reuse and recycle our waste in the most sustainable way possible.
- We implement new emission-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 approach



“We have a responsibility to do the right thing and a long tradition of supporting our people, our communities and adopting carbon saving initiatives. As a board, we know there is still much to do, but we believe that we can deliver a meaningful contribution for all our stakeholders.”

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.

As a company, we have invested in sustainable and responsible business practices for a number of years, but we recognised last year that a more structured approach to sustainability was needed going forward. We have adopted a clear governance framework, which is explained below, and 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 and during the period initiatives have been implemented which encourage behavioural change. We have worked with external advisors to gain a clear understanding of the steps we need to take to reduce our Scope 1 and 2 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 and their role is to

provide leadership and ensure that we are taking a coordinated approach to sustainability throughout the business. The management board, which is composed of our executive and leadership teams, receives regular ESG updates from the sustainability manager. 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.

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 and Scope 2 emissions (our direct company emissions) by 2030. 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.



Maximising energy efficiency Hort’s Townhouse

Hort’s Townhouse was our largest investment during the period. It has been redeveloped to BREEAM standards, with the aim of ensuring that the new development has maximised the potential for improvement in energy efficiency within the building structure.

Our people



73%

of our general managers were internal appointments

Offering our team members a career, rather than a job, means we are able to retain and develop our people and promote from within.

We develop and nurture our people.



“Diversity and inclusivity underpin our policies and culture at all levels throughout Young’s. We are fully aware that everything we achieve as a business, we achieve through the dedication and efforts of our teams.”

Gail Khan
Director of HR





Training and development

The company's 'career pathway' is used to engage, inspire, and develop our teams. Beginning at team member level, the career pathway offers a broad range of development opportunities for our front of house teams, through to general manager level and then on to operations manager. We also have a comprehensive programme for our kitchen teams, and we are proud that our kitchen assistants have the opportunity to develop into our head chefs of the future.

A comprehensive project to streamline our training was undertaken during the previous period and the company launched its digital career pathway in May 2022. The career pathway is delivered digitally via The Ram app or a desktop version which can be accessed through an internet browser. It is available to all team members throughout the business and is fully interactive and flexible across job roles. It also means that we are completely paperless, which is a huge cost saving to the business and follows our sustainability strategy.

Realising and developing potential Junior Lindie, General Manager at the Halfway House (Earlsfield)

Junior started working for Young's in 2014 as a glass collector at the Castle, Tooting. Since then, he has progressed through the company's career pathway and was appointed deputy manager in 2019. In 2022 Junior started the company's general manager designate programme and he is now the general manager at the Halfway House.



The company offers a comprehensive programme of training and development courses which are run by our in-house trainers and are available to all our pub teams. The company has offered Commis Chef Level 2 and Hospitality Supervisor Level 3 apprenticeships for a number of years. During the period the company's apprenticeship programme was expanded to include a broad range of new apprenticeships, such as hospitality manager, operations management, coaching, and learning and development. There are also options available for our Copper House employees within their areas of expertise. Our aim is to have 200 apprentices by the end of 2024.

The company's first graduate programme will be launched in September and the two successful applicants will work within Copper House and with our operations teams over a two-year rotation.

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 73% of our general managers were internal appointments. Around half of those appointments are deputy managers who have graduated from our internal general manager designate programme, and gone on to run their first pub. The other half are general managers who have moved to a more challenging and complex pub.

As a result of our career pathway, 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.

Developing our team members

Lucy Barrett and Marco Bagni, Finance Team, Copper House

Lucy and Marco joined the company in 2014 and 2007, respectively, as front of house team members. Both progressed through the company's career pathway to take on management positions. In 2017, Marco joined the finance team as an operations support manager, and he was appointed as a head office accountant in 2022. In 2019, Lucy began exploring opportunities within the finance team and joined as a cashier in 2019, before moving to the purchase ledger team last year. In 2022, the company sponsored Lucy and Marco to train for the AAT qualification, as part of the company's apprenticeship programme. They have both successfully negotiated level three and they start level four later in the year.



Our people continued

Supporting employees to realise their career goals Chris Saunders, General Manager at the Crown & Anchor (Chichester)

Chris started his career with Young's as a part-time team member in 2014 at the Crown & Anchor. Soon after he became a full-time team member and he rose through the ranks to become deputy manager and participate in the company's management academy. In 2018 he was appointed general manager at the Leather Bottle, Earlsfield. His dream was always to return to the Crown & Anchor and in 2023 his dream came true when he was appointed general manager.



Employee involvement

The importance of good communication with our teams is fundamental to 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.

Employees are encouraged to use The Ram app, delivered by the company's e-learning platform, to access the 'How are You?' and 'Keeping in Touch' 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 can communicate directly with every team member across the company, regardless of their location or working pattern which means that employees working flexibly are not excluded from communications.

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 distributed to 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, much more.

We also engage with our employees and their 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 83 of the directors' report for further details of the workings of the information and consultation committee.

As part of ongoing efforts to improve direct access to the executive directors' and management board members, a 'Dinner with Directors' initiative was introduced during the period. Each month, an executive director, with a management board member, hosts a dinner with invited general managers, head chefs and head office-based employees, where in a relaxed and informal environment employees can meet and speak with senior company representatives.

Employee health and wellbeing

The health and wellbeing of our employees is vitally important to us. We aim to create safe and healthy working environments where employees can thrive and continue working with us. Our well-established wellness projects cover mental, physical, and financial wellbeing.

The cost of living crisis has led to an even greater focus on mental health and wellbeing. We continue to work hard to build an 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?' page on The Ram app provides a variety of content to help with mental and

physical health as well as fun activities for employees to do outside of their working day.

We also work with The Burnt Chef Project, which was set up with the sole intention of eradicating mental health stigma within the hospitality industry. We offer a range of their resources via the 'How are You?' page on The Ram app, such as the Going Home Checklist, Wellness Action Plan and The Burnt Chef Journal Podcast. These resources help raise the profile of mental health within the company and provide tools to enable employees to monitor their mental state and help managers improve their employee conversations.

We offer counselling for those in need of someone to talk to. This includes fully funded, confidential, one-to-one counselling sessions with a qualified professional, provided via a 24/7 free confidential telephone counselling service.

The company continues to partner with Salary Finance to offer 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 get out of any financial difficulties they may find themselves in, by offering affordable loans which give staff access to their salary as it is earned. During the period, over 250 employees sought their help and advice, and several employees took advantage of the loan and debt support they provide.

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 page 83 of the directors' report for further details of the company's employee health and wellbeing programme.



Flexible working – Ram Agency

There is a growing desire for flexible working and achieving a healthy work-life balance. To cater for this, we launched our own internal recruitment platform in August 2021, which aims 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 our estate of 223 trading managed pubs and prospective staff can apply online. The platform has given us access to a new pool of people: students, actors, travellers, parents and many more who would find it difficult to commit to traditional working patterns. We have received some excellent feedback, a snapshot is captured below:

“The Ram Agency has been incredible for us this year. Given the seasonal nature of the Canonbury, being able to find an extra few pairs of hands at short notice, has been key to maintaining great service while not overspending on our wage budget. The standard of team members available through the agency has always been of high quality, they are fully trained and know our systems which has really helped us.”

Tom Richards

General Manager, Canonbury, Islington

“The main reason I joined the Ram Agency was the flexibility around working evenings and weekends. Being a single father, having that flexibility is extremely important. With the agency, I can still work a full-time week without having to commit to a lot of evening and weekend work. It’s perfect for me at this moment in my life.”

Jake Martin

Head Chef, Ram Agency



We are proud of the agency’s success. At the date of this report, over 350 employees were registered with the agency, covering front of house, kitchen, and restaurant roles, and over 17,200 agency hours were worked across more than 1,400 shifts in December 2022. Our aim is to have over 500 employees registered with the agency by the end of FY24.

Diversity and inclusion

It remains our commitment to ensure that every team member is treated with fairness, dignity and respect and has access to the same rewards and opportunities. This supports and underpins our sustainability commitment to our teams. Diversity and inclusivity influence our policies and culture at all levels throughout Young’s; we are fully aware 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.

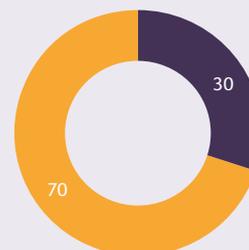
Gender pay gap

The company’s mean gender pay gap is 10.3% and median gender pay gap is 6.2%, which remains substantially better than the national average median gender pay gap of 14.9% (National Office of Statistics’ Annual Survey of Hours and Earnings 2022). The group’s full gender pay gap report is available on our website.

Gender diversity

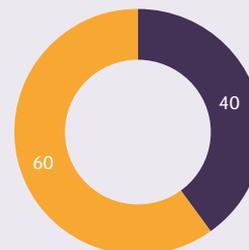
The advancement of women in the workplace remains vital to Young’s ongoing success and we want to ensure that women have access to every opportunity in order to progress to top roles.

Board (%)



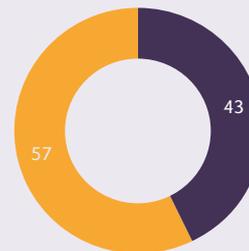
Female Male

Leadership team (%)



Female Male

All employees (%)



Female Male

5,654

Employees

(2022: 5,275)

6.2%

Median Gender Pay Gap

(National Average: 14.9%)

Our community

We proudly support a number of charity and community activities.

Our pubs are at the heart of their communities, and we take great pride fulfilling our role as key hubs, whether it is in combating loneliness through 'Meet up Mondays' at the Alexandra in Wimbledon, organising weddings or enjoying the rugby. Pubs are an integral part of British life, and we have the power to unite people and communities and make memories.

We are delighted that our charitable initiatives have raised over

£100,000

during the period under review.

We are a keen supporter of local and national charities and during October our head office and pub teams staged a range of events as part of 'Giving in October'. A selection are featured overleaf along with an introduction to our new charity partner – Wooden Spoon.





Wooden Spoon - our new charity partner (above)

As a company we are thrilled to be partnering with Wooden Spoon, the children's charity of rugby. During the year the company will fundraise for initiatives such as: assistance dogs for the blind, purchasing wheelchairs for local clubs to make rugby more accessible, Maddy's Mark (positive mental health for women through rugby), School of Hard Knocks (getting people back on their feet through the sport) and Pass the Plate (a food bank initiative). We will take advantage of the opportunities supplied by Wooden Spoon to host events with key players and commentators and get our teams involved in volunteering opportunities. We have pledged to raise over £150,000 for the charity during FY24.



The Royal Marsden (above)

The Greyhound, Carshalton has a long history of raising money for The Royal Marsden, a charity dedicated to the study of the treatment of cancer based in Sutton and Chelsea. During October they got together with several local Young's pubs to organise a range of events and raised over £14,500.

Cherry Trees – child first, disability second (below)

As part of the company's self-development program ('SDP'), which is open to our general managers, head chefs and Copper House team members, the FY23 participants were tasked with developing a fundraising initiative. One of the teams chose to support the Cherry Trees charity, who provide fundamental short-break respite visits for children and young adults with a range of complex disabilities. The SDP team invited several children from the charity to visit the company's

Food Development Learning Centre, in Wandsworth, to create their own special dessert. The winning dessert was an Eton Mess and several of our Surrey based pubs then created their own unique style of Eton Mess puddings for their summer menus, with a £1 donation from each pudding sold going to the Cherry Trees charity. This was an opportunity to raise money for the charity as well as a fantastic experience for the children and great development for the SDP participants.



Ambitious About Autism (left)

Our east London pubs dressed as Dolly Parton and cycled '9 to 5' on an exercise bike for the Ambitious About Autism charity. The team covered over 160 kilometres and raised over £4,200 for the charity.



Battersea Dogs & Cats Home (above)

Our pubs within the Battersea area chose Battersea Dogs & Cats Home as their charity. In theme with the charity, they hosted a number of dog related events. This included a 12-mile dog walk around the 14 participating pubs, with a visit to the charity. All in all, they raised £3,477.

Our community continued

Looking after our customers is central to everything we do. Our pubs are highly valued and are integral to the communities in which they operate.

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 new Burger 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 Reputation platform is a key tool for us, and all our pubs have been tasked with improving their score.

City to Sea – Refill app

During the period we relaunched the 'Refill' app across our pubs. With the lifecycle of a plastic bottle taking 450 years to decompose the 'Refill' app helps people to find places to refill their water bottle, which is why we're using their app to offer free water refills to anyone who needs it, thereby helping to reduce the consumption of plastic water bottles.



Making a difference 'Food for Thought' dinner series

We are passionate about seasonal, premium, and sustainable British produce. During the Autumn we ran our 'Food for Thought' dinner series in a selection of our pubs, in partnership with Plymouth Gin. The seven-course menu was based around invasive, underutilised, and abundant foodstuffs found in the UK. It was designed to encourage diners to be mindful about their food choices and included ingredients such as goat, seaweed, Dorset snails and wood pigeon.



Mick and Sarah Dore, General Managers, the Alexandra (Wimbledon)

Mick and Sarah introduced 'Meet up Mondays' in 2018 as a way of overcoming loneliness, by providing an opportunity for local residents to visit the pub every Monday for free tea, coffee and a selection of sandwiches. The initiative provides companionship and community support, and the event now has a large Facebook community. Mick and Sarah truly are an inspiration, they open the Alexandra's doors on Christmas day for their 'Don't be on your own at Christmas' campaign providing a free Christmas dinner to anyone who would otherwise be spending Christmas alone. They even go as far as having a selection of volunteers delivering Christmas dinners to local residents who are housebound. Mick was awarded the British Empire Medal at the late Queen's Platinum Jubilee last year, deserved recognition for the amazing contribution they make to their local community.



At Young's 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.



We partner with local producers and suppliers.



“By buying locally from our community of local producers we ensure the freshest and best ingredients, reduce our carbon footprint and operate a sustainable supply chain.”

Chris Knights
Director of Food



Our community continued

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.

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 and on the next page:

Our pork – Dingley Dell

A third-generation family of farmers rear our free range, RSPCA assured pork on the East coast of Suffolk. With a deep love and respect for the countryside and agriculture, Mark and Paul Hayward are committed to farming in harmony with nature, improving the number and variety of species living within the farm.

The animals are reared to RSPCA and free range assured standards, ensuring the animals have an enriched life and living conditions.

We're proud to serve the variety of cuts on our menus and treat our produce with the utmost respect. Sourcing fantastic quality produce, simply prepared, seasoned, and cooked to perfection, we are letting it be the star of the show.



Our crockery – Surrey Ceramics

We are delighted to partner with Surrey Ceramics who produce premium products for many of our pubs. With every piece hand-checked with a remarkable eye for detail, their ceramics truly showcase the very best of British craftsmanship and they have a key focus on sustainability. From eliminating all waste in their initial day making process to reducing their energy usage by installing invertors on the motors used to run their kilns. They have fitted solar panels on their roof to produce clean renewable energy and they are now exploring further green initiatives including heat recovery opportunities from the excess heat used in their kilns.

The company is run as an employee benefit trust, and all their employees have a direct interest in the success of the business. As we have found from meeting their team members, the company has a significant focus on the wellbeing of their past, present and future employees.





Cured fish – Severn & Wye

Master smokers, Severn & Wye, have been curing fish for more than 30 years, after founder Richard Cook discovered a passion for seafood aged just 19. At the Severn & Wye smokery, a traditional smoking process is preferred, and most of the grading, cutting, filleting, and curing is done by hand. Severn & Wye chip all their own oak wood, giving their smoked salmon a totally unique taste that you won't find elsewhere.

Beginning as a family business, the family feel is still an integral part of the culture of Severn & Wye, with several team members having worked there for over a decade. With an incredibly impressive array of sustainability credentials, Severn & Wye are working towards having a zero-carbon footprint and absolutely no fish waste. Over the past 20 years, they have only felled five oak trees to craft their state-of-the-art smoker, and these have been replaced by 350 British deciduous trees.



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.

Today more than ever, our customers expect an interesting soft drink range when visiting our pubs. We have put a lot of thought and care into our premium soft drink offering and our range includes a selection of delicious low sugar, non-alcoholic 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 low

90%

Of our ingredients are sourced from the UK

alcohol drinks range is also expanding as our suppliers adapt to the change in customer preferences. During the period the company launched its first draught alcohol-free lager, Estrella Free Damm, which is now listed in 60 of our pubs.

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.

Seasonal celebrations

The Christmas period is always the company's busiest time of year and as we all know Christmas is a time for giving, which is why we celebrated the season by working in partnership with several remarkable organisations supporting both people and the planet.

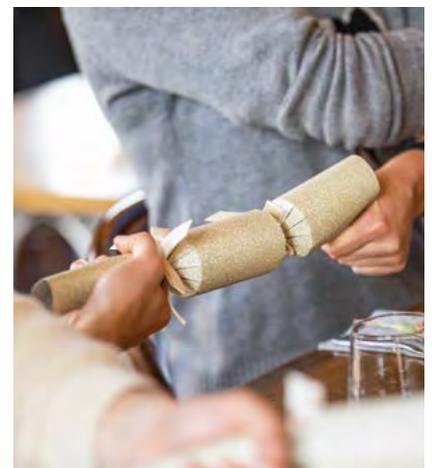
Trees for trees

In partnership with Absolut, the company pledged to deliver a more sustainable Christmas in association with More Trees, planting an actual tree for every 'cocktail tree' sold in our pubs. This initiative with Pernod Ricard UK is estimated to remove up to 36 tonnes of CO₂ from the atmosphere throughout the trees' growth life.

Charity crackers

This year we sourced Christmas crackers made from FSC certified recycled board, containing either a cardboard or wooden Christmas tree decoration and an environmental quiz question.

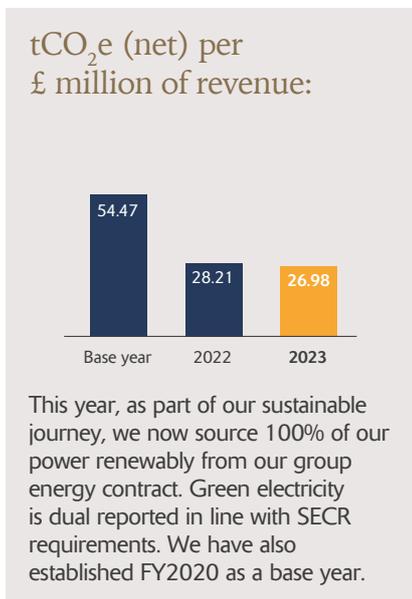
Our supplier has donated 10% of their sales to the Teenage Cancer Trust, our share of those sales raised £4,770 for the charity.



Our environment

Our focus during the period has been on looking at ways to reduce our Scope 1 and 2 carbon emissions. With the knowledge that we cannot manage what we don't measure, we have reviewed our processes, assessed our data and identified the gaps.

We are now in the process of taking appropriate steps to enable the business to make informed decisions going forward. This will involve building the infrastructure to enable us to measure and report on our progress.



Net zero carbon pathway

The development of a net zero carbon pathway is a significant task and we want to do it properly. We have realised that before we set targets, we need to know more about our properties so that we can identify the actions that need to be taken, plan our approach and phase our investments. As a result, we engaged Savills Earth last year to advise and support us on this journey and we agreed the following phased approach:

Phase one:

To review our baseline carbon assessment and benchmark carbon emissions for each property to sense check results.

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. This will enable us to establish 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 of the project. Savills Earth have reviewed our estate and grouped our pubs into seven key categories, classifying the potential opportunities and restrictions we face within each category. This will allow the business to take informed decisions when deciding which interventions to prioritise.

The interventions are currently being reviewed and we will then develop our investment timeline and establish our short, medium and long-term targets. We expect to complete phase two by the end of FY24.

The challenges we face:

The cost

The required investment will need to be phased and we are conscious that some technology is 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 Savills, 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 on-site 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 sustainability partners

We partner with environmental leaders in order to increase our knowledge and help us approach our environmental challenges in the right way.

Zero Carbon Forum



As one of the founding members of the Zero Carbon Forum we will continue to actively engage and participate, helping to shape the hospitality industry's approach to sustainability.

We work closely with the Zero Carbon Forum, a non-profit organisation which represents a large share of the hospitality industry, which provides a platform where members can join forces to share best practice and their experiences, which enables members to make more informed sustainability decisions.

Net zero carbon pathway project



Savills UK are our property agents and they know our pub estate very well. It made sense for us to partner with their sustainability specialists Savills Earth on our net zero pathway project. Information has been shared by their teams, which has saved us time and money. We want to make sure that we do this properly, and they have the knowledge and experience to guide us through the project.

Our Scope 3 carbon emissions



As a company we know that most of our carbon emissions lie within Scope 3 (activities from assets not owned or controlled by the company, but by those that we are indirectly responsible for, up and down our value chain). Due to the complexity of calculating our footprint, we have taken the pragmatic approach to partner with Zero Carbon Services in order to help calculate our footprint, identify major emission sources, and help us target reduction opportunities across 10 key categories. See page 42 for our Scope 3 baseline.

Save While You Sleep



We are working with Zero Carbon Services in order to reduce our overnight energy wastage at a site level. This has allowed us to detect clear energy saving opportunities, simply by turning key pieces of equipment off during the night when it's not in use.

Decarbonising our company car fleet

Following on from our 2020 policy to only allow replacement orders to hybrid and electric cars, we now have only one petrol car remaining in our 39 car fleet. This is due to be replaced in September 2024 resulting in 100% removal of petrol and diesel cars from the business.

38 of 39 (97%)

cars in our fleet are electric and hybrid
(up from 82% 2022)

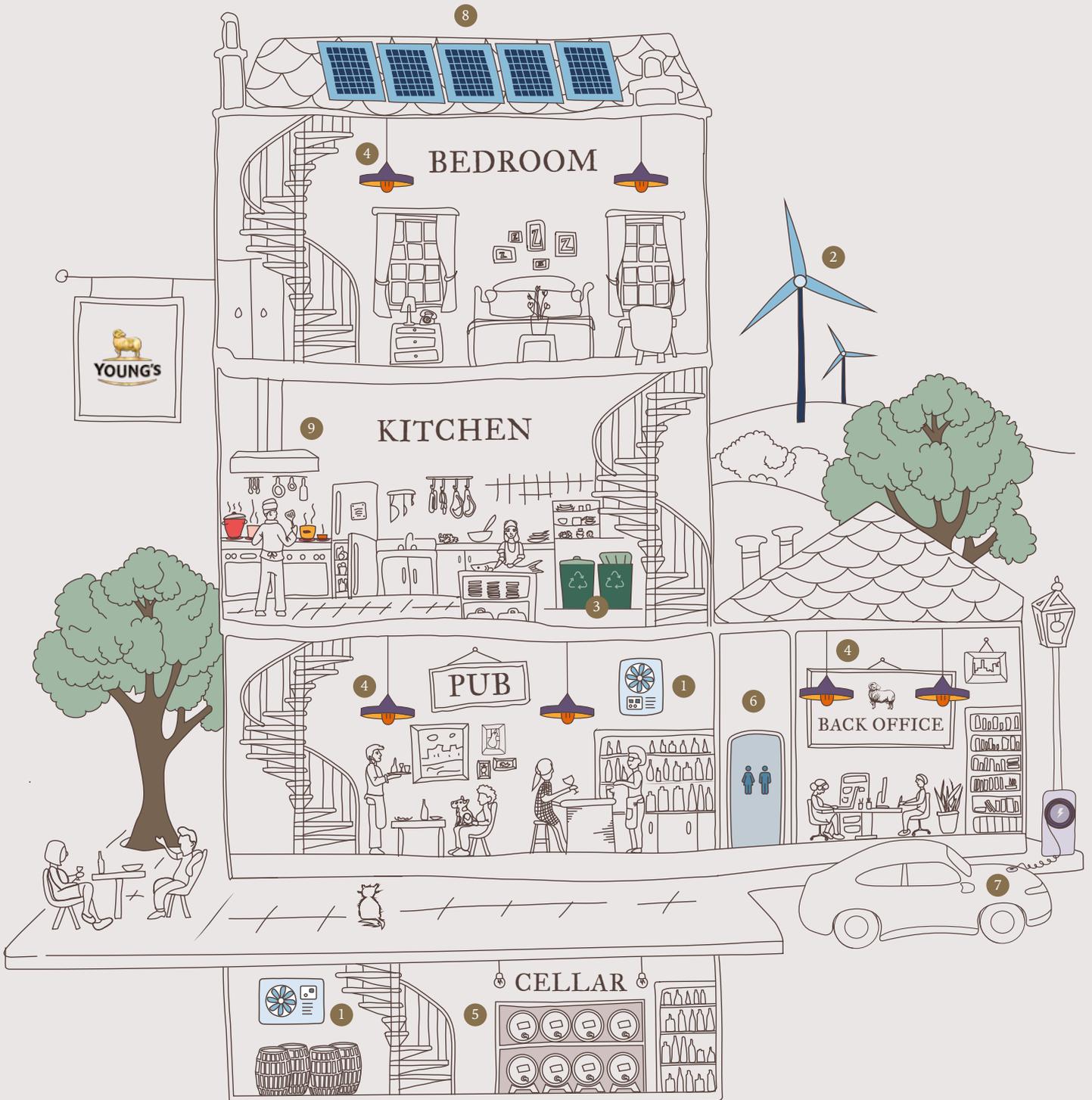


Our approach to the Task Force for Climate-Related Financial Disclosures ('TCFD')

We welcome the introduction of TCFD and the impetus this will provide for companies and stakeholders to understand relevant climate-related risks and to ensure that appropriate management processes are in place to mitigate them. We recognise that in our FY24 annual report the company will be reporting against TCFD for the first time. In order to prepare for the disclosure we have set up an internal TCFD working group, and we are in the process of selecting external advisors to support and assist us in preparing a roadmap to compliance.

Our environment continued Developing the sustainable Young's pub

The illustration below provides an overview of the key features that have been incorporated or are being rolled out to our existing estate and represent the 2023 edition of the sustainable Young's pub.





We have identified four pubs that we will develop during FY24 to trial the latest technology, ideas and initiatives which can then be adopted throughout our whole estate. We will update you on our progress each year in this report as our sustainable pub evolves and the company embraces new ways of working, new technology and the latest thinking.

1 Buildings energy management system ('BEMS')

We continue to trial Forest Rock's 'MyBuildings.Live' platform. By testing energy control methods across various sites, we can measure the impact and potential savings, enabling us to reduce our energy consumption.

2 Renewable energy

From 1 April 2021, 100% of our electrical supply began to flow from renewable sources from our group energy contract, powered entirely by hydro and wind energy. Our supply is backed by renewable electricity guarantees of origin and independently verified by EcoAct, a Carbon Disclosure Project accredited provider. In August 2022 the company entered into a five-year corporate power purchase agreement with SSE. This agreement will start in April 2023 and will enable the company to source its electricity supply from a specific windfarm.

3 Recycling and waste

We have implemented comprehensive recycling arrangements throughout our estate with the aim of diverting as much waste from landfill as we possibly can. We work closely with Suez, our waste management partner, to improve our recycling rates.

Glass is controlled and sorted by colour before being crushed, melted, and moulded into new products. Mixed recycling is sorted in a materials recycling facility before being sent for reprocessing. The food waste collected from our pubs is sent to anaerobic digestion plants where it is used to produce biogas for combined heat and power units providing renewable power and heat. What's leftover in this process is used as a biofertilizer by farmers. Our non-recyclable waste is sent to refuse-derived fuel plants where it is sorted, shredded and turned into fuel pellets for use as a fossil fuel substitute in kilns, steel furnaces and cement and lime plants.

For many years we have been partnering with Olleco on a successful initiative to recycle used cooking oil to produce biodiesel. In total 281,647 litres were collected during FY23.

4 LED lighting

Since 2018 the company has been committed to installing LED lamps throughout its pub estate and new developments. Year-on-year we continue to update and install new and replacement LED lighting where required.

5 Cellar management

We continue to invest and upgrade our cellars. The company's cellar energy management programme incorporates the installation of 'Eco Flo' to beer dispense units which enables us to control cellar cooling. The reduced energy consumption is estimated to save around £194 per year, per cooler and there are typically two or three coolers per site.

6 Waterless urinals

We will continue to invest in waterless urinals which we incorporate into all major capital expenditure investments. There are currently 398 waterless urinals across 97 sites. It is estimated that this programme already provides water savings of over 60.0 million litres per annum.

7 EV chargers

Following on from our initial EV trial at two of our pubs last year, we are now in the process of installing 28 EV chargers across a further ten sites.

8 Solar panels

We have identified a number of our sites which could benefit from the installation of solar panels, and we are currently in the process of scoping a project to install them in a small number of our sites, so that we can evaluate the success of the technology before making any further investments.

9 Gas conversion project

Reducing our consumption of gas is a key part of our carbon reduction plans. An electric kitchen suite is due to be installed in our Food Development Learning Centre at Copper House in June and further installations are planned for FY24.

Our vision is to have an estate of sustainable pubs.

281,647
litres

Cooking oil recycled for biodiesel
(2022: 334,325 litres)

100%

Electricity from renewable sources through our group energy contract
(from 1 April 2021)

Our environment continued

What’s next?

The net zero carbon pathway project remains at the forefront of our environmental programme. This year we aim to plan and phase our investments and define measurable short, medium and long-term targets that can be validated. FY24 is set to be a progressive year as we implement or progress a number of key initiatives, including:

Responsible refurbishments

Investing in our estate is a key pillar of the company’s strategy. During the year we will be launching and embedding new development guidance which will incorporate a minimum level of sustainability interventions into every refurbishment. This will involve, amongst other things, a review of material sourcing, construction methods and the equipment and furnishing supply chain. This policy will evolve over time and the minimum level of sustainability interventions will rise as more and more sustainable practices are incorporated into the company’s investments as we work to achieve our net zero targets.

The overnight initiative

Our ‘Save While You Sleep’ initiative will continue with a target of saving over 80 tonnes of carbon during FY24, which currently equates to approximately £100,000 worth of savings. This initiative aims to change the behaviour of operations teams by raising their awareness of energy savings opportunities, simply by switching off non-essential equipment, such as bar fridges, overnight. We estimate that over time this could save over 3% of our operational carbon emissions, as well as helping us to reduce our energy costs.

Both our operations managers and general managers will continue to receive weekly reports to reflect their overnight usage by site, so they can assess what pieces of equipment are creating their highest energy usage and as a result they can implement small changes to reduce their consumptions to not only reduce their carbon emissions, but also reduce their pub energy costs.

Sustainability champions

During FY23 we designated our general managers as the sustainability champion for their individual pubs. They are centrally supported to work with their teams to increase the profile of sustainability, generate and implement new ideas, and champion the company’s sustainability initiatives. Throughout FY24 our operations team, assisted by the sustainability manager, will work to increase the level of engagement providing guidance and advice, implementing incentives, and of course creating some friendly competition amongst our teams. Sustainability is now fully incorporated into the company’s general manager induction training and during FY24 sustainability will be fully integrated into the company’s career pathway, ensuring that sustainability is an integral part of an employee’s learning journey.

Recycling and waste

In collaboration with our waste management partners, we have identified specific areas across the business where we can improve our recycling rates. During FY24 we will be launching a recycling and waste project, which will

focus on the recycling of food waste, with the aim of driving behavioural change throughout our estate and significantly improving our food waste recycling rates.

Sustainable operations guidance tool

Ensuring that all our pubs have clear and consistent guidance is an essential part of driving our sustainability success. A sustainable operation guidance tool will be introduced during FY24 and will be available to all the company’s pubs. The guidance will initially focus on energy usage and recycling. It will provide best practice guidance for everything from day-to-day standard practices, catering for seasonal changes and how to deal with ad-hoc events, thus ensuring that the most efficient sustainability measures are considered in every circumstance.

Motion sensors

We are currently scoping a project to install motion sensors in the back of house areas of our pubs, where they are not already installed. The rollout project is due to start during FY24.

Garden heaters

As far as reasonably practicable all new heaters installed in our gardens are electric, and incorporate timers or movement sensors. We have also implemented a programme to replace existing gas garden heaters, where the electrical load is available.

Our environmental targets

Short-term targets

2024

Petrol and diesel cars will be eliminated from the car fleet by the end of FY24.

2024

We are working towards eliminating unnecessary single-use plastics from our front of house operations by the end of FY24.

Medium and long-term targets

2030

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 zero¹ for our Scope 1 and Scope 2 emissions (our direct company emissions) by 2030 and net zero¹ for our Scope 3² emissions (our supply chain emissions) by 2040.

2040

1 For the company, net zero means the intention to reduce our Scope 1 and 2 emissions by up to 90% by 2030, and our Scope 3 emissions by between 50 – 70% by 2040.

2 Please see our Scope 3 disclosure on page 42.



Sustainable Restaurant Association 3 Star Food Made Good Rating

The Sustainable Restaurant Association's (the 'SRA's') purpose is to accelerate change towards an environmentally restorative and socially progressive hospitality sector. Their 'Food Made Good' rating standard is the most globally recognised industry standard for measuring sustainability across the hospitality sector. During the period the company's rating was reassessed by the

SRA, and we are delighted to report that we maintained our three-star rating, which is the highest rating that the SRA awards. The company proudly showcases the best of British produce, with most of our ingredients sourced within a 75-mile radius of London. Even though we have maintained our rating we are committed to continually improving our sustainability practices.



As a business we are evolving to reduce our footprint.

Produce and supply chain transparency

We offer best-in-class seasonal British food and drink. Our menus are crafted using the finest ingredients, the majority of which are sourced in the UK. We are passionate about seasonal food and we change our menus quarterly so that they include the latest seasonal ingredients. Improving the transparency of our supply chain and the traceability of the products we buy is a key focus for the company. Throughout the next year we will be meeting with our key suppliers, as well as hosting our own supplier event to communicate our sustainability

vision and discuss how we can work together to reduce our supply chain emissions. We have also joined Sedex, a leading ethical trade organisation working towards improving supply chains, through supplier mapping and the analysis of business risk. We will be using the Sedex platform as a tool to assess our key suppliers ESG practices. We will continue to work in partnership with our suppliers in order to achieve our target of a carbon neutral food supply chain by 2040.



Our environment continued



Greenhouse gas emissions, energy consumption and energy efficiency action

	2023	2022	Base year
Revenue in £ million	368.9	309.0	311.6
No. of managed houses at the year-end	227	219	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	9,163	8,430	8,247
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	7,316	8,234	8,727
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	78,800,459	80,403,035	78,613,804
Total Gross Emissions (tCO ₂ e)	16,479	16,664	16,974
The group's annual emissions: ratio of tCO ₂ e (gross) per £ million of revenue	44.67:1	53.93:1	54.47:1
Carbon offsets procured via Green Electricity Tariff	(6,525)	(7,946)	–
Total Net Emissions (tCO ₂ e)	9,954	8,718	16,974
The group's annual emissions: ratio of tCO ₂ e (net) per £ million of revenue	26.98:1	28.21:1	54.47:1

In line with 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 a portfolio increase of 13.5% vs the base year, with the addition of 20 new sites since then. There are many steps being taken to mitigate our emissions such as the removal of all gas patio heaters from our gardens and where heaters are still required, installing electric ones. This has seen propane deliveries reduced to 0 across 43 sites. Scope 2 emissions have continued to decline, helped by the grid's decarbonisation overall. Additionally, we have rolled out energy savings initiatives, such as the 'Save While You Sleep' initiative, which has seen an overall emission saving of 8 tCO₂e throughout the year. Overall emissions have continued to decline year on year, which coupled with the increase in annual revenue has a 22.0% energy intensity reduction (ratio of tCO₂e per £ million of revenue).

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, the group then used the car manufacturer's gCO₂/km data and increased this by 38% per guidelines issued by DEFRA – to calculate tCO₂e for mileage completed in other cars, 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. We are aiming to achieve net zero for our Scope 3 emissions and we will work with external advisors to develop our Scope 3 project plan.

We commissioned Zero Carbon Services during the period to assist us in determining our Scope 3 emissions baseline as FY2022, which revealed that these emissions represent just over 80% of our total emissions. This equates to emissions of 72,206 tCO₂e, which sits slightly below the average for our sector based on the Zero Carbon Forum's roadmap. We estimate that 60% of our Scope 3 emissions come from food and beverage, which is the main revenue stream for the business, of which 41% is related directly to food.

A key focus of our sustainability strategy during FY24 will be 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.

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

Sustainability report

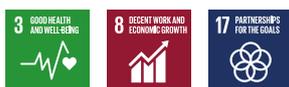
UN Sustainable Development Goals

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 SDG's 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

- 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.
- 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.
- 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

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.

Built an in-house team of mental health first aiders and mental health first aid champions who support their colleagues across the business.

Working in partnership with the Licensed Trade Charity to offer employees emotional support, specialist guidance and financial grants.

With the continued growth of the Young's estate we are increasingly growing our teams, employing a diverse and inclusive workforce.

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.

Partnering with the Wooden Spoon charity, supporting life changing projects and providing grants for children and young adults across the UK and Ireland.

Providing education and awareness on climate related issues and offering guidance on how employees can reduce their footprint both at work and at home.

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.

Working in conjunction with the Zero Carbon Forum and its members to reduce our carbon footprint and meet our sustainability targets.