

*Doing more
to be proud of*

INSIGHT REPORT 2023



Our commitment...

...to being a responsible and sustainable business by adopting a People and Planet positive approach for our people, pub partners, guests, and the communities we serve.



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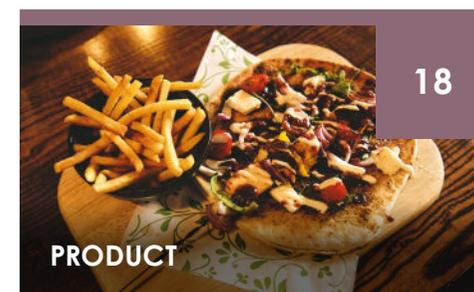
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A message from our General Counsel & Company Secretary

Committed to responsibility



Bethan Raybould

General Counsel & Company Secretary

Hello!

Our vision of creating 'Pubs to be proud of' is the central thread that links every aspect of our business: from our commercial marketing and development team delivering award-winning menus through to our Pub Partners and Tenants voting Marston's the No.1 pub company in a recent industry-wide survey.

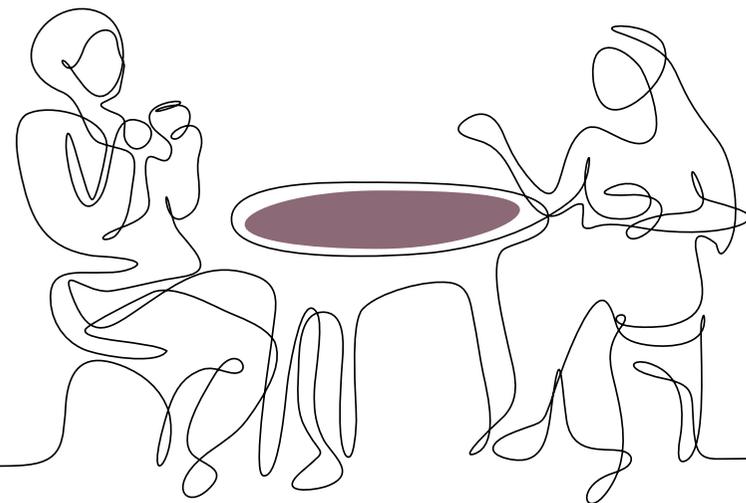
Our environmental, social and governance (ESG) strategy is no different. It is intrinsically linked to, and embedded in, our business strategy and vision through our 'Doing more to be proud of' initiative and our four core pillars: Planet, People, Product and Policy. The People and Planet-positive practices and targets championed and implemented by our senior leaders responsible for 'Doing more to be proud of' reflect our core values and strategic priorities, whilst being underpinned by strong Policy – that is good governance, risk management processes and stewardship.

Our pubs are at the heart of the local communities they serve. As a national pub company comprised of so many great local pubs, we think we are uniquely placed to help make, and shape, positive change at both a national and local level for all our stakeholders, including the planet: our most fragile stakeholder.

This inaugural Insight Report is a statement of our aims, targets and intentions, and shines a light on our focus areas, positive impacts and where we can improve. As well as monitoring and measuring performance against our targets, it is important to us that we have mechanisms in place to evaluate the effectiveness of our initiatives (or potential initiatives) not just based on their ESG impact, but also on a return-on-investment basis, both to Marston's and our key stakeholders. In the medium term, we are working on ways to further embed our ESG strategy into our business strategy and operations by using our existing feedback loops for stakeholder engagement and leveraging these to ensure our strategy and focus areas remain relevant and we are prioritising the right things.

Thank you to all our People and Partners for your continued support – I am proud of what we have achieved by working together.

“ Our ESG strategy is intrinsically linked to, and embedded in, our business strategy and vision through the 'Doing more to be proud of' initiative and four core pillars: Planet, People, Product and Policy. ”



Highlights

"Proud of" on a page

Here are some of the moments we are most proud of:



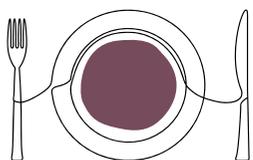
Over 170 of our pubs have live EV charging points, totalling 388 chargers and five fast charging hubs across our estate. They are responsible for over 40 million miles travelled by electric vehicles charged at our sites, saving 9 million kg of CO₂.

We have saved over 110,000,000 pints of water this year, through water saving initiatives and operating our own water licence.



Supporting 23 ex-prisoners through our Excel programme and opening the Lock Inn training facility at HMP Liverpool.

Supporting our people in training and development, we now have over 300 Apprentices in learning across our business.



Over 23,000 carvery meals rescued from waste being resold with Too Good to Go saving 59.61 tonnes of CO₂e¹.

Recycled over 1 million litres of used cooking oil in our estate in partnership with Olleco saving 2,406 tonnes of carbon² this year.



Increasing our FTSE4Good Score to 4.

96 of our suppliers have now engaged with us on SEDEX.

¹ CO₂e based on Too Good to Go estimates.

² Based on Olleco estimates.

RECOGNITION AND AWARDS



Operator of the Year

for Energy Efficiency
& Sustainability –
Foodservice Equipment
Journal Awards 2023



FTSE4Good

4

FTSE4 Good score
increased to 4



Silver

Award from the Armed Forces
Employer Recognition Scheme



Pubs Code
Adjudicator

No.1

Pub Code Adjudicator Tenant/
Tied Partners survey for 2023



Level 2

Level 2 Disability Confident
Employer status achieved



Ranked

as one of the Best 100
Apprenticeship Employers
2023–2024



*Special
Achievement Award*

at the Footprint Drink
Sustainability Awards



Full accreditation

Pub Partner induction process
achieved full accreditation
through The Skills & Education
group, in partnership with
BII criteria



*Best game-based
learning module*

2022 winners
in partnership with Attensi at the
Learning Technologies Awards.

Meet our team

An experienced management team

Many aspects of what we refer to today as 'Doing more to be proud of' have long been part of our business and the way in which we operate. Marston's strategy ensures we deliver Pubs to be proud of, but we believe that our pubs and business model will only endure if they reflect the needs of all our stakeholders and are operated in a sustainable and responsible manner. This belief is the beating heart of the Doing more to be proud of ("DM2BPO") strategy.

Our strategy has been organised into four pillars or the 4P's: **Planet**, **People**, **Product** and **Policy**. Each of the 4P's connect to the core of what we do and where we believe we can make the biggest impact.

We would like to introduce you some of the leaders on our DM2BPO task force responsible for the delivery of the 4P's. To help ensure proper stewardship and accountability, our Board and Executive Committee retain oversight of our ESG strategy and ultimate responsibility for attainment of our targets. However, the DM2BPO task force and the steering committees they lead, are the engine room of execution. These cross-functional teams have the expertise, networks and authority to drive the activities that support the strategy and help ensure that the strategy is fully integrated and just another part of 'the way we do things round here!'.

The working groups meet as regularly as required to shape the actions and deliver the outputs and the DM2BPO task force meet quarterly and is chaired by our General Counsel & Company Secretary providing Executive Committee-level stewardship and accountability.

We'd love you to meet some of our DM2BPO heroes. Keep reading for more information on what they do, their key goals, initiatives and achievements.

Planet

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



Andy Kershaw
Director of Property



[HEAR MORE FROM ANDY](#)

People

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



Jane Murray
Director of Learning & Development



[HEAR MORE FROM JANE](#)

Product

"We want to ensure that the food and drink that we source to serve to our guests in our pubs is responsibly sourced with as little impact on the planet as possible. We also have our guests interests in mind when we provide information about the dishes we serve to help them make healthier or more informed choices."



Ruth Powell
Head of Technical Services

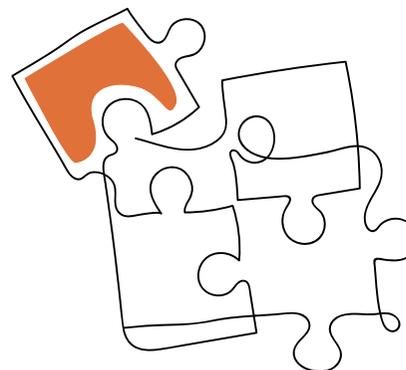
Policy

"The way in which we do business is embedded into our governance framework which is communicated to our people and supply partners by pragmatic policies that reflect our ethics and values. We ensure these are effectively communicated, progressively encouraged and monitored for effectiveness."



Jonathan Moore
Director of Corporate Risk

Together the DM2BPO task force help to deliver our commitment to being a responsible and sustainable business and develop our credentials as a Planet and People-positive business, with effective Policies and proud of our Products!



ESG GOVERNANCE FRAMEWORK

Board of Directors

Ultimate oversight of our environmental and social impacts and strategy and monitoring ESG-related risks

General Counsel & Company Secretary

Chair of the DM2BPO Task force ensuring Executive Committee-level stewardship

'Doing more to be proud of' task force

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

Steering committees

Subject matter experts responsible for ensuring initiatives are just part of 'the way we do things round here'

Supporting groups

Specialist groups for specific areas of focus, including the TCFD working group, the D&I Task force and supporting employee-led networks

Key commitments, targets and actions

Measuring our progress

It is commonly said, "what gets measured, gets done"!

Having established our strategy and defined the four pillars that connect to the core of what we do, each pillar has corresponding targets that help ensure we operate in a responsible and measurable way, helping us to define and understand, on an ongoing basis, the impact of our decisions. We currently have targets across the 4P's and we explain below what those targets are, how we are working toward achieving them and the output, or, the measure we use to understand our progress.

Looking forward, it is important to us that we have mechanisms in place to help us evaluate the effectiveness of our initiatives (or potential future initiatives) both in terms of ESG impact and return-on-investment. We are also working on leveraging existing feedback loops for engagement with our key stakeholders to ensure our strategy and focus areas remain relevant, our commitments and approach reflects their interests and we are prioritising the right things.

Sustainable Development Goals

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

Wherever possible, our targets are linked to at least one of the 17 SDGs. By incorporating the SDGs into our targets helps ensure that, as well as linking to our core business strategy, our targets also reflect the universal agenda in areas of critical importance for humanity and the planet.

Our current key commitments, targets and goals appear on the following page.



Key commitments, targets and actions continued



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

Target	SDG	What we've done	Measuring our progress
Target 1. Carbon Neutral by 2030 (Scope 1 & 2) and by 2040 (Scope 3).	 	<ul style="list-style-type: none"> Established our baseline carbon emissions in partnership with the Zero Carbon Forum and developed systems to gather emissions and other data from our food supply chain. Worked with suppliers to turn waste into resource and reduce emissions – see page 14 for how we work with Olleco. Developed our 'Going Green' initiative to educate and support our licensees in, and reward them for, reducing energy consumed at pub level. Enabled works for transition to low carbon technologies, including transitioning our kitchens to electric and construction of all electric head office with all electric training and development kitchens. See page 13. Installed over 2,000 smart meters with the consumption data monitored both locally at pub level and centrally by our energy team. Fitted all managed and partnership pubs with LED lighting to reduce consumption and emissions. 	Scope 1 & 2 emissions reductions of 3% compared to last financial year. See our 2023 TCFD report.
Target 2. To consider and, where possible, procure or promote energy from renewable or self-generated sources.	  	<ul style="list-style-type: none"> Established a cross-functional Energy Procurement working group enabling us to define and refine our strategy for renewable and sustainable energy procurement. Ensured infrastructure is in place to support a trial of solar generation at around 20 pubs in FY2024. Explored new and innovative options with our supply partners to increase our energy mix with more sustainable or renewable energy sources. 	We are hoping to install solar panels on our new Pub Support Centre, with a supporting power purchase agreement in the coming year. We will report more progress in this area next year.
Target 3. To reduce the volume of water we consume in our estate every year.	 	<ul style="list-style-type: none"> Continued operation of our own water licence enabling us to better control and conserve water consumption. Installed water management systems as part of our standard capital expenditure programme. Undertook an annual review to understand our water footprint and measure progress. Ongoing analysis of meter readings for identification of high consuming sites and the planning of remedial work to improve any issues. 	<ul style="list-style-type: none"> This year, we have saved 302,575 pints of water per day through identifying and resolving leaks and other inefficiencies in our pubs. This is a total of 110,439,875 pints of water saved this year!

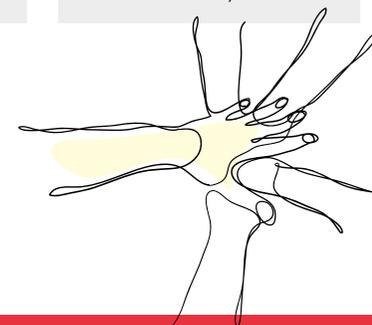
Key commitments, targets and actions continued



Our PLANET promise to be proud of: To reduce our impact on the environment by reducing or repurposing our waste and encourage our suppliers to do the same.

Target	SDG	What we've done	Measuring our progress
Target 4. To work with our supply chain to achieve and maintain zero waste to landfill.	 	<ul style="list-style-type: none"> Working with our supply partners and audit functions to ensure waste is redirected away from land fill sites. Ensuring that where possible the waste hierarchy is enforced to minimise the volume of general waste produced. Vetting new suppliers as part of our onboarding processes to ensure their processes and products align with our targets. As part of our standard capital expenditure programme, ensuring any installation works or replacement equipment are responsibly sourced and disposed of. 	99.34% of our waste is redirected away from land fill sites, which classifies zero waste to landfill.
Target 5. To reach and maintain an overall recycling rate in our business of at least 75%.	 	<ul style="list-style-type: none"> Rationalised our waste services to optimise on site recycling. Invested in our 'Wise up to waste' employee engagement campaign to provide training, awareness and improve recycling at pub level. Worked with our supply partners to increase recyclability of materials. Examples include, communicating our targets and onboarding processes to new and existing suppliers. Installed cardboard compactors at over 180 sites improving cardboard recyclability and reducing number of collections and associated emissions. Target is an integral part of our capital expenditure programme. For example, all new garden furniture used in 'Make Gardens Great' was made from 100% recycled plastics. Launched incentive schemes such as our prestigious 'Recycler of the Quarter' reward for the pub with the best recycling rate. See page 21. 	For all our waste, the recycling rate for this year (FY23) was 71.4%, which represents an improvement of 0.1% compared to last year.
Target 6. Increase reclaimed rates of cooking oil to at least 60% compared to what we purchase/consume in our estate.		<ul style="list-style-type: none"> Established a direct partnership with Olleco to turn our waste cooking oil into a valuable resource. Reduced waste at source by procuring efficient fryers that filter oil to increase oil life. Employee engagement and training to improve practices in our pubs, such as 'Wise up to waste'. Annual review and quarterly league table by site showing reclaimed rates. 	<ul style="list-style-type: none"> 58.77% of the total oil purchased was recycled with Olleco to be repurposed as biodiesel, instead of mineral diesel. Olleco confirmed carbon savings this year of 2,406 tonnes, based on the carbon savings derived from use of the biodiesel produced from our used cooking oil (when compared to mineral diesel).

Key commitments, targets and actions continued



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

Target	SDG	What we've done	Measuring our progress
Target 7. Our people rate us 8 or more as part of our monthly engagement surveys.		<ul style="list-style-type: none"> As well as a DM2BPO goal, this goal is baked into our business strategy as a key measure. From the results of our 'Your Voice' employee engagement survey, line managers have the tools to understand what's working well and take action to make improvements, after every monthly survey round. This is measured through manager activity on the reporting dashboard. Pub Partners have access to the engagement survey platform as part of their Pub Operating Agreement, so they are able to seek the views of their employees too through continuous listening and have access to their team engagement data. Our Aspire programme which develops deputy managers was successfully launched this year and we plan to extend this further in 2024 to increase the pipeline of new licensees, whether that be as a manager or Pub Partner. 	<ul style="list-style-type: none"> Current employee engagement score of 8.2. Aggregate participation rates of at least one survey completed of 83% for our employees. Aggregate participation rate of 75% for our Pub Partners.
Target 8. Utilise as much of the apprenticeship levy each month to maximise investment in our people and partners.		<ul style="list-style-type: none"> Diversification of our apprenticeship offer, with a broad range of suppliers, to leverage transferable skills in and out of hospitality – from accountancy and legal, through to chefs and general managers. Focus on underrepresented groups such as participating in the Women in Leadership apprenticeship. Developing career pathways using provider-led programmes and an industry leading curriculum to enable our people to become more informed, engaged and capable and feel supported in their role. Offering apprenticeship development opportunities by gifting a proportion of our levy to Pub Partners to help increase attraction and retention for our retailers. Working with other initiatives, such as our Excel programme which has agreed to aim for 25% of all Excel team members to be on apprenticeship. See page 16 for more information. 	<ul style="list-style-type: none"> Average of 76% of levy spend per month. 2.5% of pub employees live learning (pub level managed). Over 300 apprenticeship in learning across the whole business and growing!
Target 9. Striving towards being an inclusive employer that attracts and appeals to diverse, disadvantaged, and vulnerable groups of people and that nurtures and develops people joining from all backgrounds.	  	<ul style="list-style-type: none"> Continued development of our Excel programme to continue to support prison leavers with skills and employment options, including the opening of 'The Lock Inn' our training kitchen. See more on page 16. Supported ex-forces back to work as part of our continued pledge under the Armed Forces Covenant. We also have an internal support group for veterans now working in our business and support various military charity events. Ensuring working plans are in place to strive to achieve the Gold Award within the next 12 months for the Armed Forces Employer Recognition Scheme, including developing a thriving online network group of ex-forces, veterans, and family members through online channel. Supported other groups including care leavers and school leavers, with upskilling initiatives (including cookery classes), work experience and employment opportunities. 	<p>23 hires through Project Excel and 10 learners started in the first cohort at the Lock Inn training kitchen at HMP Liverpool.</p>

Key commitments, targets and actions continued



Our PEOPLE promise to be proud of: To support our people to 'come as you are' by building an inclusive culture among our employees, pub partners and suppliers which reflects the diversity of our guests and communities.

Target	SDG	What we've done	Measuring our progress
<p>Target 10.</p> <p>We aim to assess and enhance our performance across diversity and inclusion, and health and wellbeing. We will use scores and feedback from employees to inform and develop our agenda.</p>	  	<ul style="list-style-type: none"> Diversity, equality and inclusion, and health and wellbeing questions were included as part of our existing employee engagement survey. Anonymous feedback allows us to keep a pulse on people's health and wellbeing, and how that relates to their engagement levels. Each health and wellbeing driver measures how satisfied people are with our efforts to help them cope with stress and stay mentally, socially, and physically healthy. We used the anonymous comments received from our employees in engagement surveys to help set our agenda for change. Here are some examples of actions we took this year as a direct response to employee feedback and engagement: <ul style="list-style-type: none"> Rolled out additional training in conjunction with the Burnt Chef Partnership, including line manager training in mental health and resilience. Partnered with Salary Finance to provide independent financial health support and advice. Expanded employee discounts to include a corporate gym membership discount. Introduced an employee 'Meal Deal' offering a good value and substantial meal and drink whilst on shift. The employee-led Network Groups (currently Pride, DisAbility, Women, REACH, Men, Social Community and Balance) continue to increase membership of their networks and deliver on their priorities, whilst raising awareness. More detail is set out on page 17. Our Inclusion Task force is maturing, with strong representation across the business and drives the diversity and inclusion strategy. Ongoing development of our 'Care to Share' campaign to encourage our people to share their ethnicity and identifying data with us, so we have a clearer picture of who works at Marston's. Their contribution will be an investment to a fairer workplace. 	<p>This year we have introduced a separate health and wellbeing dashboard within Your Voice, with each health and wellbeing 'driver' seeking to measure how supported people feel to stay mentally, socially and physically healthy at Marston's. After a full year, we will report on progress we have made.</p>

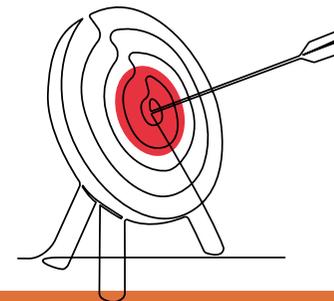
Key commitments, targets and actions continued



Our **PRODUCT** promise to be proud of: To be proud of our plates by delivering quality food and drink which is ethically sourced and in a way which reduces food waste and emissions.

Target	SDG	What we've done	Measuring our progress
Target 11. 50% reduction in food waste by 2030.	 	<ul style="list-style-type: none"> • Continuous improvement and rationalisation of our menu options to ensure they reflect the preferences of our guests without contributing to excessive waste. • Established a partnership with Too Good to Go in the majority of our carvery sites. More details can be found on page 18. • We are harnessing innovation and technology by looking at using smart bins to analyse food waste in some kitchens. • Conduct annual analysis of food waste, specifically the amount of food waste and tonnes of CO₂e prevented. • Consistent review of residual stock in depot and pub. 	30.41% reduction from our baseline year representing 60.8% achievement of our overall 2030 target.
Target 12. Authentication of our supply base against our Charters and policies.	  	<ul style="list-style-type: none"> • We ensure our Supplier Charter documents remain relevant and challenging through annual reviews. • All suppliers are approved on the Product Information Database (PID) and Self-Assessment Questionnaires (SAQ) are in place with all suppliers. • We monitor compliance to Charter values through use of a product information database, such as: <ul style="list-style-type: none"> - Fish sustainability - No caged eggs in product by 2025 - RSPO Palm Oil - Sustainably sourced soy (oil & feed) - Packaging sustainability - Animal welfare - Understand the environmental and social issues within the supply chain using audit and data capture systems. 	<ul style="list-style-type: none"> • 96% of our food suppliers are BRC Grade A or above. • 15 supplier audits completed this year in line with our Charter. • 100% of current/active food suppliers have an SAQ in place. • Only 14 products still use caged eggs as an ingredient, and we are working to reduce this number. • 100% of our palm oil is RSPO.
Target 13. To ensure the product portfolio available and information communicated encourages guests to take responsibility for their health.	 	<ul style="list-style-type: none"> • We undertake internal and third-party audits on the provision of allergen information. • Provide accessible information on mandatory and key allergens to guests for each of our menus. • Our guests have the ability to customise their food and drink choices to suit their dietary preferences. • We ensure calorie information is available on menus. • Ensure Marston's bespoke food products adhere to 2024 salt targets. • Increase the number of dishes on menus that achieve the Department of Health & Social Care calorie and salt targets for meals. • We aim for all drink menus to offer soft, low and no alcohol options. 	<ul style="list-style-type: none"> • 381 third party allergy audits completed in our pubs. • Across our core menus, over 80% of dishes achieve the calorie target (where one exists). • 65% of dishes achieve the salt target for meals.

Key commitments, targets and actions continued

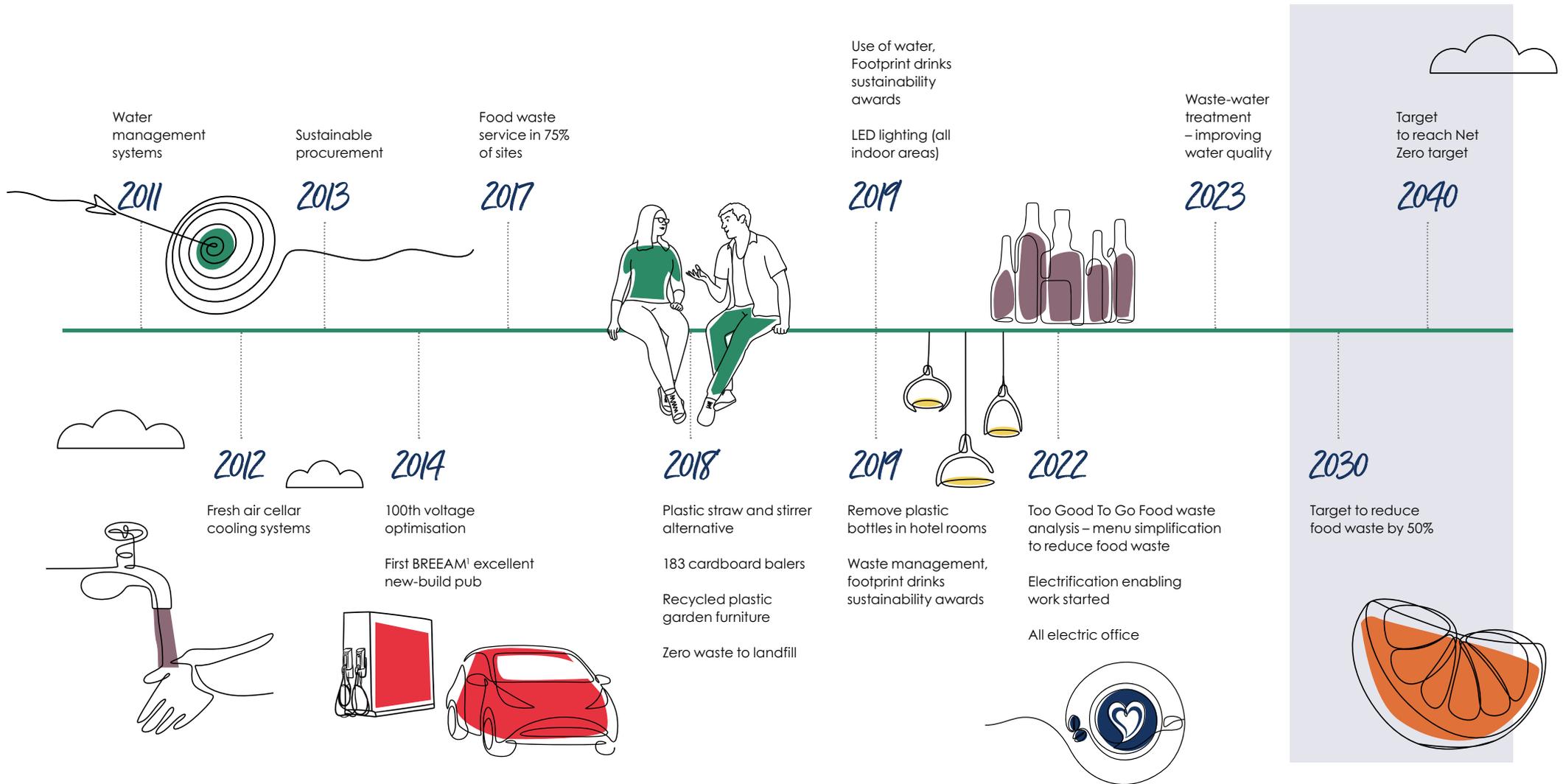


Our POLICY Promise to be Proud of: To support the development of our business in delivering its objectives by promoting high standards of governance, risk management and transparency.

Target	SDG	What we've done	Measuring our progress
Target 14. All of our pubs to 5* EHO.		<ul style="list-style-type: none"> • Implemented incentives such as '800 club' to reward consistent performance for our Team members. • Regular health and safety audits conducted. • We supply training and innovative coaching for our Pub Partners. • Continued engagement with the EHO and our Primary Authority. • At least monthly, reports reviewed and discussed by management on scores and any improvements that are required. • The Board and the Executive Committee annually review EHO scores and action plans. 	Through continual tracking of scores, currently, 92% of our pubs are at 5*.
Target 15. Maintain FTSE 4 Good certification.		<ul style="list-style-type: none"> • Understand the methodology used by the agency and identify areas of where we can improve. • We engage with the rating agency and report in sufficient depth to meet their requirements. • Continue to monitor all the agencies' ESG scores which we are made aware of, often monthly. • Engaging from time to time with investors and other stakeholders to identify areas of where we can make improvements. 	FTSE4Good certification has been maintained for 2023: score was 4 out of 5 ((an improvement of 0.1 from 3.9 in 2022)).
Target 16. To grow the number of our suppliers sharing data with us on SEDEX.		<ul style="list-style-type: none"> • Identify and continually engage with our suppliers who already contribute data on SEDEX. • Engage with our managers and their suppliers on any issues raised in SEDEX. • We continue to emphasise to our managers and suppliers that membership of SEDEX is a requirement for our business. • We have employed a risk based approach where all suppliers are risk rated, enabling us to focus on areas of supply chain at higher risk due to country of origin and / or product or other risk factors. 	Currently 96 of our suppliers have engaged with us on SEDEX (an improvement from 86 in 2022).

Our Planet promise to be proud of

Reducing our environmental impact



1 Building Research Establishment Environment Assessment Methodology.

Our Planet promise to be proud of continued



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



Andy Kershaw

Director of Property



Summary of activities on our planet promise and to reduce direct emissions – Scope 1 & 2

Our Net Zero strategy has been developed in alignment with the Zero Carbon Forum (ZCF). The forum aims to support the hospitality sector to decarbonise at pace and to reach Net Zero by 2040. More information on the forum can be found at www.zerocarbonforum.com. The key challenges for Marston's, and our supply chain, include decarbonisation of heat generation, procurement of lower carbon goods and services, and a move to renewable energy. More information can also be found in our latest TCFD report, available on our website www.marstonspubs.co.uk.

Electrification of kitchens

Electrifying our commercial kitchens is critical to decarbonising our direct operations. Currently our kitchens use a mix of electric and gas equipment, but we are moving forward to transition our kitchens to fully electric. Through our electrical inspection programmes we are bringing in new electric infrastructure to our kitchens means that gas kitchen equipment can be changed to electric through replacement cycles when the existing equipment reaches the end of life.

Not just in our pubs, our new Pub Support Centre in Wolverhampton is powered solely by electricity, with air heat source pumps providing the heating. We have integrated our training facilities into the office with two training and development kitchens. The kitchens are all electric and have monitoring installed to allow us to test new equipment

for future kitchen templates and train our teams on the latest most efficient equipment. This ensures we can change our existing gas equipment to electric while minimising the impact to the business.



TARGET 2

Energy audits

Understanding our estate is important to reduce our emission and make the transition to low carbon technology. This financial year we have completed over 400 energy audits to our estate to identify site level inefficiencies and to progress with enabling works to transition to lower carbon technologies. We aim to complete energy audits in all our pubs to ensure we understand where energy is used and reduce our consumption and associated emissions.



TARGET 2

Renewable energy

To decarbonise our direct operations, we need to transition to renewable energy. We are working on different procurement models to increase the amount of renewable energy that we purchase.

Installation of new renewable energy generation is important to reduce emissions and reliance on fossil fuels. We also want to increase the amount of energy we generate at our sites. Currently we have a small number of sites with solar panels installed that generate energy on site.

Additionality of new renewable electricity generation is important to reduce carbon emissions. We currently have solar panels installed on a small number of sites and we are reviewing options to increase the amount on site renewable generation. This year we have installed a solar pilot site, which is being used to assess generation capacity and viability for future solar installation at our pubs and Pub Support Centre. For many of our pubs it would be possible to generate approximately 20% of the total electrical requirements with on-site solar.

Going green for the planet

'Going Green' is our in-house environmental engagement campaign raising awareness and providing guidance to our teams to reduce environmental impacts. In 2023, all our employees including those that work in our Pub Support Centre have completed mandatory environmental training, particularly focusing on energy reduction. We provide energy reporting to our sites with smart metering that is integrated into our Power BI reporting platform, so that they can see what time of day energy is wasted and can act to reduce energy consumption.



TARGET 5



Our Planet promise to be proud of continued



Wising up to waste

Waste is a resource that should be preserved, and, at Marston's, we see a general waste bin as the bin of last resort. 'Wise up to Waste' is our in-house waste reduction and recycling campaign that we have implemented across our estate. Working with our waste partner Novati we ensure that our sites have access to the correct waste services to ensure as much waste as possible is segregated to be recycled. Our food waste is sent to anaerobic digestion, which makes biogas and fertiliser to grow more food.

In 2018 we were pleased to become the first large pub company to achieve zero waste to landfill, which we have worked with our waste providers to maintain since.



Indirect Emissions – Scope 3

Scope 3 are indirect emissions that are produced because of our business operations, for example goods and services we procure. These emissions make up over 87% of our total carbon emissions. Food or drink is core to our business and make up the largest percentage of our scope 3 emissions.

We are keen to improve the level of accuracy of our food emissions, so we have now launched developments in our food supplier system 'Smart Supplier' to gather carbon emission data from our suppliers down to a product level. This development will allow us to gather more detailed information on our emissions derived from food production. The data will enable us to develop our menus and food offering to reduce associated emissions.

We will focus on those key emission hot spots, which we believe will have the largest impact on emissions. Working with our suppliers will be key to delivering these reductions.



Cooking oil

We have recently started a new initiative for our pubs to both reduce the amount of waste cooking oil generated from preparing meals for our guests and working with a partner to repurpose the oil that we do use. Our kitchen training teams are working to ensure the appropriate volume of oil is being used to prevent and reduce excessive waste, while maintaining great food quality for our guests.

Any used cooking oil is collected, rather than going to waste, by our partners Olleco and repurposed into biodiesel, which is a fuel source with a lower carbon impact than traditional fossil or mineral fuels. We are reporting the percentage of oil recycled compared to purchased within our pubs, to track and further improve performance. This year we have made a carbon saving of 2,406 tonnes, from our used cooking oil being repurposed as biodiesel.



Marston's Water

We believe that water scarcity poses a significant risk. Marston's Water is our in-house self-supply water licence, which allows us to provide retail supply services to our business. This gives us greater control over the way in which we manage our water and helps us reduce our water consumption. We do this by identifying high consumption sites which are investigated. This year through our audits, we have identified water consumption issues that would have wasted 62,759m³, this year, which is equivalent to over 110 million pints saved.



Our EV charging infrastructure

We are proud to be the biggest private network of electric vehicle chargers in hospitality. We currently have over 170 sites with rapid EV charging points installed, located in the car parks at our pubs and for all our guest to use. We hope this will assist our guests to make the transition to lower carbon transport.

Most recently, we have opened 5 charging 'hubs', which boasts 150kw ultra-fast charging points, at Paisley Pear in Brackley, Gamston Lock in Nottingham, Bakehouse in Welling Garden City, Queen of the Lock in Balloch and the Fallow Field in Telford.

Number of miles travelled by cars powered by our chargers is now over 40 million. All electricity powering our chargers is from renewable sources.

Our People promise to be proud of

People at the heart of our business



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

Jane Murray

Director of Learning & Development

Your Voice engagement survey

Our culture and employee experience are constantly evolving, which makes our engagement surveys important. Surveys are no longer just a "survey" – they are a way of collecting meaningful feedback to drive change. Our Your Voice surveys are a continuous cycle of feedback from our teams and as part of our business strategy, we have set a pub goal to monitor this, with an engagement score of 8.2. Small, more frequent surveys help line managers gauge how their teams are feeling about life being part of Marston's. We provide line managers with their own dashboard of automated insights, a self-service approach for managers to own the data and the change within their team. They get insight into what their team strengths are, along with their priorities, enabling line managers to understand trends and the focus areas, based on their team's feedback throughout the year.



The monthly survey takes less than five minutes to complete and is anonymous. Line managers can acknowledge and respond to comments through the platform, whilst maintaining anonymity. Line managers are encouraged to share their interactive dashboard with their teams to action plan together. Regularity of this cycle helps to understand if actions from feedback are having any impact and identify any areas of concern. All our team members have their own personal dashboard so they can see their own insights and how they compare to the team and the rest of the business. This is a great tool for everyone to help make Marston's a great place to work.

Apprenticeships

We are proud to support our team members with a number of learning and development opportunities. Marston's now has over 300 apprentices in learning, across the whole business from accountancy and legal, and General Managers and Head Chefs.

We now also offer apprenticeship development opportunities to our Pub Partners by gifting a proportion of our levy to help increase attraction and retention for them and their own teams. In October this year, we hosted our annual apprenticeship graduation at St Johns House, to celebrate all those who had completed their apprenticeship within the past 12 months. We are proud to celebrate these achievements of all of our people.



Our People promise to be proud of continued

Summary of activities for our people promise

Working with the Trussell Trust

Last year we announced we were exploring a partnership with the Trussell Trust, as our national charity for the business. We are pleased to have started working with the Trussell Trust this year, whilst working in conjunction with our food waste target, as set out on page 10, and working with Too Good to Go (as set out on page 18) and a combination of activities such as food banks and pubs and at our Pub Support Centre.



Marston's Charitable foundation

The purpose of our charitable foundation is to provide support to our pubs when they are fundraising within their local community. Our additional funding helps raise the profile of the charities that matter to the pub and their locals. Monthly donations from team members salaries enable the foundation to offer support to local charities that are close to the hearts of the community.

In particular, over the course of the year, the Foundation donated £1,000 each to several different charities nominated by team members. The charities included Balls to Cancer, The Sick Children's Trust, The Good Shepherd in Wolverhampton and Race Equality Matters. We're proud that our Charitable Foundation has impacted many charities and will continue to do so. It's been heart-warming to have received a big thank you from each of the charities they've helped.



Our Excel programme

Around 50,000 prisoners are released across England and Wales each year, with 70%¹ reoffending if they don't secure employment. In the UK, 50% of employers reject a candidate if they have a criminal record even if they are suitable for the role.

Our Excel programme was created to support people leaving custody to find employment in one of our pubs. We recruit to fixed criteria ensuring the safety of our teams and our guests and since 2022, we have recruited ex-offenders all over England and Wales from a wide range of diverse backgrounds and helped them on their way to a career in the hospitality sector.

Partnering closely with the Ministry of Justice, their employment specialists New Futures Network, charities and training providers, we have recruited diverse talent into our pubs and into a variety of roles from Sales & Service to Head Chef.

25% of our Excel team are now on or waiting to commence apprenticeships as we continue to support and to invest in the development of our team.

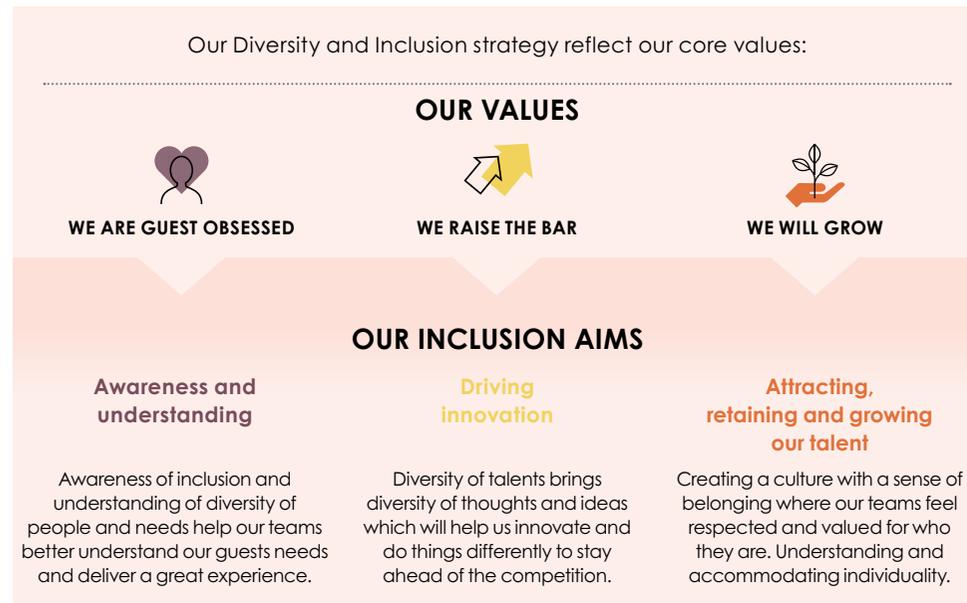
We were extremely proud of 'The Lock Inn' inside HMP Liverpool which opened in October 2023. The Lock Inn is a Marston's dedicated training facility inside the prison that we have converted to look and feel like a Marston's pub kitchen. A 13 week Chef course will be run up to four times a year to train a cohort of 10 men to Line Chef Level 1 (CDP skillset), with a guaranteed job offer at a Marston's pub for those who complete it. The process to get this facility open has taken over six months and we are pleased to say this has had huge input from team members across the business to get this over the line.

¹ Reference: <https://onlyapavementaway.co.uk/about-us/the-problem>.

Diversity & Inclusion at Marston's

A diverse and inclusive business

Diversity, equality and inclusion are central to our core values and our People pillar. We are committed to promoting an inclusive environment that represents many different backgrounds, cultures and points of view and will always strive to reflect the communities we serve.



Our new Diversity and Inclusion strategy was launched in 2023, encapsulating our objective of wanting Marston's to be a place where our teams:

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

and sponsorship of the Task force, they create spaces for our people to connect with one another; whether or not they share similar characteristics or life experiences or have a particular passion or allyship.



Board and Executive Committee-level diversity

We also recognise that diverse boards help promote a better and more inclusive corporate culture and performance.

Accountability for Diversity and Inclusion starts at the very top with executive leadership. In 2022 we formed our Inclusion Task force, and this is chaired by Hayleigh Lupino, our Chief Financial Officer.

William Rucker our Board Chair has primary responsibility to drive inclusion, and our Nomination Committee through its terms of reference have a clear mandate to access talent from wide and diverse pools when overseeing any Board appointments. Whilst we believe that the Board diversity is as much about diversity of thought, knowledge and viewpoints, the representation of women and ethnic minorities in the boardroom is helping to reshape culture and dynamics and we are proud that currently three of our seven main board directors, and four of our seven Executive Committee directors are women, and two on each who identify as being from an ethnic minority background.

The Inclusion Task force is comprised of a broad cross section of senior leaders and network group members and they each demonstrate ongoing support and commitment to diversity, equality and inclusion through a variety of channels, including engaging directly with our board.

To support the Task force and help deliver the strategy through local plans and activities, we currently have seven employee-led Network Groups. Whilst these groups have the support

EMPLOYEE-LED NETWORK GROUPS



PRIDE NETWORK

Connecting and supporting our LGBTQ+ community



MEN'S NETWORK

Driving change, mutual support and open conversations



WOMEN'S NETWORK

Driving change, mutual support and open conversations



SOCIAL NETWORK

Events and activities that make our world of work a bright place to be



DISABILITY NETWORK

Creating a disability smart place to work



BALANCE NETWORK

Empower everyone to find their balance through good health and wellbeing



REACH NETWORK

Credling inclusion through cultural heritage awareness



CLICK HERE TO HEAR FROM INCLUSION TASK FORCE!

Our Product promise to be proud of

Responsible product sourcing

“

Our Product promise is to be proud of our plates by delivering quality food and drink which is ethically sourced and in a way which reduces food waste and emissions.”

Ruth Powell

Head of Technical Services

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



Menu rationalisation and ethical choices

We have continued to reduce the number of dishes on our core menus and over the last 12 months they have been reduced further through rationalising our menus from different formats, focusing on guest preferences and continuing to reduce food waste.

As a leading pub company we also work with our suppliers and brand owners to ensure our guests have a choice of sustainable products as well as helping us to achieve our target to reduce our Scope 3 emissions. Some recent examples within our supply chain include:

- Wise Wolf wines – carbon neutral and 95% recycled packaging used
- Carlsberg Pilsner supporting the WWF and sustainable initiatives
- Old Mout Cider also supporting the WWF fund and helped protect over 500,00 acres of Amazon rainforest
- Carlsberg Marston's Brewing Company is partnering with 23 UK farmers to grow regenerative barley in 2023.



TARGET 11

Sustainable peas

Since 2018 we have partnered with Yorkshire Greens for our premium fresh frozen peas. Yorkshire Greens were formed by d'Arta, a leading international frozen food company and two entrepreneurial Yorkshire partners, Swaythorpe Growers and GWE Biogas, to produce the lowest carbon footprint frozen peas in the industry.

In the state-of-the-art production plant each pea is washed, cooked, cooled and frozen in a 20 minute process. So our Yorkshire Greens peas are frozen at the peak of freshness, requiring little preparation and minimising waste but offering great value for money for our guests.

All the vegetable waste produced by the processing factory is transferred to the GWE Biogas plant which uses this along with other food waste to generate all the electricity for the pea processing, packing and cold storage operation. Our sweet and tender Yorkshire peas are produced with the greatest respect for the environment, ensuring a better and greener product for our customers.



Our focus on food waste – Too Good to Go & Trussell Trust

We are proud to have partnered with Too Good to Go (TGTG), an app-based solution to food waste, selling surplus food to consumers that would otherwise have been waste at a reduced price. We have introduced TGTG in the majority of our carvery sites and we are pleased to see the results so far.

As well as providing a valuable social service, TGTG is helping us to meet our goal of reducing our food waste by 50% by 2030, and our carbon emissions. Rather than retaining the revenue from selling the surplus food in our carvery sites, we've also committed to donating all net revenue from TGTG sales (minus packaging costs) to our national charity partner – The Trussell Trust. The Trussell Trust support a nationwide network of food banks to provide emergency food and support to people facing hardship.

This year through TGTG we have sold over 23,000 magic bag meals, as well as preventing 23.8 tonnes of food waste and saving 59.61 tonnes of CO₂e.

Our Policy promise to be proud of

Promoting high standards of governance



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

Jonathan Moore

Director of Corporate Risk

The way in which we do this is embedded within our business through pragmatic policies that reflect our ethics and values and are effectively communicated and monitored for effectiveness.

Drinkaware's Support

We are a supporter of Drinkaware, a charity working with individuals, communities, industry and governments to reduce alcohol harm across the UK. They are funded by voluntary and unrestricted donations from other major UK alcohol producers, pub operators, restaurants, major supermarkets and other retailers. Drinkaware's mission is to use their expertise to give knowledge and support to governments, industry, communities and individuals to enable them to make informed decisions about alcohol and how to reduce the harm it can cause.

Our donation helps Drinkaware to continually extend their communication channels and social campaigns and to ensure their brand remains well recognised and trusted through packaging and advertisements.



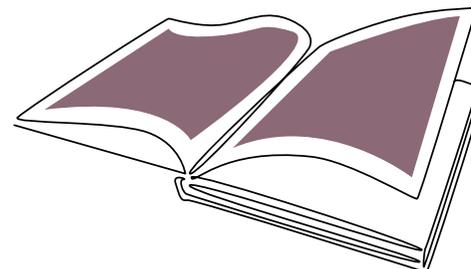
MORE INFORMATION CAN BE FOUND AT:
WWW.DRINKAWARE.CO.UK/ABOUT-US

Modern Slavery Statement

Each year we publish a Modern Slavery Statement outlining our actions to reduce the risk globally of modern slavery within such a diverse, global supply chain as our own. Recent economic conditions, including spiralling inflation and a tightening labour market increase the risk of exploitation of vulnerable people. We recognise our responsibility to maintain a thorough understanding of the goods we buy and the services we receive to ensure that the rights of individual are protected by supplier auditing.



OUR STATEMENT CAN BE FOUND HERE
ON OUR WEBSITE



5* EHO

The safety of our guests and our people is the utmost importance to us. That's why we've committed to achieving a 5-star EHO rating for all of our pubs as one of our core pub goals with 92% of our pubs now having 5* EHO score.

By including this target as part of our measurable objectives and incentive schemes, this helps us to consistently raise the bar and promote a culture of safety, helping us to shift from a cultural mindset of compliance to commitment.

This objective is a cross-functional and shared one. Our Safety team work in collaboration with operations and our Pub teams, and our Property team help ensure repairs are monitored and resolved responsibly.

Our Policy promise to be proud of continued

'Speak Up' – Whistleblowing

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

We maintain a confidential reporting portal for our team members to report any concerns on a strictly confidential basis. Awareness of the portal is encouraged through the company newsletter, training and through our Whistleblowing Policy. This year, we designed and developed an awareness campaign making 'Speaking Up' easier and more accessible for our employees with improvements to the platform such as using QR codes and optionality for new methods of speaking up, including verbally with voice distortion to maintain anonymity.

Our People Handbook

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

The handbook tracks the reader opening policies and requests the reader to sign to indicate they have understood a policy. We intend to track this engagement and at appropriate points during the year encourage readers to accept and sign the policies and the handbook in full.

As with all our centrally held training and resource materials, we are continuously updating features to make them as accessible as possible for all of our people. This year, we extended our accessibility options to include Dyslexie font, which assists those with dyslexia.

One policy we are proud of, released this year, is our Family Leave policy. This new policy replaces the existing Maternity and Paternity Policies with a more inclusive and representative approach, which will be included within the People Handbook.



TARGETS 9 AND 14



Round up!

Some other initiatives our teams have been proud to be part of

Here is a round up of some other things we have been up to in the last 12 months or so. More case studies can be found on our [website!](#)



International Women's Day

Organised by our Women's Network in March 2023, we came together to celebrate the achievements of women in our business and hear from special guests, with a spotlight on health, wellbeing and leadership and progression, and the opportunity for our people to connect with and support women and allies within our business. The IWD 2023 theme was #EmbraceEquity.

Guests included The Burnt Chef, our Mental Health partner, AXA Health and The Haven, a non-profit organisation in Wolverhampton helping women and children. We were pleased to say the event was well attended as the first of its kind and we are hoping to continue events like these in the future.



Not so blue Monday

In January 2023, our Social Community hosted their first event raising awareness of the stigma attached to Blue Monday. Our people were invited to wear bright colours, to celebrate each other, and turn the narrative around this day into a positive one of celebration, utilising our social media platforms and the social spaces in our new head office.



Dragonboat Race

In May 2023, our Property team picked up their paddles (many for the first time!) and entered the Dragon Boat Race at Himley Hall in Dudley. The team raised over £8,000 to be split between the Wolverhampton Rotary Club and Marston's Charitable Foundation. The Dragon Boat Race is an annual event that is organised by the Wolverhampton Rotary Club and has attracted thousands of spectators and participants over the last 19 years. The team had a fantastic day in the sun, learning new skills and fundraising for local causes.



Recyclers of the Year!

To receive the prestigious Recycler of the Quarter reward, our pubs need have to have the best recycling rate in our managed and retail pub estate and the winner gets £150 for their hard work.

This year, we have had a great set of pubs claim the award - smashing it and achieving well over 90% recycling rate. Massive well done to The Fly Line, Garforth, Trading Post, Kettering, Calder & Hops, Wakefield and Seacourt Bridge in Botley for helping us make progress on our Planet promise.



Round up! continued



National award for best Neighbourhood and Premium Menu

In March 2023, we won two awards at the Menu Innovation and Development Awards (MIDAS) 2023 for the best menu in the Neighbourhood pub and Premium pub restaurant categories. The MIDAS recognises and rewards the best menu development managers and group executive chefs from chain-operated businesses. After an extensive judging process, including mystery diner visits to our pubs, the winners were selected by a panel of highly experienced judges. Industry professionals and nominees gathered for a glitzy evening, enjoying an outstanding dinner designed and created by guest chef Cyrus Todiwala, followed by the awards presentation.

Everyone involved in our menu development process, from our procurement team to our executive chefs, aim to provide options that are both high-quality and good value for our guests, as well as meeting our sustainability goals.

We are so proud to have been recognised for our efforts and would like to congratulate and thank everyone involved!



Raising money for Midlands Air Ambulance

The Foaming Quart in Stoke recently hosted a fundraiser for Midlands Air Ambulance in which they raised over £4,000. After contacting Marston's Charitable Foundation, for support and recognition of the work they were doing, the foundation added an additional contribution taking the combined total to £5,000.

Well done to everyone involved!



The Squirrel in Ludlow Raises Over £10K!

The Squirrel in Ludlow has raised over £10,000 towards their local Ludlow Community Hospital.

The team have been running weekly charity quizzes, every Wednesday at 8pm, and in doing so have managed to raise £10,150 for the hospital in their community. Well done to the Squirrel!



The Great Marston's Bake off!

Hosted by the Social Community and the Balance network, the Great Marston's Bake Off was held in our head office in September this year. All teams were invited to participate, with a prize for the star baker and runners up. The cakes were then sold on the day to raise funds for Macmillan, and in total raised just over £500.

OTHER SOURCES OF INFORMATION

READ OUR
ANNUAL REPORT
ONLINE



READ OUR
TCFD REPORT
ONLINE



MARSTON'S

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