

THOMAS FRANKS

The Ethical Caterer

IMPACT REPORT

2025

Certified B® Corporation



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A YEAR OF POSITIVE CHANGE AND GROWTH

2025 was a hugely positive year for our growing international business, with strong diversification in clients, sectors and geographic reach. We launched in three new countries with wonderful clients in Hungary, Canada and Italy, expanding the number of countries in which we operate to 12.

The UK will always be our 'home' and holds the foundation for our people-first, family culture and apprentice-led talent development programmes. In 2025, we expanded the number of apprenticeships across the business from 12 to 50. Our culture and ethics continue to be a point of difference and we were awarded The Sunday Times Best Places to Work for a second year, something that we are fiercely proud of.

2025 was also the year that we applied for B Corp certification. This has been an ongoing journey for Thomas Franks, aligning our six core pillars of sustainability around the evolving B Corp impact framework. We have also made sure to future-proof our ESG strategy to encompass growing areas of risk and opportunity such as climate action, food system security and supply chain integration. I am happy to say that, as of March 2026, we are officially B Corp certified and look forward to joining the wider global community of multinational companies who also carry this badge of honour.

In 2026, we are working to integrate sustainable, resilient food strategies with our fundamental purpose of enhancing the wellbeing and health of people and planet. Working with key partners, we will be making climate resilience and ecosystem restoration a priority in our environmental impact strategy and adding this focus to our added value client education and engagement initiatives.



BLAIN SHEPHERD

CEO UK & International

THE THINGS WE ARE PROUD OF

- The Sunday Times Best Places to Work *(May 2025)*
- The Great Food Waste Challenge *(Jan – June 2025)*
- Launch of The Great Nature and Biodiversity Challenge *(Sept 2025)*
- Thomas Franks People Awards *(Oct 2025)*
- Dyslexia Pledge *(Oct 2025)*
- Disability Confident Certificate *(Oct 2025)*
- ISO 14001 recertification *(Nov 2025)*
- Thomas Franks Foundation End Street Hunger Campaign *(Dec 2025)*
- B Corp Certification *(Mar 2026)*



GOOD GOVERNANCE

ENGAGING OUR STAKEHOLDER FAMILY

We have always prided ourselves on extending our family culture beyond the walls of our company and involving key stakeholders in our company strategy and operational focus. Building ongoing conversations into our stakeholder engagement approach, allow us to continually assess whether the issues we consider as 'material' are vital to our strategic direction and success.

In 2025, we introduced a double materiality analysis using employee and client workshops and surveys as the basis to assess the likelihood and impact of key ESG topics.

From this analysis, the key material risks and opportunities we are integrating into our approach to sustainable business include:

1. **Climate Change and Food System Resilience**
   Monitoring and managing risks related to climate change and geopolitical systems as relating to food system resilience. Key actions to expand our supplier engagement programme and integrate social and environmental risk assessment into our annual reporting.

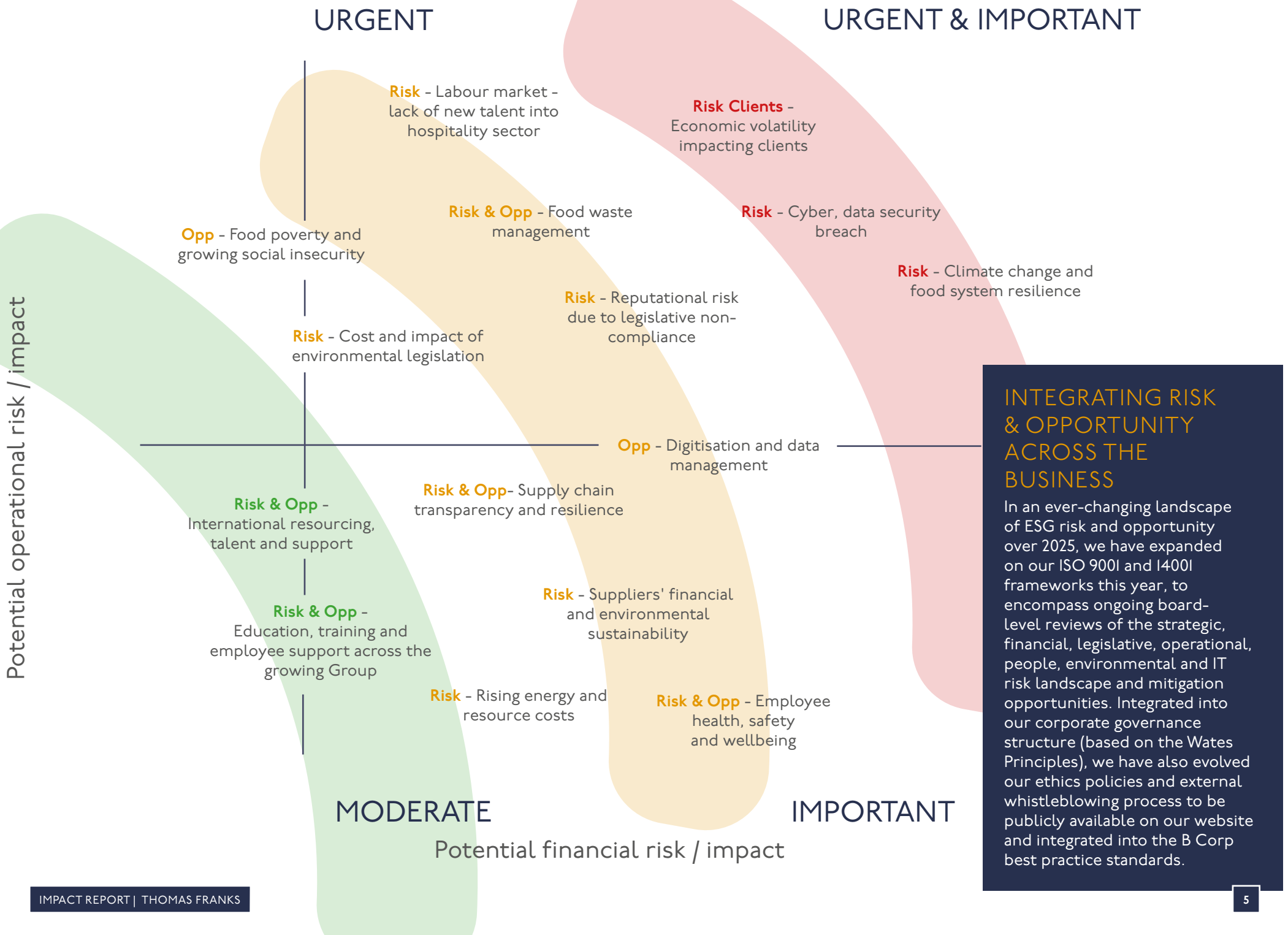
2. **Client Engagement and Added Value**
   Expanding our ESG offerings for clients into initiatives to drive operational efficiencies and environmental impact.

3. **Developing Talent and Capabilities**
   Launching our ESG Apprentice Academy to develop ESG knowledge, skills and advocacy across the business.

4. **Waste and Circular Systems**
   Integrating 'Zero Waste' principles into every aspect of running a circular kitchen.

5. **Digitisation and Data**
   Partnering with best-in-class digital platforms to deliver visibility and impact.





INTEGRATING RISK & OPPORTUNITY ACROSS THE BUSINESS

In an ever-changing landscape of ESG risk and opportunity over 2025, we have expanded on our ISO 9001 and 14001 frameworks this year, to encompass ongoing board-level reviews of the strategic, financial, legislative, operational, people, environmental and IT risk landscape and mitigation opportunities. Integrated into our corporate governance structure (based on the Wates Principles), we have also evolved our ethics policies and external whistleblowing process to be publicly available on our website and integrated into the B Corp best practice standards.

OUR HEALTH & SAFETY CULTURE

The post-Covid drive to encourage reporting of accidents and injuries across the whole Thomas Franks estate has continued; on average we have reached the required level of two reports per location per month.

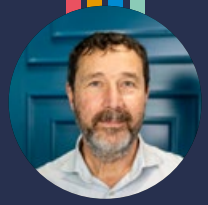
Use of this data to inform improvements in the safety management system and support safe operations is the primary driver to moving our safety compliance platform from Navitas Safety to Evotix.

The new platform brings a simplified portal for locations to record data and offers a better platform for analysis and reporting purposes.

Early results from the new platform have informed updates of procedures responding to new UK requirements in allergen controls to be introduced in September 2026.

Additionally, the new platform is flexible enough to adapt to the increasing diversity of locations with stadia, the CPU, restaurants and hotels all bringing specific requirements outside the typical school and business and industry model.





GED BURDEN
Group Director of Health & Safety

All Accidents	2022	2023	2024	2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Near miss	83	1007	2566	3861	427	334	423	315	342	381	242	124	376	326	377	194
No lost work time	69	238	396	416	69	32	49	22	36	45	24	8	42	35	31	23
< 7 days lost work time	11	56	39	38	9	4	3	2	1	0	1	2	4	7	4	1
RIDDOR	4	18	12	18	1	5	1	1	1	1	1	0	3	1	3	0
Allergen-related	20	28	25	39	9	2	6	3	6	0	0	0	5	3	4	1
Other food complaint	15	30	33	47	9	8	6	3	1	0	5	3	7	2	3	0
Pest complaint	1	5	22	42	12	2	3	10	2	2	5	1	0	1	2	2
Total	**203**	**1382**	**3093**	**4461**	**536**	**387**	**491**	**356**	**389**	**429**	**278**	**138**	**437**	**375**	**424**	**221**



TRUE FAMILY CULTURE

ADDRESSING THE GENDER PAY GAP

We are very proud of our reputation and founding principles as a fair and ethical employer, since our inception in 2004. Women continue to be very well represented at every level of the organisation, including in our craft, food service and operational teams, head office support, senior management and at board level. Women make up 62% of our entire Thomas Franks team.

The majority of roles within the lower quartile are in school locations. In a male-dominated industry, we are working hard to be an employer of choice for women. A large portion of our business is in the education sector, so late-night shifts are less common than in the hospitality industry more widely. This is attracting more women to Thomas Franks as our working patterns are more complementary to family life.

Women are also attracted to Thomas Franks because of our industry-leading training programmes, which include support from Michelin-starred chefs. Currently, 73% of our apprentices are women (83% of higher-level apprentices) and half of our board is also female.

BEING ME – DIVERSITY AT THE CORE OF THOMAS FRANKS

Over the past year, Being Me, the Thomas Franks employee-led DEIB programme, has expanded into several dedicated sub-groups – Women's Group, Neurodiversity Group, LGBTQIA+ Group, and Mental Health Group – further strengthening our commitment to diversity and inclusion.

In November 2025, our Chief People Officer, alongside the L&D team, led the first Lunch & Learn Conference, bringing together updates from all Thomas Franks DEIB Being Me groups on their current priorities, as well as their plans and commitments in the future. The Mental Health group has seen significant development, providing the business with 56 trained Mental Health First Aiders who are available to support and guide employees through difficult situations. In 2025, the Learning & Development team delivered engaging, high-impact DEIB training to employees of all levels in the UK, with international delivery planned for 2026.



VICKY FREEMAN
Chief People Officer



AIMEE WELLS
Learning & Development Officer









WOMEN LEADING THE DEVELOPMENT OF WOMEN IN THOMAS FRANKS

Since October 2025, I have served as Chair of the Women's Group, leading initiatives to raise menopause awareness and enhance support and guidance on women's health and career progression in the workplace. Working in collaboration with our expert Nutrition team, the group researched how a balanced diet can support individuals experiencing menopause and translated this knowledge into an impactful training session delivered by our nutritionists.

For 2026, the Women's Group will focus on creating clear guidance to support the progression of young female chefs, removing the typical barriers faced by women in hospitality and catering. We will work closely with Mary Ann Peregrine, Chef Director for Apprentices and Learning, who brings valuable insight through her own lived experience of navigating challenges as a woman in the industry. Alongside supporting the progression of women across the business, we are creating a structured mentorship programme for women at different career stages, designed to foster support, guidance and mutual encouragement. The Women's Group will continue to meet monthly to share ideas, updates and experiences in a safe and supportive environment, with new members invited to join each month and to hear from external motivational speakers offering further guidance and advice.



Aimee Wells

Learning & Development Officer

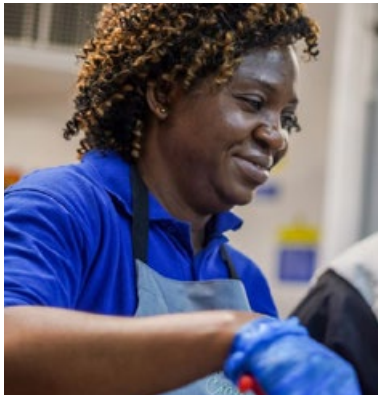




















APPRENTICES AT THE HEART OF OUR BUSINESS

When we started our formal apprentice programme, we had only 11 apprentice applicants. Just three years on, we have over 50 active apprentices at Thomas Franks, 38 of which joined in 2025, with another 15 in the process of applying. Our apprentices are studying 14 different qualifications including chef skills, hospitality and a range of head office and leadership apprenticeships.

Our first ever apprentice at Thomas Franks is still part of the family. Holly Norrington completed a Level 3 CIPD course in 2015 and, since then, she has completed her Level 5 CIPD in Human Resources Management and is working through her CIPD Advanced Diploma in Strategic People Management. Holly has progressed through the business from HR Administrator to now becoming our Group Director of People & Training.

> *"I feel I have had the opportunity to grow and change with a company which embraces new challenges all the time. Thomas Franks recognises that people are our greatest achievement and by investing in our people, and having experienced the reward from this first-hand, we are investing in a creative and exciting future for Thomas Franks."*
>
> **HOLLY NORRINGTON**
> GROUP DIRECTOR OF
> PEOPLE & TRAINING

Support of apprentices starts at the very beginning of their journey, with their line manager, location mentor, apprenticeship trainer and the L&D team. Our apprentices are celebrated throughout their journey whether for completing their functional skills, receiving an award or in their final graduation. We recognise our apprentices through the Rising Stars presentation for increased visibility in the business and each year the L&D team organises a graduation ceremony to formally recognise all the apprentices who have completed in the year and celebrate their successes.

Apprentices really are the foundation of future talent development in Thomas Franks and we are proud to be expanding our programmes year on year.

In July 2025, we introduced a new work experience programme, enabling students to spend a week working with Thomas Franks departments and leaders to gain first-hand insight into the culture, skill sets and inner workings of the business. Overall, Thomas Franks worked with 23 students, with the majority aspiring to start an apprenticeship within our departments after completing their school exams.



Thomas Franks Apprentices



VICKY FREEMAN
Chief People Officer



HOLLY NORRINGTON
Group Director of People and Training



AIMEE WELLS
Learning & Development Officer

EMILY WOOLLARD

HOSPITALITY SUPERVISOR L3 APPRENTICE FROM BLIND VETERANS UK WON THOMAS FRANKS APPRENTICE OF THE YEAR 2025

"I was 100% surprised by the opportunities this apprenticeship has given me. I've been able to travel and support other locations, even abroad, which has given me a real insight into how different teams work. Winning Thomas Franks Apprentice of the Year 2025 was surreal. I didn't think I stood a chance, and it meant so much to be recognised in a supervisory role."

SASKIA PAUCKERT

CHEF FROM SHREWSBURY HOUSE SCHOOL ACHIEVED DISTINCTION IN ALL AREAS OF HER COMMIS CHEF L3 APPRENTICESHIP

"The apprenticeship has not only taught me skills within our industry, but to look at life from a different point of view. I could not have done it without the support and encouragement of my manager Pankaj Singh, our Head Chef, Janos Tundik, Anthony Carnall, Barry McNamara, Mary Ann Peregrine, Phoebe Cubitt and so many more chefs at Thomas Franks through masterclasses."

CHLOE COOPER

HOSPITALITY SUPERVISOR L3 APPRENTICE FROM BLIND VETERANS RUSTINGTON WON PERFORMANCE LEARNING GROUP RISING STAR OF THE YEAR 2025.

"I love working for Thomas Franks as a company and when I do separate events for Thomas Franks I really enjoy them."

MARY ANN PEREGRINE

CHEF DIRECTOR APPRENTICESHIPS & LEARNING WON PERFORMANCE LEARNING GROUP MENTOR OF THE YEAR 2025

"Apprenticeships provide a structured pathway, from entry-level, to supervisory, and ultimately, to management. This trend is clearly evident within our workforce. Apprenticeships deliver key organisational benefits, contributing to both short and long-term sustainability. Developing a workforce in line with company standards is a way of fostering loyalty, enhancing staff retention and building a committed workforce."

CASE STUDY – WHY WE ARE PROUD OF BEING A PLATINUM INVESTOR IN PEOPLE

Genevieve Boast, Group Head of Sustainability, in conversation with Richard Budd, Investors in People Consultant and Specialist

TELL US A BIT ABOUT WHY INVESTORS IN PEOPLE IS GROWING AND IMPORTANT TO COMPANIES NOW MORE THAN EVER?

IIP has grown a lot in the last few years, especially as cost pressures have ramped up. Businesses are recognising that to get the most out of their people is the best way to grow their business and their impact. There are many tools out there but very few that combine a framework with experts coming into the business. It's this in-depth approach to continually assessing what is working well at every level of an organisation that makes a real difference.

AGREED, AND THIS TRANSPARENCY IS SOMETHING THAT WE TRULY CARE ABOUT IN THOMAS FRANKS. WHAT ASPECTS OF WORKING WITH OUR PEOPLE AND OUR CULTURE MAKE US A PLATINUM IIP EMPLOYER IN YOUR VIEW?

I think a key point of difference is that everyone I speak to across every level of the business in Thomas Franks sees themself as a part of the overall company, as well as their client location. Talent is developed and moved across the business effectively, which helps to amplify this feeling and, of course, retaining talent helps Thomas Franks to retain business. I would also say that the company really gives people the autonomy to run their teams and locations as they see fit, but within the support frameworks from the central teams. There is a real sense of humanity here in that people feel comfortable being themselves. Of course this is all reinforced through the People Awards, massive investment in lifelong learning and apprenticeships at every level of the company.

I AGREE – ALTHOUGH I AM BIASED AS I WORK HERE! IN YOUR VIEW, WHAT IS THE BIGGEST CHALLENGE FOR BUSINESSES LIKE THOMAS FRANKS RIGHT NOW?

I would say keeping the living family culture as you grow, and naturally, the senior leadership team doesn't get as much face-to-face time with their teams across the world as they would like. Making sure the company is living the values they stand by and continuing to grow a healthy culture is key. If people enjoy coming to work and they understand the purpose of why they are there, then this becomes a key differentiator for companies internally that helps them to navigate multiple pressures externally.



WorkL FOR BUSINESS

The Sunday Times Best Places to Work, powered by WorkL

Data Highlights

Your Data Highlights



Average Happiness

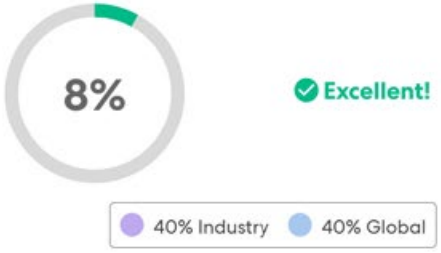
Six Steps to Workplace Happiness

Reward & Recognition	85%	Excellent!
Information Sharing	84%	Excellent!
Empowerment	86%	Excellent!
Wellbeing	85%	Excellent!
Instilling Pride	87%	Excellent!
Job Satisfaction	86%	Excellent!

Wellbeing Risk Index



Flight Risk



Confidence in Management



Net Promoter Score



Diversity & Inclusion



Questions Breakdown

I have a good relationship with my m	90%
I am happy with the hours I work.	89%
I have enough information (and train	88%
I am happy (and feel safe) with my w	88%
I feel proud to work for my organisati	88%

HEALTH & NUTRITION

HEALTHY PEOPLE, HEALTHY PLANET

Health and nutrition is at the core of our ethos at Thomas Franks, and this is reflected in our Fanatical About Food brand standards. These standards ensure our menus are nutritionally balanced, cater for special diets and allergies, and focus on freshly cooked seasonal and sustainable dishes. This year, we introduced new support for Early Years settings following the release of the Early Years Foundation Stage (EYFS) Statutory Framework.

Working closely with our chefs, we deliver nutrition training across our business and provide ongoing menu development to uphold our standards and encourage innovation. With a wide range of expertise across multiple fields of nutrition and wellbeing, our team also delivers a comprehensive range of nutrition education and wellbeing support tailored to our clients' needs. This engages and educates employees, parents and students across independent schools, universities and the business and industry sector, helping them to make better and more sustainable food choices in their lives.

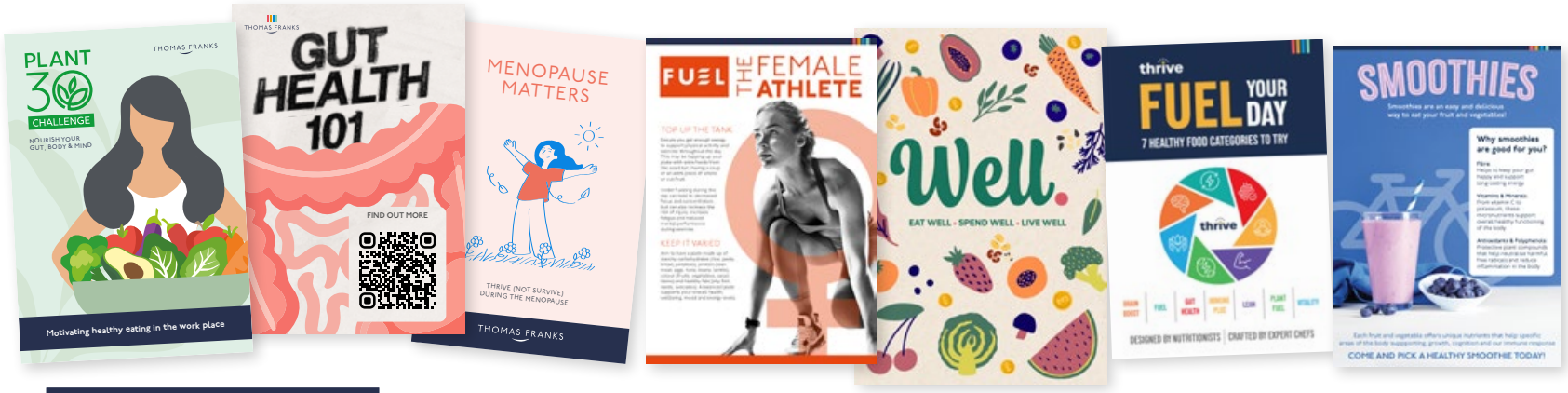
PLANT 30 PROGRAMME

This year, 28 of our school locations across the UK took part in our Plant 30 Programme, which was developed to encourage children to consume a greater variety of plants in their diets. A subset of participants provided survey responses for us to review the impact of the programme on eating behaviours, while providing invaluable feedback throughout. In some locations, 70% of pupils indicated they would continue to try to consume 30 different plants a week and a 10% increase in salad bar usage was observed.

KEY PARTNERSHIPS

In 2025, we were proud to continue our partnerships with key organisations to drive our commitment to nutrition, sustainability and allergen management.

THE SOIL ASSOCIATION FOOD FOR LIFE BRONZE – 100% of our UK school kitchens and operations are Food For Life Bronze certified. This accreditation reinforces our commitment to environmentally responsible sourcing, provision of nutritionally balanced menus, nutrition and food education in schools, collaboration with local suppliers and food waste reduction. Education and student engagement are integral parts of this initiative.





OLIVIA DAVIES
Group Lead Nutritionist

ENVIRONMENTAL LEADERSHIP

DEMONSTRATING ENVIRONMENTAL LEADERSHIP

Environmental risks such as climate change and biodiversity loss are increasingly important and impacting both national and global value chains. It is therefore vital that, as Thomas Franks continues to grow, we take responsible environmental action aligned to this growth in the key areas that we can positively impact. Carbon mapping and reduction is core to this and something that sits at the heart of our Environmental Leadership strategy, alongside understanding emerging environmental risks and impact assessments such as water conservation, nature and biodiversity restoration and regenerative food production.



UNDERSTANDING OUR CARBON FOOTPRINT

The Group's net carbon footprint in the year ending 30th September 2025 was 34,603.47 tCO2e, with an intensity measure of 245.41 tCO2e per £million of turnover (market based).

Thomas Franks has successfully completed our energy and carbon footprint analysis for a third consecutive year, moving from Planet Mark to Flotilla for our third party verified assessment given their increased net zero support functions. For FYE 24–25, we have expanded our reporting boundary yet again, to encompass our entire international employee base, their business travel and commuting as well as the associated fleet data. We have also continued a spend-based assessment of our scope 3 purchased goods and services and surveyed our significant suppliers for the third year to establish the relative maturity of their ESG procedures and policies.

		FYE 30th September 2024		FYE 30th September 2025	
Scopes	Description	kWh	tCo2e	kWh	tCo2e
1,2,3	Building	157817	39.2	147475.78	31.8
1,2,3	Fleet Travel	288218	61.4	288218.1	116.33
3	Business Travel (grey fleet)	649517	272.5	649516.8	77.7
Totals		1095552	373.1*	1085210.6	225.83*

**Waste, water, other business travel and commuting not included in the table above but reflected in total net carbon footprint of 34,603.47 tCO2e*



GENEVIEVE BOAST
Group Head of Sustainability

FLOTILLA-VALIDATED CARBON REDUCTION INITIATIVES AND ACTIONS

In 2025, we continued with a range of energy and carbon efficiency initiatives in our Head Office location at Hook Norton Brewery. This included new energy and waste awareness training for all our employees as well as additional communication to all new managers across the business on our environmental initiatives and targets. As a result of these activities in our head office, we have seen a reduction of 9.3% in scope 1 fuel emissions related to oil use and a reduction of 28.2% scope 2 downstream purchased electricity emissions.

Thomas Franks continued our commitment to reducing our fleet-defined carbon footprint by switching out company vehicles with standard internal combustion engines for electric or hybrid vehicles where such options were practical within the company. To date, Thomas Franks' fleet contains 31 electric cars and 46 hybrid cars, with only four petrol cars remaining. In terms of vans, our fleet in the UK currently consists of 12 vehicles, three of which are electric. Moving into 2026, we will be assessing our ability to move from diesel to EV based on mileage and function for each of the nine non-electric vehicles.

Our Limiting Corporate Travel policy continues to be managed across all our teams to reduce non-essential travel and encourage more remote, digital and home working to reduce emissions, something that has resulted in a reduction of 67,697 miles travelled in the 12-month period. Many of our added value annual sustainability challenges for our schools clients are now delivered online, which has reduced the need for travel on multiple dates to multiple schools.

Our London-based CPU (central production unit) completed its move to the new location in Norbury which has more capacity to serve our clients in the Greater London area, as well as more flexibility to manage our own operational emissions relating to energy, waste and water. Key emissions related to energy usage and the van fleet included in our FYE 24-25 carbon analysis by Flotilla will be reviewed as a part of our ongoing carbon reduction strategy, to be published later in 2026 alongside our Net Zero Roadmap.

flotilla





D. D. P. LIMITED







ZERO WASTE KITCHENS WITH VOJTECH VEGH

With a growing global network of chefs across 12 countries, sharing best practice from a diverse group of experts is essential to us tackling key issues in our operations such as food waste reductions. And who better to help us create our own Thomas Franks Zero Waste training than Vojtech Vegh, world-famous author and chef? Vojtech combined his expertise with our Culinary and Sustainability teams' in-depth knowledge of our supply chains and kitchen operations to create a training video, delivered to our teams across the business in late 2025. Combined with data provided by FoodOp, we will be using his playbook of techniques to catalyse chef-led zero waste innovation in our kitchens across the world, driving towards our target of reducing production and surplus waste by 50% by 2030.





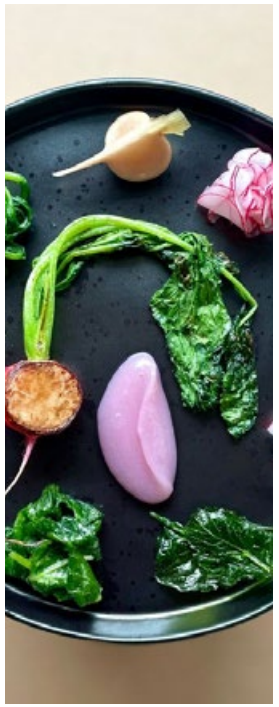
Vojtech Vegh











THE GREAT FOOD WASTE CHALLENGE

In January 2025, we launched The Great Food Waste Challenge in school locations across the country. The aim of this challenge was to encourage eco committee students to launch initiatives to reduce plate waste at school. Through supporting workshops, data collection and collaboration with catering teams, this six-month programme was designed to cut food waste, embed environmental awareness and empower student-led action.

Across the participating schools, the challenge generated significant, measurable impact:

- 8.5 tonnes of food waste prevented over the 20-week period
- Equivalent to 28,336 plates of food saved and 54.5 kg CO_2e avoided
- All schools achieved reductions of at least 15%, with the highest-performing school cutting daily food waste by 58%
- The average participating school saved thousands of pounds in wasted food, totalling £24,907 saved across the cohort

THE GREAT FOOD WASTE CHALLENGE

The challenge combined kick-off workshops, buzz marketing sessions, carbon literacy clinics, zero waste recipe workshops and participation in WRAP's Food Waste Action Week. Students took the lead – running assemblies, designing posters, launching competitions, analysing data and even creating digital tools and videos to engage their peers.

Beyond the numbers, the challenge left a legacy. Schools strengthened eco clubs, embedded food waste awareness into culture and curriculum, developed new partnerships with catering teams and local charities, and laid the foundations for long-term waste reduction strategies. Student leadership emerged as the key driver of success, with 75% of teachers rating the challenge 4 or 5 out of 5 for its effectiveness in reducing food waste and engaging the wider school community.

The success of the Great Food Waste Challenge demonstrates how education, creativity and student ownership can transform behaviours at scale. Please see our End of Challenge Report for more information: GFWC End of Challenge Report.pdf





LIZZIE ARCHER
Sustainability Project Manager

THE GREAT NATURE AND BIODIVERSITY CHALLENGE

After the success of our first Great Challenge, we launched our second Great Challenge in September 2025. The Great Nature and Biodiversity Challenge aims to educate students on biodiversity and the importance of healthy ecosystems on our food systems, and encourage them to work to increase biodiversity at school.

25 schools participated in the kick-off workshop and launched the challenge through their eco committees, with more schools launching in 2026. While it is too early to report measurable impact, the challenge is already fostering stronger student leadership, deeper environmental understanding and increased collaboration between eco committees, grounds teams and teaching staff.

As the programme progresses, students will participate in a permaculture workshop and learn more about the effect biodiversity has on our food systems through a seasonal cooking workshop. Schools will continue to track changes in biodiversity and share their findings, creating a collective evidence base and celebrating the varied ways students can positively influence nature within their communities.

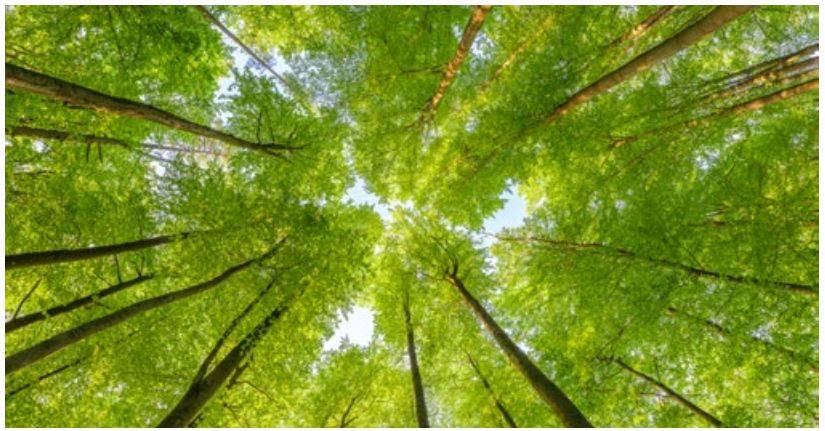












CASE STUDY – DRIVING SUSTAINABLE CHEF-LED INNOVATION WITH FOODOP

Genevieve Boast, Group Head of Sustainability, in conversation with Nichlas Saul, Co-Founder of FoodOp

Chefs have always been the driving force of sustainable innovation in Thomas Franks and, this year, the Culinary team is tackling carbon efficient menus and food waste reductions head-on. To facilitate this, we have partnered with FoodOp to roll out their platform across our global business. Nichlas talked to Genevieve about some of the milestones that they have had as a food and climate innovator.

TELL US A LITTLE ABOUT WHY FOODOP WAS FOUNDED AND THE JOURNEY SO FAR.

FoodOp came into being when my uncle's catering business in Denmark was struggling to understand food consumption and wastage. He asked me to come in to use my experience in statistics and data models to create something that could unlock customer behaviour and reduce food waste. After a lot of trial and error (and many failures), we hit on what has now become the food waste and supply chain carbon modules. Menu planning and digital signs came later, and we were able to start to grow, offering these intuitive and easy-to-understand features to chefs like those at Thomas Franks across Europe and the UK.

I KNOW OUR CHEF TEAMS LOVE HOW EASY FOODOP IS TO USE AND THE DATA IT GIVES THEM AND OUR CLIENTS. FOR YOU, WHAT HAS BEEN THE MOST SUCCESSFUL PART OF THE PARTNERSHIP WITH THOMAS FRANKS SO FAR?

If I look at our best partnerships so far, there is one common theme – people. One of the reasons we love working with Thomas Franks is the high quality and passion of the people. Whether that's you, Gen, from an ESG side of things, or Gavin leading the Culinary team, we are able to have really honest conversations, experiment, learn and grow together, and that's important to us. You have helped us to develop our offering, and we feel that we are helping your chefs to save time in the kitchen and get access to better data that allows them to make better environmentally impactful decisions. Thomas Franks also has very high ethical standards and we respect that, so, for us, you are the perfect growth partner.

I COMPLETELY AGREE – WHEN THERE IS CULTURAL ALIGNMENT AND A SHARED ETHOS, THE PARTNERSHIP REALLY HELPS BOTH SIDES TO INNOVATE AND DELIVER IMPACT! SO, WHAT EXCITES YOU THE MOST ABOUT THE FUTURE DEVELOPMENT OF FOODOP?

I think, so far, we have done very well to grow the reach and the impact of FoodOp with the right partners. I am really excited to continue to grow with Thomas Franks into new countries and new sectors, supporting your chefs and continuing to develop our platform so we can cultivate chef collaboration and innovation. In the coming year, we will be looking at mobile features that give chefs even more flexibility in how they plan their menus, order their ingredients and harness the carbon data to reduce their environmental impact.



ETHICAL, LOCAL SUPPLY CHAINS

Since we were founded over 21 years ago, our suppliers have been a vital part of the Thomas Franks extended family and ecosystem. We have worked with some of our suppliers for decades and have grown and evolved our businesses together over that time period. 2025 was no different, and this year, working with one of our largest suppliers, Savona, we evolved our annual supplier survey to include a wider range of social and environmental data points to help us to jointly understand some of the challenges, risks and opportunities that exist within our global supply chains.

KEY FINDINGS FROM THE 2025 SURVEY INCLUDE:

1. **60%** of our key suppliers measure their scope 1 and 2 emissions and a further 25% measure their scope 3
2. **53%** have set carbon reduction targets and a further 37% full net zero targets
3. **84%** use sustainable packaging materials
4. **54%** measure and manage their water consumption
5. **94%** have Human Rights policies and 93% conduct regular audits to manage compliance
6. **84%** have formal charitable giving strategies and community investment initiatives

In the coming year, we will be working with our top 80% of suppliers by spend to evaluate best practice when it comes to key ESG factors such as decarbonisation, waste reduction and nature and water conservation, to set shared targets and initiatives that we can tackle together as a network of positive change.















MELANIE MORT
Group Purchasing Director

TRULY LOCAL, REGIONAL SOURCING

Local, regional sourcing has always been a core pillar of the Thomas Franks ethos since we were founded over 20 years ago. In 2025, we undertook an exercise to look at food miles around some of our largest locations and we found that 57% of our food was produced within 50 miles of our clients' kitchens, with 95% from a 200-mile radius. This, combined with our local recruitment practices, is important to us as it demonstrates that no matter where we are in the world, the Thomas Franks ethos of local, economic investment, development of local talent and partnership with local and regional suppliers is creating strong and demonstrable social and environmental impact.



99%

OF OUR FISH IS MSC CERTIFIED

99%

OF OUR EGGS ARE FROM FREE-RANGE FARMS

100%

OF OUR FRUIT IS NON-GMO

85%

OF OUR PACKAGING IS MADE FROM RECYCLED AND BIODEGRADABLE MATERIALS

CASE STUDY – CREATING A LEGACY OF SEASONAL & RESILIENT FRUIT AND VEG SYSTEMS

Genevieve Boast talks to Paul Grimshaw, MD of Direct Delivered Produce

TELL US ABOUT THE HISTORY OF DDP.

Both my father and my grandad worked in the old Covent Garden Market, so it's run in our family now for three generations. My dad started in the 'old' market, back when there was no refrigerated storage or vans and traders used to turn up from all over London in their own vans to collect their produce.

We moved to New Covent Garden Market in the early 1970s and have made our home here ever since, forming strong relationships with our growers and the wider market community. We have long-standing relationships with our customers and are the only fruit and veg company to have been awarded three Royal Warrants, having supplied The Royal Household for over 30 years.

INCREDIBLE STORY, AND I KNOW YOU MANAGE COMPLEX ISSUES LIKE FOOD AVAILABILITY AND PRICE VOLATILITY ON A DAILY BASIS – OFTEN LINKED TO CLIMATE ISSUES. HOW DO YOU INTEGRATE 'COMMON SENSE' SUSTAINABILITY INTO YOUR BUSINESS?

At DDP, we have been flying the flag for British produce for over 40 years. Not only because it supports our farmers' increasingly challenging circumstances but because it actually tastes a lot better too. In my opinion, it might be good to avoid imported produce such as strawberries and asparagus when out of season here in the UK as we have such incredible growers of those crops at the right times of the year. To succeed, this will mean big behaviour changes for many.

We do the basics as well as we can – we optimise deliveries and try to educate chefs young and old to be more organised day to day. Much of the time, 8am is our last delivery because any time after that you spend hours stuck in traffic, which, of course, creates emissions. This makes a big difference. Taking back packaging and reusing it as many times as we can to reduce waste – this saves time, resources and energy. It's all common sense.

UNCOMMON COMMON SENSE IN OUR CULTURE OF CONVENIENCE, HOWEVER. SO, WHAT KEEPS YOU AWAKE AT NIGHT?

Everything we do is dictated by Mother Nature and she can be an amazing friend, but also brutal at times when she rains for weeks on end and spoils a harvest. Farming conditions are tough both in the UK and further afield. The things I can influence, like educating people on why British produce is amazing, give me energy and make me feel like DDP can help to make a difference, educate and change behaviours – even if that is a slow process.

It's the things we can't control or predict that keep me awake at night, like climate change, warming and the impact of this on growers and our food system. Just last week we have had massive pest-related crop failure for peppers in Spain due to an explosion in thrips which decimated the crops. This has meant that we have had to pivot overnight to source peppers from other countries, at a much higher cost. This is the kind of unpredictable issue we will see more of as the climate warms and impacts food systems in unexpected ways, but I am confident that we can work together to help farmers and create resilience in the UK farming system.



THOMAS FRANKS
Foundation

A YEAR OF EVOLVING IMPACT – FEEDING COMMUNITIES PROGRAMME UPDATE

It would be easy to focus purely on numbers when it comes to the massive amount of effort, time and meals that have been made and served to communities across the world through our Feeding Communities programme in 2025. However, it is the human impact and story that really makes meaning from the work of Dean Collins and Raj Singh in the Thomas Franks Foundation.

Our strategy this year has been to focus on what really matters to the communities that we serve. We aim to go beyond soundbites and the current provision of food to communities in need and put people's needs and dignity at the core of what we do and how we do it. As an independent company still very much led by our Founders, we have the agency to go beyond tradition and create a modern, agile version of food poverty support that gives our teams the creative freedom to tackle evolving problems at source.

BEING HUMAN COOKING SKILLS

Our long-standing Being Human programme continued to go from strength to strength this year with Mary Ann Peregrine leading workshops and cookery skills sessions in 34 schools, over more than 100 days. Feedback is overwhelmingly positive from teachers and students who value the hands-on approach of our team in combining a variety of practical and life skills into our sessions.











RAJ SINGH
Thomas Franks Foundation CEO

2025 IN NUMBERS

1,500

Christmas lunch sit down, feeding over 1,500 boxed meals



4M

Four million meals made and served since 2020





Monthly homeless feeding in London, Birmingham and Manchester



3,000

Over 3,000 volunteers participating in Feeding Communities programmes, giving over 10,400 hours of their time

40

Volunteer-led meal production in over 40 UK locations, producing 500-10,000 meals per site



7,000

7,000 meals served to homeless communities in London, Birmingham and Edinburgh



CASE STUDY – LIFE TRANSFORMATION THROUGH STREET FEEDING

Genevieve Boast talks to Mikkel Juel Iversen, Founder of Under One Sky

MIKKEL, TELL US ABOUT THE JOURNEY OF THE LAST 12 MONTHS FOR YOU – SO MUCH HAS HAPPENED.

Through our work over the last decade, we have recognised the massive transformation that happens when people who are living on the street for a wide variety of reasons are supported beyond food provision and given the skills they need to have an inner mindset transformation. This year, we have been preparing the ground for our new Under One Sky Life Transformation coaching programme, which will fund individuals from our community to move into a whole new chapter of their personal and professional life.

YES, HELPING PEOPLE HOLISTICALLY REALLY DOES TAKE TIME, RESOURCES AND THE RIGHT SUPPORT NETWORK SO IT'S INSPIRING THAT YOU HAVE DEVELOPED ALL OF THIS READY FOR 2026. WHAT HAVE SOME OF THE CHALLENGES BEEN FOR YOU?

Funding has definitely been a consideration, although after setting up a group of 'Under One Sky Angels' we had an overwhelming response to our request for sponsorship and mentoring of the first cohort of individuals on the programme. I have also been very busy this year adding the right new people and skill sets to our board and senior team, so I can step back from the day-to-day and let others come in who often know better than me what needs to change! And, of course, the loss of our operational hub halfway through the year was not helpful; however, this prompted us to move to Soho, which is much better – so sometimes upheaval leads to evolution.

THAT'S INCREDIBLE THAT YOU MANAGED TO FIND NEW PEOPLE, SETTLE IN A NEW HUB AND BUILD THE NEW PROGRAMME ALL IN ONE YEAR – A YEAR OF EVOLUTION INDEED. SO, WHAT DO YOU HAVE ON THE HORIZON FOR 2026?

Very excited to get our Life Transformation programme off the ground and to develop a strong network of partners to provide different aspects of support to our participants. We will need coaching from a wide variety of angles so this is definitely something I would love to collaborate on with Thomas Franks and your network.

MUSIC TO OUR EARS, MIKKEL – SO EXCITED TO SEE HOW THIS EVOLVES IN 2026.

UNDER ONE SKY



MOVING FORWARD IN TIMES OF TRANSFORMATION

Looking back at 2025, it is undeniable that, when it comes to sustainable food systems, we are living in the wonderful acronym VUCA. For those of you who don't spend their weekends geekily reading about food system security and climate change, this catchy phrase stands for volatility, uncertainty, complexity and ambiguity.

But a VUCA environment can be seen as an opportunity just as much as a risk. 'Never waste a crisis' as one of my mentors used to remind me, and this is something I keep in mind when looking at the escalating social and environmental challenges we are facing in our industry and our global food system. As we expand into new countries and new cultures, I am always amazed by the power of bringing together stakeholders from diverse contexts to gather around shared challenges and find innovative solutions.

In the coming year, we will be working with our suppliers, partners, clients and our talented Thomas Franks employees to innovate around sustainable food strategies in each of the countries where we operate, focusing on resilience and regeneration.

We will launch our Thomas Franks ESG Apprentice Academy – in the UK initially – building social and environmental awareness and capability at every level of our organisation.

We will also be working to implement our ambitious decarbonisation roadmaps in each region to ensure we are having a positive impact on the ecosystems and communities within which we work and play.

And we are excited to enter into the wider global B Corp community of businesses all striving towards social, environmental and economic impact in our VUCA times of change.



Genevieve Boast
Group Head of Sustainability















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