

## Sustainability report



“As a board we want to drive growth and deliver long-term value for all our stakeholders. We have a responsibility to do the right thing and a long tradition of implementing carbon saving initiatives throughout the business.”

**Patrick Dardis**  
Chief Executive

This is the company’s first sustainability report and it details the many things we have achieved so far and the steps we are taking to embrace a more structured approach to sustainability going forward. We have appointed our first sustainability manager and we are equally pleased that Aisling Meany has agreed to become the board’s first designated non-executive director for ESG, supported by our company secretary. The board fully supports our evolving sustainability strategy and we look forward to updating you on our progress going forward.

### 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 committed to achieving net zero for our ‘Scope 1’ and ‘Scope 2’ emissions (our direct company emissions) by 2030 and net zero for our ‘Scope 3’ emissions (our supply chain 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.

### 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, respects the environment, and makes a lasting and positive contribution to the communities we operate in. The company has taken steps this year to formalise its approach so that in the short-term we will develop our decarbonisation pathway, plan our investments and set measurable targets so that the company can demonstrate the progress that is being made. We will continue to work with the Zero Carbon Forum and its members to share best practice, insights and thought leadership to drive progress.

We have adopted a clear governance framework in which the board has oversight of our strategy, and the executive committee considers and implements operational initiatives and monitors their progress. The sustainability manager’s role is to provide leadership and ensure that we are taking a coordinated approach to sustainability throughout the business. As our sustainability programme develops, we will be taking steps to put targets in place, backed up with ongoing monitoring and reporting systems to track our progress.

We are excited by the opportunities but the challenges we face are complex. To realise our opportunities and address the challenges, 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.
- 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 environment

- Aim to reduce, reuse and recycle our waste in the most sustainable way possible.
- Implement new emissions saving technologies across our estate.
- Work closely throughout our supply chain to improve the environmental impact of our produce, from farm to fork.



### Our communities

- Play a positive role in our communities and give back where possible.
- 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.

## The Young's difference Our people

Our people are at the heart of everything we do, we strive to develop them and provide well-rounded hospitality careers. By offering the chance to build skills and earn qualifications, we empower our people to reach their career goals. We champion diversity and inclusion, and we have a well-established team member wellbeing programme.



## 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.

Historically, the career pathway has been completed in paper workbooks within the pubs, but after undergoing a comprehensive project to streamline our training during the period, the company will be launching the digital career pathway in May 2022. It will be available to all teams throughout the business and it will be fully interactive and flexible across job roles. It will also mean we are completely paperless, which is a huge cost saving to the business and follows our sustainability strategy. The career pathway will be delivered digitally via the 'The Ram App' or a desktop version which can be accessed through an internet browser.

We expect the benefits of the digital career pathway to increase engagement, team development and retention. Making the career pathway digital also means that we have management information at our fingertips, helping us to identify key talent for succession planning.

There is also training and development courses available to general managers and their support teams and the company also offers apprenticeships at Commis Chef Level 2 and Hospitality Supervisor Level 3.

## Internal succession

We aim to promote internal succession above external recruitment and support our teams in achieving this objective. The company's 'Y' factor sessions are run by operations managers for all our new starters. It is an inspirational day to finish off their induction into Young's where we share our heritage, culture and company values.

Starting with our career pathway, internal succession within Young's remains one of our key strengths. Offering our teams 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 75% of our general managers were internal appointments. Many have been promoted from deputy manager level or are general managers moving to a more challenging pub. This also extends to our kitchen team where 35% of our head chefs were internal appointments from sous chef level or head chefs progressing to another 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.

## Realising and developing potential Emma Dickinson, Head of Customer Marketing

In 2008 Emma joined the company on a part-time basis, working evenings and weekends at The Ship, in Wandsworth. The general manager quickly realised Emma's potential and she was appointed as the pub's first sales and marketing coordinator, launching The Ship's popular social media channels. In 2011, she was invited to join the marketing team as a marketing and events manager, responsible for establishing a team of sales and marketing coordinators. She then joined the company's Career Development Programme in 2015 and since then she has gone from strength to strength, and in 2019 she was appointed head of sales, and in 2021 she became head of customer marketing, developing inspirational campaigns which support the company's operational business plan goals.



## Supporting employees to realise their career goals Anthony Murray, Management Accountant

Anthony started his career with Young's in 2013 as a team member at the Fentiman Arms. After making the most of his opportunities to develop, he moved through the ranks as supervisor, then assistant manager before being appointed deputy manager. He then joined the Management Academy, and consolidated his experience over the next 18 months. In 2017 he was appointed as a general manager. After reflecting on his strengths, he decided to seek an opportunity within the finance function of Young's with the goal of becoming a chartered accountant. The company sponsored his training for the ACCA qualification and after two years of study he qualified at the end of 2021 and moved into a new role as a management accountant in early 2022.



## Our people continued

# 5,275

**Employees**

(2021: 4,185)

### 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.

The company continued to evolve and enhance its engagement with employees which included the use of Zoom, social media and the launch of a monthly digital company magazine.

Social media played a key part in ensuring employees were up to date with developments through periods of closure. During these periods, the 'Keeping in Touch at Young's' Facebook page was used to provide updates on general arrangements, address queries from employees and to publish video messages from our chief executive. The Facebook group encouraged engagement and interaction across all levels of the workforce and across all locations.

Once the pubs and hotels re-opened, employees were encouraged to use The Ram App, delivered by the company's e-learning platform, to access the 'Discover' and 'Keeping in Touch' pages, the latter replaced the 'Keeping in Touch at Young's' Facebook page when it was deactivated. The company relaunched 'The Ram Pages' during the year as a monthly digital magazine which has proved very popular with our teams. It features team contributions and updates, new acquisitions, pub re-developments, recipe inspirations 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 77 of the Directors' Report for further details of the workings of the information and consultation committee.

### 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 physical, mental and financial wellbeing.

The pandemic has led to an even greater focus on mental health and wellbeing. We have worked 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. We launched the 'How are You?' page on the Ram App which

# 75%

**Of our general manager vacancies were filled internally**

(2021: 86%)

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 setup in 2019 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. Our employees also have access to a 24/7 free confidential telephone counselling service. By using alternative mechanisms such as FaceTime and WhatsApp chat, this support was available throughout the year.

### Structured training and development

Matteo Perra, Divisional Executive Chef

Matteo started his career at Young's as a kitchen porter in 2012. It was not long before the chef team realised his potential and they trained him to run a section of the kitchen in busy times. In less than four years, after participating in the company's structured chef training programme he was appointed as head chef. Becoming part of the food team became Matteo's next goal and after completing the Hospitality Supervisor Level 3 programme, he was promoted to divisional executive chef. He now has responsibility for a division, helping and supporting heads chefs develop their menus.





# 800

## Shifts filled by The Ram Agency

(March 2022)

The company continued 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 continued to provide information about a range of topics, including the support available to employees from the Licensed Trade Charity, who provided financial grants of more than £1,400 to our team members during the period.

### Flexible working – The Ram Agency

There is a growing desire for flexible working and achieving a work-life balance. In order 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 222 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 be unable to commit to permanent employment.

We are proud of the agency's success. Over 130 employees are registered, split evenly between our front and back of house teams, and over 800 shifts were filled by the agency in March 2022. Our aim is to have over 300 employees registered with the agency by the end of FY23.

# 5.3%

## Median Gender Pay Gap

(National Average: 15.4%)

### 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.

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

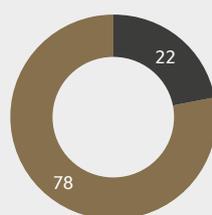
The company's mean gender pay gap is 13.4% and median gender pay gap is 5.3%, which remains substantially better than the national average median gender pay gap of 15.4% (National Office of Statistics' Annual Survey of Hours and Earnings 2021). As we look to the future, it remains our commitment to ensure 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. 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.

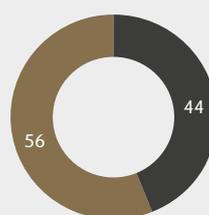
The board has started the process to recruit a further female independent non-executive director, which will increase female board representation to 30% by the end of FY23.

Board (%)



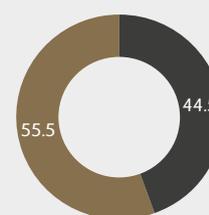
Female Male

Leadership team (%)



Female Male

All employees (%)



Female Male

## The Young's difference Our environment

We are delighted that our new head office 'Copper House' in the heart of Wandsworth has been built to BREEAM excellence standards.

This demonstrates that the new development has maximised the potential for improvement in energy efficiency to its existing building areas and has also exceeded compliance within the new build elements. The BREEAM excellent rating is achieved by only the top 10% of new non-domestic buildings in the UK.





We are passionate about reducing our emissions and we have a long tradition of introducing carbon saving initiatives throughout our estate. However, we understand that we need to adopt a more structured approach, so that we are in a position to set targets that can be accurately measured and assured. This will enable our stakeholders to monitor our progress and have confidence in our performance.

Although we have achieved a lot in recent years, the results are difficult to measure, and we have taken steps that will enable us to strengthen our governance framework to support our sustainability strategy as it evolves.

### 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 have engaged Savills Earth to advise and support us on this journey and we have 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 have just completed phase one of the project and we expect phase three to be well progressed by the end of FY23.

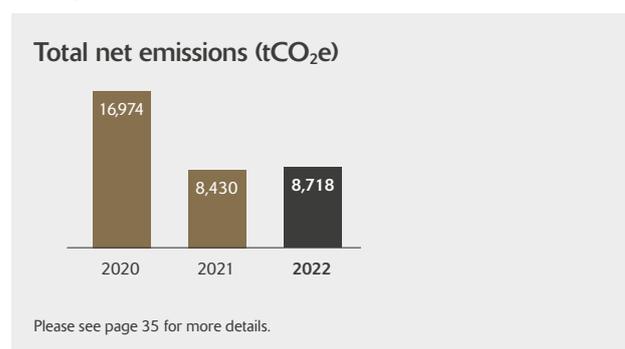
### Sustainability frameworks

We will review the various sustainability frameworks as we work through phase three of the above project so that we can identify the frameworks that are most relevant to our business. We will also assess our alignment with the UN Sustainability Development Goals.

### 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 work with suppliers, collaborate with our peers and monitor the development of the relevant technologies, run trials where appropriate and adopt 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 Earth, 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.

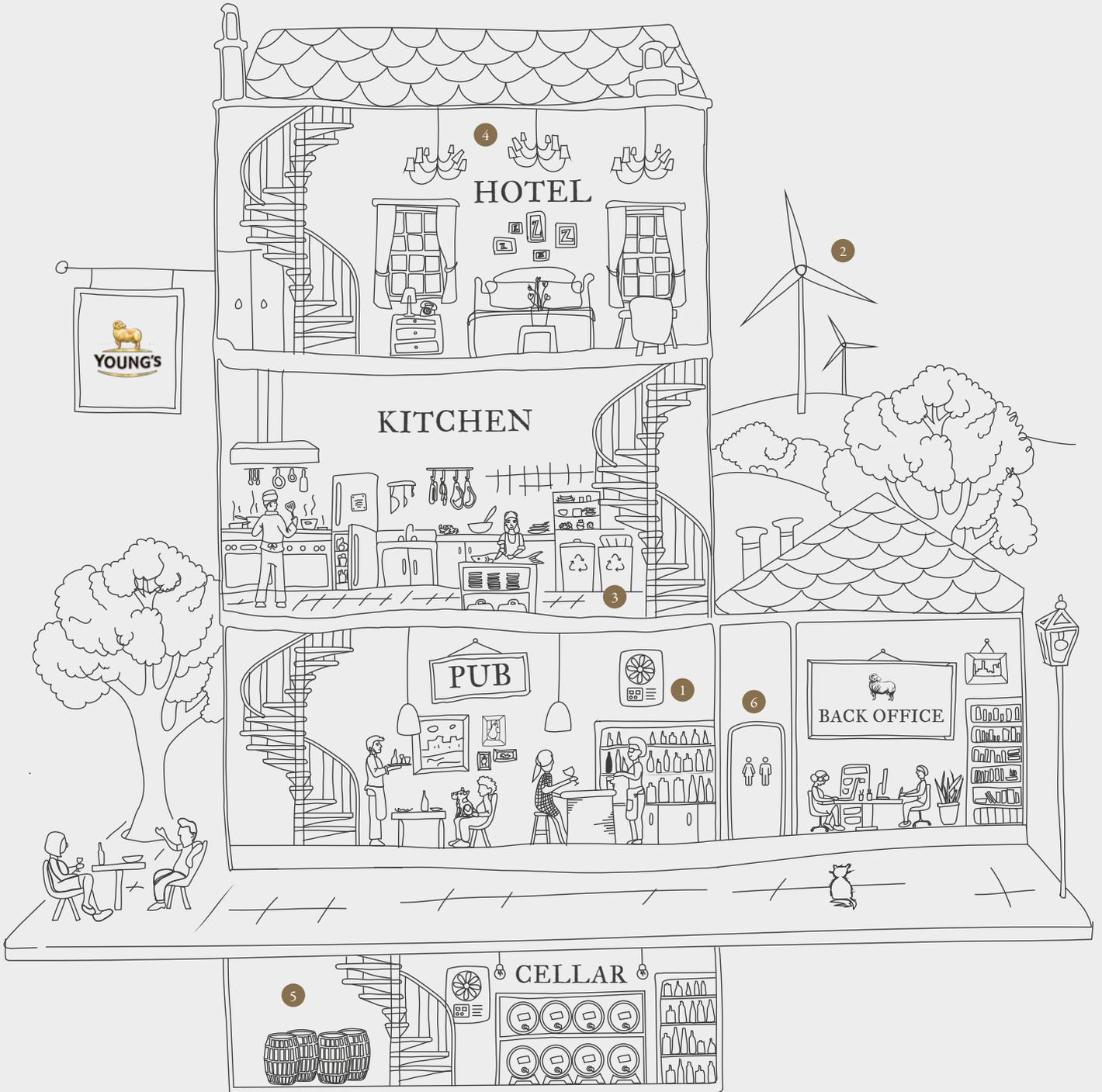
### Our performance so far



This year, as part of our sustainable journey, we now source 100% of our power renewably from our group energy contract. Green electricity is dual reported in line with SECR requirements. We have also established FY2019/20 as a base year.

# The Young's difference

## The sustainable Young's pub



The illustration above provides an overview of the key features that have been incorporated or are being rolled out to our existing estate and represent the 2022 edition of the sustainable Young's pub.



# 100%

## Electricity from renewable sources through our group energy contract

(from 1 April 2021)

Our vision is to have an estate of sustainable pubs and hotels and we are working to identify a pub within our estate which will be our flagship 'sustainable pub'. This pub will be a test bed for sustainability initiatives and will be used to trial the latest ideas and develop new 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, technology and the latest thinking.

### 1 Buildings energy management system ('BEMS')

We are partnered with Forest Rock, a UK based software company which has developed solutions for the internet of things, to launch a BEMS platform called 'MyBuildings.Live'. This platform will give us valuable insight into the performance of our buildings and assets. By monitoring and controlling those assets we aim to reduce energy consumption and improve operational costs. Currently we have 14 BEMS sites online, with a further 60 planned for FY23.

### 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. This has reduced our carbon emissions, see page 31.

### 3 Recycling and waste

We have implemented comprehensive recycling arrangements throughout our estate. 99% of pubs have glass recycling and 94% have a dry mix recycling scheme. For many years we have been partnering with Olleco, on a successful initiative to recycle used cooking oil to produce biodiesel. In total 334,325 litres were collected during FY22.

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.

# 334,325 litres

## Cooking oil recycled for biodiesel

(2021: 112,783 litres)

### 4 LED lighting

Since 2018 the company has been committed to installing LED lamps throughout our existing pub estate and new developments. Year-on-year we continue to rollout our LED replacement programme to ensure our estate is fully LED compliant, mitigating lamp failures and retaining our own high standards. At the end of the period over 95% of our estate had LED lighting installed.

### 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 £160 per year, per cooler and there are typically two or three coolers per site. At the period end, 41 pubs had Eco Flo installed.

### 6 Waterless urinals

We will continue to invest in waterless urinals which we incorporate into all major capital expenditure investments. There are currently 68 sites with waterless urinals with a further 37 planned for FY23. It is estimated that this programme already provides water savings of 37,950m<sup>3</sup> per annum.

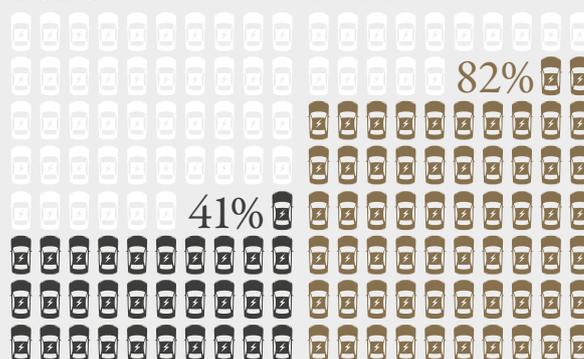
## The Young's difference

### Decarbonising our company car fleet

In 2020 we introduced a policy of only allowing replacement orders for hybrid or electric cars to be placed. At that time over 59% of the fleet comprised petrol or diesel vehicles. By the end of the period 82% of cars were hybrid or electric. Replacement orders have been placed for the remaining 18% but due to supply chain issues delivery can currently take up to 18 months.

2020

2022



## Our environment continued

### What's next:

The net zero carbon pathway project, it is the overarching environmental workstream for FY23. This project will enable us to validate our roadmap, plan and phase our investments and define measurable short-, medium- and long-term targets that can be validated.

We will also implement a number of other key initiatives during FY23, including:

#### The overnight initiative

Working in partnership with the Zero Carbon Forum, the company will launch the 'Save While You Sleep' campaign in May 2022. This initiative aims to tackle operational teams' behaviour and raise awareness of energy savings opportunities simply by switching off non-essential equipment, such as bar fridges, overnight. We estimate that this could save over 3% of our operational carbon emissions, as well as helping us to reduce our energy costs.

#### Sustainability champions

Every pub will have a designated sustainability champion who will promote new initiatives and raise the profile of sustainability throughout our estate. Our new sustainability manager will use this network to share ideas and communicate new initiatives.

#### Electronic vehicle ('EV') chargers

We are currently trialling EV chargers in three of our pubs and a rollout programme is being planned for FY23.

#### Responsible refurbishments

We will work with our consultants, building contractors and key suppliers to scope and develop a sustainable refurbishment policy which will incorporate a minimum level of sustainability 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 will rise as more and more sustainable practices are incorporated into the company's investments as we work to achieve our net zero targets.

#### Patio heaters

All new patio heaters provided to our gardens will be electric and incorporate timers or controlled sensors. We have implemented a programme to replace all existing gas heaters with electric heaters, as far as reasonably practicable, by the end of FY23.

#### Recycling and waste

We will build on the great work achieved to date and work to raise the profile of recycling and waste management throughout the business. We will start a project to identify short and medium-term targets for recycling and waste that can be appropriately measured and validated.

#### 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 industries approach to sustainability.

#### Produce

We offer best in class seasonal British food and drink. Our menus are crafted using the finest ingredients, 90% 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. During the period we began a food supply chain optimisation project, with our key supplier 'Menu Partners', which has led to a number of benefits:

- we have implemented efficiency measures and reduced our costs.
- the number of deliveries to our pubs has reduced by over 86%, from circa 5,601 deliveries per week to 783. We estimate this to be equivalent to more than 400 tonnes of carbon reduction per year.
- there has been a reduction in the amount of packaging waste at site level and deliveries are now paperless.
- 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 environmental targets

#### Short-term targets

**2024**

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

**2024**

All unnecessary single-use plastics will be eliminated 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 committed to achieving net zero for our 'Scope 1' and 'Scope 2' emissions (our direct company emissions) by 2030 and net zero for our 'Scope 3' emissions (our supply chain emissions) by 2040.

**2040**



## Greenhouse gas emissions, energy consumption and energy efficiency action

In this section of this report:

- “DEFRA” means the Department for Environment, Food and Rural Affairs;
- “kWh” means kilowatt hours; and
- “tCO<sub>2</sub>e” means tonnes of carbon dioxide equivalent.

	2022	2021	2020
Revenue in £ million	<b>309.0</b>	90.6	311.6
No. of managed houses at the year-end	<b>219</b>	120	207
The annual quantity of emissions in tCO <sub>2</sub> 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	<b>8,430</b>	6,323	8,247
The annual quantity of emissions in tCO <sub>2</sub> e resulting from the purchase of electricity by the group for its own use, including for the purposes of transport	<b>8,234</b>	2,107	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	<b>80,403,035</b>	43,132,027	78,613,804
Total Gross Emissions (tCO <sub>2</sub> e)	<b>16,664</b>	8,430	16,974
The group’s annual emissions: ratio of tCO <sub>2</sub> e (gross) per £ million of revenue	<b>53.93:1</b>	93.05:1	54.47:1
Carbon offsets procured via Green Electricity Tariff	<b>(7,946)</b>	–	–
Total Net Emissions (tCO <sub>2</sub> e)	<b>8,718</b>	8,430	16,974
The group’s annual emissions: ratio of tCO <sub>2</sub> e (net) per £ million of revenue	<b>28.21:1</b>	93.05:1	54.47:1

We work closely with our key suppliers and monitor their sustainability practices. This will be an area of increasing focus going forward as we calculate our Scope 3 emissions and work with our suppliers and the broader hospitality industry to reduce their emissions in line with our net zero targets. We are working with our advisors and our energy consultants to calculate our Scope 3 emission base line, which we will disclose in the FY23 report and accounts.

We are also members of the Sustainable Restaurant Association and the company has been awarded a best in class three star rating.

This year, as part of our sustainable journey, we now source electricity from renewable sources through our group energy contract. Green electricity is dual reported in line with SECR requirements. We have also established FY2019/20 as a base year.

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 group<sup>1</sup> – the kWh figures were then converted to tCO<sub>2</sub>e figures using the then current conversion factors published by DEFRA;

- the consumption figures relevant to propane were taken from invoices received by the group<sup>1</sup> – these were either in kilograms or litres delivered and were then converted to kWh and tCO<sub>2</sub>e using the then current conversion factors published by DEFRA; and
- the consumption figures relevant to transport were calculated using expensed mileage figures – to calculate tCO<sub>2</sub>e for company cars, the group then used the car manufacturer’s gCO<sub>2</sub>/km data and increased this by 38% per guidelines issued by DEFRA – to calculate tCO<sub>2</sub>e 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 tCO<sub>2</sub>e 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 approach to the taskforce for climate-related financial disclosures (‘TCFD’)

We welcome the introduction of TCFD and recognise 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.

During FY23 we will develop our understanding of the requirements and assess the actions we need to take in order to ensure that we are prepared for our first disclosure in our FY24 report and accounts.

<sup>1</sup> Where data was missing, values were estimated using an extrapolation of available data.

## The Young's difference Our community



Our pubs are at the heart of their communities and play a pivotal role in bringing people together. We continue to create places that make a lasting and positive contribution to the communities that we operate in.

The stop-start nature of the last two years has brought into focus the wonderful role our pubs play within their respective communities. We take great pride in fulfilling our role as a key hub, whether it is combatting loneliness through the Alexandra's Meetup Mondays, hosting a knitting group or a local farmers market.

All this was encapsulated in our short film, 'A House is Not a Home', which reaffirms pub culture as an integral part of British life with the messaging that pubs, like homes, are so much more than just bricks and mortar. Pubs unite people and communities and are where memories are made.



Rather than adopting a central or divisional approach during the period, our head office and pub teams staged a range of events to support both local and national charities which included: Fish Neighbourhood Care, Only a Pavement Away, Battersea Dogs and Cats Home, Noah’s Ark Children’s Hospice and The Royal Marsden Hospital.

The desire to give back to our communities is an integral part of our identity. We will continue to encourage our pubs to support local causes, but we will also consider what central and divisional approaches we can adopt in partnership with charities that work closely with the hospitality industry.

We are also using our flexible recruitment platform, The Ram Agency, to help Ukrainian refugees who are looking for flexible working arrangements. We have recruited an English speaking Ukrainian, whose role is to reach out to Ukrainian refugees and offer them opportunities either within The Ram Agency or directly with pubs who are recruiting. The company has also registered its interest through UKHospitality in the Ukrainian Humanitarian Support Scheme. Many of our pubs have staged fundraising events and collected food and clothing to be transported to Ukraine.



### Noah’s Ark Children’s Hospice

A number of our pubs in North London organised charity events, including a beer barrel roll, a skydive and during the period a charity row along a section of the River Thames, to support this local children’s hospice. In all, these activities have raised just under £30,000, which is the equivalent of the annual salary of a hospice nurse.



### Battersea Dogs & Cats Home

The Bear, Oxshott organises an annual dog walk which brings the local community together. At least 60 people attended this year’s walk which raised over £1,000 for the charity.



### Dallaglio Rugby Works

The Alma, Wandsworth hosted a rugby huddle to raise money for this charity which mentors young people to help them re-assess their lives, focus on developing key life skills and ultimately be equipped to get into sustained education, employment and training. The event raised over £8,000 for the charity.



### Only A Pavement Away

This charity acts as a conduit between forward-thinking hospitality companies and charities which work with people facing homelessness, prison leavers and veterans. It helps them find jobs within the hospitality industry. We were one of 20 hospitality companies who participated in a charity football tournament which raised over £4,000 for the charities.

## Our community continued



# 90%

Of our ingredients are sourced from the UK

### Customers

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. 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 Shack menu which is 50% plant based and includes the 'Classic Plant' burger patty, and vegan 'CHKN katsu' fillet. Every pub must include at least one vegan and one vegetarian dish on their menus and many offer a number of dishes. Our newly opened 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.

### 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. Where appropriate, we fully encourage our pubs to explore their individuality and support local businesses, from nearby breweries and distilleries. We are proud to have always done our best to ensure suppliers received payments in a timely manner for the wonderful produce they provide.

### The Young's difference Partnering with our suppliers

In January we partnered with Pernod Ricard UK, who pledged a 50p charitable donation for every Plymouth Gin and Tonic served across our pubs in Spring 2022, highlighting the sustainability credentials of Plymouth and raising £20,000 for the Ocean Conservation Trust to continue their work protecting our oceans.



# 86%

Reduction in number of weekly deliveries

(From 5,601 to 783)

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.

### The Young's difference Why plant?

As the festive period of indulgence ends, January can bring a more mindful approach to eating and drinking. During "dry January/ Veganuary" our focus shifted to 'Why plant?' complemented by an interesting non-alcoholic range of cocktails, beers and adult soft drinks. Strengthening the focus through Burger Shack to raise the profile of the company's vegan offer, January saw our first ever collaboration with celebrity chef, BBC's Dirty Vegan, Matt Pritchard, to launch the Pritchard Dirty Vegan monthly special burger across all Burger Shacks.



We continue to support Drinkaware, whose campaign promotes responsible drinking. All front of house team members are trained on our responsibilities, which are covered within our 'Award for Licensed Premises Staff' training module.

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'.

Allergy notices are included on all our menus inviting customers to discuss their needs with us, and from early April 2022 calorie information was also included.

## The Young's difference Bringing our ingredients to life

We source the freshest and best ingredients locally to support our community of producers, reduce the carbon impacts of our supply chain and deliver the highest quality for our customers.

### Our wild garlic

Foraged on the Queen's Sandringham estate, our wild garlic will be found throughout our menus during the summer months. Working sustainably, Martin Denny has been foraging for over 20 years, taking only the leaves or parts of the plant he needs and leaving nothing uprooted. There are no pesticides, no chemicals and no added extras. The whole process from plant to plate is about as natural as it gets and, with no machinery or packing houses, he is able to dramatically reduce his carbon footprint.

### Our asparagus

This year for the first time ever, we have been able to partner with an Oxfordshire farmer and establish our very own three-acre asparagus field – solely for use on Young's menus. Asparagus crops are one of the most sustainable crops grown in the country with most crops left to their own devices for up to ten years in the same spot, the spears regrow and regrow, season after season, without the need of replanting like most other crops.

