



Levy

Serving the

FUTURE

Our Journey to Sustainable Hospitality

2025



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OUR VISION

“

Our latest chapter shows that we can deliver both **sustainability** and **business success** at scale.

Jon Davies
CEO, Levy

Welcome to Levy's first Climate Impact Report, a record and celebration of all we have achieved over the past five years as we become the most sustainable large-scale hospitality provider possible.

We've achieved a lot: A 71.5% reduction in beef burger absolute emissions between 2019-2024, 8.4 million reusable cups used, 28 tonnes of CO₂e saved by switching to Notpla packaging are among the highlights.

There is a preconception that large companies can't change, and that sustainability is expensive.

But our latest chapter shows that we can deliver both sustainability and business success at scale.

From The O2 to QEII Centre, Aston Villa to Aintree, Edgbaston and the All-England Lawn Tennis Club, Levy is trusted by more than 60 of the world's most iconic sports stadia and entertainment venues to deliver exceptional food, drink and hospitality experiences.

Levy has grown exponentially in size over the past five years, at least in part because of our focus

on and passion for sustainability – not despite it.

I am intensely proud of how sustainability is now a part of every Levy employee's muscle memory.

This is critical because slowing climate change has never been more urgent.

2024 was the hottest year on record and saw us pass the 1.5C limit on global warming for the first time¹. In 2025, wildfires engulfed California and the Bulletin of the Atomic Scientists' Science and Security Board moved their Doomsday Clock a second closer to midnight.²

Levy serves around 14 million meals each year. And since the food sector is the second largest emitter of Greenhouse Gas Emissions (GHG)³, minimising our carbon impact isn't just about business. It's our moral responsibility.

Our sustainability philosophy has evolved and is now based on more than just carbon reduction.

It is a response to the worst excesses of industrial farming, a holistic approach which focuses environment, nature and health, puts exceptional seasonal and sustainable produce



The Uncommon vineyard, Kent, August 2025

front and centre and finds that sweet sustainability spot, where planetary and personal health collide.

What does this look like in practice?

An aggressive reduction of beef and dairy on menus.

Menus showcasing the best of British, seasonal produce and highlighting responsibly sourced ingredients like wild venison and rope-grown mussels, known for their low environmental impact and support of natural ecosystems.

An industry-leading programme of sustainable ingredient swaps: replacing salmon with trout on welfare grounds, using regenerative flour from Wildfarmed, rapeseed oil grown without glyphosate to help soil and water health; slashing single use plastic with sustainable packaging from Notpla, and swapping Asian rice for European grown with less water.

Thousands of hours of sustainability education for our teams, over eight hundred visitors to our co-sponsored Biohub farm which demonstrates the power of regenerative agriculture and pushes the boundaries of what's possible.

The list goes on.

Our message to those ambitious sustainability-focused SMEs and brave startups whose bold solutions to the climate crisis stem from bravery and innovation: take heart: we are using our size to make an impact. We are now truly on our way to delivering sustainability at scale and we will support you to help us do it.

Our note to larger scale companies, especially alcohol producers: you make up 60% of our spend, so please, look at the progress we've made and come with us on our sustainability journey.

Our regulatory reporting will remain with Compass Group UK&I, but this report celebrates our big wins for people and the planet so far.

So, celebrate with us – and follow our journey as we tackle our next chapter.

Jon Davies
CEO, Levy



OUR STRATEGY

‘Lasting Change from the Ground Up’

In a large, complex business like Levy, creating lasting change is not easy.

Our strategy has been to educate and enable from the ground up.

From new governance, accountability, training and processes, we have brought in some of the best brains in the sustainability world, embedding best practice into every corner of our business.

When Levy teams served global leaders from around the world and other COP26 delegates at our partner venue, the SEC in Glasgow in 2021, the menu was full of exceptional plant-based dishes.

This work defined our current approach to embed sustainability into food service and hospitality catering at scale. It has evolved into four commitments to planet and people.

We **‘Swap at Scale’** – making climate conscious ingredient switches on a grand scale – possibly the most ambitious in the industry.

We **‘Source in Season’**, choosing fresh produce that is grown

and served in the same country, wherever possible.

We **‘Avoid Surplus’**, preventing waste where we can.

We **‘Stir the Pot’**, sharing our success stories to inspire action from others (our first Climate Impact Report is just one of these).

We have got as close as possible to our supply chain to discover new opportunities to reduce our carbon footprint.

The powerful partnerships we have forged with innovative, forward-thinking regenerative and sustainability-focused businesses from Wildfarmed to Earthshot Prize-winners Notpla are testament to this.

We have spent hundreds of hours educating our people on sustainability best practice: from strategies to improve food waste management, to reducing beef and dairy on our menus, rolling out plant-based desserts, championing sustainable red meat alternatives like wild venison and teaching the power of regenerative agriculture on Levy’s co-sponsored Biohub, an innovative demonstrator farm in North Yorkshire.

We grab every opportunity to make an impact. From rolling

out carbon measurement and labelling of our dishes with Foodsteps, we reward venues and staff for sustainable practices, with sustainability targets tied to progress made with our new Planet Signature (see more on page 107).

We have grown our central Sustainability Team and at Levy partner venues, Venue Sustainability Managers, Sustainability Ambassadors and Waste Ambassadors are being put in place.

We are now focusing on data so we can better inform future strategy: solidifying and furthering progress in the UK and Ireland, and embedding it further afield as Levy expands into Europe.

I am hugely proud of the progress made in the past five years.

Levy’s sustainability strategy goes beyond food and drink. It is about changing the way our whole business thinks and works, to make the planet a better place.

I hope our Climate Impact Report inspires your business, too.

Kevin Watson

Sustainability Director, Levy

IMPACT HIGHLIGHTS

71.5% reduction in
beef burger
absolute emissions since 2019

We're committed to
100%
responsibly sourced
deforestation-free soy⁴

8.4 MILLION

reusable One Cups from
Event Cup Solutions
used in 2024, replacing
rPET cups at our venues

We've used 4,349,468 cups to
date in 2025, and this will continue
to grow

Committed to
100% CAGE
FREE
EGGS⁴

2.5 tonnes of plastic
HAVE
BEEN
SAVED

by choosing Notpla's
sustainable
seaweed-based
packaging over
plastic-lined
equivalents

ALMOST
1/3

More than
60% + 86%
of our venues
serve plant-based
desserts only
of our dessert items
are plant-based⁵

+414% in
PLANT-BASED
milk & cream
(procured mass
FY19-FY24)

We've
BANNED
air freight fruit
& vegetable in
our contracted
supply chain⁴

of Levy's main meals
on the Foodsteps
platform rated
A or B
(low carbon)

IMPACT HIGHLIGHTS

7,500+

minutes delivering sustainability workshops to our teams

800+ VISITORS

to the award-winning Biohub: educating Levy teams in sustainable & regenerative agriculture

20%

of General Manager bonuses are linked to venue sustainability achievements

100%

of our staff are on the

REAL LIVING WAGE

including casual workers through our own recruitment arm, Constellation

65% BUSINESS GROWTH

since 2019, showing sustainability can support business goals

5

diverse employee networks are busy boosting inclusion & belonging at Levy

New in-person sustainability reviews to embed SUSTAINABILITY into business culture

£61,000

RAISED for the ParalympicsGB through our 1,000-mile relay event in 2024 (inc. Gift Aid)

As is true in life, so it is in sustainability: there are things that we can control. And things we cannot.

Success lies in acting in the areas we can control.

Levy, which exists to deliver incredible hospitality and serves 14 million meals a year, cannot, for example, stop selling food and drink.

And since the food sector is the second largest emitter of GHG emissions³, doing as much as we can to minimise our carbon impact isn't just about business. It's our moral responsibility.

When we set a target to achieve Net Zero by 2027, we did so in good faith, with good intentions.

Sure, we knew it was ambitious and aggressive but as a dedicated climate leader, we were also mindful that a little time pressure always focusses the mind.

We also did so, without the knowledge and experience we have now of embedding sustainability into every corner of a large-scale caterer.

Over the past five years we have invested heavily in sustainability and data experts, in better understanding our supply chain and rolling out one the industry's most ambitious programmes of sustainable ingredient swaps.

We have pressed hard on every environmental lever we can: slashing our use of carbon heavy beef and dairy, swapping micro-plastic filled burger boxes to seaweed-lined alternatives, bringing in regenerative flour, and rice that uses less water to grow, using rapeseed oil grown without glyphosate, banning air freighted fruit and vegetables, and reworking menus that showcase ingredients like wild venison, or rope-grown mussels.

We have done all of this whilst growing the business 65%.

We have made impressive, industry-leading progress.

So, something must be working.

Our ambition and determination to be the most sustainable food service operator remains unchanged. We also want to actively engage with the SBTi so that we can work towards more refined, accurate targets that better suit a complex hospitality business like ours.

At Levy we are committed to doing the right thing for people and planet. And as the goal posts move, we will move with them.

SERVING THE FUTURE

Our Path to Decarbonisation



Our Journey So Far...



- All air-freighted fresh fruits and vegetables (within contracted spend) are banned from Levy menus.
- All fish (within contracted spend) are rated 1-3 on the MCS Good Fish Guide.
- Levy’s sustainable food strategy for COP26’s Blue Zone at the SEC Glasgow focuses on local, seasonal food.
- 100% of our eggs are cage free (within contracted spend).⁴

- We appoint a dedicated Sustainability Director.
- Our Biohub opens – a co-sponsored sustainable and regenerative agriculture demonstration site.
- Our signature 50:50 burger (half-mushroom, half-beef) is introduced to reduce emissions.

- Foodsteps becomes Levy’s official carbon accounting partner.
- The switch to trout begins, as we push for the removal of salmon on biodiversity and welfare grounds.
- Sustainable seaweed-based packaging from Earthshot Prize winners, Notpla is introduced.
- ONE Planet ONE Chance® Reusable Cup System launches.
- ‘Levy Paperless’ goes live: a digital platform for event day briefing packs, audits, incident reporting and checklists, helping to save approximately 1 million sheets of paper in one year.
- 100% of soy (within contract spend) is deforestation free or covered by RTRS (Round Table on Responsible Soy) credits.

- Our Sustainability Team grows 600% (from 1 to 7).
- All company cars are 100% electric.
- We collaborate more closely with brewing partners to obtain Life Cycle Analysis (LCAs).
- Monthly spend tracking on sustainable ingredient switches begins, focusing on regenerative, sustainable suppliers like Wildfarmed and Riso Gallo.

- 60% of venues offer a completely plant-based desserts menu⁵.
- We appoint a Director of Decarbonisation.
- Head of Culinary – Procurement and Sustainability appointed.
- Launch of the ‘Planet Signature’ – our sustainability best practises within our Standard Operating Procedures for venues.
- Two-day plant-based workshops launch to upskill chefs.
- In-person sustainability reviews launch for all venue teams.

Our PLANET



Our PLANET

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PULLING OUT ALL THE SWAPS



Continuous review of Levy's supply chain is at the forefront of our sustainability plan and we collaborate closely with some of the UK's most forward-thinking, innovative and sustainable producers.

Our sustainability team has carried out over 20 supplier visits over the past two years to get to know these producers, build relationships and identify opportunities to scale further.

We are proud of the powerful partnerships that have supercharged our move to **Swap at Scale** as we roll out one of the food service industry's most ambitious programmes of sustainable ingredient switches.

In FY25 we set targets for our venues on key supplier switches



Regenerative flour made from wheat grown in nature-rich landscapes, supporting soil health, biodiversity and farmers is our flour of choice.

Nearly 90%* of contracted flour spend is now Wildfarmed.

(see page 64 for more details)



We started switching from salmon to trout in 2023, given the biodiversity and animal welfare concerns associated with salmon, such as sea lice from farmed salmon. Chalk Stream Trout supports higher welfare conditions as a member of the RSPCA's Assured Scheme. The fish are sustainably fed and slow grown for two and a half years in carefully maintained river habitats.

Nearly 70%* of contracted spend on salmon and trout is now trout.



PureOaty – made from gluten-free oats – is our plant-based milk of choice, supporting British grown produce. PureOaty contains just four simple, kitchen cupboard ingredients (water, gluten-free oats, sunflower oil and salt), avoiding the use of additives which a lot of common plant-based milk alternatives use, aligning with our push to reduce the amount of ultra-processed foods (UPFs) we use (see more on UPFs on page 60).

Over half* of all contracted plant-based milk spend is with PureOaty.



Our ketchup and plant-based mayonnaise of choice. Rubies' ketchup is sweetened with surplus pears which would otherwise have gone to waste with 15,201 kg saved in the first six months of 2025 alone. Using surplus pears increases the amount of fruit in the ketchup and reduces its refined sugar. A mustard using surplus sweet potato recently launched.

Over 70%* of all contracted ketchup and mayonnaise spend is with Rubies.

* These measures are self-managed definitions to track progress of switch adoption through our business. We ask the business to make a switch, highlight products in our supply chain that are like-for-like and track percentage of relevant spend allocated to switch products.

Other Strategic Partners

“At Sapling, we love working with like-minded, environmentally progressive businesses like Levy.”

It’s been an inspiration to watch a top-down, data-driven sustainability programme be carried out with incredible passion and scale in such a large operator. From granular carbon accounting to investing together in regenerative farming projects, Sapling’s partnership with Levy has been informative, impactful, and a lot of fun!”

Ed Faulkner,
Co-Founder, Sapling Spirits

Sapling

In 2022, we awarded Sapling £10,000 to complete its Life Cycle Assessment (LCA) after they won our Dragons’ Den-style sustainability supplier competition. Sapling offers a refillable spirits solution to reduce packaging waste, and we’ve now started rolling out Sapling Spirits’ award-winning British gin and vodka across some of our venues.



Jude’s
ICE CREAM

Our ice cream of choice is Jude’s, a B Corp and family run business. Better yet, we’re making the move to use only their plant-based range.



Notpla

Our landmark partnership with Notpla means that wherever possible, we’ve switched plastic packaging over to the Earthshot Prize winner’s seaweed packaging solution.



THE
UNCOMMON
WINE OF ENGLAND

Award-winning still and sparkling English wines in infinitely recyclable aluminium cans. The Uncommon’s grapes are regeneratively grown and handpicked in its vineyard on the North Kent Downs in an Area of Outstanding Natural Beauty. As the UK’s first Certified B Corp winemaker, The Uncommon breaks tradition for the better with sustainability cultivated at its core. Through progressive farming practices, locality and pioneering of alternative formats, its wines have a carbon footprint 86% lower than your average bottle, with no compromise on quality.



THE
LEAN
&
Wild
CO

To further target emissions from beef, we’re using more wild venison across Levy. Lean & Wild Co. is a key partner on this journey, helping us swap beef burgers, mince, meatballs and cuts into wild venison

“People and planet are some of Lean & Wild Co’s guiding principles, so we are thrilled to team up with Levy who are similarly dedicated to improving our food system and have the scale to make a material difference.”

Ian Burke Hamilton,
CEO, Lean & Wild



Gallo
— DAL 1856 —

We mandated a switch from Asian-grown rice to Riso Gallo’s European rice in February 2025. Riso Gallo, tests and promotes a growing method which uses less water and bans glyphosate on its crops. It uses recyclable packaging and powers its production mill with 100% renewable electricity. Levy is also supporting a sustainable farming project with Riso Gallo.



Incentivising a Sustainable Supply Chain



Foodbuy, Levy's procurement partner, launched its Net Zero Pipeline in 2024. This encourages food category buyers to identify potential carbon reduction initiatives in partnership with suppliers.

The aim is to incentivise buyers to consider metrics beyond cost: from carbon reduction to land use change and water use. Fifty potential carbon reduction initiatives have been identified – like swapping to more innovative packaging and choosing British and plant-forward suppliers. Foodbuy is working closely with its carbon accounting partner, Foodsteps, to incorporate a carbon validation step into the Foodbuy Procurement Framework. This will assess the carbon impact of high-intensity categories. As part of this process, Foodbuy are also engaging with suppliers to evaluate sustainability claims and enhance data quality.



The Pitch Social:

Powered by Foodbuy, this award-winning event aims to diversify Foodbuy's supplier base by giving social enterprises, minority owned suppliers and other small to medium-sized enterprises a platform to access a multi-billion-pound supply chain.

This initiative supports our commitment to incubate and support small suppliers, who are giving back to communities and tackling wider social and environmental issues. Pitch Social won the Social Impact and Diversity award at the Footprint Awards in May 2025.



Foodsteps

Levy partnered with the specialised food sustainability platform Foodsteps in 2023 to calculate our scope 3.1 F&B emissions, analyse and carbon label our dishes, and measure the impact of our sustainability strategy.

Working with Foodsteps means we can show the impact of our food and dining choices, as well as suggest ingredient swaps to further reduce the carbon impact of Levy dishes.

Their rigorous analytic work has been integral to the data we’re publishing in this report.



Absolute emissions VS. Emissions intensity

WHAT’S THE DIFFERENCE?

Absolute emissions
total emissions resulting from
procured food and beverage.

Emissions intensity
emissions per kg of purchased food
and beverage. This measure helps to
understand mission reduction in the
context of business growth.



“Levy, more than any others, has really embraced the power of LCAs to better understand their environmental impact.”

Anya Doherty
Foodsteps, Founder and CEO



MAKING AN IMPACT

Reducing Emissions



Our Beef with Beef

There's no way around it. Beef is a major contributor to greenhouse gas emissions. Levy made a bold move in 2023 to gradually reduce red meat on its menus, moving to delicious high quality chicken burgers and opting for a more plant-forward approach. We have also started to showcase British wild venison – a red meat that's not only healthier but also has a significantly lower carbon impact than beef.⁶

Burgers

Our 50:50 Signature Burger was created in 2022 – a collaboration between Levy Culinary Director, James Buckley and Levy Director of Decarbonisation, Dr. Vincent Walsh. It's half beef and half mushrooms, making it nutritionally superior: lower in saturated fat and salt, less calorific and higher in fibre than a standard beef burger.

Lower Impact Meat

Alongside beef, we're tackling other carbon intensive red meats like lamb. We have reduced the quantity of meat purchased and increased the quantity of plant-based proteins and vegetables. We've also swapped in lower carbon intensive meats, such as chicken.

71.5%

Reduction in Beef Burger Absolute Emissions

Between FY19 and FY24, our emissions from beef burgers fell by 71.5%, from 4,855 t CO₂e to 1,383 t CO₂e, driven by the 50:50 burger and a reduction in overall beef burger sales.

16.4%

Reduction in Meat Absolute Emissions

GHG emissions from meat across Levy have reduced from 31,033 t CO₂e to 25,956 t CO₂e between FY19 to FY24, representing a 16.4% reduction.

13.5%

Reduction in Beef Burger Emissions Intensity*

Between FY19 and FY24, the emissions intensity of all beef burgers sold across Levy decreased by 13.5%, from 31.7 kg CO₂e/kg to 27.4 kg CO₂e/kg, largely driven by the introduction of the 50:50 burger.

12.6%

Reduction in Meat Emissions Intensity*

The GHG emission per kilogram of meat reduced from 17.4 kg CO₂e/kg to 15.2 kg CO₂e/kg between FY19 to FY24, representing a 12.6% reduction in emissions intensity.

* Emissions intensity is emissions per kg of beef burgers purchased

WE'RE NOT MILKING IT

Reducing Dairy Milk and Cream

Dairy has high greenhouse gas emissions due to the feed and farm inputs, for example, fertiliser associated with its production, and the methane released through enteric fermentation in cattle. In the UK, dairy products are responsible for 14% of the greenhouse gas emissions from the food sector.⁷

We have reduced dairy in the food and drink we serve across the business, by substituting conventional dairy milk and cream products with plant-based alternatives and rolling out plant-based desserts (made in-house).

We've been rolling out in-house-made plant-based desserts since 2023 and upskilling our chefs to create lower carbon options without compromising on flavour or variety.

Plant-based desserts have been introduced in every venue.

For example, the culinary team at Levy partner venue, QEII Centre, created a plant-based version of their dairy coconut panna cotta, saving 43% CO₂e emissions per serving.

Other plant-based desserts we've developed include a lemon cloud tart with pumpkin cream, a buckwheat chocolate tart, chocolate mousse, cheesecake and recipes with delicious pumpkin seed frangipane.

Over 60% of venues have achieved a completely plant-based desserts menu⁵

86% of dessert items are plant-based⁵

7.9%

Reduction in Milk & Cream Absolute Emissions

Between 2019 and 2024, emissions from all milk and cream products fell by 7.9%, from 2,066 t CO₂e to 1,902 t CO₂e, driven by the transition away from dairy-based milk and cream products towards plant-based milk and cream products.

7.6%

Reduction in Milk & Cream Emissions Intensity*

Between FY19 and FY24, the GHG emissions per kilogram of all milk and cream products (dairy and alternatives) across Levy reduced from 2.2 kg CO₂e/kg to 2 kg CO₂e /kg, representing a 7.6% reduction in emissions intensity.

* Emissions intensity is emissions per kg of dairy milk and cream purchased

Reducing Single-Use Plastic with Notpla

“Our partnership with Levy showcases the future of sustainable foodservice. We’re not only reducing single-use plastic waste at scale but also setting a new standard for carbon-reduction practices in the industry. Together, we’re proving that the foodservice sector can continue to offer consumers truly memorable experiences, without compromising the environment.”

Pierre Paslier
Co-Founder & Co-CEO at Notpla



As part of Levy’s commitment to reduce single-use plastic, we’ve partnered with Earthshot Prize winner, Notpla. Unlike conventional food containers which contain hidden plastic linings, like polylactic acid (PLA), Notpla’s have a coating of natural seaweed, one of nature’s most abundant and fastest growing resources.

In 2024 switching to Notpla has saved

2.5

Tonnes of plastic, equivalent to ...

28

Tonnes of CO₂e.

That’s the same as 46 flights between London and New York.⁸

A Notpla box produces 39% less CO₂e than the PLA lined box previously used at Levy.

In 2024 we bought over 1.7 million boxes across the business, and this year we’ve already purchased 1.3 million boxes between January and June.

Bespoke Packaging

Since our partnership with Notpla began at the BRIT Awards in 2023, Levy partner venues have worked with Notpla to launch **multiple bespoke packaging designs**, including 220,000 boxes for strawberries and cream at The Championships, Wimbledon 2024. Then, in 2025 we went a step further and paired the now iconic boxes with a seaweed spoon.

From 2025 it’s the turn of rugby, with a rugby ball-style drinks carrier set to replace the 400,000 plastic beer carriers

used each season at Allianz Stadium, Twickenham.

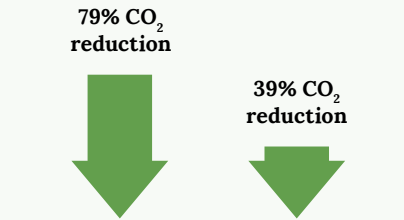
HRH Prince William visited The Kia Oval in March 2024 to support the partnership with Notpla.



Levy partner venue, Tottenham Hotspur Stadium became the biggest purchaser of Notpla products across Levy in 2025, buying over 410,000 units to date. This has saved 5.3 tonnes of CO₂e when compared to their single-use counterparts, removing 477 kg of single-use plastic from Tottenham Hotspur Stadium’s waste streams.

How does Notpla compare?

Container Material	Kg CO ₂ e (per box)
Full polypropylene (PP) container	0.153
PLA Lined Container	0.052
Notpla Container	0.032



Setting the Levy Standard

We're setting the 'Levy Standard' for sustainable hospitality by switching in more sustainable products and collaborating with suppliers to gain Life Cycle Assessments (LCAs).

We've calculated the impact of a Levy Signature 50:50 burger compared to a typical take-away burger.⁹

INDUSTRY 'STANDARD':

Brioche Bun
0.27 kg CO₂e per bun

100% Beef Burger
3.80 kg CO₂e per burger

Mayonnaise
0.07 kg CO₂e per 20 g serving

PLA-lined Box
0.052 kg CO₂e per box

Total Impact per serving:
4.192
kg CO₂e

63%
lower impact

33%
lower impact

14%
lower impact

39%
lower impact

35%
lower impact

LEVY STANDARD:

Plant-Based Wildfarmed Brioche Bun
0.10 kg CO₂e per bun

Levy Signature 50:50 Burger
2.54 kg CO₂e per burger

Plant-Based Mayonnaise
0.06 kg CO₂e per 20 g serving

Notpla Box
0.032 kg CO₂e per box

Total Impact per serving:
2.732
kg CO₂e



Alongside burgers, we sell a lot of beer: we've engaged with one of our beer suppliers to gather more primary data on the emissions of their products.

This has led to an improvement in the precision of our estimates of the impact for these beers, demonstrating a 17-79*% reduction per pint, driven by data quality improvements.

We'll continue to engage with our beer suppliers to gather more primary LCA data, improve our understanding of the beer supply chain and prioritise suppliers producing lower impact beer.

ONE Planet ONE Chance® Reusable Cup System

The One Cup from Event Cup solutions is a key initiative at our venues to reduce the use of single-use plastic. It is a UK-produced reusable cup made from polypropylene, which can, theoretically, be used up to 300 times. They are 100% recyclable, and venues use signage and special 'One Cup' bins to ensure customers know how to return them. The cups are collected by One Cup, washed at their facilities across the country and then returned to venues.



* This range includes keg and bottled beers, with keg beers having a lower impact, primarily due to reduced impact from packaging.

Case Study

SINGING SUCCESS
AT THE O2



Impact –

Financial Years 2019-2024

Absolute emissions
down ...



... from 4,350 t CO₂e
to 2,753 t CO₂e

When it comes to making a sustainability impact, The O2 is one of Levy’s most ambitious partner venues.

By removing beef (including burgers) from arena menus in 2022, reducing dairy and developing a 100% plant-based dessert menu, The O2 has fully embraced Levy’s people and planet ethos.

They’ve also rolled out Notpla’s seaweed-based packaging, reduced single-use plastics by using ONE Planet ONE Chance® Reusable Cups and lead the way with a state-of-the-art food waste management system.

We’ve worked closely with The O2 to collect and collate accurate CO₂e data (between FY2019 and FY2024) to show the impressive impact of some of our sustainability initiatives at the venue.

How They Did It

The O2’s GHG emissions dropped by 37% between FY19 and FY24 due to a combination of factors

- A decrease (36.6%) in procurement of high-impact products, for example ruminant meat and dairy milk and cream, from 754,780 kg in FY19 to 478,881 kg in FY24.
- A significant increase (558.3%) in procurement of lower-carbon alternatives, for example non-ruminant meat and plant-based desserts, from 42,436 kg in FY19 to 279,377 kg in FY24
- Additionally, The O2 removed beef burgers from their menus, resulting in further reduction in emissions across the food and drink offer.

Impact by Initiative

- By reducing beef and lamb (including a total removal of beef in 2022), and increasing the use of lower carbon meats e.g. chicken:
 - **Absolute emissions reduced 30.7%, from 870 t CO₂e to 603 t CO₂e**
 - Emissions intensity reduced 36.7%, from 15.89 kg CO₂e/kg to 10.6 kg CO₂e/kg
- By reducing dairy (milk and cream) and increasing the use of plant-based alternatives:
 - Procured mass of dairy reduced 27.2%, from 15,793 kg of dairy in FY19 to 11,490 kg in FY24
 - **107.3% increase in procurement of plant-based alternatives, from 922 kg in FY19 to 1,913 kg in FY24**
 - **Absolute emissions reduced 27.7%, from 39.7 t CO₂e to 28.7 t CO₂e**
 - Emissions intensity reduced 9.9%, from 2.37 kg CO₂e/kg to 2.14 kg CO₂e kg

Case Study

GOING PLANT-BASED FOR BILLIE EILISH



In July 2025 for six nights, The O2 went 100% plant-based for Billie Eilish's 'Hit Me Hard and Soft: The Tour'

Street food-style retail menus featured bold flavours, with all recipes rated A or B (very low or low carbon) by Foodsteps which means they are within a 2030 carbon budget for food. For context, the average Foodsteps rating for the typical retail menu is C (medium carbon).

The average impact per item sold at Billie Eilish was 66% lower compared to a retail menu at another event at The O2 – averaging 0.45 kg CO₂e per item sold at Billie Eilish vs 1.33 kg CO₂e per item sold at said event.

It was the second time The O2 went fully plant-based for Billie Eilish. Levy chefs developed a fully plant-based menu when it hosted Billie Eilish's six-day climate event 'Overheated' in June 2022.

For Billie Eilish shows, the average retail item sold was ...

66%

... lower CO₂e than another event

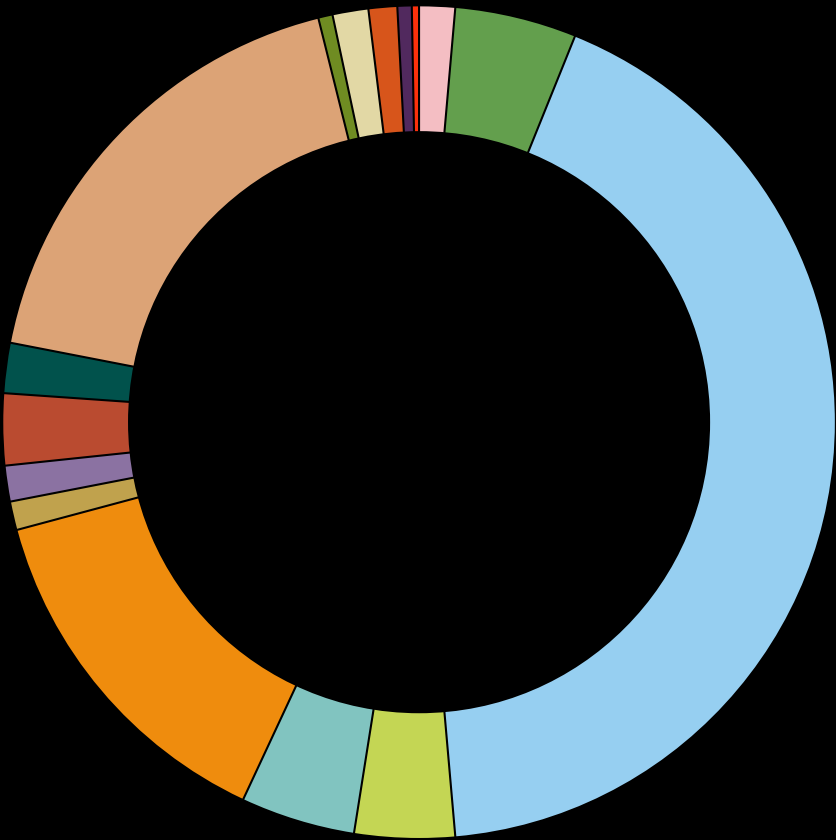


MODELLING THE FUTURE

Our Roadmap for Success

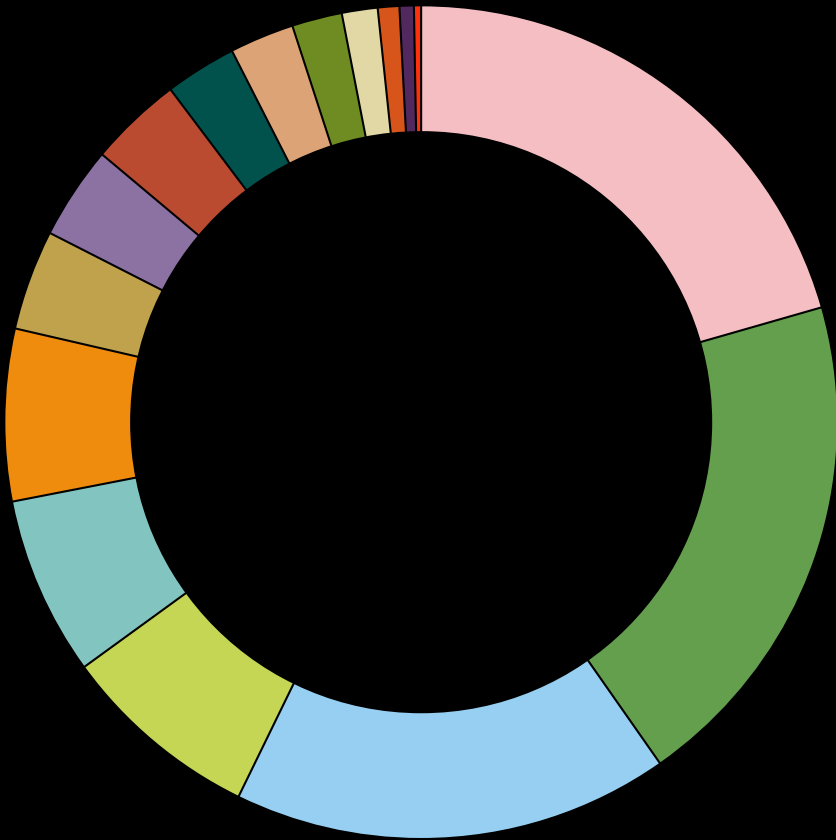


The pie charts show our emissions hotspots for FY24 across food & drink categories.



FY24 KG PURCHASE
BY CATEGORY

1.35%	Beef & Lamb	20.29%
4.68%	Meat (excl. Beef & Lamb)	19.61%
42.55%	Alcoholic Beverages	16.84%
4.01%	Dairy	7.86%
4.59%	Bakery & Snacks	6.99%
3.88%	Fruit & Vegetables	6.91%
1.00%	Seafood	4.00%
1.38%	Sandwiches	3.72%
2.69%	Oils & Sauces	3.51%
2.03%	Prepared Meals	2.72%
18.30%	Cold Beverages	2.38%
0.53%	Coffee & Tea	1.86%
1.54%	Dry Foods	1.45%
1.09%	Plant-Based Alternatives	0.92%
0.34%	Eggs	0.63%
0.05%	Other	0.31%



FY24 EMISSION IMPACT
BY CATEGORY

Our Future Strategy Initiatives

To completely decarbonise Levy at this point in time, we’d have to stop selling food & drink. Not an option for a business which exists to provide stellar hospitality.

So we have to be smart.

We have already made significant progress in meat reduction, with meat (excluding beef and lamb) now accounting for just 4.68% of the total mass we purchase, and beef and lamb making up only 1.35%.

Yet, because of red meat’s high carbon intensity, beef and lamb still represent the highest emission categories, contributing 20% of our total FY24 footprint.

This shows the scale of the challenge in decarbonising the food industry.

Given these hotspots, we’ve identified key initiatives to implement, along with their emissions intensity reduction potential by 2030 (see table). These focus on beef reduction and engaging with alcohol suppliers, particularly beer suppliers, to help reduce both impact and improve emissions factors.

Overall, these will help to achieve a further **11.1% reduction** in our food and beverage emissions intensity by 2030. When modelling seven initiatives shows a 11.1% intensity reduction opportunity, it re-emphasises the scale of the challenge we face.

However, we have chosen not to call out theoretical long-term targets but initiatives that have been identified as actionable in the short to medium term. We hope to achieve them sooner than 2030, and we will continue to innovate and identify new initiatives year-on-year as we learn. Bring it on.

These percentages may not seem significant individually, but collectively, and by leveraging our scale, the combined impact of these seven initiatives could result in our FY30 annual emissions being ~10 million kg CO2e lower compared to a business-as-usual scenario.

We will target
a reduction of
OVER
10,600
Tonnes of CO₂e
inclusive of
projected growth.

This equates to ...

- driving from our partner venues SEC Glasgow to Exeter racecourse 58,000 times ¹⁰
- providing the 200,000 portions of strawberries and cream served at The Championships, Wimbledon for the next 230 years

Tangible Goals

Targeted Product	Initiative	Description	Total F&B Emissions Intensity Reduction (%)
Beef products	Product swap	Switching 35% beef products (excluding burgers and prepared meals) away from using beef, towards a mix of higher-welfare pork (5%) or wild venison (30%)	3.6%
Beef prepared meals	Product swap	Switching 10% of prepared products containing beef to vegetables instead	0.05%
Beer	Supplier engagement	Transition to having 60% of beer provided by a lower emissions supplier	4.4%
Burgers	Product swap	Continue current action and transition 100% of burgers containing beef to either higher-welfare chicken (60%) or wild venison (40%)	1.6%
Dairy (excluding desserts)	Product swap	Switching 20% of dairy products to being plant-based alternatives with lower emissions impact	0.8%
Lamb	Product swap	Switching 10% of lamb products to either high-welfare pork (5%) or wild venison (5%)	0.4%
Wine	Supplier engagement	Transition to having 30% of wine coming from a lower emissions supplier	0.2%

CHANGE IS BREWING



Beer, wine, and spirits account for 42.55% of our purchases by weight – making this a critical area of our impact.

That's why Levy is working with leading brewers to tackle sustainability in drinks head-on.

Working with one of our beer suppliers to gather more primary data on the emissions of their products has led to an improvement in the precision of our estimates of the impact for these beers, demonstrating a 17-79% reduction per pint.

We're proud to be pushing boundaries in sustainable hospitality and are already championing the delicious and sustainable British beer, wine and spirits from the likes of The Uncommon and Sapling Spirits.

But real transformation requires collective action.

So here's our open call to the industry: share your data and let's build transparency together. The more we know, the better choices we can make – for the planet and for our guests.

Levy is ready to partner with you to drive measurable change. Together, we can reshape the future of alcohol in hospitality.



Our Next Big Move — Beef Out, Wild Venison In.

Wild venison is one of the most healthy and sustainable red meats around. And there's a lot of it. Due to the extinction of natural predators, there are abundant numbers of wild deer in the UK & Ireland¹¹. Getting more of this delicious protein onto our plates is Levy's next big move for people and planet.

Sustainability Superstar

Wild venison emits 85% less CO₂e than farmed beef, per kg⁶.

Sourcing from the wild means there's no need for artificial additives or fertiliser, supporting carbon reduction, reducing water contamination, and improving land use. Overpopulation of wild deer is leading to biodiversity loss and degradation of peatland and woodland¹¹.

Nutritionally Rich

Wild venison also has fabulous nutrition benefits compared to beef. High in protein, low in saturated fat, venison is one of the most nutritionally dense red meats.

100g of venison contains: 22.2g protein, 103 calories and only 1.6g fat.

Per 100g compared to beef, it has

- 36% fewer calories
- 4.5% higher protein
- 74% less total fat and 71% less saturated fat
- A slightly higher presence of certain antioxidants e.g. iron, zinc, copper and selenium¹²

We're Going Wild

Living in the wild allows the deer to fully express their natural behaviours. For that reason, we will be phasing out the sourcing of any farmed deer by January 2026, instead sourcing from wild as a preference, and park (subject to further review in 2026) if demand necessitates.

We also understand that while it's currently helpful to control populations for the benefit of ecosystems, we will monitor (as part of our sourcing policy's annual review) the current context to ensure we are never in danger of depleting populations too far.



BEYOND CARBON TUNNEL VISION



It's Not Just About the Carbon Reduction

As we now focus on environment, nature and health, a broader set of environmental metrics including water, biodiversity, deforestation and animal welfare also play a key role in our sustainability strategy.

Biodiversity

Key Achievements

Many Levy partner venues, particularly The Jockey Club racecourses, have their own bee hives, herb gardens and allotments to grow their own produce and champion British seasonal ingredients on menus.

Biodiversity is an important element to our co-sponsored Biohub in Yorkshire (see more on page 88). Following their visits, venues like Carlisle Racecourse have put their learnings into action, adding cover crops, nitrogen-fixing trees and mycorrhizal fungi to their on-site allotment and gardens.

Levy places great importance on considering marine life sentience and ocean health. Since 2021, we have removed MCS 'Good Fish Guide' 4 & 5 rated fish and seafood products and ensure any prawns or shrimp are sourced only from non-eye-ablation practicing sources.

+

What's Next?

Continue to support regenerative suppliers which prioritise biodiversity and highlight recommended swaps to our culinary teams through our sustainability workshops.

We are reviewing our fish spend with the aim of moving as much as possible from MCS 1-3 rated fish to MCS 1 to 2 'best choices'.

Soil health is declining globally due to intensive farming practices, chemical overuse, and erosion, threatening long-term food security and crop quality.¹³ We will support regenerative agriculture practices such as cover cropping and organic composting to rebuild soil structure and fertility, with practices varying depending on the commodity. Partnering with suppliers who prioritise soil-friendly methods will help to ensure resilient supply chains and healthier food systems.

Animal Welfare

Key Achievements

We source 100% cage-free UK eggs (shell and liquid) in our contracted spend.

We follow best practice guidance, recommended by the Global Coalition for Animal Welfare (GCAW). Compass was a founding member in 2018.

+

What's Next?

Foodbuy and Levy have worked with Compassion in World Farming, gaining expert analysis on a species-by-species basis to help redesign an ambitious new Animal Welfare Policy. This is set to launch at the end of 2025.

COMPASSION in world farming  **Food Business**

Deforestation

Key Achievements

100% of soy footprint is deforestation-free (20%) or covered by RTRS credits (80%) within contracted supply chain.

Launch of Levy Paperless has reduced our paper consumption. With an initial remit to digitalise event day briefing packs, it has since expanded to multiple functions from opening and closing checklists, incident reporting and sustainability reviews.

This has **saved approximately 1 million sheets of paper a year** across Levy. At partner venue, Brentford FC, this digitisation has resulted in an 80% reduction in paper use on match days.

Water

Key Achievements

Across our hotel group, The Venues Collection, we have replaced 900 shower heads, installed sensor taps and quickly fixed leaks to help **save approximately 14 million litres of water a year**.

Our Biohub in North Yorkshire showcases the vital importance of hydrology projects in creating sustainable regenerative landscapes for food production.

45 regenerative water features: swales, dams and ponds have been created on the site since its creation. The impact of these will be analysed over the coming years, but anecdotal evidence of increased biodiversity and neighbouring farmers bringing their sheep to graze on the Biohub due to lack of water on their own land, already speaks volumes.

+

What's Next?

Compass Group UK&I, with support from sustainability consultants, Anthesis, have conducted a comprehensive assessment of 14 key water-intensive commodities across its global supply chain, based on spend and volume data, overlaid with the Science Based Targets Network's (SBTN) High Impact Commodities List (HICL).

- 8 of the 14 commodities were identified as primary inputs as per the Alliance for Water Stewardship definition (procured goods and services that account for more than 5% of volume by weight, spend, or water consumption).
- 5 out of the 8 primary inputs (**poultry, pork, coffee, rapeseed and rice**) are likely sourced from at least one country experiencing high or extremely high water scarcity.

We will use these insights to work alongside suppliers upstream and focus efforts on cultivation-stage interventions, particularly in water-stressed sourcing regions.

At Levy, and together with our partner Foodsteps, we have also begun to understand the land use and water impact of both our most procured products and highest emission products. We aim to expand this work in the next year, **focusing on educating teams on water and land use impacts and ingredient swaps which bring co-benefits** across all three indicators (carbon, land, water).

RETHINKING ULTRA-PROCESSED FOODS & Improving Nutrition

For the first time, Levy is working to understand the true scale of ultra-processed foods (UPFs) across our business in tandem with considering how we can improve the nutritional density of our menus.

Scientific evidence has linked the rise of ultra-processed foods on the market with the rise in obesity levels. **In the UK, 64% of adults and 26.8% of 2-15-year-old children are now overweight or obese.¹⁴**

While not all ultra-processed foods are unhealthy, as a food business that feeds millions of people every year, we have a responsibility to consider the nutritional density of the food on our customers' plates.

Levy and Compass UK&I launched a project in October 2024 to analyse Levy's approved product list. Every ingredient across all product categories that our venues are purchasing has been classified using the NOVA system on a scale ranging from 'unprocessed or minimally processed' to 'ultra-processed'.

We are now collaborating with our chefs and Compass UK&I nutritionists to discuss this work and understand where there are opportunities to improve the nutritional density of our menus.

Plant-Based Proteins Push

We are starting to analyse the quantities of vegetables, beans, pulses and lentils Levy uses, year-on-year. We're working with our venues to switch out more animal proteins for plant-based proteins on menus because we know that this will have a positive impact long-term, both for people and planet.



Case Study

BAKING FORWARD

by Sophia Sotiriou

Levy Pastry Chef Sophia Sotiriou and founder of Baking Forward shows how whole-food baking allows 'health and taste to go hand-in-hand'. Taking a different approach, she uses a more diverse range of ingredients that may have been overlooked in the pastry world, creating recipes such as a rich rye, dark chocolate and courgette cake or a fruity quinoa, prune and banana loaf.

Sophia is tapping into unrefined sugars, unprocessed flours and minimising food waste by using skin-on seasonal fruits and vegetables. Ultimately, creating bakes with a more stripped back approach pairing simple ingredients that are better for our health and better for our planet.



“These ingredients are actually quite simple, but they give us a bit of return to your health and for me that adds more depth of flavour. It’s more wholesome, and if you make something that you know is good for you, you’ll enjoy it more.”

Sophia Sotiriou



FLOUR POWER

“Change starts when industry leaders step up – not just with words, but with action. Our partnership with Levy is proof of system change in motion, transforming landscapes so that quality food grown in nature-rich landscapes can be on the menu.”

Edd Lees
Co-founder of Wildfarmed



On a mission to accelerate the world's transition to regenerative agriculture, we couldn't help but fall in love with Wildfarmed.

Regenerative flour, grown in nature-rich Wildfarmed fields, officially arrived at Levy in 2023. It became our 'flour of choice' the following year.

Levy's intensity
from all flour
purchases has
reduced

7.6%

Wildfarmed knows each of its 150 farmers individually. The network of farmers across the UK and France grows wheat, oats and barley using methods that put nature first. They've been praised by the Sustainable Agriculture Initiative for "pushing the boundaries of outcome quantification."

Wildfarmed flour is used, wherever possible, in all Levy-made:

- Pies
- Breads (including sourdough)
- Cakes, bakes & desserts

Scaling Up

We're working with Pivotal (suppliers of our bought-in cakes and desserts) to ensure they use Wildfarmed flour too.

The GHG emissions intensity of all flour products purchased across Levy has decreased by **7.6%, from 1.04 kg CO₂e/kg to 0.96 kg CO₂e/kg**, driven by Levy's commitment to working with lower emissions suppliers such as Wildfarmed.



Measured Outcomes

The farming guidelines used by Wildfarmed are designed to deliver a set of guaranteed outcomes, including:

- improved soil health
- increased biodiversity
- minimised water pollution
- a reduction in carbon

Freshly Baked

At the start of 2025, we began rolling out (no pun intended) a range of Wildfarmed buns for Levy's hand-held products like our chicken burgers. We are also working with Wildfarmed's New Product Development (NPD) teams to develop new hot dog rolls made with Wildfarmed flour.

Fork the Waste!

We launched a new internal food waste reporting system in 2023 and have since focused on increasing the integrity of our data by training our teams and monitoring venue compliance. In FY24, KPIs on daily waste reporting were linked to annual bonus plans.



We previously committed to achieving operational food waste under 1% by the end of 2024, however our enhanced data quality has led us to re-evaluate our 1% metric and instead, develop a new baseline and reduction targets for every venue.

Positive Carbon

In Ireland, we've partnered with Positive Carbon, a digital AI platform which provides greater insight into our waste to help inform reduction initiatives. This has been launched at Aviva Stadium and Convention Centre Dublin. **Since implementing the Positive Carbon system at Aviva Stadium in November of last year, we've seen a reduction in waste.**

For example, at the Ireland v. England game in February, only 8.61 g of food waste were produced per person, a notable decrease from the 12.7 g recorded during the All Blacks game in November 2024. This impressive figure equates to approximately two teaspoons of food waste per attendee.

Our Progress:

- We've upgraded our internal menu planning system to report across (pre-preparation, post-preparation, retail, out of date and plate waste).
- Our new waste dashboards help track waste across categories, timelines, and against venue-specific reduction targets.
- Waste is monitored monthly by the Sustainability team and informs General Manager bonuses.
- All our venues must have a surplus food donation system in place, such as Olio, to reduce food waste. Since partnering with Olio, **we've saved the equivalent of over 32,000 meals from going to waste, avoiding 58,000 kg CO₂e.** Leftovers are also shared among our teams to take home through our in-house concept, **'The Pantry'.**
- All used cooking oil is converted into sustainable biofuels.
- Moving forward, we'll also focus on inspiring chefs with workshops and campaigns on whole ingredient cooking, full carcass utilisation, and preservation and fermentation.



Our PEOPLE





Our PEOPLE

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GREEN IS GOOD FOR PEOPLE



Introduction by
Denise Carter,
Head of People

At Levy, we're passionate about people.

We've deliberately embedded a healthy, positive and transparent working culture, so our teams can flourish here and achieve their potential.

Our People strategy is designed with sustainability in mind. We support our team's personal well-being and offer them ways to connect and give back to their community. Our inclusion and belonging initiatives open opportunities for fair work to as many people as possible.

Training and career development at Levy means sharing why sustainable ways of working are so important. Regenerative farming and carbon literacy are all key parts of the puzzle, whether you're working in the kitchen or the boardroom.

We want to attract great people to work here, and we want them to stay with us, learn with us and teach others – all while making a positive difference to the planet and the people around them.



HEALTHIER,
HAPPIER TEAMS

We're serious about supporting our team's health, nutrition and lifestyle – many of which have evolved out of our sustainability mission.

Hot Meals Every Shift

We offer all our people a hot, nourishing meal bursting with fresh fruit and veg (or on very large events a lunch bag) – and plant-based where we can! - every time they work.

The Pantry

Levy's in-house food waste-reducing initiative, The Pantry, was launched in 2023. Enabling our teams to take home any good quality leftover food from our events and game days, it supports our mission to reduce food waste wherever we can as well as saying thank you to our teams for their hard work.

Sustainability Bonus

A number of pay increases and bonuses are linked to our sustainability KPIs. Levy also moved to paying the Real Living Wage or above from 2023 and we're committed to providing fair and competitive salaries.

Benefits Beyond Money

All Levy employees have access to:

- Our Medicash healthcare programme
- Compass Group's 'Perks at Work' scheme offering discounts on everything from health and wellbeing to food and drink.
- Digital and financial wellbeing programmes
- Remote working where possible.

Community, Charity, and Social Impact



Levy teams support incredible charity, community and social impact projects with their venues across the country.

We back companies with a strong environmental agenda as well as talented, ambitious SMEs, social enterprises and minority-owned businesses.

Our strategic partnerships with companies like Rubies in the Rubble and Life Water are examples of these.

Our teams have ...

Clocked up hundreds of hours of volunteering at local lunch clubs, community projects and food banks.

Raised thousands of pounds in funds for fantastic charities and initiatives – from food poverty to mental health initiatives, youth programmes to cancer charities.

Shared our passion and knowledge – teaching the next generation of chefs about sustainability and seasonality, plant-forward cooking, and food waste.

Giving Back

Levy teams at **The Jockey Club Catering** have helped raise over £30,000 for more than 30 charities in the last year, with staff volunteering over 500 hours.

Levy teams at **Cheltenham Racecourse** take time out to cater for local community food clubs, serving over 100 people.

At **Epsom Downs Racecourse**, Levy teams organise the catering for a local community lunch club.

Wincanton and Exeter Racecourses support ‘Teddy Rocks’, a charity for children living with cancer.

At **Carlisle Racecourse**, Levy supports the **108 Mealbank** project at the city’s Hebron Church, with teams volunteering their time to cook hot meals, including a Christmas dinner, for the homeless and vulnerable.



The Levy team at **Wolverhampton Wanderers F.C.** supports the club’s official charity, **Wolves Foundation**, across a range of programmes tackling food poverty, poor mental health, low employability and dementia. The Foundation has allotments providing produce for the stadium. Wolves Foundation also receives 10p from every sale of a ONE Planet ONE Chance® Reusable Cup.

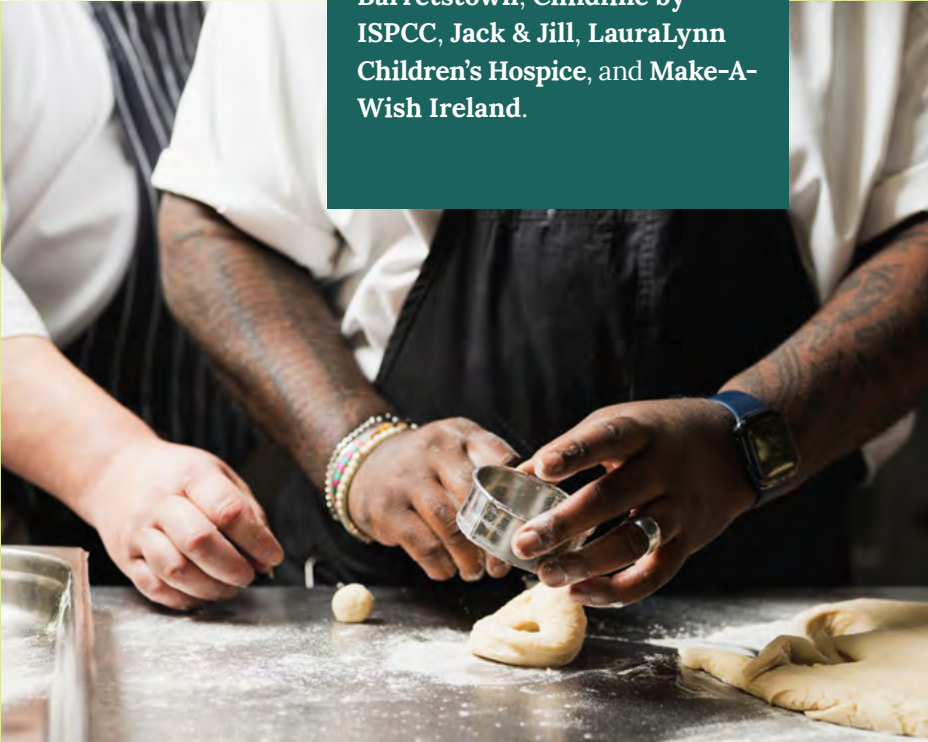
Teams at **Edinburgh International Conference Centre** and **Glasgow’s Scottish Event Campus (SEC)** support **The Larder**, a charity that empowers disadvantaged communities to improve their life chances through access to learning and good food. Levy teams helped to supply and prepare nearly **500 meals to the West Lothian community during Christmas 2024**. They’ve also helped to set up an employee volunteer programme to support serving customers, delivering meals and providing training and mentoring to chefs. SEC produced the meals and worked with our local suppliers to donate the ingredients.

They also support **The Larder’s Catalyst Kitchen**: a project that boosts employability by sharing skills, knowledge and opportunities for practical experience in partner venues.

Levy teams at **Principality Stadium** and **Cardiff City FC** work with local councils and schools to teach children about cooking skills, food waste and the power of plant-forward cooking.

Compass Cymru runs a **Junior Chef Academy**, which teaches 14 and 15-year-old students chef skills and offers advice and guidance about a range of opportunities and apprenticeships across the hospitality industry and Compass Group.

Levy teams at **Aviva Stadium in Dublin** have helped raise **€31,000** for six of Ireland’s national children’s charities by collecting recyclable PET bottles left at the stadium, in collaboration with new charity initiative, **Return for Children**. ‘Return for Children’ supports new environmental legislation to help reduce plastic waste and benefits **Barnardos Ireland, Barretstown, Childline by ISPCC, Jack & Jill, LauraLynn Children’s Hospice, and Make-A-Wish Ireland**.



1,000 Miles for ParalympicsGB



Levy is a proud supporter of ParalympicsGB, supporting their vision to inspire a better world for disabled people through sport.

In April and May 2024, 250 Levy employees took part in a 5-week, 43-leg, 1,000-mile relay, to raise funds and awareness for ParalympicsGB ahead of the Paris 2024 Paralympic Games.

The route took in 50 Levy-catered partner venues across Scotland, England and Wales with Levy teams travelling 6,351 miles, including 3,185 miles covered by bike and 3,166 miles on foot.

It raised over £61,000 (including £10,443.62 Gift Aid) in vital funds to provide opportunities for disabled athletes to excel in their chosen sports.



3,185 MILES BY BIKE

3,166 MILES ON FOOT

50 LEVY-CATERED VENUES ACROSS SCOTLAND, ENGLAND, AND WALES

6,351 TOTAL MILES

£61,000 RAISED

EDUCATION & INSPIRATION

Embedding sustainability best practice is a vital part of training and developing our teams to deliver the best they can for people and the planet.

We are proud of the wide-ranging, targeted programme of sustainability training developed and rolled out over the past two years.

Inspirational training at workshops, masterclasses and our award-winning Biohub ensures everyone from apprentices to senior leaders can upskill, learn and be inspired by the latest developments in sustainability and regenerative agriculture.

Sustainability Workshops

Interactive, in-person sessions held at each of our partner venues from Glasgow to Exeter are delivered by our Sustainability Director and Sustainability Managers.

They focus on why we need to act now to protect the climate, explain Levy's sustainability strategy and initiatives and take a deep dive into our key ingredient swaps.

Staying ahead of the curve

Delivering the highest quality of sustainability training also requires a culture of continuous improvement in our sustainability team. Keeping up with the latest developments in the sustainability space is a must to ensure our training is the most accurate and most balanced it can be.

Our team makes the most of their networks, and seeks out the best conferences, webinars and independent experts from nutritionists to specialists in regenerative agriculture and carbon.

125

Learning hours delivered

45

Workshops in 2024/2025



Sustainability Workshop,
Sheffield United Football Club, July 2025

Sustainability Culinary Courses

Educating and empowering our teams is key to creating long-term sustainable change in food service.

Mastering Plant-Based Desserts

Rolling out 100% plant-based desserts across our business means our chefs must deliver the best, most delicious plant-based pâtisserie.

Plant-Based Desserts, our first Sustainability Culinary Course, launched in March 2025 at Xcelerate, our state-of-the-art cookery training space at Edgbaston Stadium.

The two-day course, which also takes place at Levy partner venue, Allianz Stadium, Twickenham, showcases innovative techniques in delicious vegan pâtisserie and teaches Levy chefs how to work with the best plant-based ingredient alternatives.

Led by Head of Pastry Training & Development, Jacqueline Francis, the course for all Levy chefs is supported by Pastry Chef Sophia Sotiriou, the brilliant mind behind the wholefood concept, Baking Forward.



Venison Masterclass, April 2025

Championing Wild Venison

Wild venison is a nutritionally rich sustainable alternative to red meats like beef and lamb with an 85% per kg lower carbon footprint compared to beef.

Levy is creating new menus showcasing wild venison with 'grab-and-go' street food, bowl food and high-end plated hospitality options.

Teaching our chefs how to make the most of this meat is a no-brainer.

We brought in the experts for a special wild venison culinary masterclass which will be rolled out across the business.

Head of Culinary - Procurement and Sustainability, Thomas Rhodes, was joined by **three-Michelin starred chef, Brett Graham** and specialist meat suppliers, **Lake District Farmers**, to teach chefs and operational staff about wild venison's rich nutritional profile and sustainability benefits. The day included a butchery masterclass alongside cooking tips and inspirational recipes.

Learning & Development

Sustainability is embedded within general **Learning & Development** at Levy



Apprenticeships

Levy offers all employees access to a wide range of apprenticeship programmes.

Apprenticeship Programmes range from Level 2 to Level 7, and include a diverse range of hospitality, retail, culinary, supervisory and management programmes.

100 apprentices in Levy have achieved their apprenticeship since 2019

127 colleagues are currently on an apprenticeship programme



3,500

people trained at Xcelerate with Edgbaston, Compass' Regional Community Skills and Learning Hub

Levy Next Level

The Levy Next Level Programme was launched in February 2024. This bespoke, 18-month leadership programme is underpinned by an Operations Manager (Level 5) Apprenticeship Qualification in Leadership & Management.

A sustainability focus is present in all 10 modules and programme content which includes leadership workshops, 1-2-1 coaching sessions, quarterly reviews and weekly applied learning. 18 Senior Leaders and 14 Managers and Heads of Departments have taken part in a leadership programme to date.

Additional Learning & Development:

- Levy Management Induction Academy launched in 2023 and has been attended by over 180 new and existing managers. This includes a 2-hour sustainability workshop delivered by our Sustainability Director.
- New Levy Induction Portal launched in May 2025 and is designed to provide a comprehensive, enhanced and consistent induction to new starters. This includes resources on our key sustainability initiatives, decarbonisation journey and Levy's food philosophy.

- Bespoke courses include beverage and licensing training and Hidden Disabilities Sunflower training.
- Career Pathways launched in 2021. These are in a range of disciplines for all from junior roles to Director level. The pathways are designed so team members gain the knowledge, skills and behaviours to move up, move across, or master their craft. Career Pathways launched in 2021 and since then, 12 Levy employees have completed a pathway, with 60 employees currently on programme.
- A new programme for High-Potential employees called 'Ignite Your Potential' is rooted in the principles of Humanistic Leadership. The programme fosters collaboration, cross-functional insight, cohesion and the sharing of best practice – creating a leadership culture that is forward-thinking, transformational and inclusive. It also sets out to create leaders with four distinct mindsets:
 - Entrepreneurial Spirit
 - Sustainability
 - Commercial
 - Instinctively Inclusive

Case Study

92 ACRES OF INSPIRATION

Our award-winning Biohub in North Yorkshire plays a key role in teaching our people and partners the vital role regenerative agriculture plays in delivering sustainable hospitality.

Founded in late 2022 by Dr Vincent Walsh, a world-renowned ecosystems expert and Levy's Director of Decarbonisation, the Biohub is a hands-on demonstrator farm and learning hub for our teams, clients and stakeholders.

The site has areas dedicated to agroforestry, coppice woodland development, peatland restoration, integrated hydrology, and carbon and biodiversity net gain.

Biohub has won two major awards: in December 2024, it won the £50,000 top prize in the 2024 Royal Agricultural University's (RAU) inaugural Farm491 Mixed Land Use Challenge Prize, supported by the Esmée Fairbairn Foundation for its commitment to advancing regenerative agricultural



practices. In July 2025, it won the John Boddy Award for the best agroforestry project in Yorkshire.

It boasts 10 acres of wildflower meadows, 45 regenerative water features, a dozen bee hives and 100 kilograms of worms embedded into the soil – with initial biodiversity increases demonstrating the potential of landscape transformation.



A comprehensive baseline assessment of the landscape was conducted in 2022, encompassing a raft of independent surveys of bird life, soil, carbon, water quality and vegetation, enabling future studies to accurately measure progress and impact.

Over 800 visitors have taken part in workshops led by Dr Walsh which cover the importance of biodiversity and regenerative farming, the latest developments in resource management, diversification of food production systems, seasonality and the importance of growing local produce.

The site's development has been almost entirely facilitated by the work of workshop participants.

“We deliberately chose to create the Biohub on one of the most difficult landscapes in Britain. If we can successfully create a more biodiverse landscape here, we can do it anywhere in the country.”

Dr Vincent Walsh

Levy Director of Decarbonisation



Biohub in Numbers 2024

92 acres in North Yorkshire

1,800+ hours' regenerative education in 2024

300+ team members, clients & partners in 2024

45 hydrology features – swales, dams & ponds

16 acres of agroforestry

8,000 coppice trees (12 tree varieties)



100 kg Earthworms embedded into a vermiculture system

10 ACRES OF WILDFLOWER MEADOWS

12 bee hives

300 Metric tonnes of high grade biomass compost, per year



and ... 1 ecosystems expert, an 82-year-old sheep farmer, a farm manager and a dog called Porridge

INCLUSION & BELONGING

Shining a spotlight on cultural diversity, mental health and wellbeing, visibility and parity for the LGBTQ+ community and women in our industry, we're creating a truly diverse and inclusive workplace so everyone can show up to work feeling like themselves.



Claire Duesbury (left) and Jane Byrd
at Levy HQ, London, July 2025

“People are at the heart of what we do at Levy, and we're committed to creating a sense of community and belonging. Our employees need to feel supported and valued as individuals to build a more positive and productive work environment.

We take huge pride in recognising cultural awareness days, facilitating conversations, providing training, resources and events to deliver opportunities to learn about different backgrounds and traditions.

We continue to strengthen strong foundations for our inclusion practices, focusing on increasing support and accessible employment opportunities for disabled people, executing the Race Charter at Work in line with recommendations, and inclusion education and training for Senior Leaders at Levy.

We are reviewing our recruitment process to ensure fairness and parity, embedding the link between sustainability and belonging.

Data analysis is informing our understanding of our workforce, helping us identify disparities and implement targeted interventions to promote inclusion and bolster the positive culture that makes Levy such a great place to work.”

Claire Duesbury
Diversity & Inclusion Lead, Levy UK & Ireland

Culture & Wellbeing

Culture & Wellbeing Manager, Jane Byrd, works with the wider Levy team to embed inclusion & belonging into our workplace. In 2024 Jane was recognised for her commitment to equity, diversity, and inclusion by WiHTLas as one of its ‘2024 Role Models for Inclusion in Hospitality, Travel, Leisure and Retail Index.’



Making an Impact

From supporting young people on their way into work, to pushing home our inclusion & belonging goals, we're making sure Levy is a place where everyone feels valued and at home.

We're particularly proud to:

Supporting people with mild to moderate learning disabilities into work at the Molineux Stadium

We offer internships for young people with learning disabilities

We support and develop employees in minority groups through our 30% Club, reverse mentoring, and a focus group that solicits feedback to identify areas for improvement

Employee focus group with CEO Jon Davies (Executive Sponsor for Race as part of the Race at Work Charter) which aims to boost morale, inclusion and foster a culture of transparency and trust

We celebrate Inclusion & Belonging through events such as Pride Month and Iftar gatherings at the National Theatre and Edgbaston Cricket Stadium, sponsored by Levy in partnership with Edgbaston for Everyone

'InclusiviTEAs' – sector-wide virtual calls with a specific focus, e.g. menopause, fertility at work, mental health, and Cultural Diversity Day

Hidden Disabilities Sunflower training in Levy company induction

Supporting Premier League Rainbow Laces fixtures with rainbow wristbands for Levy teams

Collaboration Community www.wihtl.com dedicated to increasing inclusion & belonging across Hospitality, Travel and Leisure

Providing 'World of Work Days' for a London SEN school

Case Study

#NoRoomforRacism

Melissa Forde, Head Performance Chef at Levy partner venue Wolverhampton Wanderers, was appointed the No Room For Racism Icon for Wolves in October 2024, representing the football club on the Premier League stage.

Melissa also features on the Football Black List which highlights the most influential Black people in British Football.

The Premier League’s #NoRoomForRacism initiative sees all 20 Premier League clubs nominate a ‘No Room For Racism Icon’ to highlight the contribution of Black, Asian and minority ethnic people in football and showcase the importance of diversity on and off the pitch.



“Cooking is so many things.
It’s sharing love and it is creative
expression. Being able to bring me
and my culture to the food I make
for the players is something
I take pride in.”

Melissa Forde

Strong Networks

Our Networks are created by colleagues, for colleagues, fostering a sense of belonging where everyone can thrive.

As an ambassador for one of our Networks, you play a vital role in supporting your colleagues and shaping a culture at Levy that celebrates the richness of our diversity.

This role is about more than representation - it's about inspiration. Ambassadors lead by example, encouraging others to get involved, mentoring junior colleagues, participating in key events, and sharing real experiences from the frontline.

Network Ambassador Target

With **1,953** across Compass, we're close to reaching our 2025 target of 2,000 ambassadors.

The Levy Within Network has increased its ambassadors by

172%
– from 11 to 30 ambassadors.



Women in Food

Work to create a more inclusive culture by attracting diversity, creating a safe, supportive environment where everyone can thrive and ensuring development for women at all levels and providing support around physical and mental health issues such as fertility and menopause. The main focus of the year is: **International Women's Day.**



Within Network

Aims to promote cultural diversity and inspire others to do the same. Through the network, members have the opportunity to connect with others from different cultures and religions, share experiences, and learn from one another and make inclusion a reality. The main focus of the year is: **World Day of Cultural Diversity.**



Ability Network

Aims to create a more inclusive workplace that highlights the benefits people with disabilities bring to the workplace. Raising awareness and educating our colleagues on visible or non-visible disabilities and supports us in attracting new employees. The main focus of the year is: **International Day of Persons with Disabilities.**



Pride in Food

Supports and celebrates our LGBTQ+ community to create an inclusive and diverse work environment where everyone can be themselves and maximise their potential. The main focus of the year is: **Pride Month.**



YouMatter

Promotes mental wellbeing and raises awareness of mental health issues. Creating a culture of openness and acceptance around mental health, along with signposting our managers and colleagues of where to go for support. The main focus of the year is: **World Mental Health Day.**



Aaron Phipps MBE PLY –
Paralympian
Disability Employment
Ambassador

Levy is extremely proud of its partnership with ParalympicsGB and in January 2022 Aaron Phipps, Paralympian, MBE, joined us as an external ambassador. He supports us in bridging the gap between disabilities and employment.

“It’s amazing to work with such an innovative, forward-thinking company that does everything in its power to put Diversity and Inclusion front and centre.

Levy is seriously proactive, constantly pushing to be better, and this is something completely ingrained in the company’s culture.

For someone who has been disabled since the age of 15 I have been seriously surprised by some of their innovative ideas.”



Ebony-Jewel Rainford-Brent
MBE
Diversity Employment
Ambassador

Building a culture of true inclusion starts with bold voices, lived experiences, and committed actions. That’s why we’re proud to have Ebony as a dedicated ambassador for Inclusion & Belonging.

Ebony brings her passion, authenticity, and lived experience to the forefront of our journey, helping us challenge norms and create space for underrepresented voices across our business.

“What stands out about Levy is that they don’t just talk about inclusion, they live it. From the top down, there’s a genuine commitment to creating a company culture where people from all walks of life can thrive.

I have been passionate in my world of sport to help break down barriers and access to pathways so people can fulfil their potential.

I have been proud to be part of the journey with Levy who are values-driven and making an impact.”

PEOPLE PRIORITIES FOR 2026

1 Continue Educating Teams

New Sustainability in Hospitality Apprenticeship:

Compass UK&I is set to launch its first Sustainability Academy in late 2025.

This pioneering educational initiative is tailored to suit different operations and culinary roles within Levy, designed as a blueprint for the food industry.

Expert coaches from operations, supply chain and food and culinary will support each area:

- Operations Expert: Hugh Jones, food waste specialist at WRAP.
- Supply Chain Expert: Joe Duncan-Duggal, Chief Scientific Officer at Foodsteps.
- Ingredients Experts: Ali Morpeth, public health expert and Chantelle Nicholson, award-winning chef.

2 Refocusing on Health and Nutrition

- Develop a formalised nutrition strategy for Levy which considers the nutritional density as well as the ingredients and their level of processing in the dishes we serve.
- We will seek to incorporate the latest industry and academic nutritional research to ensure our strategy is relevant to our customers and adds genuine value to their venue experience.
- This strategy will aim to integrate environmental impact with the nutritional value of the ingredients we use, as these two topics become more intertwined as we drive our sustainability agenda forward.

3 Inclusion & Belonging

- Embed inclusive practices into every one of our venues and departments – to support all our team members – permanent employees right through to the frontline.
- Collaborate with and support clients with inclusion & belonging initiatives.
- Create and implement an inclusive recruitment strategy to give equitable opportunity to all applicants.
- Track diversity metrics and KPIs to measure diversity within our hiring process and wider inclusion & belonging efforts.
- Make unconscious bias training mandatory across the board.
- Bring more neurodiverse and people with disabilities into the business through supported internships.

4 Social Value

In the coming months we are putting our energy into finalising our social value strategy, building out the following pillars:

- 1. Community Development:** enhancing local amenities, supporting local businesses, and improving infrastructure - for example, offering venue space to charities that provide upskilling opportunities. Encouraging participation in the community and fostering a sense of belonging and community spirit.
- 2. Employment and Skills:** creating jobs, providing training, and improving employment prospects for marginalised groups.
- 3. Health and Wellbeing:** improving physical and mental health outcomes, increasing access to healthcare, and promoting healthy lifestyles.
- 4. Environmental Sustainability and Supply Chain:** increasing our spend with social value brands and suppliers.
- 5. Social Inclusion:** promoting inclusivity, and reducing social inequalities.
- 6. Charity Partnerships:** including raising a minimum £50,000 for ParalympicsGB.

ONWARDS

GOOD GOVERNANCE EXCELLENT ACCOUNTABILITY

Anyone can talk a good game, but it takes solid governance to ensure that the right changes continue to happen. Change to: As we continue our decarbonisation journey, this is how we're holding our venues accountable.

In 2024 we established a new accountability framework for our venues. Sustainability performance now informs General Manager bonuses, including **monthly** performance across food waste reporting and purchasing of key sustainability suppliers.

Planet Signature

Levy has a set of operating standards for the business known as 'Signatures'. These are defined across all areas from Marketing and Safety to Planet, People and Finance.

This provides a set of measures to ensure sustainability practices are embedded in everyday operations. All 'signatures' are reviewed on a **yearly** visit by the Business Excellence team to drive consistency and year-on-year improvement.

In-Person Reviews

Alongside the Signature Review, the sustainability team has committed to visiting every venue at least **once a year** to complete a more in-depth review. This 130-question deep dive covers menu design, packaging, biodiversity, food waste, water, animal welfare and deforestation. This flags any areas of

opportunity to inform a bespoke venue action plan and helps to identify centrally where we need to provide further guidance.

Self-Assessment

To support engagement throughout the year, venues must complete a short online form at the end of **each quarter**. This enables our sustainability team to measure their progress against Levy's main sustainability initiatives and is a great tool to share current best practice and challenges.

Sustainability Dashboards

Our focus for 2026 will be to develop new Sustainability Dashboards to track purchases and emissions by venue monthly, allowing us to understand our impact in real time for hotspot categories and support clients' food and beverage (scope 3.1) emissions reporting.

Afterword & Acknowledgements

Digesting and telling the story of the immense work and progress that Levy has achieved on its sustainability journey over the past five years has been a result of many minds and many months. **We couldn't do it without a stellar team.**

SUSTAINABILITY DIRECTOR

Kevin Watson

A highly experienced food & drink hospitality operations and management professional, Kevin has held senior roles at some of the UK and Ireland's leading Confex venues including, Excel London, EICC, CCD and the QEII Centre – as well as supporting key Levy sites over the past 12 years.

After leading Levy's sustainable food strategy for COP26 Blue Zone at the SEC, Kevin was appointed Sustainability Director for Levy in 2022, developing an ambitious operational and cultural change plan to deliver sustainability at scale.

He has embedded a wide-ranging programme of sustainability initiatives from carbon measurement and labelling to an ambitious strategy of sustainable ingredients switches. Kevin and our Sustainability team are now focused on using data in the most efficient way to drive further progress on our deep decarbonisation journey.

SUSTAINABILITY MANAGER

Molly Bolton

Molly has worked within Compass for four years and holds Practitioner Level ISEP membership (The Institute for Sustainability and Environmental Professionals). She is also certified carbon literate and recently completed the Leading Sustainable Corporations Programme with University of Oxford Saïd Business School.

SUSTAINABILITY MANAGER

Susie Crabbe

Susie holds a degree in Food Science & Nutrition and is certified as carbon literate. She has over six years of experience in technical roles across product development, nutrition, and sustainability. Prior to joining Levy in 2024, Susie led the B-Corp certification process for a plant-based food brand and developed their first sustainability strategy.



L-R: Susie Crabbe, Kevin Watson, Molly Bolton



SALES DIRECTOR &
SUSTAINABILITY LEAD
FOR CONFERENCES &
EVENTS, LIME VENUE
PORTFOLIO

Jo Austin

With over 20 years in the events industry working at board level within several hotel groups, Jo leads the sustainability agenda for the meetings and conference division across the business, delivers sustainability workshops and is an ardent supporter of initiatives that share best practice, disrupt bad habits and push the marketplace forward.

SUSTAINABILITY
MARKETING MANAGER

Ruth Elkins

Journalist, writer and former Times News Editor, Ruth has worked at some of the world’s leading media outlets, including Sky News and The Independent in a career spanning more than two decades. Bringing creativity and journalistic rigour to our sustainability storytelling, she is a lover of great food and great hospitality.

EMISSIONS DATA LEAD,
E15 INSIGHTS

Andrew Jones

After 8 years frontline hospitality management across hotels, high-end events, and contract catering, Andrew has spent the past seven years driving business improvements at Levy through workforce optimisation, tech deployment, and sustainability initiatives. Today, working for our data insights division E15 insights, Andrew leads Levy’s work on emissions analysis in partnership with Foodsteps, translating complex data into practical, measurable actions that deliver real-world impact.

HEAD OF CULINARY – PROCUREMENT & SUSTAINABILITY

Thomas Rhodes

Formerly Executive Head Chef at Allianz Stadium, Twickenham, Tom works alongside Kevin Watson and Director of Culinary, James Buckley, to ensure new and existing Levy suppliers are fully aligned with our sustainability strategy.

Tom now focusses on procurement, sustainability and innovation, ensuring compliance with ingredient purchasing and educating Levy chefs to further embed best practice across the business.

DIRECTOR OF DECARBONISTION

Dr Vincent Walsh

A highly respected ecosystems expert, Dr Vincent is a prominent leader in supply chain innovation and large-scale decarbonisation programmes. He has worked with Levy since 2022 as a key advisor on our sustainability strategy and is the founder of the award-winning Biohub, a regenerative agricultural initiative and pioneering research and development facility in North Yorkshire, which plays a crucial role in the implementation of Levy's long-term sustainability strategy. As Director of Decarbonisation he will help Levy find the best nature-based investment projects in the UK and beyond, fostering new external partnerships which support our ongoing deep decarbonisation journey.





Levy Sustainability Board

A key pillar in our governance. The board is made up of individuals from across Levy's Senior Leadership team. It oversees and scrutinises our sustainability progress and practice at quarterly meetings.

Venue Sustainability Ambassadors

Every Levy venue has a Sustainability Ambassador in charge of embedding our Planet Signature, a set of guidelines and tools to promote sustainability across areas like purchasing, menu design and conference and events (C&E). Food waste ambassadors are also in place at every venue to ensure that food waste is recorded every day, regularly discussed, and opportunities for reduction are identified.

VALUED RELATIONSHIPS



Through Compass UK&I, we are members of the UK Food and Drink Pact led by the global environmental action NGO, WRAP. WRAP aim to transform our broken product and food systems to create Circular Living. Among its many achievements, WRAP has established the international Food Pact Network, in which the UK Food and Drink Pact contributes over two decades of experience, as well as helped save 56 Mt of GHG emissions globally, replenished over 1.7 billion litres of water back to nature, and supported Wales to become the second best country in the world at recycling.



In the interest of pursuing nature-friendly farming and further understanding Regenerative Agriculture, Compass UK&I sponsored eight farms to go through the Soil Association Exchange programme. This provided baseline data on biodiversity, soil health, carbon, water, animal welfare and social impact. While these farms work on the recommended actions, we are exploring how we can become further involved with the work of the Soil Association Exchange across relevant areas of our supply chain.

Glossary

High-impact product

A product whose production, consumption and disposal generates a large amount of greenhouse gases. It contributes significantly to climate change due to its total impact. N.B. there is no set threshold for what is considered a high or low impact product. The Foodsteps labels define high and low impact products relative to planetary boundaries, with products rated A falling within the boundary.

LCA Life cycle assessment

The act of measuring the environmental impact of a product or service throughout its entire life cycle, from cradle to grave.

Low-impact products / low carbon food and drink

A product whose production, consumption and disposal generates a small amount of greenhouse gases. N.b there is no set threshold for what is considered a high or low impact product. The Foodsteps labels define high and low impact products relative to planetary boundaries, with products rated A falling within the boundary.

Net zero

A target of completely negating the amount of GHGs produced by human activity, achieved primarily by reducing emissions and supplemented by methods of carbon dioxide removal from the atmosphere (carbon offsetting).

NOVA system

A classification system which groups foods according to the nature, extent and purpose of the industrial processing they undergo.

Purchases from contracted spend

This solely includes contracted purchases from our procurement arm, Foodbuy Group from our UK venues – this excludes Levy Ireland.

Scope 3.1 F&B Emissions

All upstream (i.e. cradle-to-gate) emissions from the production of the food & beverage purchased by Levy.

Methodology

This Climate Impact Report is not intended to be a full carbon footprint or regulatory disclosure. That work continues to be led by Compass Group UK & Ireland, who remain responsible for comprehensive Scope 1, 2 and 3 emissions reporting.

Instead, this report focuses deliberately on measuring the carbon impact of specific sustainability initiatives implemented by Levy between FY19 and FY24. The goal is to robustly assess the real-world outcomes of targeted actions - not to replicate or replace full emissions accounting.

To do this, we partnered with Foodsteps, our carbon data and analytics partner, to apply a consistent, transparent and independently verified methodology. The analysis follows the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard and uses emissions factors from the Foodsteps database.

Procurement data was analysed at SKU level, with emissions calculated using product mass and verified emissions factors. Where mass data was unavailable, a structured estimation process was applied. All data underwent appropriate cleaning and validation.

The methodology includes:

Absolute and intensity-based emissions comparisons between FY19 and FY24 for specific initiatives e.g. beef burgers.

A site-specific case study at The O2.

Forward-looking modelling to FY30 under different initiative rollout scenarios, included as assumed growth of 5% YoY (10% in FY26 due to known contract win at start of FY26).

References

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3. [4 Charts Explain Greenhouse Gas Emissions by Sector | World Resources Institute](#) Accessed 28.05.25
4. All sourcing standards disclosed are commitments from Levy alongside our procurement partner Foodbuy to consistently achieve 100% compliance on these impactful categories. More info below:
[Soya policy](#)
[Responsible Sourcing of Animal Products](#)
[Air Freight Ban](#)
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Levy



**We've come a long way, and
we're just getting started.**

**Celebrate with us and follow
our journey as we tackle our
next chapter.**