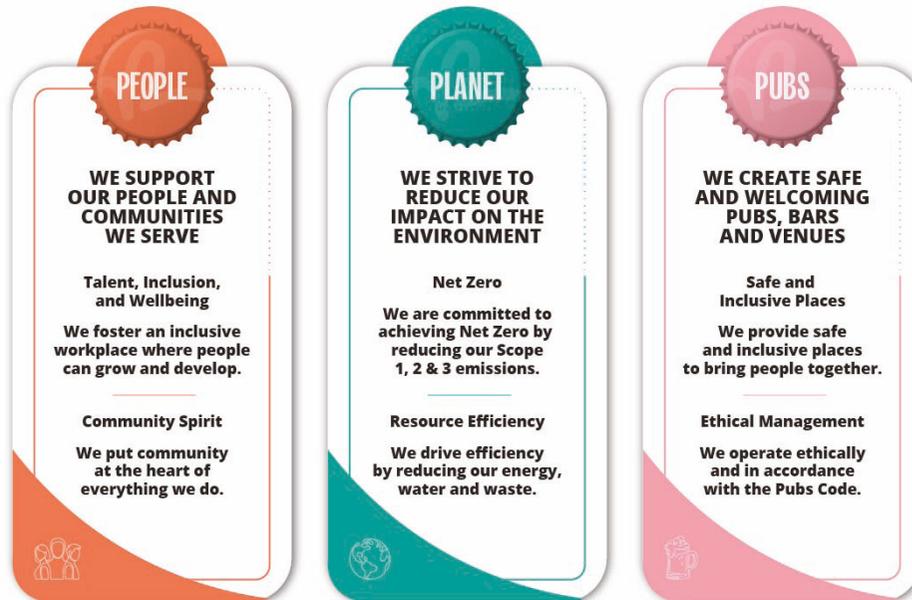


**POURING  
WITH PURPOSE  
REPORT**

**2025 Financial Year**

# Introduction

Bringing People Together through our passion for great pubs, bars and venues.



We are committed to doing the right thing through strong governance, partnerships and sustainable growth.

**Pouring with Purpose** is our strategy for driving positive change. It's the framework we use to guide how our decisions as a business impact both society and the environment.

We're committed to making a positive difference by focusing on three key pillars:

- Our people and the communities we serve
- The impact we have on the planet
- How we run our pubs, bars and venues - creating safe and welcoming spaces for all

**David McDowall, CEO of Stonegate Group said:**

"Our Pubs, Bars and Venues are about so much more than just serving drinks, they're about people, community, and making a difference. That's why Pouring with Purpose is so important to me. It's our commitment to making sure everything we do - how we support our people, care for our planet, and run our pubs - has a positive impact.

We're already doing so much in this space to be proud of, but with this strategy, we can be laser focused on making a difference and I can't wait to see the impact we'll make together."

## OUR MISSION

# Bringing People Together

through our passion for great pubs, bars and venues.

## OUR PILLARS

**Look after**  
our teams as they  
make the difference

**Position**  
every site  
for success

**Support**  
empowered  
operators

**Create**  
efficiencies &  
improvements

**Invest**  
to create  
meaningful value

## OUR VALUES



# Content



**INCLUSIVE WORKPLACE - 6**

**LEARNING AND DEVELOPMENT - 8**

**ENGAGEMENT SURVEY - 10**

**CHARITY PARTNER - 12**

**ACHIEVE NET ZERO - 14**

**PURCHASED GOODS & SERVICES - 15**

**SUPPORTING OUR PUB PARTNER ESTATE - 16**

**RESOURCE EFFICIENCY - 18**

**SERVING WITH PRIDE - 22**

**SAFE AND INCLUSIVE PLACES - 23**

**RESPONSIBLE DRINKING - 24**

**ETHICAL MANAGEMENT - 25**

# Highlights from FY25

## PEOPLE

- **WiHTL, Women in Hospitality, Tourism and Leisure, maturity score increased 14% from last year.**
- **Craft Union raised over £1 million for over 650 local community causes in 12 months.**
- **76% of colleagues say they are satisfied with Stonegate Group's efforts to support diversity and inclusion.**
- **£825,000 raised for MNDA.**
- **From January 2026, CALM (Campaign Against Living Miserably) is our new corporate charity partner.**

## PLANET

- **Reduced energy consumption 18% since FY23.**
- **Water consumption reduced 14% since FY21.**
- **80,000 bottles sent for reuse.**
- **We have measured our Scope 1,2&3 emissions for two consecutive years.**
- **In FY25 we recycled 66% of our waste.**

## PUBS

- **No & low beer and cider category is growing +41.5% YOY.**
- **98.6% of pubs, bars and venues have a 5-star EHO rating.**
- **£80,000 raised for Stonewall Housing.**
- **All our venues sell no and low alcohol products.**
- **Largest operator of LGBTQIA+ venues within the UK.**

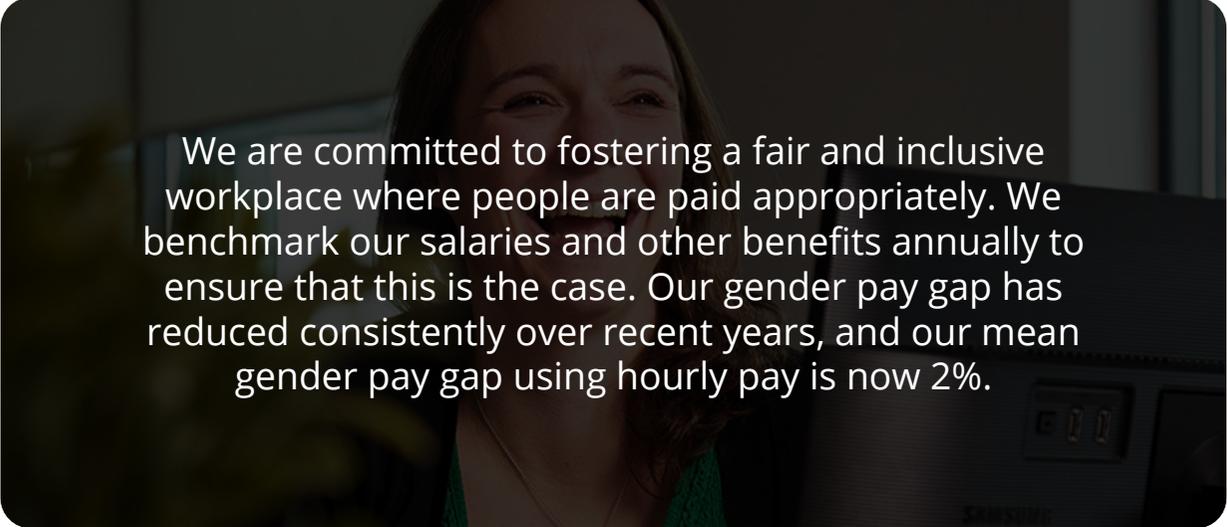
# People

Our People pillar is about championing our colleagues. We're committed to creating an inclusive, welcoming workplace, where everyone can grow, develop, and most importantly, be their true authentic selves. We want our teams to feel supported, with the right policies, guidance and wellbeing resources in place so they can thrive.

It's also about supporting the communities we serve. Whether that's through our charity partnerships, or each of our venues supporting local causes close to their hearts.

## Talent, Inclusion and Wellbeing

We're committed to fostering an inclusive workplace where everyone feels valued, supported, and empowered to grow and develop. Whether it's nurturing future leaders, celebrating individuality, or promoting mental and physical health, we believe that investing in our people is not just good business – it's the right thing to do.



We are committed to fostering a fair and inclusive workplace where people are paid appropriately. We benchmark our salaries and other benefits annually to ensure that this is the case. Our gender pay gap has reduced consistently over recent years, and our mean gender pay gap using hourly pay is now 2%.

### Inclusive Workplace

This year we have reviewed and updated job adverts, documents, policies and branding to ensure they are accessible, in line with recommendations from the neurodiversity experts 'The Brain Charity'. This training workshop has been completed by all HR colleagues to enable them to start to identify adaptations required within the workplace. We also ensure that all of our video content is accessible, by following the Web Content Accessibility Guidelines.

## Wellbeing and Inclusion Ambassadors

This year we established a Wellbeing and Inclusion Ambassador Group, which consists of over 40 passionate team members who champion initiatives that promote employee wellbeing and celebrate diversity. The ambassadors collaborate and support the HR and leadership team through regular communications to review policies, review training videos and ensure all work is grounded in real employee experiences. This year, we have reviewed 26 policies with Wellbeing and Inclusion in mind, with nine of these policies now going above and beyond legislation which includes our Family Friendly Policy.

## WiHTL Maturity Score

WiHTL Women in Hospitality, Tourism and Leisure, is the world's only collaboration community devoted to increasing inclusion across Hospitality, Travel and Leisure.

We work with WiHTL to analyse our diversity and inclusion approach at Stonegate Group, our Diversity & Inclusion (D&I) strategy was given a maturity score of **70, which is a 14% increase** on last year's result. Within this, we achieved 86% on our wellbeing score. Our maturity score classifies us as 'strategic', which means:

- **D&I is a strategic objective for us.**
- **Inclusion is embedded throughout the business.**
- **Leaders are given the skills to lead inclusively.**

WiHTL have also accredited us with a **Silver Inclusion in Employer award.**

In 2025 David McDowall, joined the WiHTL Advisory Board to collaborate with leaders who equally recognise and value the importance of inclusive and diverse cultures.



# Learning and Development

At Stonegate Group, our people make the difference, and we're committed to helping every colleague grow. We're incredibly proud of our Learning and Development for our front-of-house, back-of-house and Pub Support teams.

## Internal Promotions

This financial year, we have celebrated **972 internal promotions**, including progressions to Team Leaders, Deputy Managers, General Managers and in our Pub Support Teams.

Click [here](#) to learn more about our colleagues career development



We also had over 700 colleagues complete one of our career development pathways. We're continuing to evolve our development offer to support all colleagues in being at their best in their roles and progressing in their careers. As part of this evolution, our future careers approach is anchored in three pillars:

- Agile pathways - that adapt quickly as skills and business needs evolve
- Accessible asynchronous pathways - Self-led development where colleagues grow at their own pace and learn in the workplace.
- Personal pathways - Skills-based mobility enabling movement across roles and broadening experience

At Stonegate Group, our people make the difference, and we're committed to helping every colleague grow. This new approach will shape how we support progression and prepare talent for what's next. It will create new opportunities for colleagues to build essential skills to strengthen our talent pipeline and help them to reach their ambitions.



## Apprenticeships

Our apprenticeships combine hands-on experience with structured learning, allowing colleagues to develop valuable, role-specific skills while working towards a recognised qualification. We have several pathways available across the business from Finance and Marketing to our front- and back-of-house teams.

This year, **105 colleagues began an apprenticeship with us, and 56 colleagues who were already on their apprenticeship journey successfully completed their programme**, an achievement we're incredibly proud to celebrate.

## Future Leaders Programme

Two years ago, we created our Future Leaders programme, which prepares individuals to advance to our Leadership Team through structured workshops, experiential learning and self-reflection. Our second cohort has just completed this, and we're excited to see what the future holds for our participants.



**105**  
**APPRENTICESHIPS STARTED**



**56 COLLEAGUES**  
**COMPLETED THEIR PROGRAMME**



PEOPLE

## Engagement Survey

We run annual engagement surveys to check in on how everyone's feeling at work, what's going well, and where we can make things better. It's a chance for every colleague to have their say.

We also run targeted pulse surveys throughout the year on key areas such as wellbeing, system implementations, and progress against our engagement survey actions.

These shorter, focused surveys help us monitor impact, stay accountable, and ensure we are consistently following through on our commitments.

The results are shared with leaders and teams across the business and help shape how we work together, make decisions, and plan for the future.

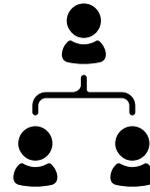
By gathering this feedback, it enables us to build a workplace where everyone feels supported and valued.

These results are from our October 2025 survey.



87%

Know what they need to do to be successful in their role.



84%

My manager genuinely cares about my wellbeing.



83%

I can be my authentic self at work.



74%

I have access to the learning and development I need to do my job well.



80%

I feel connected to my team.



91%

I have a good working relationship with the colleagues I work with on a regular basis.



61%

Stonegate Group demonstrates a genuine commitment to social responsibility (e.g. community support, sustainability, charity work).



76%

I'm satisfied with Stonegate Group's efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability).



## Licensed Trade Charity

At Stonegate Group, we are proud to work closely with the Licensed Trade Charity (LTC) to ensure our colleagues across the hospitality sector have access to the support they need, when they need it most. The LTC has been dedicated to helping people in the licensed drinks trade for over 200 years, offering a wide range of free and confidential services designed to support wellbeing, financial stability, and personal resilience.

In 2025, Nina Marshall won 'Volunteer of the Year' with the Licensed Trade Charity. Nina has been a Charity Services Volunteer for five years and frequently visits applicants, offering a compassionate ear and supporting the LTC in making informed decisions about how best to assist their beneficiaries. She has also worked hard to raise awareness of the valuable work and support that the LTC provides to all colleagues and successfully recruited three new LTC volunteers from within Stonegate Group this year.



## Wellbeing walks

Wellbeing Walks at our head office give colleagues a chance to step away from their desks, enjoy some fresh air, and connect with people they might not usually work with. Members of our leadership team, including the CEO, join too. These relaxed walks support mental and physical wellbeing and help strengthen team connections in an informal, uplifting way.

## Colleague Benefits

We offer a wide range of benefits that support the diverse needs of our people. From enhanced parental leave and mental health support to financial wellbeing resources, discounts, learning and development opportunities, and health and wellness programmes, our benefits are designed to help our teams thrive. We continually review and evolve our offer to ensure everyone feels valued, supported, and empowered.



# Charity Partners

## MND

October 2025 marked the end of our incredible three year partnership with the **Motor Neurone Disease (MND) Association and MND Scotland**. We raised a phenomenal **£825,000** to support families affected by motor neurone disease. Since April 2022, our teams have gone above and beyond to raise money for the charity, from taking part in marathons to pub quiz hosting, showing what's possible when we come together.

## CALM

From January 2026, **CALM (Campaign Against Living Miserably)** is our new corporate charity partner. CALM is a suicide prevention charity on a mission to help people end their misery, not their lives. In the middle of a growing mental health crisis, CALM's work has never been more important.

**Tanya Curry, CEO of the MND Association, said:**

"It's impossible to overestimate just how much Stonegate Group's partnership has truly meant, not only to us, but to the whole MND community.

Since 2022, Stonegate Group has raised more than **£800,000** for the MND Association and MND Scotland, taking part in extraordinary events including the Tour de Stonegate which saw staff cycling more than **2,000 miles and by climbing Mount Snowdon**.

The strength of this remarkable partnership has enabled the MND Association to develop the support and information we offer to people living with MND, their families and carers, while also funding vital research which gives us the hope, we need for the future. We couldn't be more grateful to the team at Stonegate Group for their generosity, their dedication and their tremendous support."



# MAKE IT A MILLION



Craft Union has proudly hit a monumental milestone, in February 2025, raising an incredible **£1 million** for over **650 local community causes** across the UK in just **12 months**.



Hitting the £1 million milestone was achieved through a true one team approach.



Craft Union pubs raised an impressive **£956,591**, and our **Pub Support Team** bringing in **£96,813**.



The funds have gone to a range of charities, food banks, local grass root causes, wellbeing support and families in financial hardship across the country.



Seeing the impact made to so many local causes, Craft Union wanted to keep making a difference and in February 2026 they raised another **£1 million**.



## Publican Awards 2025

Craft Union Pub Company won 'Best Community Pub Operator' for the third time!



PEOPLE

# Planet

We strive to minimise our impact on the environment. We're making progress in reducing energy usage, water conservation, and waste management, and partnering across our supply chain to reduce our environmental impact. These efforts support our goal of achieving net zero by lowering scope 1, 2, and 3 emissions.

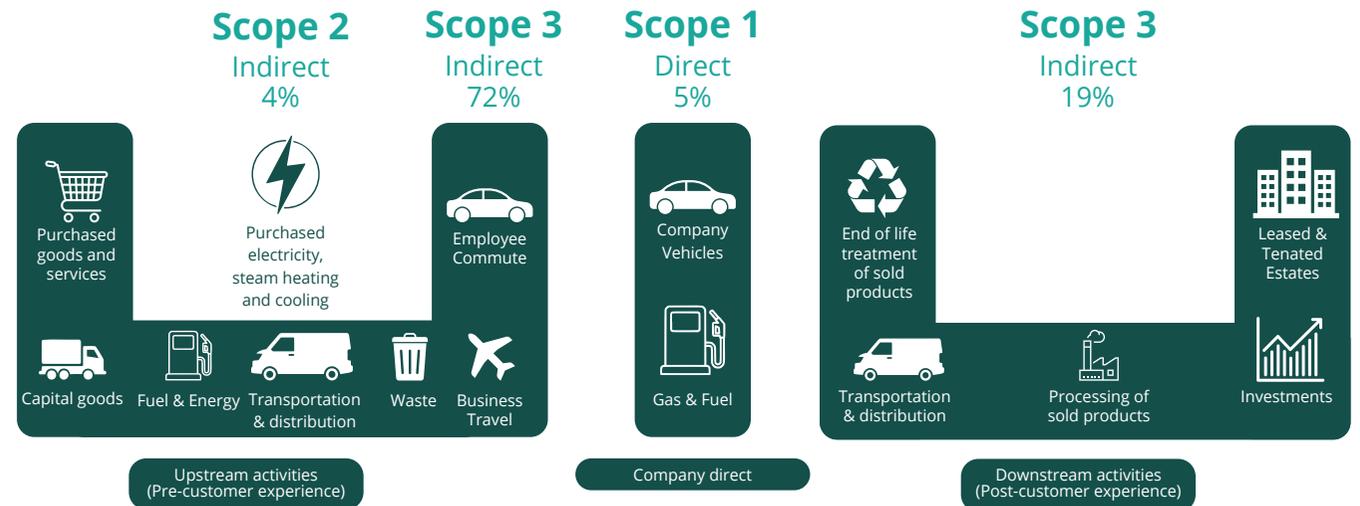
## Achieve Net Zero

We take responsibility for reducing greenhouse gas emissions across our operations and supply chain, from energy use in kitchens and cellars to sourcing ingredients and materials. We're committed to cutting Scope 1, 2, and 3 emissions through collaboration, innovation, and continuous improvement, while being transparent about our progress and challenges.

## Carbon Footprint

We completed our first comprehensive carbon footprint in 2021, covering Scopes 1, 2, and 3, and updated it in 2024 and 2025 with improved data and methodology. This provides a baseline for setting future targets and identifying emissions hotspots.

The two most significant parts of our carbon footprint sit within Scope 3; these are Purchased Goods & Services and Downstream Leased assets. These have therefore, been our two main areas of focus this year by engaging with suppliers and supporting our L&T estate.



## Net Zero Now Pilot

This year we completed a project pilot which was funded by Coca Cola. The aim of the project was to create site level Carbon Footprints, for a sample of 20 sites. This has allowed us to get more granular reports to identify which of our formats are more carbon intensive and to understand potential opportunities to reduce this impact.



## Purchased Goods & Services

We're embedding ESG criteria into our tenders to ensure suppliers share our values and sustainability goals. Our upcoming Supplier Charter will set clear expectations and foster accountability, while ongoing monitoring helps track progress, manage risks, and drive improvements together.

## ecoTOTE

ecoSPIRITS is a circular economy technology company that has developed the world's first lower carbon and waste packaging technology for premium spirits and wine. Their patent-pending closed loop glass packaging format, **the ecoTOTE, is designed to be used over 150 times**. This means it could eliminate up to **1000 single use glass bottles over its lifetime helping to reduce waste and CO2\***.

We are working in partnership with Diageo to launch Gordons, Smirnoff and Captain Morgan Original Spiced Gold ecoTOTEs into all Slug and Lettuce sites after a successful trial in Scotland. Since we have implemented this, we have saved over **10,723 bottles and eliminated 4,490kg of single use packaging waste\***.

\*When compared with equivalent volume in single use glass bottles. Calculated using ecoSPIRITS' Impact Calculator for Diageo brands in the on-trade in Great Britain.

## Sleek cans

We've been working closely with Coca-Cola, Diageo and SHS to reduce our carbon footprint by switching to lower-carbon packaging. Sleek cans are more sustainable as they are significantly more carbon efficient to produce, distribute, recycle and re-distribute versus glass bottles. So far, we've switched our Coca-Cola, Appletiser, Fanta, Sprite, WKD and Smirnoff Ice to sleek cans and added canned Oasis to our range, while continuing to explore further options.



## Supporting our Pub Partner Estate

In February 2025, we refreshed our Energy Efficiency guide to cover broader sustainability areas, including water and waste, offering practical tips to help our Partners reduce their environmental impact and save costs.

We've also encouraged Partners to become BII Sustainability Champions, with several sites already recognised for the fantastic work they're doing to make their pubs greener and more sustainable.

The case studies below highlight some of the work they are doing to reduce their environmental impact.

### Flying Horse Boughton Aluph Ashford

**Their policy is - plan / do / act / review on everything.**

Lights are only turned on where needed in daytime but automatically turned on at 3.30pm in winter.

Washing is segregated into different loads dependent upon level of cleaning needed.

Any half boxes of food that are left when the menu is changed over, are added to the specials menu to save wastage.

Suppliers, where possible, are local.

Staff are encouraged to car share, when they have the same shifts.

Offering seasonal menus.

### Red Lion Underwood

Using local butchers and wholesalers for seasonal produce.

Using washable storage containers.

Making sure lights and switches are turned off or not used.

### Dove Chingford

Lights are on sensors and appliances are turned off when not used.

Waste is segregated into general waste, glass and cardboard, encourage recycling.

## Zero Carbon Forum Collaboration

In 2021 we became a member of the Zero Carbon Forum – an industry group committed to working collaboratively on a roadmap to net zero emissions across the hospitality sector. The forum has been endorsed by Government and backed by trade associations UK Hospitality and the British Beer and Pub Association.

**Mark Chapman, CEO and  
Founder of Zero  
Carbon Company said:**



“We’re proud to have supported Stonegate over several years as they have turned ESG ambition into measurable action. From ingredient level emissions data to smarter logistics, supplier engagement, energy efficient buildings and waste reduction training, Stonegate has made tangible progress and now sets a powerful example for the wider hospitality sector as the UK’s largest pub company.”



# Resource

## Efficiency

We're reducing energy, water, and waste across our operations, making smarter choices that benefit both the environment and our business. By optimising how we source and manage materials, we're cutting waste, embracing circular practices, and building a leaner, greener, more sustainable future.

## Energy

Since 2023, consumption dropped by 18%. This is thanks to recent changes in our estate and our ongoing efforts to use energy more efficiently. We completed the rollout of LoweConex across our Managed estate and are planning its extension to our L&T sites. We have successfully implemented energy saving initiatives in our head office, leading to a 30% reduction in electricity and positive impact on colleagues comfort.



\* This does not account for any changes in our estate.



## Energy Policy

We published our first Energy Policy, this year, which covers:

- Initial energy consumption reduction target of **15% by 2030 from a 2024 baseline.**
- Investing wisely in our refurbishments through updated investment procedures, specifications, designs and installation standards.
- Purchasing green electricity when commercially viable to do so.
- Implementing metering and monitoring systems to efficiently identify savings opportunities, set targets, validate performance and help share our results.

Our energy efficiency strategy combines IoT technology, behaviour-change programmes, design of energy efficiency standards on refits and maintenance practices and compliance with current and upcoming legislation, including SECR, ESOS and EPC minimum standards.

Trials across our estate tested solutions like voltage optimisation, digital timers, and smart controls, with smart controls emerging as a promising option for wider rollout in FY26.

Exploratory work is also being done to make ventilation in our pubs more efficient, from kitchens to toilets to back-of-house we are finding and exploring solutions to reduce consumption during non-trading hours to a minimum.



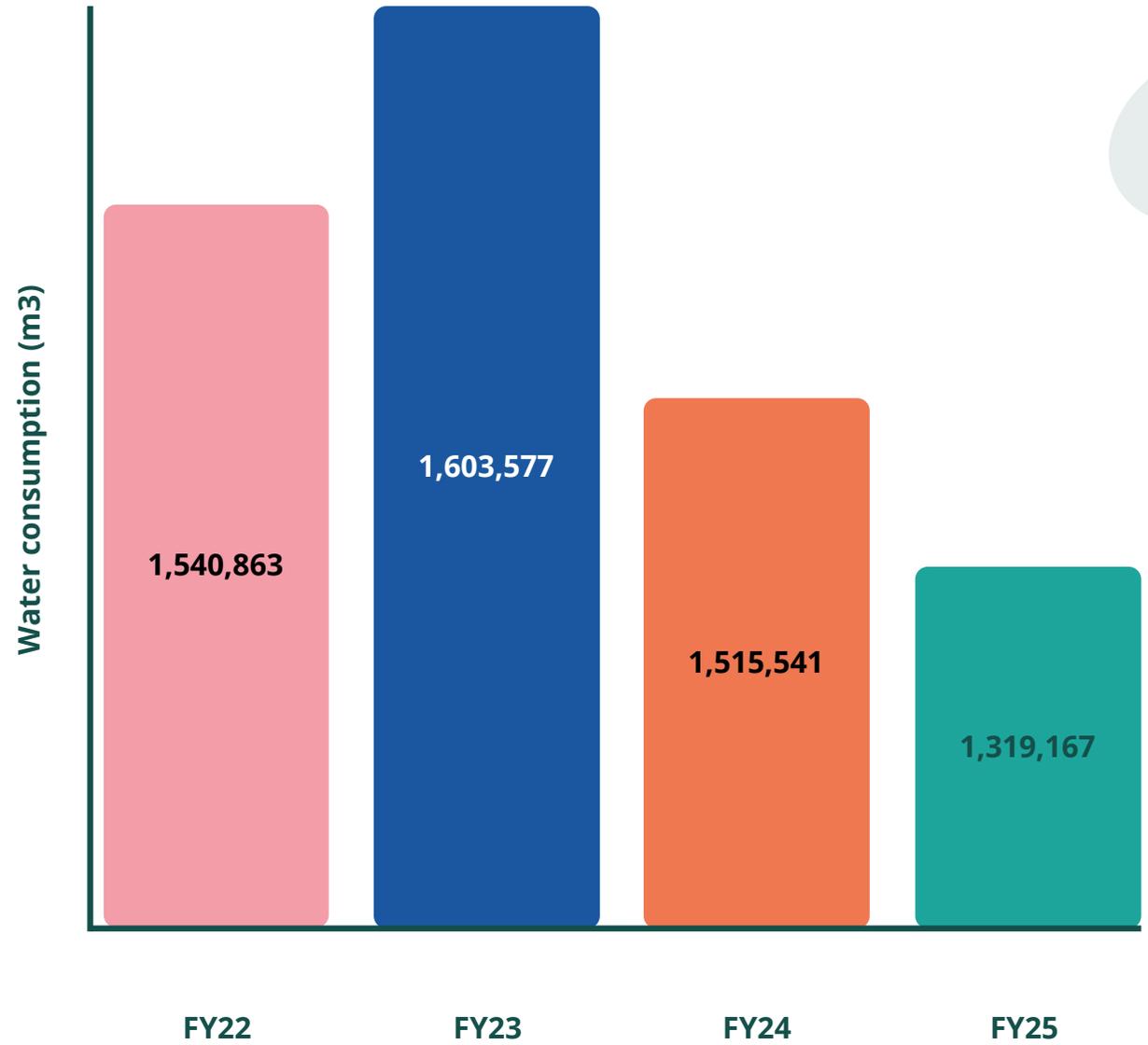
# Water

Since 2019 we've partnered with Waterscan to improve visibility and control over our water consumption.

During this time, we've completed more than 1,000 site audits, saving over 330,000m<sup>3</sup> of water, **which is equivalent to 580 million pints.**

Waterscan support in key areas such as:

- Leak and maintenance tracking, site audits, meter reading
- Invoice validation
- Consumption reporting
- Self-supply license support and management



\*This data will be unvalidated, meaning it may have been affected by rebilling, it also does not account for any changes in our estate.



# Waste



We  
Recycle  
66%  
of our  
waste



We  
Convert  
12% of  
our waste  
to energy



We  
Divert  
100% of our  
waste away  
from landfill

## Zero Waste to landfill

Since June 2023, Stonegate Group has achieved zero waste to landfill, diverting at least 99% of our waste away from landfill. All waste is now sent to either anaerobic digestion or energy-from-waste facilities, helping us reduce our environmental impact while making the most of resources.

## Simpler Recycling

Simpler Recycling aims to increase recycling rates to ensure there is more recycled material in the products we buy, and that high quality recycled material can be sourced domestically, enabling packaging circularity in the UK.

## Glass backhauling

Following a successful trial of glass backhauling, we rolled this out in further Managed and Craft Union sites. As of October 2025, we had **100 sites** live with services meaning glass bottles are being backhauled for reuse rather than being recycled. Since the start of this partnership over **80,000 glass bottles** have been backhauled to be cleaned and reused. At this stage we will not be rolling out glass backhauling any further but we're keeping options open for other opportunities of reuse over recycling in the future.

## FareShare Partnership

FareShare is a charity that collects surplus food and diverts it to their UK-wide network of **8,500 frontline charities and community groups**. We have partnered with FareShare in 2025, to collect and redistribute our surplus food, we are looking forward to continuing this partnership and supporting FareShare in their mission.

## Olleco

We have been working with Olleco since 2011 to collect our used cooking oil. Olleco take this to their processing sites where the food fragments are removed and sent to anaerobic digestion, and the used cooking oil is taken to the biorefinery where it is converted into biodiesel. This financial year Olleco have collected **719,929 litres of used cooking oil, which is approximately 1,266,898 pints!**

# Pubs

Our mission is **'bringing people together through our passion for great pubs, bars, and venues'**. We create safe, welcoming spaces where everyone can feel at home, including LGBTQIA+ spaces that celebrate identity without judgment. All venues now **offer low- and no-alcohol options**, ensuring social connection isn't dependent on drinking. Supported by robust EHO standards and fair practices under the Pubs Code, we're committed to inclusive, transparent, and enjoyable experiences for all.

## Safe and inclusive spaces Serving with pride

We are the **largest operator of LGBTQIA+ venues within the UK** and 'Serving with Pride' reflects our mission to create inclusive spaces and show allyship to the LGBTQIA+ community. Since 2021, we've supported Stonewall Housing, raising more than **£80,000** through initiatives like **Rainbow Pilsner, Polari, venue-led fundraisers, and Be At One's Pride Month 2025 'Matcha Matcha Man' cocktail**.

Our venues also provide safe LGBTQIA+ spaces, hosting creative and wellbeing workshops for Stonewall Housing service users and running in-venue campaigns to raise awareness.

Liam Martyn, Area Manager of Stonegate Group's LGBTQIA+ venues, said: "We're proud of our partnership with Stonewall Housing and the difference it makes. Our teams and guests support it with real passion, and we look forward to building on this success for the LGBTQIA+ community."



## Keeping our venues safe and inclusive

All colleagues and door staff have knowledge of the 'Ask for Clive' and 'Ask for Angela' schemes and receive training on these as part of their induction. Posters are also displayed for these in appropriate locations across our pubs, bars and venues.

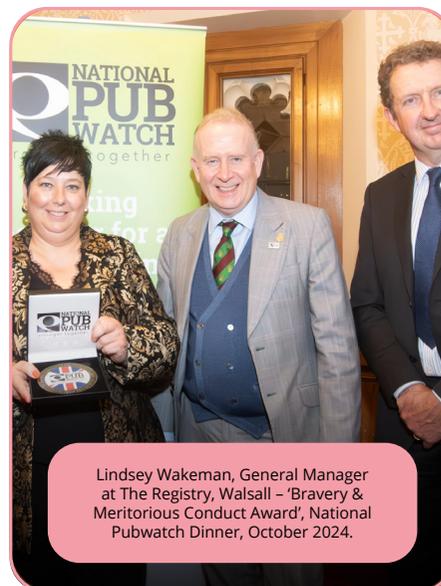
### Ask for Clive

Ask For Clive works with pubs, clubs and communities to stamp out hate and make inclusion real.

### Ask for Angela

The scheme started in 2016 and is used by bars and other venues to keep people safe when they feel safe or are in an uncomfortable situation.

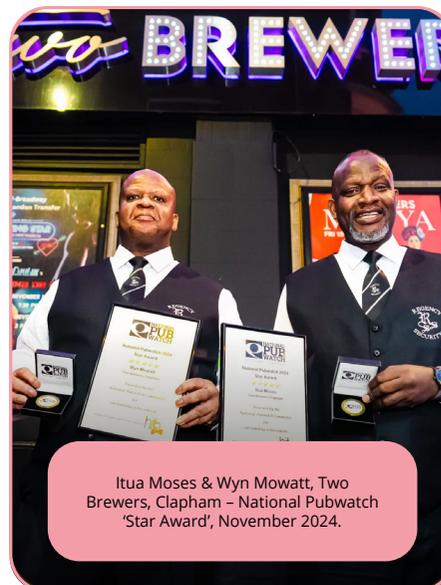
## Awards



Lindsey Wakeman, General Manager at The Registry, Walsall - 'Bravery & Meritorious Conduct Award', National Pubwatch Dinner, October 2024.



Dominic Hewitt & Sinead Ni Ghiolla Bhrighde, Popworld Chelmsford - 'Bravery & Meritorious Conduct' Award, National Pubwatch Conference, March 2025.



Itua Moses & Wyn Mowatt, Two Brewers, Clapham - National Pubwatch 'Star Award', November 2024.



Gordon Tovey, General Manager at Mary's Cardiff, 'Lifetime Community Contribution Award', Pride Cymru, June 2025.

**“Hi I'm Angela”**

Are you on a date that isn't working out?

does it all feel a bit weird?

Is your Tinder or POF date not who they said they were on their profile?

If you go to the bar and ask for **“Angela”** the bar staff will know you need some help getting out of your situation and will call you a taxi or help you out discreetly - without fuss



#askforangela

WWW.NATIONALPUBWATCH.ORG.UK  
ADMIN@NATIONALPUBWATCH.ORG.UK



## Responsible Drinking

We continue to explore new opportunities to expand the no-and low-alcohol category here at Stonegate, responding to changing guest preferences and offering greater choice. By working closely with innovative suppliers and listening to our guests, we are helping to redefine what a great night out looks like.

## Low & No sales

Our no-and-low beer and cider category is growing **+41.5% year on year**, outperforming the market's **38.6% growth**. And in the alcohol-free spirits category, we've seen incredible growth of **83.7%, well ahead of the market's 47%**.

With over a third of UK adults drinking no and low alternatives more frequently than a year ago, it's crucial that we innovate our offer and evolve in line with our guests, making sure our sites continue to be a space for everyone. (Insights from November 2025)

As our CEO David McDowall says, 'this isn't just a trend – it's a real shift in how people are choosing to socialise. And with choice, quality and inclusivity at our core, the pub continues to be the place where everyone can come together.'

## 1000th Heineken 0.0 draught tap

The Clerk & Well, in London received a visit from footballing legend and Heineken ambassador, Gareth Bale. Heineken selected our pub for the unveiling of the 1,000th Heineken 0.0 draught tap in the UK, a milestone for low and no-alcohol draught options.



# Ethical Management

Our approach to ethical management is underpinned by robust internal policies that ensure fairness, transparency, and accountability across all operations. Our Modern Slavery Policy is available on our website.

We are also incredibly proud of our partnerships with our entrepreneurial publicans and operators, who play such a vital role in the communities that they serve. To ensure positive relationships and fair practices across our partnerships we operate in accordance with the Pubs Code, promoting transparency and equity.

By integrating these frameworks into our governance structure, we demonstrate our dedication to responsible business conduct, safeguarding both our stakeholders and the communities we serve.

## 5\*EHO

We work closely with both our Primary Authorities and our Safety Partner NSF to keep all things safe and legal. Regular visits help us to stay on top of standards, current legislation and best practice. Our partners help us protect our guests, support responsible practices, and build trust in the communities where we operate. Across our Managed estate, 98.6% of pubs, bars and venues have a 5-star EHO rating.

