

Delivering Impact Through Shared Good Times





We bring people together in welcoming pubs at the heart of their communities, creating **Shared Good Times** for everyone, every day.

Overview

- 2 Our approach
- 2 Highlights from FY2025
- 3 Delivering Impact through Shared Good Times
- 5 Award-winning moments

Planet

- 7 Key commitments, targets and actions
- 9 Our Planet promise

People

- 13 Key commitments, targets and actions
- 15 Our People promise

Product

- 19 Key commitments, targets and actions
- 21 Our Product promise

Policy

- 25 Key commitments, targets and actions
- 26 Our Policy promise

Round up of FY2025

- 28 Where we've also made our impact

Read our TCFD Report online

[READ MORE ONLINE](#)

Uncover the stories behind Shared Good Times

[READ MORE ONLINE](#)

Our approach

Highlights from FY2025

Planet

560 EV chargers installed, across over 200 pubs

Glass reuse scheme rolled out in more than **150** pubs

65

pubs now with solar panels installed



People

Introduced our new **Values & Behaviours** supporting purpose-led, high-performing teams

90 of our Partners or members of their teams on undertaking apprenticeships

No.1

UK pub industry's No.1 employer (UK's Best Employers 2025, Financial Times)

Product

Balanced menu choices for our guests, selling on average **18,394** plant-based meals each week

Zero waste to landfill target achieved by our primary meat supplier

74%

of the way towards achieving our 2030 target of reducing food waste by 50%



Policy

FTSE4Good score maintained at **4.1**

120 Suppliers using the SEDEX sustainability platform

95%

pubs with 5* EHO rating

Our approach continued

Delivering impact through Shared Good Times



At Marston's, we believe great pubs bring people together and can be a positive force for change. This belief underpins our approach to sustainability, which is built around our 4Ps: Planet, People, Product and Policy. These pillars guide how we deliver meaningful impact across our business and in the communities we serve.

This year's Impact Report sets out the tangible progress we have made as a business over the past 12 months – from expanding solar energy generation across more of our sites and growing our industry-leading rapid EV charging estate, to reducing food waste and strengthening our Equity, Diversity and Inclusion (ED&I) networks. We have focused on actions that have the greatest positive impact and reflect our purpose and that of our pub teams.

We have invested in our people through tailored development programmes for apprentices, interns and high-potential managers. We have deepened partnerships with suppliers to embed sustainability across our operations. We have continued to evolve our governance, with our Sustainability Taskforce providing Executive Committee-level stewardship and accountability across each of the 4Ps, reporting their progress directly to the Board.

Meeting quarterly and co-chaired by our General Counsel & Company Secretary and Director of Corporate Affairs, the Taskforce leads a series of cross-functional steering groups, that drive our progress and get things done. These teams bring the expertise, networks and authority to drive initiatives that are not only strategic but also deeply embedded in our day-to-day operations. Their work ensures our sustainability efforts are fully integrated, while enabling and supporting our strategic goals for the benefit of our people, our communities and the planet.

Together, we are building a more resilient, sustainable business that is fit for the future, powered by engaged people who deliver real impact every day through shared good times.

More information and stories of the impact our pubs are making in their communities can be found on our website.

[READ MORE ONLINE](#)

Our approach continued

Sustainability governance framework

Board of Directors

Has ultimate oversight of our environmental and social impacts and strategy, and monitor ESG-related risks

General Counsel & Company Secretary/Director of Corporate Affairs

Co-Chair the Sustainability Taskforce, ensuring Executive Committee-level stewardship

Sustainability Taskforce

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

Steering Committees

Responsible for embedding and implementing sustainable initiatives as a core part of how we operate

Supporting Groups

Specialist forums for specific areas of focus, including our TCFD and Environmental working groups and ED&I Networks

Key commitments, targets and actions

Against each pillar, we continue to ensure we operate in a responsible and measurable way, helping us to define and understand the impact of our decisions on an ongoing basis. In this report we detail what our targets are, how we are working toward achieving them and the outputs, or the measures we use, to understand our progress. Each target shows the headway we have made during the year, underpinning our continued commitment to operating our business in a safe and sustainable way. We continue to review what is most important to the Company and our stakeholders, and ensure that our targets, milestones and initiatives are the right ones.

Sustainable Development Goals

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

As well as connecting to our core business strategy, we ensure our 4Ps targets are linked to at least one of the 17 SDGs so that they reflect the global agenda in areas of critical importance for humanity and the planet.



More information on the SDG can be found here:

WWW.SDG5.UN.ORG/GOALS



Our approach continued

Award-winning moments

Celebrating the impact we have made – together – through Shared Good Times, innovation and purpose.

Our achievements in FY2025



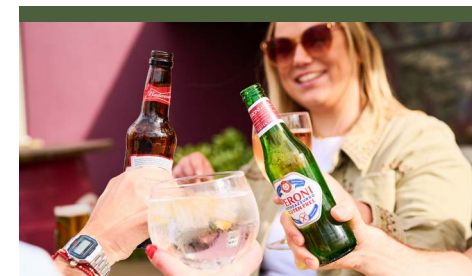
Winner of the Innovations in Packaging Award – Footprint Awards 2025



Winner of Best Carvery/Sunday Concept at 2025 MIDAS Awards



UK pub industry's #1 employer (UK's Best Employers 2025, Financial Times)



Winner of the Sustainable Packaging Award - National Sustainability Awards 2025



Winner of Best Kids Menu at 2025 MIDAS Awards



Winners of Best Training Programme: Apprenticeships - BII NITAS 2024 Awards



Winner of the Waste Prevention & Management Award – Drinks Sustainability Awards 2025



Winner of Equity, Diversity & Inclusivity Award - BII NITAS 2024 Awards

Planet






For our most fragile stakeholder, we are always striving to operate our business and supply chain more efficiently to reduce our energy consumption, carbon emissions and water use. We also want to reduce our environmental impact by minimising and reusing our waste, encouraging our suppliers to do the same.



Key commitments, targets and actions








Our Planet targets

Our PLANET Promise: To operate our business and supply chain more efficiently to reduce our energy consumption, emissions and water use, while minimising our impact on the environment by reducing and repurposing our waste.

Target	SDG	What we are doing	Highlighting our progress this year
Target 1 To achieve Net Zero by 2040.	 	<ul style="list-style-type: none"> • We completed carbon foot-printing for FY2025, in partnership with Zero Carbon Services, using methodology consistent with the Zero Carbon Forum and Hospitality sector. • We continue to develop our Net Zero roadmap to align with the Science Based Targets initiative. • We continue to improve and refine our data collection of Scope 3 emissions, gathering information directly from key suppliers on both emissions and land use change. See more on page 21. • We are progressing projects to support our transition to low-carbon technologies, including electric catering enabling works and related inspections. • Reducing energy use and wastage remains a key focus, leveraging new AI technology alongside energy audits and our 'Going Green' employee training and support. 	<ul style="list-style-type: none"> • Electric kitchen enabling works completed at 74 sites. • 303 energy audits completed, taking the total to 874. • 338 sites now benefiting from a central building management system, which regulate on-site facilities in the most efficient way. • New AI energy/carbon saving platform introduced to more than a third of our estate.
		<p>See our 2025 TCFD Report for more information on our carbon emissions and climate change.</p>	
		READ MORE ONLINE	
Target 2 To consider and, where possible, procure or promote energy from renewable or self-generated sources.	  	<ul style="list-style-type: none"> • We expanded the installation of on-site solar panels across our estate this year, with our new partnership with Two Blues Solar and Nuvolt. • The installation of rapid and ultra-rapid EV chargers remains a key priority. To accelerate the rollout, we have engaged a second EV charging partner – see more on page 10. • Our cross-functional Energy Procurement working group remains committed to shaping a long-term strategy for sourcing renewable and sustainable energy. It is also actively exploring innovative power solutions from renewable generators. 	<ul style="list-style-type: none"> • 65 pubs now have solar panels installed (FY2024: 20). These have generated the equivalent of over 1 million kWh of electricity. • 560 rapid EV chargers, including 10 ultra-fast charging hubs across our estate, have powered 121.5 million miles, saving 23.4 million kg of CO₂.

Key commitments, targets and actions continued

Our Planet targets continued

Target	SDG	What we are doing	Highlighting our progress this year
Target 3			
To reduce the volume of water we consume across our estate every year.	 	<ul style="list-style-type: none"> • We remain focused on reducing water consumption at our high-usage pubs and we manage this through targeted interventions. • We actively engage with the commercial water market by operating our self-supply water licence, enabling greater visibility and control over how much is used across our estate. • We regularly conduct benchmarking to identify sites with elevated water usage and undertake water audits to detect leaks and find improvements. 	<ul style="list-style-type: none"> • 177 water audits completed this year. • Saved over 156 million pints of water from waste by remedying leaks and other inefficiencies.
Target 4			
To work with our supply chain to achieve and maintain zero waste to landfill.	 	<ul style="list-style-type: none"> • Through our partnership with Reconomy Connect, we worked with trusted contractors and carry out audits to ensure our waste management targets are consistently met. • We remain committed to maximising the recovery of recyclable materials by improving segregation practices through targeted training programmes and ongoing bin weight monitoring. 	<ul style="list-style-type: none"> • Maintained Zero Waste to Landfill this year with a residual landfill% of just 0.43%.
Target 5			
To reach and maintain an overall recycling rate of at least 75%.	 	<ul style="list-style-type: none"> • We are adopting innovative solutions to improve our recycling performance, with a strong emphasis on reuse. Through our partnership with Reconomy Connect and Again, we introduced our 'Making Reuse Simple' scheme, enabling glass reuse at scale. • Our sustainability training includes best practice recycling guidance for all teams, helping to ensure compliance and maximise the recycling and reuse of materials. We celebrate success through our 'Recycler of the Quarter' awards. • We take action to optimise waste services, reduce unnecessary collection journeys, and improve recycling efficiency. • A structured programme of waste audits and reviews is in place to monitor performance and support continuous improvement in recycling practices. • Our Planet and Product steering committees work collaboratively to promote packaging best practices. They focus on increasing recycled content at source, transitioning to more sustainable materials, and reducing overall material usage wherever possible. 	<ul style="list-style-type: none"> • Recycling rate of 79.43 % for all waste in FY2025, a 3% improvement on last year. • 154 sites enrolled in our glass reuse scheme with over 45,000 bottles reused in the initial trial alone. More information can be found on page 11.
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"> • Through our partnership with Klipspringer we distributed monitoring equipment to our kitchen teams to help regulate cooking oil quality and use. • We are also working with Olleco to repurpose used cooking oil and provide safer environments that deter the worrying trend of oil thefts from our sites. 	<ul style="list-style-type: none"> • 68% of the cooking oil we used in pubs was reclaimed and repurposed in FY2025. • 411 sites with Klipspringer cooking oil monitoring installed.

Our Planet promise

Progress on our transition plan to Net Zero by 2040

Carbon emissions released into the atmosphere contribute significantly to climate change, posing risks to our business, communities, and the environment. As part of our commitment to achieving Net Zero by 2040, we continue to focus on accurately calculating and reporting our emissions. This transparency is essential for us to understand the scale of our impact and to identify the most effective actions we can take.

Our approach covers all three scopes of emissions:

- **Scope 1** includes direct emissions from sources we own or control, such as burning fuels for heating in our pubs and operational sites.
- **Scope 2** relates to indirect emissions from the generation of purchased electricity used across our estate. We are actively exploring energy efficiency measures and renewable energy procurement to reduce these emissions.
- **Scope 3** encompasses emissions from our wider value chain, including suppliers, purchased goods and services, food production, and logistics. These represent the largest proportion of our footprint, and we are working closely with partners to reduce them through sustainable sourcing and collaborative initiatives.

Looking ahead, we are investing in data systems to improve accuracy, setting science-based targets, and embedding carbon reduction into decision-making across the business. By taking a holistic approach, we aim to deliver meaningful progress toward our Net Zero ambition while supporting a more sustainable future for all stakeholders.

Scope 1 & 2 transition

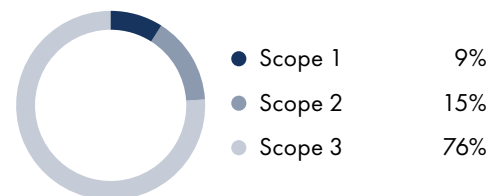
Target 1

Carbon reduction

To support our transition to low-carbon energy, we are exploring sustainable alternatives to power equipment used across our estate. The energy audits we conduct deepen our understanding of how our pubs consume power. Our electric kitchen enabling work has progressed, as part of planned projects or following electrical inspections. This enabling work allows gas kitchen appliances at the end of their lifecycle to be replaced with electric alternatives. Alongside this, we continue to install energy-saving technologies such as LED lighting and building management systems to improve efficiency and reduce emissions.

We have also trialled a range of carbon and energy reduction initiatives, including new electric catering equipment, voltage filters, more efficient bottle coolers, remote energy managers, and enhanced refrigeration controls.

Emissions scope breakdown 2024 – Market based (TCO₂e)



Renewable energy

Target 2

Transitioning away from fossil fuels and reducing our reliance on them is a critical step in our decarbonisation journey, and we are reviewing options to increase the amount of renewable energy that we purchase.

Solar

Electrifying our estate and moving to more renewable energy is central to our transition to Net Zero, as this reduces carbon emissions and improves energy performance. We continue to explore long-term Power Purchase Agreements (PPAs), including direct arrangements with renewable generation assets, to increase the proportion of renewable energy we procure.

This year, we expanded our on-site solar programme, with 65 pubs now benefiting from this greener energy, including 45 new sites. To date, our solar installations have produced over 1 million kWh of renewable electricity. We also delivered the latest systems through a PPA, providing price certainty and shielding Marston's from market volatility in electricity pricing while delivering immediate cost savings.

AI energy savings

As part of our commitment to sustainability and operating efficiently, we recently launched 'Emma Ai' in 495 of our pubs. This innovative, AI-powered energy management platform is designed to reduce excess consumption, making our venues greener, more cost-effective and environmentally friendly.

Emma Ai not only drives operational efficiency and profit but also empowers teams to contribute directly to our environmental goals, making energy reduction simple, measurable, and impactful. By monitoring energy use in real time, the platform identifies instances of waste, such as equipment left on overnight, and proactively notifies pub teams with actionable insights and recommendations. Teams are encouraged to investigate, resolve issues, and provide feedback, making the AI-powered system smarter and more effective over time. Early results have demonstrated significant savings, and we will report on the technology's progress over the coming year.



Our Planet promise continued

Going green – energy reporting developments

Employee engagement and training continues to be a key driver of our environmental progress. Our mandatory Going Green training programme focuses on energy, environment and Net Zero, and is designed to upskill our pub teams, partners, new starters and Pub Support Centre colleagues. The training ensures that all teams are equipped with the knowledge and best practice recommendations they need to support our shared sustainability goals.

EV infrastructure

Target 2

Expanding electric vehicle (EV) charging infrastructure is essential to supporting the transition to lower-carbon transport. By growing the EV charger network across our pub estate, we are enabling guests, team members, communities, and suppliers to make more sustainable travel choices.

Since introducing the first of our rapid EV chargers in 2018, we have now installed 560 rapid and ultra-fast chargers across more than 200 sites, working with partner Osprey Charging Network. We are proud to say this makes us the UK hospitality sector leader for rapid charging provision, allowing our guests to conveniently power their vehicles while they relax in our pubs.

The Paisley Pear in Brackley has a super-fast EV charging hub, installed in 2022. This has become the most popular charging location in our estate. Here, guests have charged over a million kWh of electricity - enough to power an average UK home for approximately 370 years!

To accelerate our rollout, we appointed a second EV charging partner in FY2025 so we can install more charge points at community sites and hotels. This expansion underlines our commitment to embedding sustainable transport solutions and reducing carbon emissions across our operations, while providing a suite of charging options for all our guests.

Marston's water

Target 3

Since 2017 we have operated our own Self-Supply water licence; the second company in the UK to do so. This enables us to provide our own water retail services, such as meter reads and billing, taking greater control over water management, while enabling better stewardship to help address the challenges of water scarcity.

Operating under the licence, we have strengthened our approach to water conservation by enhancing leak detection and site-level efficiency monitoring. This has better enabled us to target interventions at locations where large amounts of water are used. During FY2025, it resulted in daily savings of over 400,000 pints of water – more than 150 million pints saved annually.

By proactively identifying and resolving leaks and inefficiencies, we are not only reducing waste. We are also making tangible progress towards our target of reducing water consumption year-on-year, reinforcing our commitment to responsible resource management.

See the work our Product pillar is doing on Scope 3 on supply chain analysis and through our menu development practices to review emissions.

[READ MORE PAGE 21](#)



Our Planet promise continued

Waste management

Target 5

Our work continues with our waste partner, Reconomy Connect, to maintain our zero waste to landfill status, which we first achieved in 2018 and still uphold through regular audits and site-level reviews. During FY2025, 79.43% of our waste was recycled, and we remain focused on improving this figure year-on-year by analysing bin contents, adjusting collection schedules, and educating teams on best practice.

Our commitment to correct waste segregation is reinforced through our 'Wise up to Waste' employee engagement campaign, mandatory training, and quarterly recognition awards for top-performing sites. Bin weight reviews and tailored training programmes help ensure recyclable materials are not lost due to incorrect segregation.

Cooking oil

Target 6

By strengthening our oil management practices, we recycled over 1.31 million litres of cooking oil in FY2025, achieving a 68% recovery rate, with all used oil collected and converted into biodiesel by Olleco. To enhance our impact, we have increased the frequency of oil collection at sites where there is a higher risk for theft. We have also provided extra training to our pub teams on proper oil handling, to maximise recovery and maintain food quality standards.

Klipspringer oil monitors are used by our kitchen teams at 411 sites, helping to assess oil quality in real time and avoid premature changes. These monitors use a traffic light system to indicate when oil needs replacing, thereby improving consistency and reducing waste.

Glass reuse roll out

As part of our commitment to reducing waste and advancing circular economy principles, we partnered with Again and Reconomy Connect to roll out a glass reuse initiative – 'Making Reuse Simple'. Bottles are collected, scanned for suitability and, if deemed reusable, washed and returned to suppliers, with any unsuitable ones responsibly recycled. This approach goes beyond traditional bin services, capturing more glass and preventing the need for new bottles to be manufactured. By reusing bottles, we conserve glass and significantly reduce the energy required for recycling, which in turn lowers our carbon footprint.

Following a successful trial across 10 sites – where over 45,000 bottles were reused – we expanded the programme to 154 locations this year. This industry-first initiative received widespread recognition, winning 'Innovation in Packaging' at the 2025 Footprint Awards and 'Waste Prevention & Management' at the 2025 Footprint Drinks Sustainability Awards. We are proud of this achievement, which not only highlights the strength of the partnership but also encourages wider adoption of reuse practices across the UK hospitality and drinks manufacturing industries, supporting the growth of the circular economy.

[WATCH ONLINE](#)

People




Our People promise is a clear commitment to what life at Marston's looks and feels like, for every team member at every stage of their journey. It sets out what our people can expect from us, and what we expect in return: a culture built on trust, inclusion, development and performance.



Key commitments, targets and actions







Our People targets

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

Target	SDG	What we are doing	Highlighting our progress this year
Target 7			
Our people rate us 8 or more as part of our engagement surveys.	 	<ul style="list-style-type: none"> We continue to run regular engagement surveys with employees and Partners to gather feedback on a range of topics, including ED&I and our Values & Behaviours (see more on page 15). We introduced 'Cheers', our new reward, recognition and benefits platform, enabling employees to give and receive recognition and financial rewards. 	<ul style="list-style-type: none"> Employee engagement score of 8.3. More than 10,000 posts of recognition for our team members on Cheers platform since its launch Following feedback, the Cheers platform was also rolled out to all our partnership pubs and their teams.
Target 8			
Maximise our apprenticeship levy and the opportunity to 'gift levy' to further support the development of our employees and our Partners.		<ul style="list-style-type: none"> We are trialling new 'bite-sized' development qualifications, specific to the hospitality sector, and developing our people strategy to focus on creating new opportunities for the younger generation in our industry. Commitment to gift a proportion of our Levy contributions to support our Partners and their employees through apprenticeship-led learning. We are developing innovative new programmes for our pub teams focused on business and finance skills and the ever-evolving world of digital marketing, empowering them and leaders of the future. 	<ul style="list-style-type: none"> 295 apprentices in learning, with over 100 achievers graduating during the year. 90 Partners or their team members on apprenticeship programmes, an increase of 30 compared to last year.

Key commitments, targets and actions continued

Our People targets continued

Target	SDG	What we are doing	Highlighting our progress this year
Target 9			
Striving towards being an inclusive employer that attracts and appeals to diverse, disadvantaged, and vulnerable groups of people and that nurtures and develops people joining from all backgrounds.	  	<ul style="list-style-type: none"> • Our Excel prison leavers employment programme continues to support social mobility. See more on page 15. • We have strengthened our partnership with Landmark and Dudley colleges with supported internships to help students with learning difficulties and/or disabilities. With the help of Marston's Charitable Foundation, we are making a difference to local communities, raising money for charitable causes. See page 16 for further details. • Focusing on the development of women within our business, and closing the development gap at an operational level, we have launched our second Women in Leadership Programmes, partnering with Umbrella to develop 20 women from senior pub operations teams into our future leaders. 	<ul style="list-style-type: none"> • Achieved a major milestone for our Excel programme, with 77 prison leavers employed across our pub estate, an uplift from 54 last year. • Opened the Hope & Anchor at HMP Styal – the UK's first commercially-led hospitality academy inside a women's prison. • Maintained our Gold Award for the Armed Forces Employer Recognition Scheme. • Maintained Level 2 Disability Confident Employer, with Dyslexia font enabled on our training platform, Campus.
Target 10			
We aim to assess and enhance our performance across ED&I, and health and wellbeing with the introduction of our new Equity, Diversity and Inclusion Policy and Strategy.	  	<ul style="list-style-type: none"> • Introduced our new ED&I policy and strategy, which aligns our eight employee networks with our new Values & Behaviours. • Submitted our Maturity Curve Benchmarking with WiHTL, a collaboration community devoted to increasing inclusion across hospitality, travel and leisure. • Analysed our Care to Share data where we ask our people on a voluntary basis to provide their ethnicity data, to help refine our People strategy and support our KPI setting for the year ahead. 	<ul style="list-style-type: none"> • Supported by WiHTL, achieved an Equity, Diversity and Inclusion maturity score of 73 against an industry average of 71 (increased from 70 in FY2024).

Our People promise

Our Values & Behaviours

We have embraced change in recent years, adapting to industry shifts and evolving guest habits. With strong foundations now in place, this year we refreshed our Values & Behaviours, moving from three values and six behaviours to five core principles shaped by feedback from our people.

To further embed these principles, we have enhanced how we use them to recognise and reward great performance through the following:

- Our new Cheers reward and recognition platform allows team members across our Pub Support Centre, managed pubs and Partners to give and receive recognition and financial rewards for living our Company values every day. The platform also provides access to exclusive deals and employee benefits.
- We have simplified our performance development review process, with reviews now taking place twice a year alongside more informal conversations, giving everyone greater flexibility.
- We have also refreshed our onboarding and training resources to support the new Values & Behaviours, fostering a culture of support, recognition, and positivity.



Moments that matter



Always ambitious



Everyday excellence



Passionately local



Win together

[READ MORE ONLINE](#)

Communities and social impact

Target 9

Supported internships

We are able to offer supported internships thanks to our partnership with Landmarks Specialist College. Now in its second year, we have continued to support their learners by offering placements in a number of our pubs.

The college is an independent, specialist organisation in Eckington, Sheffield, working with students aged 16 to 25 with learning difficulties and disabilities. Learners take up an unpaid role with us for up to 38 weeks to learn on the job, aiming towards a paid position at one of our local pubs when their placement is complete.

In our first year of working with the college, 75% of interns were offered a permanent role with us. This year we are thrilled to have expanded the programme considerably, with more learners starting in September 2025 across our managed and partnership pubs.

While celebrating our partnership with Landmarks College, we have also started discussions with another two charities and colleges. This will allow more pubs to get involved, while providing more opportunities for people with learning difficulties to find work through a supported internship.

Unlocking potential

Excel Programme

Unlocking potential and creating pathways to employment, our Excel Programme is helping to transform lives by embedding kitchen training academies in UK prisons, supporting ex-offenders to build meaningful careers in hospitality. Following the success of The Lock Inn kitchen training academy at HMP Liverpool, we have expanded our network with two new openings since FY2025: The Crown & Key at HMP Stoke Heath and The Hope & Anchor at HMP Styal - the UK's first commercially-led hospitality academy inside a women's prison.

These purpose-built academies provide hands-on culinary training and professional qualifications, preparing up to 40 men at

HMP Stoke Heath and 32 women at HMP Styal each year for Line Chef roles and a fresh start in our pubs. Delivered in partnership with Novus Education and the New Futures Network, the programme offers real kitchen experience and a direct route into employment at one of our pubs.

As a key part of their rehabilitation, the training courses have been carefully put together by our brilliant Kitchen Training team, who have hosted tutors from the prisons at our Pub Support Centre. Working together, we are able to prepare learners for a life after prison. Both new academies will be open to paying guests, including staff and external visitors, and will serve meals from our menus. Everything will be cooked using

our specifications and food and hygiene safety standards to set the trainee chefs up for success.

Since 2022, 77 prison leavers have joined our teams through the Excel Programme, with retention rates above industry average. We are committed to increasing the number of ex-offender graduates employed across our pubs over the next year, alongside extending employment opportunities to care leavers, people with disabilities, and veterans.

Through this initiative, we are helping remove barriers to employment, support rehabilitation, and create brighter futures for individuals and communities, making inclusive recruitment a core part of how we do business.



Our People promise continued

Our apprenticeships

Target 8

Apprenticeships are a great alternative to traditional education routes. They offer the chance to earn while learning and provide a direct pathway to a career, with recognised qualifications from Level 2 up to degree level. At Marston's, apprentices combine hands-on experience with structured training through trusted providers, supporting professional growth at any career stage.

In February this year we celebrated National Apprenticeship Week, recognising the vital role apprenticeships play in developing skills and creating career opportunities. A selection of our training providers visited our Pub Support Centre to give team members the opportunity to see what options are available to anyone considering a funded apprenticeship in the business.

Delivering local impact

Supporting our pubs' local charities remains central to our commitment to community impact. This year, our teams have gone above and beyond, raising money and helping causes that matter most in the communities we serve.

The Marston's foundation is our homegrown way of giving back to the places our pubs sit at the heart of, supporting great organisations and working with local charities to help make a difference where it is really needed.

The funds come from the generosity of our people, pubs and employee inclusion networks, who are either hosting events and initiatives to bring in donations or making a direct contribution via salary sacrifice.

Deciding when and how to distribute this funding is carefully managed by a team of trustees, who meet regularly to review the sums available, assess requests for help, and agree which causes to support.

Over the past few years, we have made a difference in many ways, including:

- supporting over 100 local charitable causes that do not have the same access to funds that larger national charities do;
- providing grants to support new starters joining the business from disadvantaged backgrounds, to pay for documentation they need or sundries such as bus fares before they have been paid;
- helping to fund life-saving allergy treatments for the granddaughter of one of our Partners;
- funding defibrillator installations in our pubs, with plans to roll out a wider network with a registered partner; and
- donating to Something To Look Forward To as part of our new long-term partnership with the cancer charity.

Looking ahead

We are in the process of registering the foundation with the Charity Commission which will further strengthen our ability to support local giving.

While our fundraising activities are diverse and sometimes decentralised, our commitment to making a difference is unwavering. We are working to improve visibility and coordination of charitable giving across our business, with the aim of setting clearer targets and maximising our collective impact over the coming years.

Hospitality with heart

During FY2025, we forged a new, long-term relationship with cancer charity Something To Look Forward To (STLFT), offering hospitality experiences, free of charge, to people affected by the illness and their families. Founded by Fiona Coldron after her own diagnosis, STLFT is now run by her daughter, Francesca Abery, who continues her mother's legacy, offering hope and respite to anyone living with cancer, through gifted experiences.

Through the partnership, we have provided a series of free hotel stays and meals at selected pubs nationwide, alongside a financial donation from the Marston's Charitable Foundation to support STLFT's ongoing work. Three complimentary stays have already been gifted, including an all-inclusive overnight stay and meal at The Green Lodge Hotel in Hoylake, Merseyside.

Francesca Abery, Managing Director of STLFT, said:

"Although cancer is a physical illness, its impact is far-reaching. From the emotional weight of a diagnosis or treatment to the financial pressures that often come with it, the journey can be overwhelming. We're absolutely thrilled to be partnering with Marston's to offer comforting stays at their fantastic local pubs - a welcome retreat for anyone navigating their cancer journey."

Together, Marston's and STLFT are putting kindness and opportunity at the heart of our pubs and communities. With a full pipeline of future experiences planned for FY2026, we are honoured to be able to help more families affected by cancer to pause, rest, and create lasting positive memories when they are needed most.



Our People promise continued

Equity, Diversity and Inclusion

At Marston's, hospitality begins with belonging. Our commitment to ED&I means every team member, Partner, and guest feels safe, valued and empowered to be their authentic selves.

We foster a culture where everyone can 'Come as They Are'; where dignity, respect and opportunities are lived every day. Guided by the Equality Act 2010 and our Values & Behaviours, we actively remove barriers, challenge bias and create inclusive environments across the employee journey – from recruitment to development and progression.

Our ED&I strategy aims to ensure that our people:

- 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.

National inclusion week

Inclusion at Marston's means creating a welcoming environment where everyone is encouraged to thrive. It is not about blending in but rather belonging, by standing out – 'Come as you are'. We value the unique mix of talents, experiences, and perspectives our people bring.

In September 2025, we dedicated a week to celebrating inclusion, highlighting what makes us unique and the power of inclusivity in our business. Throughout the week, we shared

articles, daily tips and resources to inspire reflection, conversation and action, to ensure our people are empowered to feel safe, valued and authentic wherever they work.

Watch this video from Jane Murray, our Director of Learning, Leadership & Inclusion

[WATCH ONLINE](#)

Board and Executive Committee-level diversity

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

More information can be found on our website and in our Annual Report & Accounts.

New ED&I policy

This year, we refreshed our ED&I policy, which applies to all our people across the business, regardless of their role or contract type, and is designed to ensure dignity, respect and equal opportunities for all. Central to the policy are the principles of:

- Equity – providing fair treatment and support tailored to individual needs;
- Diversity – embracing visible and invisible differences;
- Inclusion – creating a culture where everyone feels valued and able to contribute; and
- Belonging – ensuring all individuals feel safe, accepted, and empowered.

These commitments underpin our approach to recruitment, development, and daily working practices, supporting an inclusive workplace for all.

Our Marston's networks



Women in Leadership Programme

Since its launch in October 2023, our Women in Leadership programme has played a pivotal role in supporting open conversations and increasing awareness of the barriers women may face in business operations. As part of our ongoing commitment to ED&I, the programme was designed to challenge these barriers and empower women across our workforce to develop their leadership skills and confidence.

We are proud to see our first cohort now approaching the end assessment, with participants completing their Level 3 and 4 Hospitality Management Apprenticeships.

The impact of the programme is already being felt, with two of our colleagues, Courtney Lewis and Ellie Carter, nominated by our Apprenticeship Provider, Umbrella, to attend the House of Lords for their outstanding contributions. Courtney was also awarded Best Apprentice of the Year 2025. These achievements are testament to the talent, ambition, and resilience of our female leaders, and to the power of targeted development in driving meaningful change across our business



Product






We are committed to sourcing food and drink responsibly, working closely with partners like the Zero Carbon Forum to reduce our carbon footprint across the supply chain. By minimising waste and offering guests clear, accessible information about allergens and ingredients, we empower them to make informed, balanced choices that suit their dietary needs and lifestyles — all while protecting the planet.





Key commitments, targets and actions

Our Product targets

Our PRODUCT Promise: To deliver quality food and drink which is ethically sourced and in a way which reduces food waste and emissions.

Target	SDG	What we are doing	Highlighting our progress this year
Target 11 50% reduction in food waste by 2030.	 	<ul style="list-style-type: none"> • Our partnership with Too Good To Go (TGTG) continues for the third year in our carvery sites. More details can be found on page 21. • We reduced residual food waste from depots from our 2024 Christmas menus to zero. • We now measure food waste down to bin level on a pub-by-pub basis. This means we can track it by individual site and identify any further opportunities to reduce it. • As well as targeting food waste, reducing food packaging waste is another priority as part of our broader sustainability strategy. 	<ul style="list-style-type: none"> • Over 2,672 tonnes of food waste saved, a 37% reduction from our baseline year. This means we have achieved 74 % of our overall 2030 target, a further improvement on last year. • Over 43,000 meals saved from waste through our TGTG partnership
Target 12 Authentication of our supply base against our Charters and policies.	  	<ul style="list-style-type: none"> • We continue to ensure our Supplier Charter documents remain relevant and challenging through our annual reviews. • All suppliers are approved on our Product Information Database (PID) and Self-Assessment Questionnaires (SAQ) are in place for all to complete. • Working alongside the Zero Carbon Forum (ZCF) we are assessing our Scope 3 Net Zero reduction targets and working with key suppliers to determine how we can achieve Net Zero together. • We monitor supplier compliance with our Charter values via our database, focusing on key standards, such as: fish sustainability, caged eggs, sustainably sourced soy (oil and feed), packaging sustainability, animal welfare, and land use impacts including deforestation and peatland degradation. We also collaborate with suppliers to better understand environmental and social issues through audits and data capture systems. • We continue to closely monitor the progress of the UK Forest Risk Commodity Regulation (UKFRC), which is yet to be implemented, alongside other emerging regulations. This is to ensure we are positioned for full operational compliance once legislative requirements are formalised. 	<ul style="list-style-type: none"> • Over 90% of approved food suppliers are BRC Grade A or above. • 30 supplier audits completed in line with our Charter. • 100% of food suppliers have an SAQ in place. • Use of caged eggs in our products has fallen by 78% to 2% and all remaining products are planned to be removed from the business by January 2026. • Product level carbon footprint information collated on 100% of both our food and drink portfolio. • Zero waste to landfill target achieved by our main meat supplier.

Key commitments, targets and actions continued**Our Product targets** continued

Target	SDG	What we are doing	Highlighting our progress this year
Target 13 To provide guests with access to information and products that meets their lifestyles and dietary preferences.	 	<ul style="list-style-type: none"> • We review our Allergen Strategy annually to ensure it remains effective. A key focus is reducing Precautionary Allergen Labelling (PAL), and two suppliers have successfully removed nuts from their sites. • Regular audits help maintain accurate allergen information across menus, supported by comprehensive training for employees and Partners. We work closely with procurement and food development teams to adapt or remove high-risk dishes. • PAL for gluten is not permitted on Non-Gluten Containing Ingredients (NGCI) menu items, and PAL for animal-based products is not permitted on dishes advertised as vegan. • We regularly update menu terms and conditions to reflect the latest Food Standards Agency (FSA) guidance, informed by legal reviews, brand standards, and competitor analysis. • Guests can customise food and drink to suit dietary needs, with calorie information and seven additional non-mandatory allergens available. • Our bespoke food products meet Public Health England's 2024 salt reduction targets, and we continue working with suppliers to lower salt levels. More dishes now meet Department of Health & Social Care (DOHSC) calorie and salt guidelines. • All our drinks menus aim to include soft, low, and no-alcohol options. 	<ul style="list-style-type: none"> • 650 third party allergy audits completed in our pubs this year, including our partnership pubs, to drive best practice. • Average of 18,394 plant-based meals from our menus sold each week. • 98% of our food product portfolio achieves DOHSC salt targets. • No and Low category drinks sales increased by 48% in FY2025 vs last year.

Our Product promise

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

Scope 3 progress and reduction of carbon emissions

Target 12

As outlined earlier in this report, we aim to achieve Net Zero by 2040 (see our Planet promise on page 7). Working alongside the ZCF, we have engaged with some of our key suppliers to understand our supply chain emissions and where further Scope 3 reductions could be made. We have asked them to provide detailed information about the products they supply us in order to better understand how to proceed on our collective carbon reduction journey and best manage our long-term risks.

As part of the Forest, Land and Agriculture (FLAG) target to reduce land-based emissions, we are also aiming to reduce ours, specifically emissions linked to high-risk key ingredients such as beef, poultry, pork, dairy and others. Data we collect from suppliers includes emissions from the growing and grazing of animals, and from growing crops used for animal feed. We are currently working on developing new processes and systems to capture more detailed information to enable further analysis of our wider supply chain.

Target for Net Zero by

2040

Responsible sourcing

Target 12

We recognise that improving the food supply chain is a shared responsibility and we are proud to work with suppliers, such as Fresh Direct, who share the same values. For over seven years, Fresh Direct have provided all fresh produce for our menus, embedding sustainability into their operations through practices that restore soil health, improve water quality and boost biodiversity. They are committed to reducing their own Scope 1 & 2 emissions by 27.5% by 2030, thereby supporting our efforts to lower our Scope 3 emissions. They have also achieved zero waste to landfill and aim to cut food waste by 50% by 2030, in partnership with ACM Environmental Champions. Fresh Direct's influence extends to their growers, promoting regenerative agriculture and sustainable practices across their supply chain.

More information can be found on their website

[READ MORE ONLINE](#)



Reducing food waste

Target 11

Reducing food waste remains a priority in our sustainability strategy, and in 2025 we made significant strides through a combination of strategic partnerships, operational innovation, and data-driven decision-making.

Partnership with Too Good To Go (TGTG)

Now in its third year, our partnership with TGTG continues to play a pivotal role in reducing food waste across our carvery sites by enabling guests to purchase surplus meals at a reduced price through its app, ensuring good food is enjoyed rather than thrown away. In 2025 alone, this collaboration prevented over 43,000 meals from going to waste. As we progress towards our target of 50% reduction in food waste by 2030, TGTG remains a key enabler in our strategy.

Residual food stock

We have also broadened our focus beyond redistribution to include repurposing residual stock arising from menu changes. This initiative, led in collaboration with our Food and Commercial Marketing teams, has helped reduce waste both in our depots and across our pub estate, ensuring surplus food finds a purposeful use rather than ending up in bins.

We have used the residual stock to add additional dishes to our pub teams' "meal deal" – a selection of meals for team members to have while working, including choices from the main pub menu. As well as supporting our wider waste reduction goals, this approach offers our team members a greater choice at mealtimes.

Other initiatives to reduce food waste:

- Our commitment also extends to the end-of-life stage of food products. All eligible sites across England, Wales and Scotland now benefit from food waste segregation services, with collected food waste sent for anaerobic digestion. This process generates renewable biogas and fertiliser, helping to close the loop in our food system and contribute to a more circular economy.
- Used cooking oil is collected and processed into biodiesel by our partner Olleco, contributing to our broader decarbonisation goals – see page 11 for more details.
- We also have robust data collection and monitoring systems in place, including bin-level food waste tracking and monitoring through Smart Supplier for packaging waste.

Together, these initiatives have contributed to a 37% reduction of food waste from our baseline year, representing 74% progress towards our 2030 target.

Our Product Promise continued

Sustainable packaging

Target 12

We actively monitor packaging across our supply chain to reduce waste and increase recycling. All our pubs recycle cardboard and we aim to minimise non-recycled packaging wherever possible. Fresh Direct, our sole supplier of fresh produce, packs deliveries in cardboard buffet boxes. They have worked with Saica Natur to upgrade these boxes from 65% to 100% recycled cardboard, with improved strength and moisture resistance. We use over 200,000 of these boxes annually, equating to 106,000m² of cardboard.

Packaging waste reduction initiatives

Target 11

We are committed to minimising packaging waste across our supply chain. We actively collaborate with suppliers to redesign packaging that reduces environmental impact, while maintaining product integrity. One focus is cutting the use of plastic. Over the past 12 months, we have successfully downsized the plastic bags used for fresh salad leaves, achieving a monthly reduction of approximately 20kg of soft plastic. With Fresh Direct, we are transitioning all mushroom packaging from non-recyclable polypropylene trays to fully recyclable cardboard alternatives. This initiative is expected to eliminate nearly a tonne of plastic waste from general disposal annually.

These actions reflect our ongoing dedication to sustainable practices and our drive to implement tangible, high-impact changes in packaging design. We are proud to have been recognised at the National Sustainability Awards 2025 as Winner of the Sustainable Packaging Award.

These actions reflect our ongoing dedication to sustainable practices and our drive to implement tangible, high-impact changes in packaging design.

Allergens

Target 13

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

We continue to focus on improving standards and challenging any poor pub performance through our comprehensive Allergy Strategy. Our aim is to create more inclusive dining experiences while building trust with our guests and mitigating the risk of an allergic reaction.

Ensuring clear and accurate allergen information is readily available for all guests

Our pub websites are designed to make allergen information easy to access, covering 21 key allergens (including the 14 required by the EU) and offering filters for vegetarian and vegan options. This year, we launched our new Order & Pay web platform and app, allowing guests to order from their table. If they declare an allergen, they are redirected to the pub's website to check menu suitability and advised to order with a team member, ensuring compliance with our Allergy Strategy and added safety during food preparation. For Christmas 2025 pre-orders, we have introduced enhanced allergen reporting to help pub teams identify flagged allergens early and take appropriate precautions in line with our Allergy Strategy.

Training our team effectively on allergen management procedures

Using an interactive training platform our pub teams receive bi-annual refresher training on allergens to ensure they retain important knowledge and any we can effectively communicate any updates. Select Pub Support Centre (PSC) teams are also required to undertake allergen training. The platform offers bespoke training focused on allergen risk and actions for each stage of the guest journey.



Our Product Promise continued

Guest health

Target 13

In 2025, we advanced our salt reduction programme, focusing on Chicken Wings and Cauliflower Wings, achieving 54% and 40% reductions respectively. These are two of six remaining non-branded items yet to meet national salt targets, and work is ongoing to bring all these products in line with 2024 averages. This forms part of our wider nutritional strategy, which includes a sugar reduction programme launching later this year. Our goal remains to improve product health profiles while maintaining quality and guest satisfaction.

Terms and conditions

Our wider nutritional strategy includes a sugar reduction programme launching later in FY2026. Our goal remains to improve product health profiles while maintaining quality and guest satisfaction.

In June 2025, we updated our terms and conditions to further support guests and be more transparent about our food preparation practices. In response to their feedback requesting clearer and more open information, we now explicitly state that we do not have dedicated vegetarian or vegan preparation areas. This update is being rolled out in line with menu launches across all pub formats, ensuring consistency and clarity for all guests. Alongside initiatives such as our allergen strategy, third-party audits, and increased plant-based options, this change reflects our ongoing efforts to improve the guest experience and empower them to make informed choices.



Double awards

This year, we were honoured with two major accolades at the 2025 Menu Innovation and Development Awards (MIDAS): Best Kids Menu and Best Carvery/Sunday Concept.

The MIDAS awards, established in 2008, recognise creativity and excellence in menu development across the food service industry. A team of mystery diners and expert judges with considerable experience of disciplined menu operations across multiple sites assess each shortlisted concept before deciding the winners in each category.

Our Kids Menus and Carvery offerings feature inclusive options, special partnerships, and value-driven deals that make dining out accessible and enjoyable for all.

Winning both categories is testament to the passion and insight that goes into every menu, and to the role our pubs play in supporting local communities through great food and hospitality.

Kevin Woodyet, Head of Food Category Management at Marston's, said:

"We're extremely proud of our pub menus, which are fuelled by our industry-leading guest insight, the best product and emerging consumer trends to ensure we're serving our guests the food they love every time they visit a Marston's pub. To win not one but two prestigious awards for our Carvery and Kids menus reflects the dedication of our food development teams and pub colleagues in creating menus that truly bring people together for memorable occasions, from low tempo Sunday roasts to fun filled family meals out."



Policy




Our policies and risk management frameworks set the standards from which we operate. They embody the parameters that we've set ourselves as a business to operate safely, ethically and legally, while capturing how we manage risk and communicate our expectation to all our employees.



Key commitments, targets and actions

Our Policy targets

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

Target	SDG	What we are doing	Highlighting our progress this year
Target 14 All of our pubs to 5* EHO.		<ul style="list-style-type: none"> Investment in regular health and safety audits in our managed and partnership pubs. Monthly reporting on scores and ongoing improvements are reviewed by management, the Board and Executive Committee. We supply training and innovative coaching for our Partners, annually reviewing EHO scores and action plans. This year, we extended our 'High 5' safety course to our partnership pubs, as well as allergy audits to partnership pubs that deliver a Marston's menu. We continue collaborative engagement with the Environmental Health Office (EHO) and our Primary Authorities. 	<ul style="list-style-type: none"> With continual tracking of scores, currently 95% of pubs achieve 5* EHO rating. Strengthening our commitment to best-in-class allergen training and awareness with increased investment in NSF audits and bespoke training for employees and our pub partners.
Target 15 Maintain FTSE4Good certification.		<ul style="list-style-type: none"> We remain committed to engaging where appropriate with investors to identify areas where we can improve our transparency and reporting. While maintaining our FTSE4Good certification is a specific target, we use our rating as a barometer of how we are perceived by other agencies. 	<ul style="list-style-type: none"> FTSE4Good certification maintained, with a rating of 4.1 out of 5 (level with last year). We have the highest Social score and the joint highest Governance score within our sector.
Target 16 To grow the number of our suppliers sharing data with us on SEDEX.		<ul style="list-style-type: none"> This year we extended the number of drinks suppliers engaging with us over SEDEX. All suppliers are encouraged to join the sustainability platform and share information with us each year on employment, safety and environmental performance. Some suppliers also conduct ethical audits and share this with us on SEDEX, providing detailed site-specific information. 	<ul style="list-style-type: none"> 120 of our suppliers are now active on SEDEX compared to 110 last year. Growth in numbers this year has primarily come from reaching out to our drinks suppliers.

Our Policy promise

Safety

Target 14

Safety is core to both our sustainability and overall Company strategies, and is crucial for us to run a responsible, sustainable business.

We strive for everyday excellence by maintaining high standards, earning the trust of our guests, and consistently delivering on our promises. We continually track safety performance, aiming for every pub to achieve a 5* EHO score; 95% achieved this benchmark in 2025. We strive to go beyond compliance, providing incentive schemes and ongoing support via training, and proactively fostering the right behaviours to embed the importance of safety for our people and guests.

Allergy training and audits at our partnership pubs

We updated and re-issued our allergy training modules for pub teams this year, and completing them is compulsory. See the work on allergens from our Product Pillar on page 22. Our teams are required to review their learning and self-assess their sites to ensure compliance and prepare for an audit on this critical topic.

In addition to existing safety auditing, this year we supported NSF, a globally recognised organisation for public health standards, to launch a new allergy audit in partnership pubs operating our food menu. This follows the success of allergy audits to drive up standards of service within our own managed pubs. Two cycles of the additional audit have already been completed. In a mystery guest-style

approach, the auditor orders food to check that the team is able to follow the correct guest journey regarding allergens. This includes confirming that staff proactively ask if diners have any allergies and directing those that do to menus on the pub's website. The auditor then reveals their identity and follows the order from the moment it is keyed into the till, through to preparation, cooking, and ultimate delivery to the guest's table, checking that the right controls are operated at each step.

'High 5' safety courses

Our 'High 5' safety courses are designed to enhance understanding of the key practices required to achieve a 5* EHO food hygiene rating in our pubs. These sessions aim to strengthen kitchen compliance and build team competence, ultimately driving higher inspection scores.

General Managers, partners, and Head Chefs are invited to attend workshops that combine classroom-based learning with hands-on kitchen training. The curriculum covers a wide range of topics, including the impact of safety regulations, the rationale behind our procedures, and how EHO inspectors assess food hygiene standards - helping participants identify and focus on critical priorities.

During the practical sessions, team members are expected to correctly complete all compliance activities, such as opening and closing checks, temperature monitoring, cleaning routines, and adherence to food safety protocols. The course concludes with an action planning segment, equipping attendees with a tailored plan to implement improvements in their own pubs alongside their teams.

The Safety and Property team take on the flames in order to highlight fire safety

During the year, our Safety and Property team attended a day's fire safety training at the Fire Service College at Moreton-in-Marsh in the Cotswolds. It was hosted by our property insurers, Zurich Insurance, and their Fire Safety Engineers (all of whom were ex-fire fighters) were able to share their years of practical experience. Our team members learnt how fire spreads in a room and how a backdraft reignition occurs. They practised using different types of fire extinguisher to put out varied fire types, and used a fire engine hose, spraying a jet of water onto a building in a firefighting scenario. They also learnt about the importance of using the different types of fire extinguisher provided in our pubs.

We shared the experience with pub teams in our monthly Safety newsletter – an opportunity to remind them about fire safety awareness and the important role they play in raising the alarm and ensuring everyone gets out safely.



Our Policy Promise continued

Our focus on policy

We promote high standards of good governance and embed them throughout the business through our Company policies and processes, which reflect our Values & Behaviours. These policies are effectively communicated to all employees through our digital People Handbook and monitored for effectiveness by our Risk Committee, with overall approval from our Executive Committee.

Our People Handbook

All our policies are gathered within our People Handbook, a digital guide accessible by all our employees. Policies within the Handbook are tailored to each employee's role, so they know what essential information is relevant to them and their work. Policies are presented in an engaging, consistent and easily accessible format, and updates to the Handbook incorporate any policy changes which are flagged to the reader. All our colleagues are required to confirm when they have read the Handbook and future updates, so it remains an enduring record of engagement.

Safeguarding Policy for new Woodie's pubs

Following the introduction this year of Woodie's, our new Family pub format, we also introduced our Safeguarding Policy, designed to ensure the safety and welfare of all children taking part in activities on our premises. The policy sets clear standards for safeguarding practices, outlines the responsibilities of a Designated Safeguarding Lead, who requires adherence to a strict code of conduct. The policy emphasises parental supervision, health and safety measures, and appropriate responses to illness or accidents, ensuring that all activities are delivered in a safe, compliant, and child-focused environment.

Whistleblowing

We encourage all team members across our managed and partnership pubs, as well as our Pub Support Centre, to report any suspected wrongdoing via our confidential 'Speak Up' Whistleblowing portal. This secure platform enables concerns to be raised anonymously and is easily accessible via a QR code. We are committed to upholding the highest standards of honesty and integrity and expect all employees to do the same. We actively promote awareness of the portal through posters, training sessions, and our Whistleblowing Policy. In 2025, we strengthened visibility by incorporating whistleblowing guidance into onboarding materials and compliance refreshers, and we continue to monitor usage trends to ensure accessibility and trust.

To reinforce our commitment to transparency, we have further enhanced whistleblowing access to our Partners and their teams, ensuring alignment with the service already available to our direct employees. This expansion ensures that all colleagues, regardless of employment model, have equal opportunity to raise concerns safely and confidentially. Dedicated communications and tailored training were delivered to partnership teams to support the rollout. We review all whistleblowing reports promptly and assess them using our structured risk assessment template to determine legitimacy under UK whistleblowing legislation. Escalation recommendations are included in every investigation summary.

Support for Drinkaware

Drinkaware is a UK charity working to reduce alcohol harm through partnerships with individuals, communities, industry, and government. Funded by voluntary donations from alcohol producers, retailers, and hospitality businesses, we continue to contribute annually to support its public health initiatives.

Drinkaware shares reliable, evidence-based information via its website and app. Its digital tools help users track their drinking and stay within the Chief Medical Officer's guidelines, promoting healthier choices and reducing alcohol-related risks.

Modern Slavery Statement

We publish a Modern Slavery Statement on our website annually, recognising our role in preventing exploitation in the supply chain across the UK and globally. We are committed to understanding the origins of the goods and services we procure, ensuring the rights of individuals are protected throughout our supply chain.

Given the risks inherent in global sourcing, our Food and Drink Supplier Charter outlines the employment standards we expect from suppliers. We conduct regular audits to assess compliance, identify risks, and drive continuous improvement. Our approach aligns with the UK Government's 2025 guidance, which emphasises transparency, impact, and proactive due diligence in tackling modern slavery.



Read more online

[MODERN SLAVERY STATEMENT](#)

[FOOD SUPPLIER CHARTER](#)

[WHISTLEBLOWING POLICY](#)

Round up of FY2025

Where we've also made our impact

Cheers to Heroes a huge success

Our Cheers to Heroes campaign had pride of place in our pubs in 2024 during the month of November. Partnering with the Royal British Legion in support of their annual Poppy Appeal, our campaign honoured our armed forces and veterans, while raising awareness and funds for a notable cause.



Alongside pubs hosting awareness and fundraising events across the country, including community breakfasts and live music to honour our veterans past and present, limited-edition glassware featuring poppy designs was created to support the campaign. These proved to be a real hit with guests, helping raise an incredible £94,000 for the Royal British Legion charity.

Money raised

£94,000

for the Royal British Legion charity.

In November 2025, we were proud to partner with the Royal British Legion once again, offering a new limited edition commemorative pint and half pint glasses, featuring a striking new design by Royal Marine veteran.

More on this story can be found on our website.

[READ MORE ONLINE](#)

Royal Oak wins big at Community Pub Hero Awards

The Royal Oak in Chapel Ash, Wolverhampton, was the standout winner at the 2025 PubAid Community Pub Hero Awards, receiving two honours at the House of Commons ceremony attended by MPs, pub teams, and industry leaders. The awards celebrate UK pubs making a meaningful impact in their communities.

Marston's licensee Terry Cole and his father-in-law Keith Fulwood won the Fundraising Community Pub Award for England, recognising their exceptional efforts in supporting local causes. The Royal Oak also claimed the top national award of the night for Outstanding Contribution to the pub industry.

The Royal Oak Raised

£18,000

Funding for a motorbike for the Midland Freewheelers Blood Bikes



The Royal Oak team were recognised for their ongoing support of the Midland Freewheelers Blood Bikes, a volunteer service aiding the NHS with urgent deliveries. The Royal Oak funded an £18,000 motorbike and continues to raise money to maintain the charity's fleet, which has completed over 6,000 free jobs for the NHS.

In addition to this, three regulars have become trained Blood Bikers, and a member of the pub's management team now serves as a coordinator, having completed over 75 shifts while still running the pub.

Round up of FY2025 continued

Estates team transforms local charity

Each year, Marston's Estates team supports a local charity with a '60 Minute Makeover'-style day, offering free services like painting, gardening, and repairs to help reduce their maintenance costs.

In 2025, the team visited White House Cancer Support in Dudley, which provides long-term support for people affected by cancer, including counselling, financial advice, hospital transport, and complementary therapies. Thanks to our contractors, we completed major tasks including, roof repairs, tree work, and carpet cleaning, at no cost to the charity.



Passionately local at the Pontardawe Inn

It has been a standout year for licensees Sion Partridge and Michelle Solomon at the Pontardawe Inn, Swansea. The pub has become a vibrant hub of the local community, hosting a packed calendar of events - from the Pontardawe Pub Music Festival and Folk & Ale Festival to local charity fundraisers and national competitions.

The pub's efforts have earned them multiple accolades, including being named Welsh Pub of the Year for the third consecutive year, winning Best Pub for Entertainment at Marston's Pub of the Year Awards 2024, and earning a nomination in the same category at the 2025 Great British Pub Awards.

However, their commitment to the community goes far beyond just great entertainment. During local crises such as power outages and flooding, the Pontardawe Inn has offered a safe haven for neighbours in need. And the team's inclusive ethos was

recognised with the Community Champion Award from Marston's Pride Network for promoting LGBTQ+ inclusion.

Community spirit was on full display during a 24-hour 'dartsathon', organised by the local darts team to support a member of the pub team living with a heart defect. Participants took on a marathon challenge, with locals and team members setting creative darts challenges throughout the event. It raised an incredible £1,200 for the British Heart Foundation, demonstrating the power of coming together for a good cause.

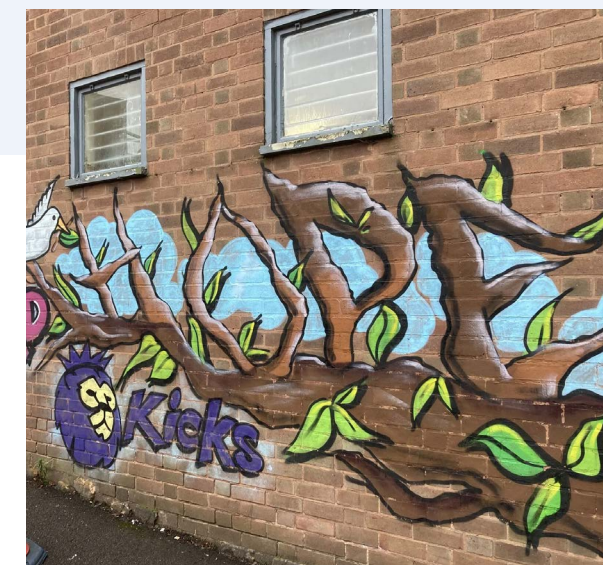
Reflecting on their journey, Sion and Michelle said:

"The real winners are those who join us day in, day out to support the community and each other. We're proud to create a space where people connect and make our world a better place."

Volunteering for The Good Shepherd

During the 2024 festive season, our Social Community wanted to show their support for those who do not have the same opportunities as others to enjoy Christmas and all of its indulgence and luxuries.

The Social Community supported The Good Shepherd, a local Wolverhampton-based charity, who've dedicated over 50 years to helping end homelessness, support recovery, and create pathways out of poverty. Volunteering their time over lunch, colleagues from St Johns House spent time waiting tables, serving meals, distributing food bank parcels and giving back to the community. More importantly, they were a listening ear and an outlet for those working at and visiting the community centre.





Marston's PLC

St. Johns House, St. Johns Square,
Wolverhampton WV2 4BH

Telephone: 01902 907250

Registered No. 31461

Produced by

designportfolio