



SOCIAL  
PANTRY

# **IMPACT REPORT**

## 2026



**ALEX HEAD**  
FOUNDER AND CEO

**“That journey has been extraordinary and it has reinforced something I believed from the very beginning: hospitality can do more than simply feed people.”**

This year, Social Pantry celebrated its fifteenth birthday.

It felt like the right moment to look back. To remember where we started: around my kitchen table, opening our first café in Lavender Hill, catering our first “big” event for just sixty people. At the time, each milestone felt enormous.

Looking at the business today, it is hard not to feel a little astonished. We have grown into a team of more than 160 people. We are the exclusive catering partner at Tower Bridge and Mansion House. We cater formal dinners for hundreds of guests without blinking and feed thousands at weddings and work, festivals and galas, picnics and parties.

That journey has been extraordinary and it has reinforced something I believed from the very beginning: hospitality can do more than simply feed people.

As the business has grown, so has our understanding of what success looks like. We measure success not only by the events but by what we leave behind.

That means creating opportunities through employment, building a workplace where people can thrive and continually reducing the environmental impact of the business.

**For us, sustainability is not an add-on or a slogan, it is a guiding principle that influences every decision we make.**

This year has been an important step in that journey. Working alongside Jessie to develop our sustainability strategy has helped turn ambition into action, giving us a clearer understanding of where we are today, where we need to improve and how we will measure our progress in the years ahead.

This report captures that work. It reflects the progress we have made, the areas where we still have more to do and the practical steps we are taking to become a better business.



**JESSIE BROADWAY**  
SUSTAINABILITY  
AND SOCIAL  
IMPACT MANAGER

## HOW TO READ THIS REPORT

This report is designed to show not only what we have achieved, but how we plan to improve.

Each section follows the same structure, moving from where we are today to where we are going, how we'll measure our progress and what's next.

### WHERE WE ARE TODAY

The foundations are already in place. These are the policies, systems and practices that guide our work today and provide the starting point for the journey ahead.

### WHERE WE ARE GOING

These commitments set the direction for the next phase of our journey. They establish clear priorities for improvement and ensure sustainability is embedded in the decisions we make every day.

### MEASURING PROGRESS

Progress isn't defined by a single target. We monitor a range of indicators to check we're moving in the right direction, identify where further action is needed and hold ourselves accountable.

### WHAT WE ARE FOCUSING ON NEXT

The practical steps we're taking now. These priorities build on what's already working, address the areas where more needs to be done and turn our longer-term commitments into action.

**Sustainability is no longer something that sits alongside a business. It is an integral part of how good businesses are run.**

Having joined Social Pantry during this period, I'm excited to build on the hard work the team has already put into operating more sustainably.

Social Pantry has always cared deeply about where our food comes from, the people we work with and the impact our business has.

This strategy builds on those foundations.

Significant improvements to our data and systems now give us much better visibility of our performance and allow us to monitor it continuously - giving us a stronger basis for making decisions, measuring progress and driving further change.

The challenge is significant. Hospitality has an important role to play in reducing emissions, protecting biodiversity and creating opportunities for people. There are no quick fixes, but there are countless practical decisions that, taken together, can make a lasting difference.

For us, sustainability is about making better decisions every day. The ingredients we buy. The suppliers we work with. The waste we prevent. The opportunities we create.

By measuring our impact and continually improving the way we operate, we can ensure our ambitions are matched by meaningful action.

The following strategy sets out how we will achieve that. Built around three guiding pillars, it provides a clear framework for the decisions we make, the progress we measure and the future we are working towards.

# SUSTAINABILITY STRATEGY

Our strategy is built around three simple ambitions:  
serving the best, saving resources and supporting society.

Together they guide every decision we make - from the menus  
we create and the ingredients we source, to the way  
we support our team, our communities and the planet.

## ○ **SERVE THE BEST**

Good food should do more  
than just taste good.

## ▲ **SAVE RESOURCES**

Making more  
of what we have.

## △ **SUPPORT SOCIETY**

Good work can create opportunity  
far beyond the job itself.



**SERVE THE BEST ..... 7**

MENUS THAT MAKE BETTER FOOD SYSTEMS ..... 9

SUSTAINABLE SUPPLY CHAIN ..... 12

**SAVE RESOURCES ..... 22**

CIRCULARITY IN OUR KITCHENS ..... 24

NET ZERO CARBON EMISSIONS ..... 28

ENERGY MANAGEMENT ..... 34

WATER MANAGEMENT ..... 38

**SUPPORT SOCIETY ..... 40**

SUPPORTING PRISON LEAVERS ..... 42

LOOKING AFTER OUR TEAM ..... 47

POSITIVE PURCHASING AND GIFTING ..... 51



**SERVE  
THE BEST**

# SERVE THE BEST

## Good food should do more than just taste good.

From the ingredients we choose to the people we buy them from, we want our food to support a better food system.

That means cooking with the season, putting plants at the centre more often, reducing waste and sourcing meat, fish and dairy responsibly.

It also means knowing our suppliers, understanding where our ingredients come from and building relationships that help us keep raising our standards.



# SERVE THE BEST

## MENUS THAT MAKE BETTER FOOD SYSTEMS

**Food is one of the most powerful tools we have to create positive environmental and social impact.**

Every menu influences far more than what's served on the plate. The ingredients we choose, the suppliers we work with and the way we design our menus all shape greenhouse gas emissions, biodiversity, animal welfare and food waste throughout the supply chain.

Globally, food production is a major driver of carbon emissions, land use and biodiversity loss, but it also presents one of our greatest opportunities for positive change. By designing thoughtful menus, we can reduce environmental impact without compromising on flavour or experience, support better farming, fishing and animal welfare, encourage more balanced ways of eating and use our purchasing power to influence the wider food system.

Every menu is a decision. Every decision sends a signal to our suppliers, our guests and the future of the food system.

**“Every menu influences far more than what’s served on the plate.”**

## ○ SERVE THE BEST



## WHERE WE ARE TODAY

Seasonal menus are designed around produce that can be grown locally.

Provenance, biodiversity and circularity are considered and documented through our event menu development process.

Carbon labelling is being integrated across menu development throughout the business to encourage customers to order lower-impact dishes.



## WHERE WE ARE GOING

Continue to design menus around seasonal produce that grows well in the UK.

50% of dishes on every menu vegetarian or vegan.

No seafood included where it is rated Fish to Avoid by the Marine Conservation Society.

At least one dish using lesser-used cuts in every section of the events menu.

All menus collectively rated C or lower per kg of food in the My Emissions carbon footprint tool - less than 4.25 kgCO<sub>2</sub>e/kg.

Active promotion of lower-carbon dishes.

MENUS THAT MAKE BETTER FOOD SYSTEMS

**MEASURING PROGRESS**



**3 CHEF PLACEMENTS**  
**AT ZERO-WASTE KITCHENS**  
**IN HELSINKI AND MEXICO.**

MENUS THAT MAKE BETTER FOOD SYSTEMS

**STANDARDS**



**MEAT, FISH, MILK AND EGGS:  
ONLY FROM ANIMALS RAISED  
IN ACCORDANCE WITH THE  
FIVE FREEDOMS**

|                                                       |                                      |                                                             |                                                |                                                             |
|-------------------------------------------------------|--------------------------------------|-------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------|
| Freedom<br>from hunger,<br>malnutrition<br>and thirst | Freedom<br>from fear<br>and distress | Freedom<br>from heat<br>stress or<br>physical<br>discomfort | Freedom<br>from pain,<br>injury and<br>disease | Freedom<br>to express<br>normal<br>patterns of<br>behaviour |
|-------------------------------------------------------|--------------------------------------|-------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------|

## MENUS THAT MAKE BETTER FOOD SYSTEMS

### WHAT WE ARE FOCUSING ON NEXT

#### **Bringing suppliers into menu development earlier.**

Our menus have long been designed around seasonal UK produce, but our first year of detailed menu and supply-chain data has highlighted a gap between intention and availability.

Suppliers have not always been involved early enough to ensure local growers can fulfil what our menus require.

Over the next two years, we will build supplier engagement into seasonal menu development, creating greater flexibility around availability and working to increase the proportion of UK-grown produce across our food categories. This will also help us respond to increasing supply challenges as climate change affects crop availability.

# SERVE THE BEST

## SUSTAINABLE SUPPLY CHAIN

**A sustainable supply chain begins with understanding where our food comes from and the impact it has before it reaches our kitchens.**

Every ingredient has a story. The way it is grown, reared, caught, processed and transported affects the environment, the people who produce it and the resilience of the food system itself. Looking beyond cost and availability allows us to make more informed decisions about the products we buy and the partners we work with.

By prioritising seasonal produce, British suppliers where appropriate, ethical sourcing and regenerative farming practices, we can reduce environmental impact while supporting the people and businesses shaping a more resilient food system. We believe the strongest supply chains are built on long-term relationships, shared values and continuous improvement, using our purchasing power to create positive change well beyond our own kitchens.

## ○ **WHERE WE ARE TODAY**

All new suppliers sign our Supplier Code of Conduct.

Apicbase integration delivered on 50% of our sites giving us clear oversight of our suppliers and sourcing.

Our Sourcing Policy was drafted at the end of financial year 2026, with full sign off to be complete end of the calendar year 2026 once all of our suppliers are on board.

We collect supplier-level sustainability data, including provenance and certifications.

First ingredient category, product-level analysis conducted.



## **WHERE WE ARE GOING**

Our Sourcing Policy fully embedded across the business by the end of financial year 2027.

Ingredient-level data from food and beverage suppliers, enabling us to validate compliance across more than 80% of spend.

100% of high-risk ingredients mapped to approved suppliers by the end of 2027.

SUSTAINABLE SUPPLY CHAIN

MEASURING PROGRESS

COMPLIANCE



CERTIFICATION



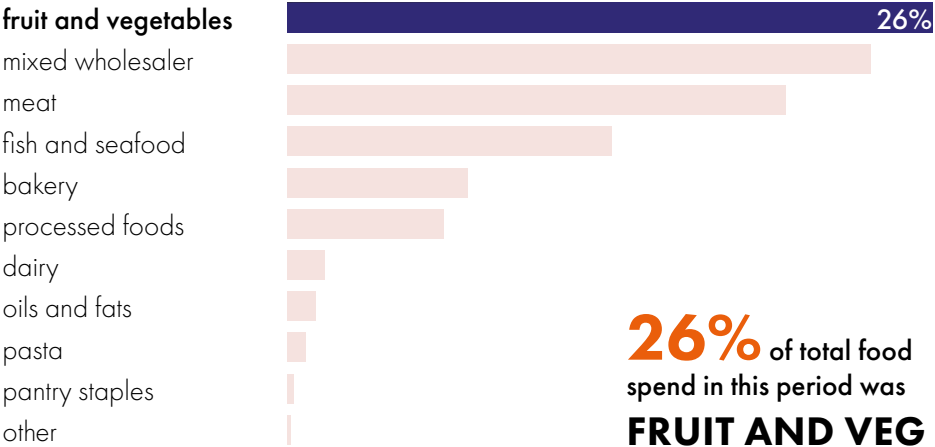
SUPPLY CHAIN

68 SUPPLIERS



FOOD SPEND

SHARE OF TOTAL FOOD SPEND



ENGAGEMENT

7 SUPPLIER VISITS

Visited Mirabeau, Drunken Jockey, Belazu, Le Marché (twice), Redemption Roasters and Rathfinny Wine

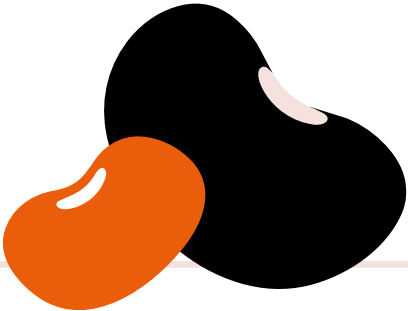
SUSTAINABLE SUPPLY CHAIN

MEASURING PROGRESS:  
FRUIT AND VEGETABLES



BEANS AND PEAS

2% of weight purchased

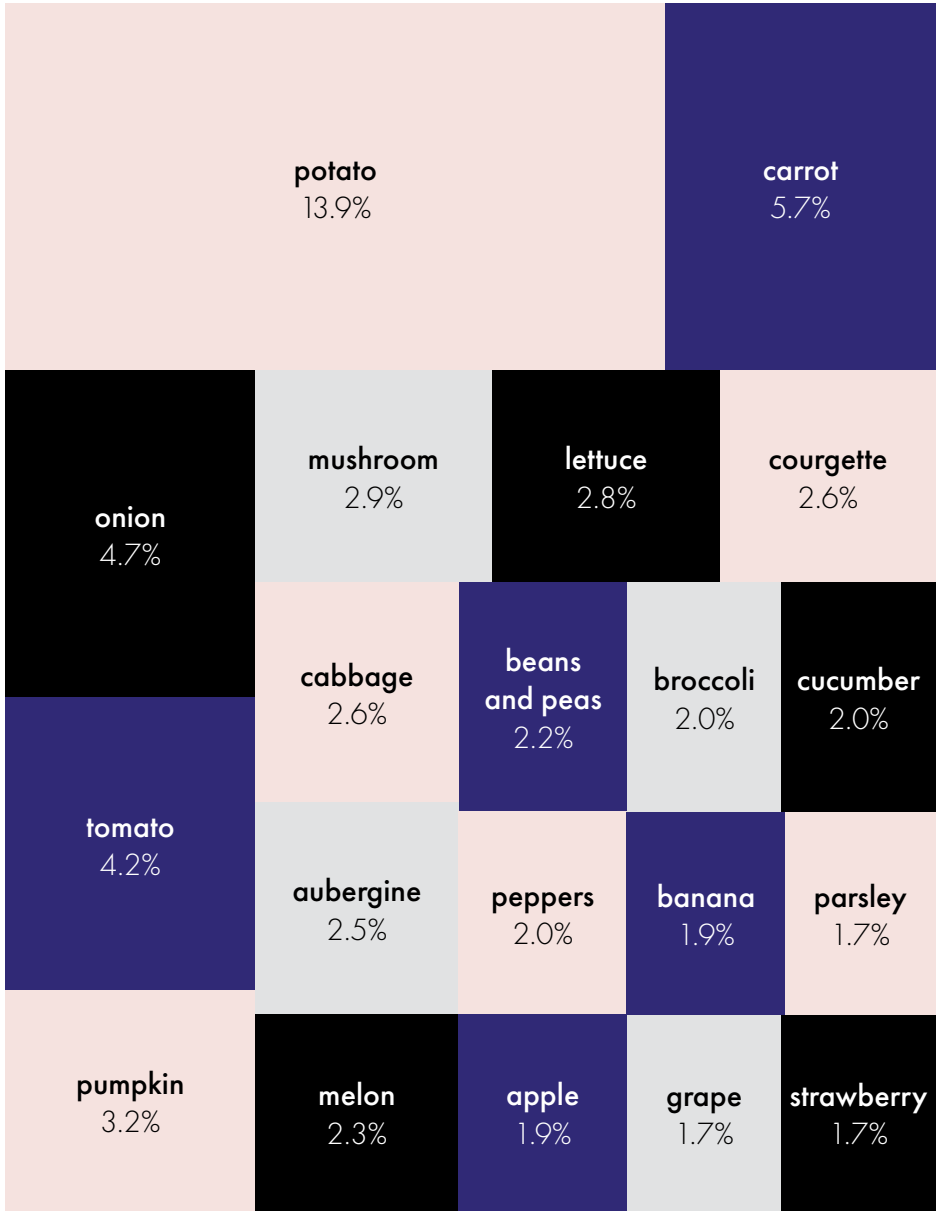


TARGET  
3,000kg OF  
BEANS AND  
PEAS ACROSS  
OUR MENUS

DIVERSITY



TWENTY MOST PURCHASED CROPS BY WEIGHT



PERCENTAGE FIGURES SHOW SHARE OF TOTAL FRUIT AND VEGETABLES PURCHASED



SUSTAINABLE SUPPLY CHAIN  
**MEASURING PROGRESS: MEAT**





## SUSTAINABLE SUPPLY CHAIN MEASURING PROGRESS: FISH AND SEAFOOD

### GOOD FISH GUIDE

MARINE CONSERVATION SOCIETY

| 1.          | 2. | 3.    | 4. | 5.    |
|-------------|----|-------|----|-------|
| BEST CHOICE |    | THINK |    | AVOID |

ratings 1–3  92%

ratings 4–5

not rated

**2027 GOAL** ▶ 100%

**100%** of our seafood suppliers  
**CARRY SUSTAINABILITY CERTIFICATIONS**

**40%** of fish products purchased carry one of  
**MSC • GLOBAL G.A.P. • BAP • ASC**

○ **SERVE THE BEST**

SUSTAINABLE SUPPLY CHAIN  
**MEASURING PROGRESS:  
DAIRY AND EGGS**

---

**92%**  
sourced from UK

◀ **2027 GOAL** 100% UK  
AND RED TRACTOR CERTIFIED





○ SERVE THE BEST

## SUSTAINABLE SUPPLY CHAIN MEASURING PROGRESS: WINE

**96%** of our wines  
**CAME FROM EUROPE**

Including  
**5%**  
**FROM THE UK**

**33%** of our wines carry a recognised  
**SUSTAINABILITY CERTIFICATION**  
including Organic, Biodynamic, B Corp  
and environmental management certifications.

## SUSTAINABLE SUPPLY CHAIN

### WHAT WE ARE FOCUSING ON NEXT

Over the last financial year, we have made a significant step forward in our data capabilities. Integrating our procurement software means we can now track sustainability credentials at ingredient level, building on our existing supplier engagement.

In the next financial year, we will introduce a new supplier onboarding process, ensuring the requirements of our Sourcing Policy are reviewed and agreed at ingredient level before we begin working together. As outlined in the previous section, we will also engage suppliers earlier and identify preferred suppliers for our seasonal menu ingredients.

#### Our priorities for the year are to:

- further increase the proportion of local and UK-grown produce
- increase the proportion of certified organic and regeneratively farmed produce
- increase product-level certification across seafood, wine, dairy, eggs and high-risk ingredients

# GOOD FOOD DESIGNED DIFFERENTLY



○ SERVE THE BEST

## A PARTY WHERE NOTHING USEFUL GOES TO WASTE.

For our 15th birthday, we turned the party into living proof of what lower-impact menu design can look like. Across five canapé stations, every dish was carbon labelled A–E, benchmarked against the global food sector average.

The Foraged English Garden station put that thinking into practice. Seasonal British vegetables were paired with wild ingredients - nettles, wood sorrel and sea purslane - while careful planning connected each dish to the next.

## WHAT WENT INTO IT

- **Foraged:** wood sorrel, nettles and sea purslane
- **Whole ingredient:** house-made ricotta, with the whey used for crackers
- **Trim reused:** beetroot off-cuts became juice and jelly
- **Zero waste:** tomato skins and off-cuts became seasoning
- **Measured:** every dish carried an A–E carbon label

Whey from our house-made ricotta became crackers elsewhere on the menu, beetroot trim became jelly and tomato skins and off-cuts became a zero-waste powder.

**“Waste from one dish became an ingredient in another.”**

The result wasn't a separate 'sustainable' menu.

It was simply good food - seasonal, vegetable-forward and considered as one interconnected system rather than a collection of individual dishes.



# SAVE RESOURCES

# SAVE RESOURCES

## Making more of what we have.

Every ingredient, every litre of water and every unit of energy has an impact. Using them well means thinking carefully about what we buy, how we work with it and what happens when we no longer need it.

We're working towards more circular kitchens - making the most of every ingredient, extending the life of products and materials and finding value in resources that might otherwise be lost.

Alongside this, we measure and reduce our carbon impact and look for practical ways to use less energy and water and produce less waste across our kitchens and operations.

Using resources better means wasting less and continually finding better ways to work.

**"Every  
ingredient  
has an  
impact."**



# SAVE RESOURCES

## CIRCULARITY IN OUR KITCHENS

**Food waste is one of the biggest opportunities we have to reduce our environmental impact and make better use of precious resources.**

When food is wasted, so too are the water, energy, land and labour that went into producing it. Reducing waste is both an environmental responsibility and a smarter way to operate.

It is also a social issue, with one in ten people across the UK facing food insecurity. We prioritise redistribution of surplus food wherever possible, keeping good food in use and supporting those who need it.

Our approach is rooted in circularity: designing out waste through thoughtful menu design, making better use of whole ingredients, accurate forecasting, careful preparation and measuring where waste occurs.

Where waste cannot be prevented, we follow the food waste hierarchy - prioritising redistribution, reuse and responsible recovery. No food waste goes to landfill, with anaerobic digestion used as our final treatment. Our aim is to keep moving up the hierarchy, preventing waste and keeping food at its highest possible value for longer.

## ▲ SAVE RESOURCES

**“When food is wasted, so too are the water, energy, land and labour that went into producing it.”**

## ▲ WHERE WE ARE TODAY

Whole-ingredient use and typically wasted ingredients are designed into menus.

Ingredients are preserved, pickled or vacuum packed to preserve for future events.

Food waste is measured and reported into prep-waste, spoilage and post-service waste at 50% of our sites.

## ▶ WHERE WE ARE GOING

Detailed waste measurement for every event, covering preparation, spoilage and post-service waste.

New AI food waste monitor integrated into our events kitchen, monitoring food waste real-time.

Minimal preparation food waste, with post-service food waste kept below 5% for events.

A practical recipe library for turning common kitchen offcuts into useful ingredients will be developed.

Plastics audits and action plans at every site.

CIRCULARITY IN OUR KITCHENS  
MEASURING PROGRESS

**151.63 TONNES  
OF WASTE COLLECTED**  
7.6% decrease from previous year.

**0 TONNES  
SENT TO LANDFILL**

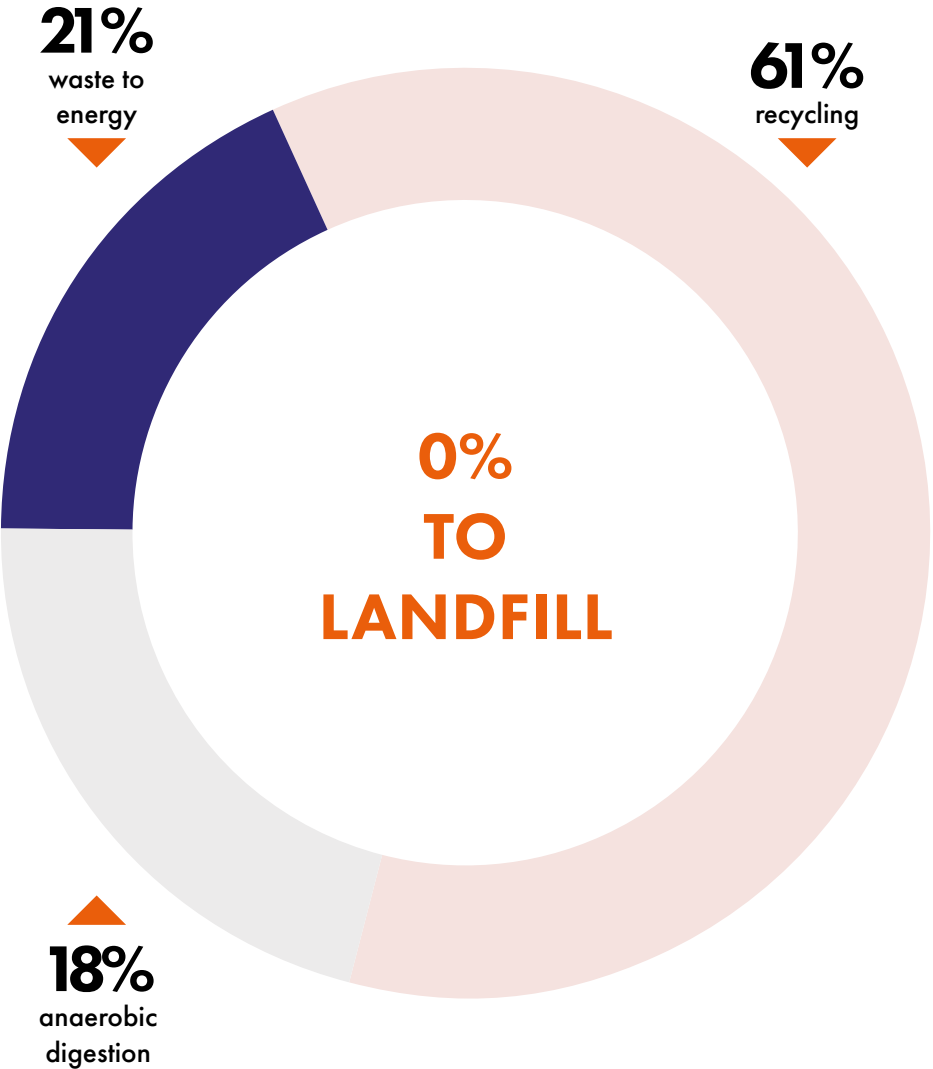
**78.6% RECYCLING RATE**

Food Waste  
**2.08T/£MILLION**

Overall waste intensity  
**11.6 TONNES/£MILLION**

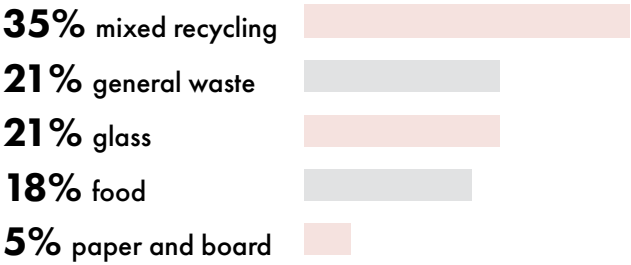
▲ SAVE RESOURCES

DIVERSION FROM LANDFILL BREAKDOWN



CIRCULARITY IN OUR KITCHENS  
**MEASURING PROGRESS**

WASTE BREAKDOWN



## CIRCULARITY IN OUR KITCHENS

### WHAT WE ARE FOCUSING ON NEXT

**For a number of years, we have integrated food waste reduction practices into our kitchens, particularly by designing waste out of our menus, and we're proud to send zero food waste to landfill.**

However, we have relied on data from our waste provider based on the number of bins emptied, which we do not believe accurately reflects our food waste. To create meaningful change, we need to understand where in the process food waste is being created so we can plan further reductions.

The introduction of three-stream food waste measurement across all sites, alongside our AI food waste monitor, will give us the data to do this. We will re-baseline our food waste reporting this year using these new systems and set a reduction target for Financial Year 2027-28.

In the meantime, using our current measurement system, we are targeting a 10% reduction in both waste intensity and food waste this financial year.

# SAVE RESOURCES

## NET ZERO CARBON EMISSIONS

**Reducing carbon emissions is one of the most important ways we can lessen our environmental impact and help tackle climate change.**

For a catering business, the greatest opportunity lies beyond our own kitchens. Around 97% of our emissions come from our supply chain, with 71% coming specifically from the food and drink we buy.

Measuring emissions across Scopes 1, 2 and 3 helps us understand where our impact is greatest and focus our efforts where they can make the biggest difference.

Our priority is to reduce emissions at source. That means designing lower-carbon menus, increasing plant-based options, improving the efficiency of our operations and working with suppliers to reduce emissions throughout the supply chain.

Clear milestones help us track progress, with offsetting reserved for residual emissions that cannot be avoided and carbon insetting also being explored. By embedding carbon data into everyday decision-making, we can make lower-carbon choices part of the way we work.

### ▲ SAVE RESOURCES



## WHERE WE ARE TODAY

We actively monitor Scope 1, 2 and 3 carbon emissions in line with the WRAP Scope 3 Protocol for Food and Drink businesses and the Greenhouse Gas Protocol

Our emissions intensity is 96.57 tCO<sub>2</sub>e per £m of revenue.

We have pledged through the SME Climate Hub to achieve net zero before 2050.

Offset residual Scope 1 and 2 emissions using high-quality European offsets.



## WHERE WE ARE GOING

Achieve net zero before 2050.

All menu packs collectively rated C or lower per kg of food, using My Emissions carbon footprinting tool - upper boundary of C rating is 4.25 kgCO<sub>2</sub>e/kg.

Carbon reporting integrated into monthly procurement reporting across all kitchens.

Actively promote lower-carbon dishes and help clients choose lower-carbon menus.

Contribute to UK nature restoration at a scale reflecting our Scope 3 footprint.

Use electric vehicles for our own logistics wherever feasible.

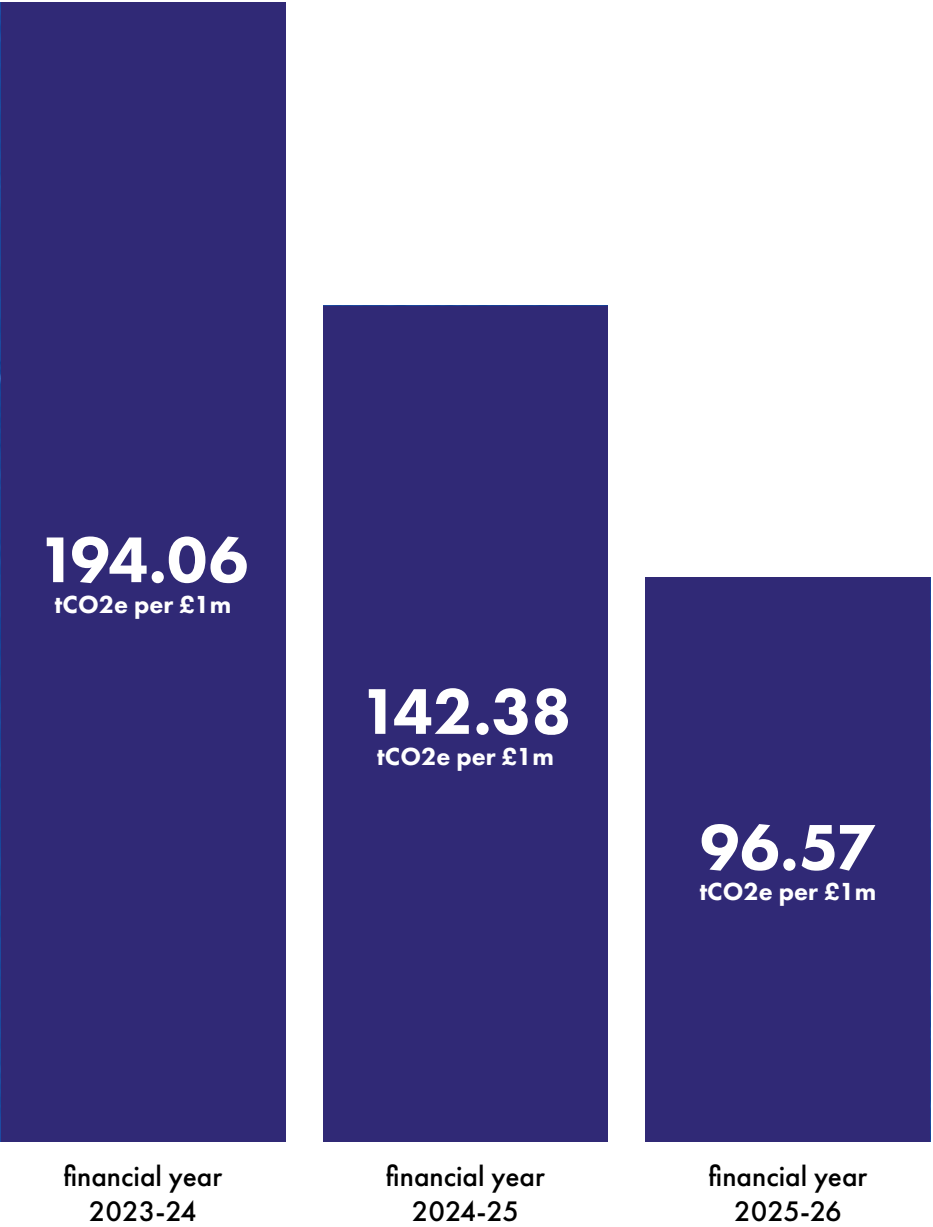
NET ZERO CARBON EMISSIONS  
MEASURING PROGRESS

TOTAL EMISSIONS  
1,232TCO2E

MARKET-BASED FIGURE

EMISSIONS INTENSITY  
96.57tCO2e/£m  
or 0.1kgCO2e/£

INTENSITY



NOTE: BOUNDARY ADJUSTED IN LINE WITH NEW BOUNDARY

NET ZERO CARBON EMISSIONS

MEASURING PROGRESS:

SCOPE 1 AND SCOPE 2

75% REDUCTION  
IN SCOPE 1 AND SCOPE 2 (MARKET-BASED)  
EMISSIONS YEAR OVER YEAR

MAJORITY OF REDUCTIONS FROM  
REDUCED ENERGY  
CONSUMPTION  
AND SWITCHING  
TO RENEWABLES

WE OFFSET OUR RESIDUAL  
SCOPE 1 AND 2 EMISSIONS USING  
REGENERATIVE AGRICULTURE CARBON  
REMOVAL PROJECTS, READ MORE ABOUT  
THE PROJECTS WE SUPPORTED [HERE](#).

SCOPE 1 AND SCOPE 2 EMISSIONS YEAR OVER YEAR

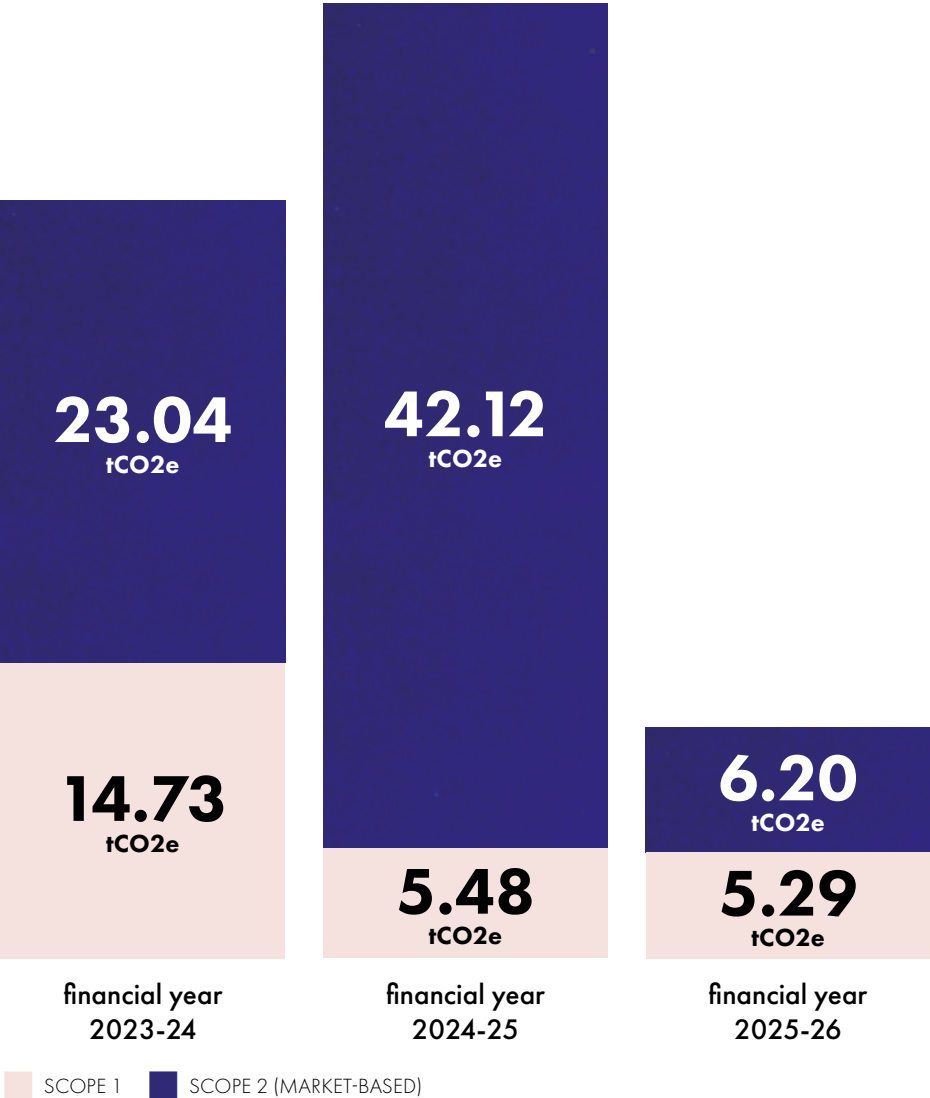
|                           | FY 25<br>tCO2e | FY26<br>tCO2e | PERCENTAGE<br>REDUCTION |
|---------------------------|----------------|---------------|-------------------------|
| SCOPE 1                   | 5.48           | 5.29          | -3.47%                  |
| STATIONARY<br>COMBUSTION  | 0.03           | 0.03          | 0.0%                    |
| MOBILE<br>COMBUSTION      | 5.44           | 4.13          | -24.08%                 |
| DIRECT GAS<br>EMISSIONS   | 0.00           | 1.13          | -%                      |
| SCOPE 2<br>MARKET BASED   | 42.12          | 6.20          | -85.28%                 |
| SCOPE 2<br>LOCATION BASED | 42.12          | 23.96         | -43.11%                 |

NET ZERO CARBON EMISSIONS

MEASURING PROGRESS:

SCOPE 1 AND SCOPE 2

SCOPE 1 AND SCOPE 2 EMISSIONS OVER TIME



▲ SAVE RESOURCES



NET ZERO CARBON EMISSIONS  
MEASURING PROGRESS

SIGNIFICANT CHANGE TO OUR BOUNDARY  
IN LINE WITH WRAP GUIDANCE  
AND FOCUSED ON OUR LARGEST  
CONTRIBUTING CATEGORIES.

WE MOVED FROM SPEND-BASED DATA  
TO ACTIVITY-BASED DATA FOR  
VARIOUS CATEGORIES OF OUR REPORTING.

FOOD & BEVERAGE RELATED  
EMISSIONS WERE 880tCO2e

SCOPE 3 CATEGORY BREAKDOWN

|                                          | FY 25<br>tCO2e | FY26<br>tCO2e | PERCENTAGE<br>DIFFERENCE |
|------------------------------------------|----------------|---------------|--------------------------|
| SCOPE 3                                  | 1,612.71       | 1,219.22      | NOT<br>COMPARABLE        |
| PURCHASED<br>GOODS<br>AND SERVICES       | 1,563.55       | 1,183.00      | NOT<br>COMPARABLE        |
| FOOD AND DRINK                           | 1,392.14       | 879.89        | NOT<br>COMPARABLE        |
| PACKAGING                                | 8.94           | 3.61          | NOT<br>COMPARABLE        |
| FUEL AND<br>ENERGY-RELATED<br>ACTIVITIES | 19.23          | 14.37         | -25.27%                  |
| WASTE GENERATED<br>IN OPERATIONS         | 1.23           | 0.96          | -7.6%                    |
| BUSINESS TRAVEL                          | 26.91          | 20.89         | -22.37%                  |

## NET ZERO CARBON EMISSIONS

### WHAT WE ARE FOCUSING ON NEXT

#### **Building a better Scope 3 baseline.**

With strong progress on Scope 1 and 2 emissions, our immediate focus is shifting to Scope 3 - particularly food and drink, which account for 71% of our emissions.

With the help of My Emissions we are integrating emissions data into menu development and procurement, as well as moving from spend-based estimates towards more accurate activity-based data. The system has already been rolled out across 50% of our sites, with full integration planned before the end of 2026.

This change also means our latest Scope 3 figures cannot be directly compared with previous years. Our priority for 2026–27 is therefore to complete the transition to activity-based data and establish a robust new carbon baseline.

Once that work is complete, we will review the feasibility of our interim reduction targets while maintaining our commitment to net zero before 2050.

# SAVE RESOURCES

## ENERGY MANAGEMENT

**Every service, every event and every delivery relies on energy. Using it efficiently reduces both our environmental impact and the resources needed to run our business.**

By monitoring electricity, gas, transport and fuel use across our operations, we can understand where energy is being used, identify opportunities to improve efficiency and make better long-term investment decisions.

Our commitment to 100% renewable electricity reduces the carbon impact of the energy we consume, while used cooking oil is collected and converted into hydrotreated vegetable oil, providing a lower-emissions alternative to diesel for heavy goods vehicles that cannot yet be electrified.

Our long-term ambition is straightforward: use less energy and ensure the energy we do use has the lowest possible impact. That means improving efficiency, electrifying equipment and vehicles wherever practical and investing in cleaner technologies as they become available.

By making energy management part of everyday operational and investment decisions, we can reduce our reliance on fossil fuels while building a more resilient, low-carbon business.

**“Our long-term ambition is clear: use less energy and ensure the energy we do use has the lowest possible impact.”**

## ▲ SAVE RESOURCES



## WHERE WE ARE TODAY

Energy use across electricity, gas, transport and oil is monitored monthly.

All new electricity and gas contracts switch to renewable sources.

We have two electric vans that we use as the default logistics, only using hire vehicles with other energy sources when necessary.



## WHERE WE ARE GOING

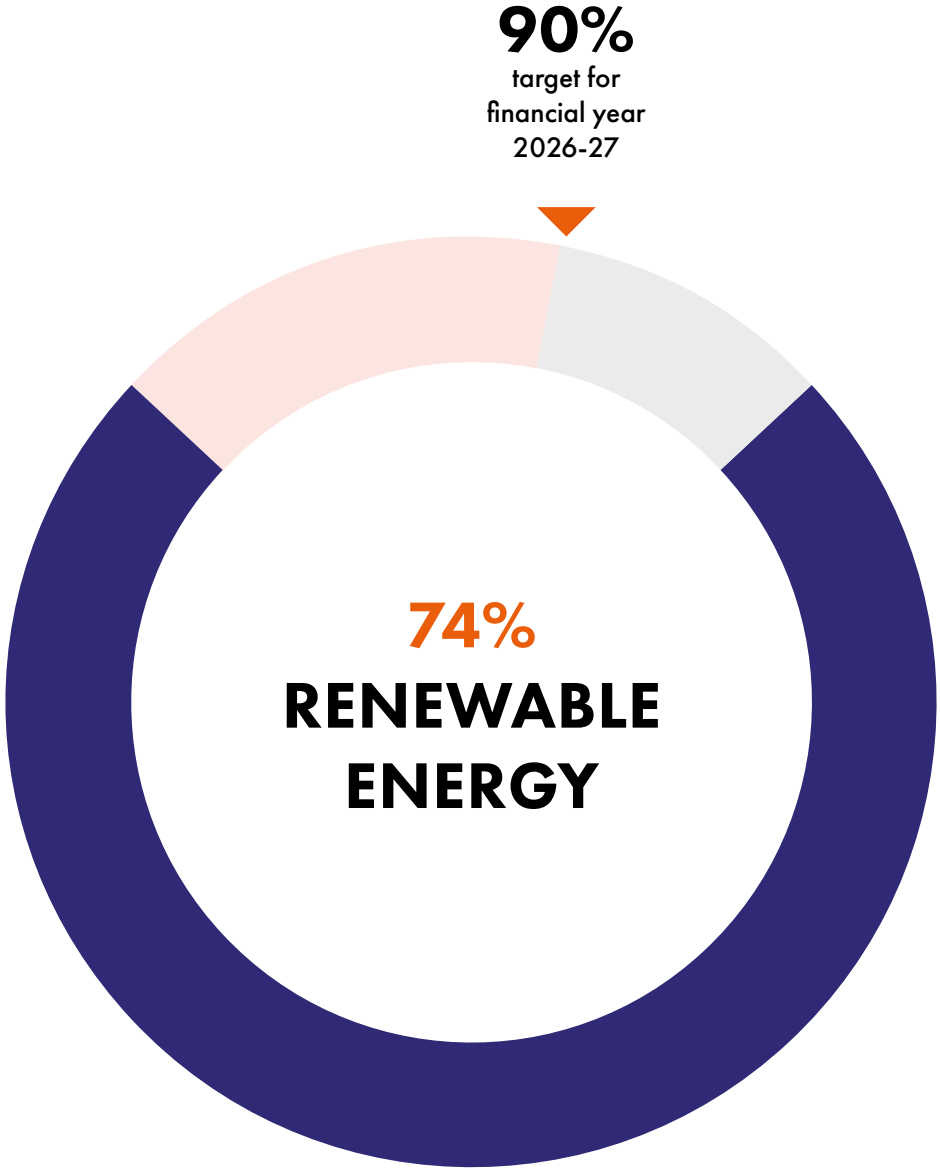
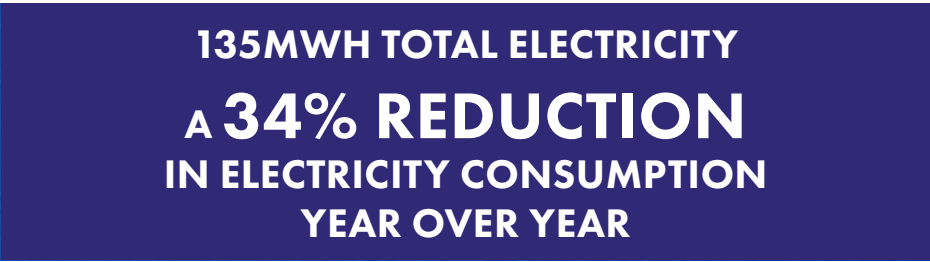
100% renewable electricity by the end of 2026.

Electrify equipment and operations currently reliant on non-renewable energy wherever practical.

Set and deliver measurable reductions in energy use.

100% zero-carbon light commercial vehicles by 2028, including hired vehicles.

100% zero-carbon HGVs and upstream logistics by 2035.



## ENERGY MANAGEMENT

### WHAT WE ARE FOCUSING ON NEXT

**We have seen a significant 34% reduction in energy consumption over the last 12 months. Over the next 12 months, our focus is on completing our switch to renewable electricity as the energy contract at our final remaining unit comes up for renewal.**

We will also increase the proportion of miles travelled using electric vehicles and target a 10% reduction in energy intensity, to 9.39 MWh per £million of revenue.

Our Save Resources Working Group will review data from each unit monthly, allowing us to track progress closely and keep these targets on course.

# SAVE RESOURCES

## WATER MANAGEMENT

**Using water responsibly starts with understanding where and how we use it.**

We are putting the measurement systems in place to give us a clearer picture of water consumption across our kitchens and operations. Better data will allow us to identify where demand is highest, track changes over time and develop practical plans to use less.

Our responsibility also extends beyond the water we use directly. As our understanding improves, we want to work with suppliers in water-intensive and higher-risk parts of our supply chain to understand their impact and encourage more responsible use.

Better measurement is the first step towards meaningful reduction.



## WHERE WE ARE TODAY

Water monitoring is being introduced with a new supplier across our Events and Workplace kitchens.



## WHERE WE ARE GOING

Monthly monitoring of water consumption across our direct operations.

A measurable plan to reduce water intensity.

Engagement with suppliers operating in water-intensive and high-risk areas.

WATER MANAGEMENT  
**MEASURING PROGRESS**

---

**840m<sup>3</sup>**  
**OF WATER CONSUMPTION**

---

**CONSUMPTION INTENSITY**  
**64m<sup>3</sup>/£MILLION**

---

▲ **SAVE RESOURCES**



# SMARTER DATA, LESS WASTE



© Orbisk

## WHY THIS MATTERS

- 920,000 tonnes of food wasted annually by UK hospitality & food service according to WRAP
- 18% of the food purchased by the UK hospitality and food service sector is currently thrown away.
- 45% typical industry share attributed to preparation waste
- 8% preparation waste recorded at one of our kitchens

## ▲ SAVE RESOURCES

## SEEING WHAT WE WASTE IS THE FIRST STEP TO WASTING LESS

Food waste represents a direct loss of valuable resources - food, labour, energy, water and money. An estimated 920,000 tonnes is wasted by UK hospitality and food service every year.

Our existing reporting is based on bins emptied, regardless of how full they are. We believe this significantly overstates our food waste, but to reduce waste effectively, we need to know exactly what is being discarded, where and why.

Our early data is encouraging. WRAP estimates that 18% of the food purchased by the UK hospitality and food sector is being thrown away, initial data suggests ours sits less than half this amount at around 8%.

Our busiest events kitchen needed the same visibility, without adding processes that could slow the team down.

## ENTER ORBISK

Orbisk is an AI-powered monitor that automatically identifies and weighs discarded food in real time, giving us ingredient-level insight without adding steps for our kitchen teams.

**“Better data means less waste”**

We are now using this data to establish a robust baseline and understand where further reductions can be made.

Better data means we can move from estimating food waste to actively designing it out.



# SUPPORT SOCIETY

# SUPPORT SOCIETY

## Good work can create opportunity far beyond the job itself.

We want Social Pantry to be a place where people are supported, valued and given the opportunity to build rewarding careers.

That includes creating meaningful routes into hospitality for prison leavers, with training, work experience and employment that can build skills, confidence and long-term stability.

Our impact also extends beyond our own team. Through the organisations we work with and the suppliers we choose, we can use our network and purchasing power to support businesses that create positive social and environmental change.

It's about making opportunity part of how we do business - for our team, our partners and people who might otherwise be overlooked.



# SUPPORT SOCIETY

## SUPPORTING PRISON LEAVERS

### **Creating routes into work starts long before someone's first shift.**

Every year, around 50% of people leaving prison reoffend within 12 months. With access to employment, they are up to nine times less likely to do so. Yet prison leavers face some of the greatest barriers to employment. By opening up opportunities, we aim to reduce reoffending and help people stay out of the prison system.

Our approach is built around sustained engagement with prisons, specialist organisations and people preparing for release. We take opportunities directly into prisons through job fairs, employment sessions and programmes delivered alongside our partners.

Over the past year, we have worked with Key4Life, Inside Job and CFO Evolution, from Key4Life's At Risk Programme and Dragon's Den Day to job surgeries and engagement through National Prison Radio.

This year, we also launched the Opportunity Network, bringing together organisations open to employing prison leavers to create more routes into work. Alex Head also chairs HMP Wandsworth's Employment Advisory Board, helping improve opportunities for people leaving custody.

In 2025, this work was recognised with the King's Award for Enterprise in Promoting Opportunity.



## WHERE WE ARE TODAY

Ban the Box recruitment helps remove unnecessary barriers for people with convictions.

Mentoring programmes support prison leavers as they move into employment.

We track the number of prison leavers employed and the hours they work.

We play a leading role in the Opportunity Network, connecting employers and organisations to create more routes into work.



## WHERE WE ARE GOING

More than 10% of our workforce made up of prison leavers.

Continued year-on-year growth in the number of prison leavers employed and hours worked.

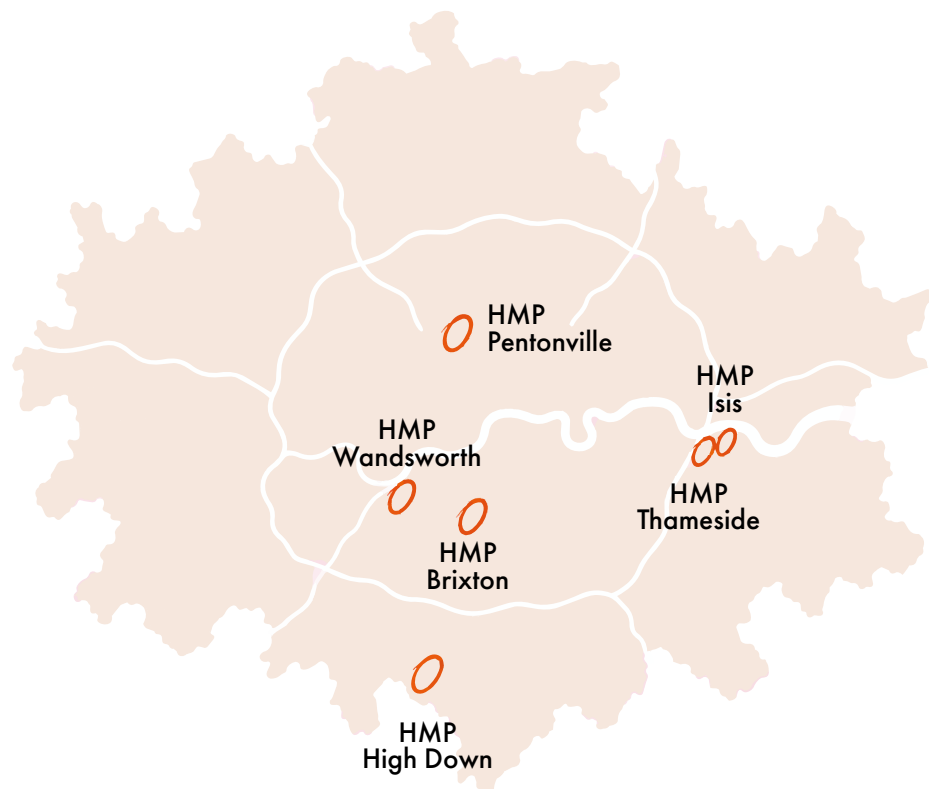
More suppliers engaged in the Opportunity Network.

Measurement of the wider social impact of our prison-leaver programme.

# SUPPORT SOCIETY

SUPPORTING PRISON LEAVERS

## PRISONS WE'VE WORKED WITH THIS YEAR



## PARTNERS



SUPPORTING PRISON LEAVERS  
MEASURING PROGRESS

RETENTION



54%  
STAYED IN THEIR ROLE FOR 6 MONTHS+

SCALE

|                         | SINCE WE BEGAN | THIS YEAR |
|-------------------------|----------------|-----------|
| PRISON LEAVERS EMPLOYED | 43             | 14        |
| HOURS WORKED            | 26,072         | 4,272     |
| WORK TASTERS            | 22             | 9         |

9 WORK TASTERS THIS YEAR  
▶ 7 OFFERED EMPLOYMENT

WORKFORCE REPRESENTATION



## OPPORTUNITY NETWORK MEASURING PROGRESS

### THE OPPORTUNITY NETWORK

**43** individuals engaged  
**IN THE OPPORTUNITY NETWORK**

**34** ORGANISATIONS ENGAGED

**109 HOURS**  
spent on **PRISON ENGAGEMENT** and the  
**OPPORTUNITY NETWORK** this year

**9** PRISON VISITS WITH PARTNERS



## SUPPORTING PRISON LEAVERS

### WHAT WE ARE FOCUSING ON NEXT

**Our aim is to return to exceeding our benchmark of 10% of our workforce being prison leavers.**

To get there, we're developing more flexible front of house roles, widening our engagement to include more women's prisons outside London and looking across the Opportunity Network and our prison engagement activity to connect people with suitable roles.

We also want to create opportunities beyond Social Pantry.

Through our supplier engagement programme, we'll invite suppliers to learn more about employing prison leavers, helping to build a wider network of employers and opportunities.

# SUPPORT SOCIETY

## LOOKING AFTER OUR TEAM

**A good workplace is about more than pay. It's about giving people the support, opportunities and recognition they need to do good work and build rewarding careers.**

Fair pay is an important starting point, particularly in hospitality, where low pay and insecure work remain significant challenges.

Our average hourly wage is £17.02 - 22% above the London Living Wage and 34% above the Minimum Wage. As an accredited Living Wage Employer, fair pay is embedded in how we employ and support our team.

We invest in development through work experience and placements, including partnerships with organisations such as The Event Academy. Over the year, we offered eleven opportunities, creating routes into the industry and helping people build practical skills.

Recognition and connection matter too. From Employee of the Month and Hospitality Rewards to our Summer Party and Festive Social, we want people to feel valued for the contribution they make.



## WHERE WE ARE TODAY

We track team engagement and participation.

Training and development opportunities are available across the business.

We are an accredited London Living Wage Employer.

Our team has opportunities to volunteer and contribute beyond their day-to-day roles.



## WHERE WE ARE GOING

Maintain length of service and help more people build stable, long-term careers with Social Pantry.

## LOOKING AFTER OUR TEAM

### MEASURING PROGRESS

#### HOURLY PAY



AVERAGE ACROSS HOURLY AND SALARIED RATES

**22% HIGHER**  
THAN LONDON LIVING WAGE ON AVERAGE

**34% HIGHER**  
THAN MINIMUM WAGE

**169 INDIVIDUALS EMPLOYED**  
76 FULL-TIME EQUIVALENT EMPLOYEES

**36% TURNOVER**  
31% VOLUNTARY / 5% INVOLUNTARY

#### AVERAGE LENGTH OF SERVICE



#### STAFF ENGAGEMENT

**4** SOCIAL EVENTS  
**106** TEAM MEMBERS ATTENDING

**12** TRIPS AND **71** JOURNEYS BY **38** PEOPLE

**362** HOURS OF TEAM TRAINING

**£5,331** SPENT ON TRAINING  
AND UPSKILLING

**6** WORK PLACEMENTS AND INTERSHIPS

LOOKING AFTER OUR TEAM

OUR TEAM: GENDER

LEADERSHIP



OFFICE



FRONT OF HOUSE



BACK OF HOUSE

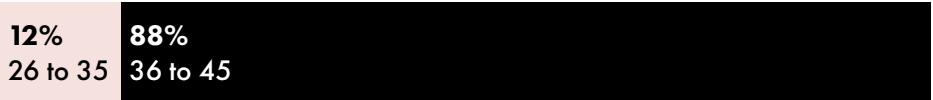


Gender was self-described. The categories shown reflect the responses received.

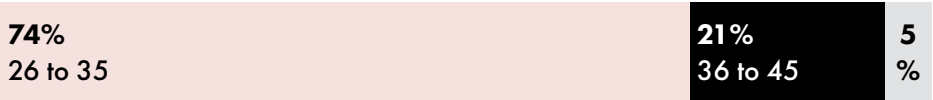
LOOKING AFTER OUR TEAM

OUR TEAM: AGE

LEADERSHIP



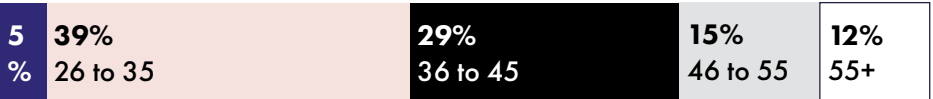
OFFICE



FRONT OF HOUSE



BACK OF HOUSE



KEY



## LOOKING AFTER OUR TEAM

### WHAT WE ARE FOCUSING ON NEXT

**Next, we want to understand our team better - not just who works with us, but how it feels to work at Social Pantry.**

We're introducing a team survey to understand how people feel about their experience at work, whether they feel seen and heard and how well they understand our plans and impact goals. We'll also collect more detailed diversity data to help us identify where we're doing well and where we can make our workplace more inclusive.

Our employee turnover remains below industry benchmarks, although slightly above the wider UK average. We'll continue to monitor this, looking more closely at trends by role and division, with the aim of maintaining or increasing our average length of service.

Better data - combined with giving our team a stronger voice - will help us understand where change is needed and focus our efforts where they can make the greatest difference.

# SUPPORT SOCIETY

## POSITIVE PURCHASING AND GIFTING

### **What we buy can have an impact beyond what we receive in return.**

Our purchasing decisions give us an opportunity to support businesses whose work creates wider social and environmental value. That can mean choosing smaller businesses, social enterprises and suppliers with recognised environmental credentials, and thinking about where our spending can make a positive difference.

As we develop this approach, we want to make positive purchasing a more consistent part of procurement  
- identifying suppliers that align with our values  
and making it easier for our teams to choose them.



## WHERE WE ARE TODAY

We consider opportunities to support smaller businesses and suppliers with recognised environmental certifications.

£5,295 given to charity supporting prison leaver programmes and partner social initiatives.



## WHERE WE ARE GOING

Preferred supplier lists incorporating voluntary, community and social enterprise (VCSE) organisations and B-Corps across major procurement categories.

Clear positive-purchasing targets for all major procurement categories.

# SUPPORT SOCIETY

## POSITIVE PURCHASING AND GIFTING

**Here are some of the ways we've used our purchasing to support independent businesses and makers.**

Throughout the year, we commissioned work from independent artists and makers, including a ceramicist and an artist based in Battersea. Where we can, we choose to work with smaller suppliers and people based in the communities around us.

### **Martha Brook Journals**

personalised journals,  
handmade in the UK, on  
sustainably-sourced paper

### **Initially London**

female owned,  
hand-embroidered  
napkin company

### **Jazmine Joye**

independent female  
London artist, original  
artwork painted for our  
Headquarters courtyard

### **The Pretty Packaging Co.**

a small company printing  
tissue paper, stickers and  
stationery in the UK

### **Porters Foliage**

five-generation family  
business, established at  
New Covent Garden  
Market in 1910 - used for  
all foliage - where  
possible British grown.

### **Green & Bloom**

London-based flower  
and plant supplier operating  
from New Covent Garden  
Market - where possible  
British grown.

### **OKA**

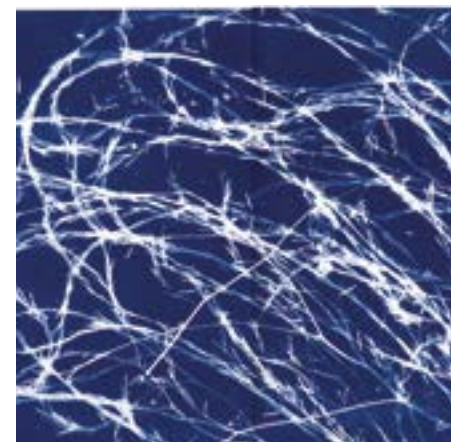
female-founded and B Corp  
certified, with a focus on  
durable design - used for  
our canape and bowl food  
trays that are used  
time and time again.

### **St. Eval**

family-owned B Corp  
making candles and  
diffusers at their factory  
powered by green energy  
in Cornwall - used for  
candles and diffusers in  
our HQ and tasting rooms.

### **Second-hand**

Antique and vintage  
sourcing in Paris markets  
allow us to source one-off,  
bespoke styling pieces with  
items chosen for longevity,  
favouring re-use over new.



# REMOVING BARRIERS TO PROGRESSION



- 2015 joined the Old Bailey team
- Level 3 Hospitality Supervisor apprenticeship
- 2026 apprenticeship restarted
- Next step: progression towards a supervisory role

## CLEARING THE WAY

Amanda is the longest-serving member of our Central Criminal Court team, having worked at the Old Bailey since 2015, before Social Pantry took over the contract.

Her experience has made her an important part of the team, helping us understand how the Old Bailey operates and ensuring its standards and processes are maintained.

Amanda had previously begun a Level 3 Hospitality Supervisor apprenticeship, but government requirements around Functional Skills meant she was unable to progress with the programme.

This year, those rules changed, removing the requirement for adult apprentices to achieve Level 2 English and Maths.

We went back to Amanda to see if she wanted to give it another go and she did.

With apprenticeship funding secured, Amanda is now back on the Level 3 programme, supported by her tutor and the Social Pantry team and working towards her end-point assessment.

Amanda is keen to move into a supervisory role and we're supporting her as she works towards that next step.



## GREAT HOSPITALITY HAS ALWAYS BEEN ABOUT CARE

Care for our guests, our clients, our team and the people who grow, make and supply our food.

Today, that same care asks more of us. It asks us to understand our impact, measure our progress and take responsibility for the choices we make.

This report sets out the commitments we've made and the standards we'll hold ourselves to.

Some are already embedded in the business. Others will take time.

We know the challenges facing food, hospitality and the environment cannot be solved by one business alone, nor through a single initiative or ambitious target. Progress will come from thousands of better decisions, made consistently over time. What matters is that we continue to move in the right direction.

**Because every menu, every supplier relationship, every opportunity and every gram of food waste prevented is part of something bigger. Not perfection, but progress.**

Social Pantry plans and delivers events at London's most remarkable and historic buildings, from Tower Bridge and the National Portrait Gallery to Mansion House, ICA, Natural History Museum and the Old Bailey.

Long-standing venue partnerships, experienced operational teams and a calm, considered approach allow us to deliver exceptional events within complex cultural and heritage spaces.

Alongside food and hospitality, we place equal emphasis on sourcing, sustainability and social impact. We are committed to responsible procurement, zero food waste to landfill and creating long-term opportunities through our workplace culture that values diversity, fairness and equality of opportunity. In 2025, Social Pantry received The King's Award for Enterprise for its work supporting prison leavers into employment.

Our kitchen teams develop seasonal menus shaped by the best available produce, while our in-house styling and events teams bring together food, flowers, table settings and service into a cohesive whole.

From large-scale receptions to intimate dinners, every event is approached with care, precision and attention to detail.

**This is Social Pantry.**

**socialpantry.co.uk**



In 2025 Social Pantry was awarded the King's Award for Enterprise Promoting Opportunity for our work supporting prison leavers into work and training. CEO Alex Head chairs the Employment Advisory Board at HMP Wandsworth, where she provides advice for both employers and those leaving prison.



As a B Corp™ in catering, we're counted among businesses that are leading a global movement for an inclusive, equitable, and regenerative economy. Our business practices are certified on environmental, social and governance standards.

We strive to be transparent and accountable for our impact, and adapt our practices to reflect evolving social and environmental issues, aligning with consumer demands and values.



ISO 14001 is the internationally recognised standard for Environmental Management Systems (EMS). It provides a structured framework for organisations to minimise their environmental footprint, ensure regulatory compliance and continually improve environmental performance.

