PIZZA PİLGRİMS

İMPACT STRATEGY



HAPPİER TEAM

Inspiring our people with world-class training, career opportunities, and a culture built on our values - because a happy team is where everything else starts.



HAPPİER GUEST

Delivering world-class pizza and an exceptional experience, every visit, so every guest walks out feeling happier to some degree.



HAPPİER WORLD

Protecting happiness across the value chain, reducing our environmental impact and strengthening the communities and suppliers we work with.



HAPPİER BUSİNESS

Growing responsibly, so strong commercial performance creates new opportunities for our team and keeps our purpose alive.

MAKİNG PEOPLE HAPPİER, ONE PİZZA AT A TİME



EXECUTIVE SUMMARY

PURPOSE OF THIS IMPACT STRATEGY

Pizza Pilgrims has established Impact as one of its four business pillars and must now mature its approach ahead of B Corp recertification, strengthening governance, measurement and accountability across environmental and social impact.

Key Findings	RAG
Purpose & Culture	🟢
Social Impact	🟢
Environmental Programme	🟡
Impact governance maturity	🟡
Impact Measurement	🟡
Supplier Engagement	🔴
Purpose-led decision-making	🔴

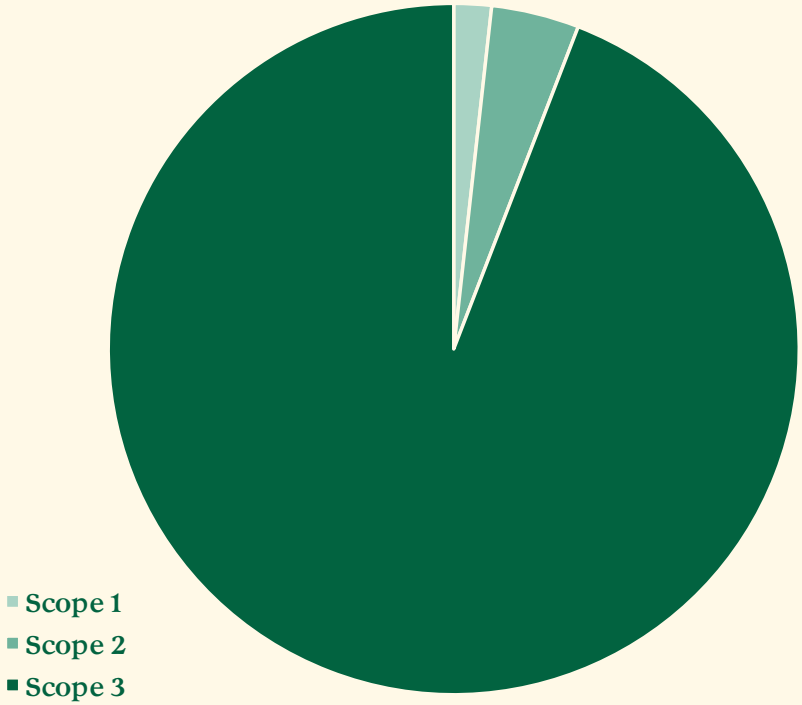
ESG	Headline Goal	Target
Environment	90% Scope 1 & 2 reduction	2030
Environment	78% Scope 3 reduction	2040
Environment	Net Zero	2050
Social	Certified B Corp	2027
Social	Team Happiness	> 80%
Social	2.5 : 1 Social Return on Investment	2030
Governance	Purpose-Led Decision Making	2028

OVERALL ASSESSMENT

Strong foundations exist across culture, environmental activity and social impact; the greatest priorities relate to governance, supplier engagement and embedding impact into decision-making.

Strategic Priorities	Value Created
Recertify B Corp	Brand Differentiation
Improve supplier engagement	Risk Reduction
Reduce carbon intensity	Increased resilience
Strengthen attraction & retention	Increased employee attraction and retention
Embed purpose-led decision-making	Long-term business sustainability

FOOTPRINT SUMMARY



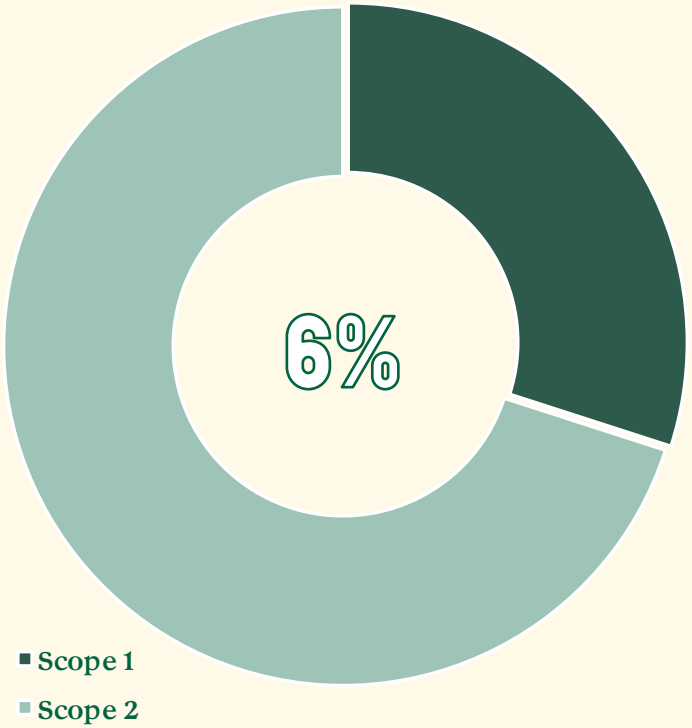
*carbon calculations produced by Zero Carbon Services

Scope	tCO2e	%
Scope 1	160	1.8%
Scope 2	374	4.1%
Scope 3	8,561	94.1%
Total Emissions	9,095	

Intensity Metrics (kgCO2e)	2024	2023
Emissions per £1,000 revenues	264.44	263.36
Emissions per Cover	4.16	3.87

Emissions Intensity increased year on year, largely because of improved data collection for Capital Goods Purchases, which resulted in a disproportionate increase in, and as a share of, overall emissions.

SCOPES 1 & 2

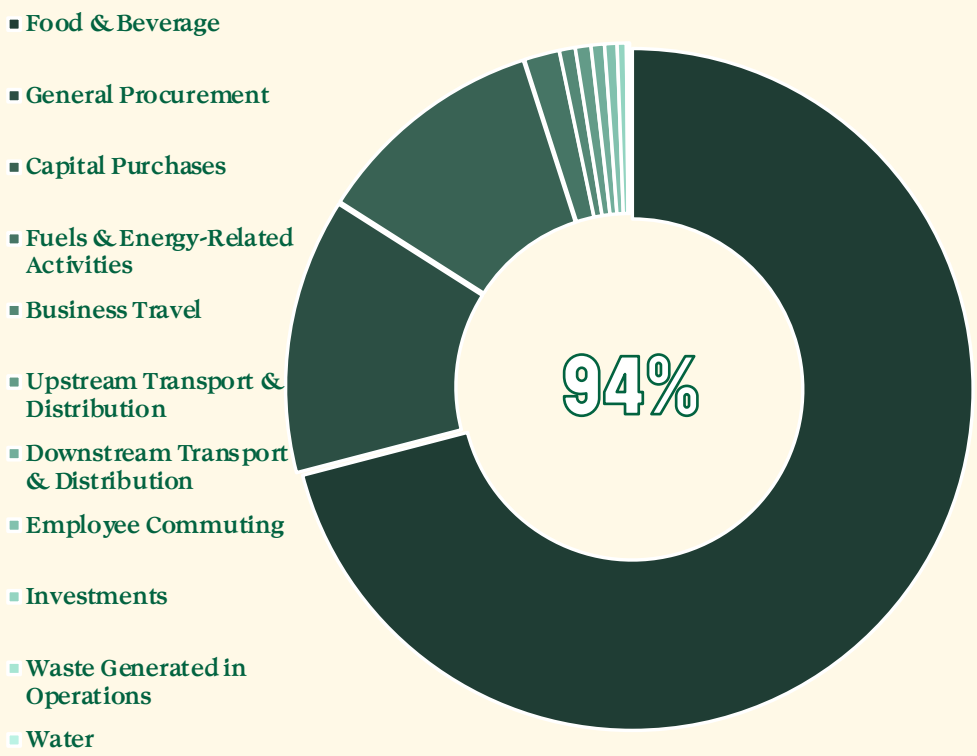


*carbon calculations produced by Zero Carbon Services

Scope 1	tCO2e	%
Stationary Combustion	118	73.8%
Fugitive Emissions	42	26.3%
Mobile Combustion	0	0%
Process Emissions	0	0%

Scope 2	2024	2023
Purchased Electricity (market-based)	0	0%
Purchased Electricity (location-based)	374	100%
Purchased steam, heating & cooling	0	0%

SCOPE 3



*carbon calculations produced by Zero Carbon Services

Scope 3	tCO2e	%
Food & Beverage	6,074	70.9%
General Procurement	1,118	13.1%
Capital Purchases	945	11.0%
Fuels & Energy-Related Activities	143	1.7%
Business Travel	64	0.7%
Upstream Transport & Distribution	63	0.7%
Downstream Transport & Distribution	54	0.6%
Employee Commuting	50	0.6%
Investments	37	0.4%
Waste Generated in Operations	9	0.1%
Water	4	0.0%

Food & Beverage purchases, constitutes ~67% of the total footprint and ~71% of Scope 3 emissions:

- Dairy accounts for ~45% of food emissions, a reduction of 7% vs. the previous footprint
- Pork accounts for ~12% of food emissions, an increase of 2% vs. the previous footprint
- Tomato accounts for ~9% of food emissions, a reduction of 3% vs. the previous footprint



IMPACT GOALS & AMBITION

MAKİNG PEOPLE HAPPİER, ONE PİZZA AT A TİME

90% REDUCTİON SCOPE 1 & 2 2030

78% REDUCTİON SCOPE 3 2040

NET ZERO 2050

YEARLY REDUCTİON CARBON İNTENSİTY

PLANET PİLGRİMS

Certified B Corporation

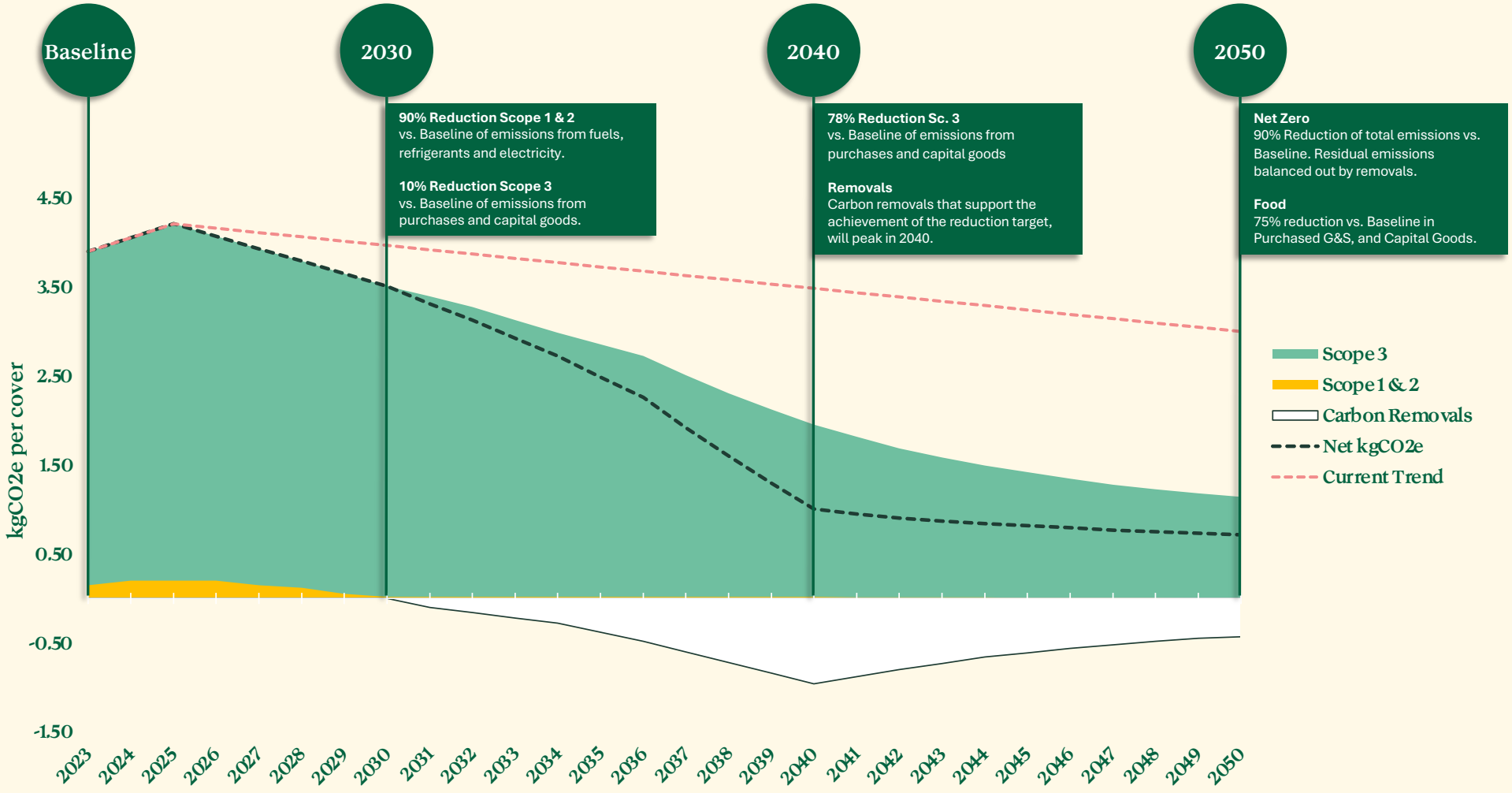
SOCİAL İMPACT

HAPPİNESS SCORE >80%

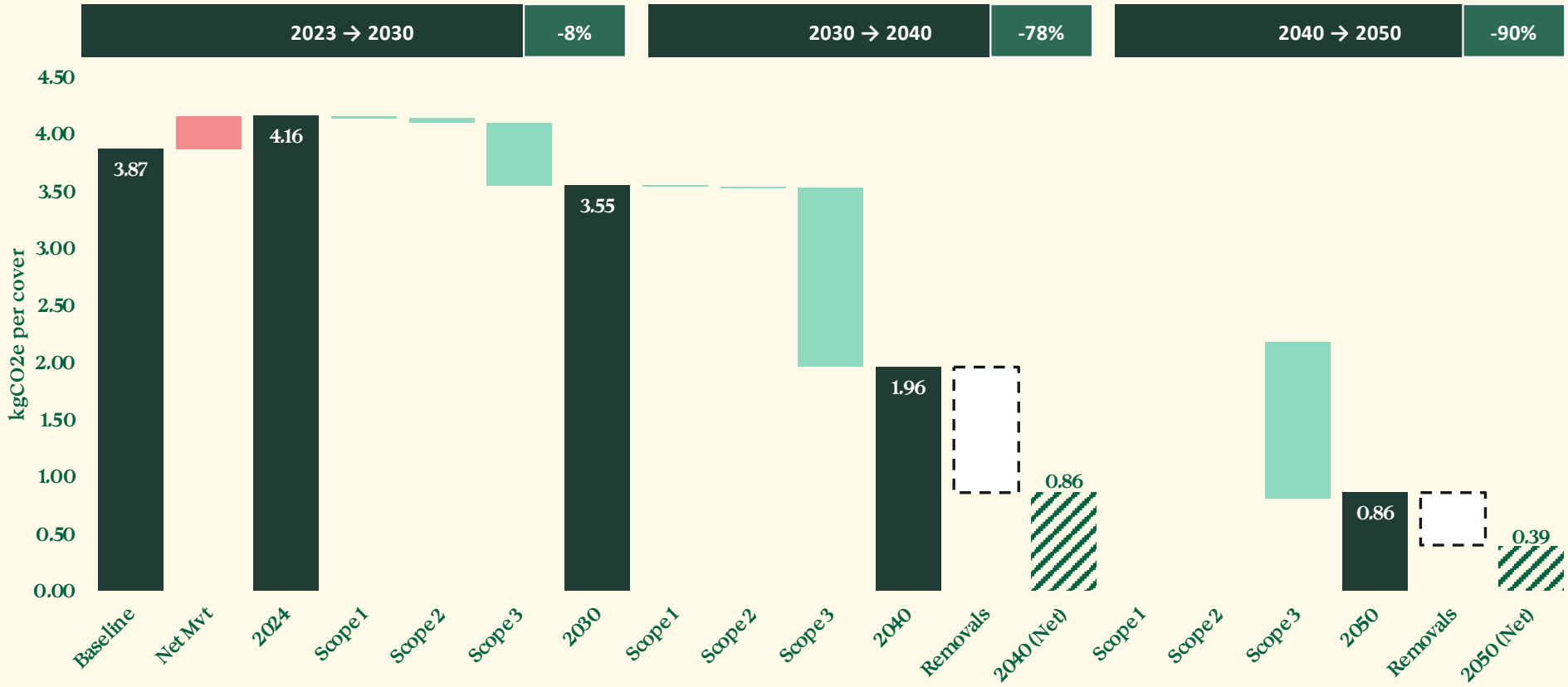
2.5 : 1 SROİ 2030

1 MİLLİON DİP TO DONATE PER YEAR

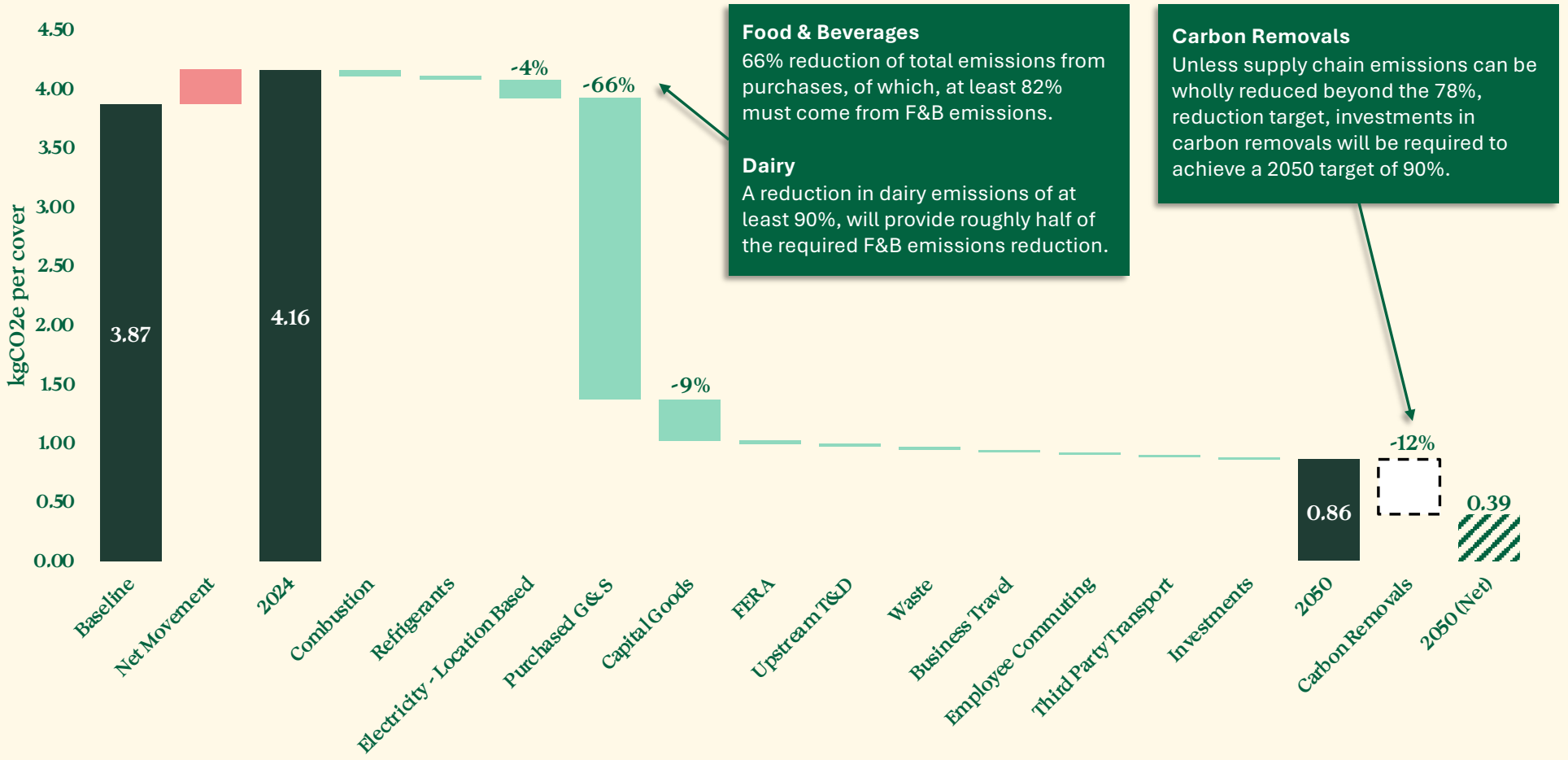
FOOTPRINT REDUCTION GOALS



FOOTPRINT REDUCTION TIMELINE



FOOTPRINT REDUCTION PATHWAY



Food & Beverages
66% reduction of total emissions from purchases, of which, at least 82% must come from F&B emissions.

Dairy
A reduction in dairy emissions of at least 90%, will provide roughly half of the required F&B emissions reduction.

Carbon Removals
Unless supply chain emissions can be wholly reduced beyond the 78%, reduction target, investments in carbon removals will be required to achieve a 2050 target of 90%.

SOCIAL GOALS

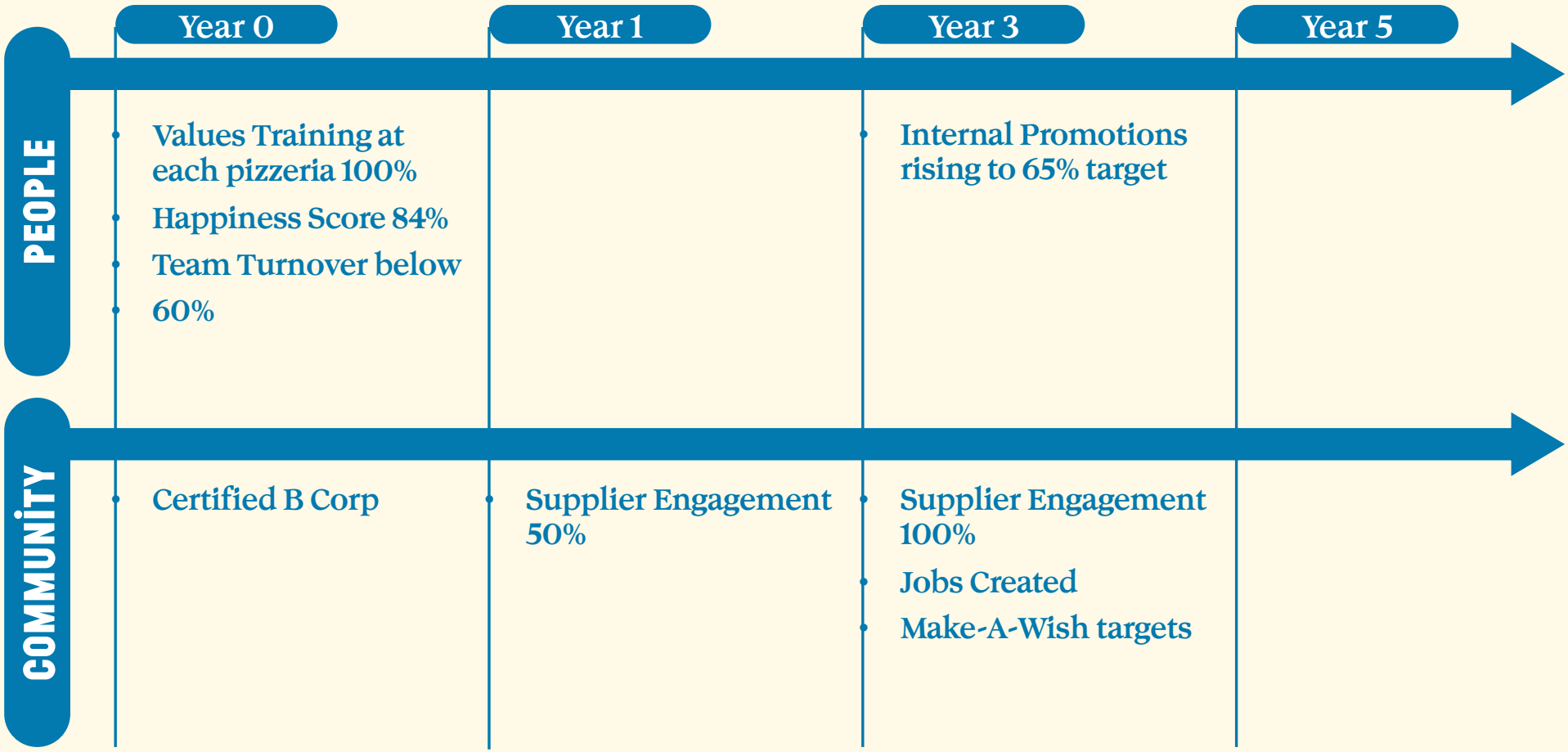
PEOPLE

Internal Promotions	65%	Create leaders from within
Staff Turnover	<80%	Retaining the teams that help PP Grow
Happiness Score	>80%	Maintaining a happiness score >80%
Values Training	100%	Every new pizzeria opening

COMMUNITY

Make-A-Wish	1 million dipper /yr	Social Value created through Dip to Donate
Jobs Created	10 hires /yr	Hiring of underemployed people
Supplier Engagement	50%	Engaging 50% of Tier 1 Suppliers with purpose & impact
B Corp	Certified	Alignment with B Corp Standards

SOCIAL PATHWAY





ACTİON PLAN

NEAR-TERM PRIORITIES & KPIS

Priority	Success Factor	Target
B Corp Recertification	Submission complete and on time	August 2026
	Recertification achieved	February 2027
Supplier Engagement	50% of Tier 1 Suppliers engaged	Q2 2027
	Supplier Impact Assessment Framework launched	Q4 2027
Reduce Carbon Intensity	100% compliance with operations Impact practices	Q4 2026
	Annual carbon footprint completed and reported	Q1 Ongoing
Attraction & Retention	Happiness score · 80%	Q1 Ongoing
	Internal promotions · 65%	Q4 2026
Purpose-led Decision-Making	Purpose decision-making framework implemented	Q4 2026
	Purpose scorecard reported quarterly	Q4 2026

ACTION PLAN

Impact Area	Impact Focus	Impact Initiative	Owner	Investment	Complexity	Timescale	Target Date
Commercial Model	Product Innovation	Develop methods and processes to enhance the impact of existing products e.g. recipe reformulation; use of novel ingredients; platform innovative & purpose-led products; reduce operational waste; improved health & nutrition; Neapolitan Pizza 2.0.	Marketing	●●○○○	●●○○○	●●○○○	Q2 2027
	Product Innovation	Develop and deploy a supplier selection process e.g. define ambition; determine selection criteria and set tolerance thresholds; design selection assessment; enforce process as part of tender process.	Marketing	●○○○○	●●○○○	●○○○○	Q1 2027
	Brand Sentiment	Build a communications narrative about Pizza Pilgrims' culture and impact ambitions, and regularly (and consistently) communicate this to your external stakeholders e.g. customers; suppliers; investors	People / Marketing	●○○○○	●○○○○	●○○○○	Q4 2026
	Brand Sentiment	Ensure compliance with the DMCC Act 2024 by taking reasonable and proportionate steps to evidence environmental and/or societal claims about Pizza Pilgrims' impact to external stakeholders	Marketing	●○○○○	●●○○○	●○○○○	Q2 2027
	Productivity Gains	Develop a purpose-aligned culture that encourages employees to innovate e.g. consider establishing an Advisory Board of team members to consult with about purpose-aligned initiatives	People	●○○○○	●○○○○	●○○○○	Q2 2027
People & Community	Employee Engagement	Develop an employer brand and employee value proposition to showcase reasons to work at Pizza Pilgrims e.g. Why is it a great place to work? What are the working conditions and benefits? What is the culture like and how inclusive is the workplace?	People	●●○○○	●●●○○	●●○○○	Q2 2027
	Employee Retention	Develop an employer brand and employee value proposition to retain talent e.g. enhanced employee rewards & benefits; people development pathways focused on both personal and professional development; EDI allyship e.g. training and support groups.	People	●●●○○	●●●○○	●●○○○	Q2 2027
	Community	Create positive social impact both nationally and in the communities where Pizza Pilgrims pizzerias are located e.g. use and platforming of local suppliers; hosting events and networks; work with brand-level and locality partners.	Impact	●●○○○	●●○○○	●●○○○	Q1 2027
Buildings & Equipment	Productivity Gains	Utilise DOPE to improve existing practices focused on the effective use of resources in pizzerias: compliance processes associated with the use of Cap Energy; measurement and management of water usage; measurement of gas usage.	DOPE	●●○○○	●●○○○	●●○○○	Q2 2027
	Optimisation	Develop a process - embedded within existing property management processes - to engage both existing and prospective Landlords on Pizza Pilgrims' purpose and goals, and partner with them to optimise productivity and increase circularity of the estate.	Property	●●○○○	●●○○○	●●○○○	Q2 2027
	Optimisation	Utilise DOPE to develop a process to review the short and long-term equipment needs for pizzerias e.g. identify efficient pieces of equipment; establish appropriate performance monitoring processes; ensure maintenance is regular and proactive.	DOPE	●●●○○	●●○○○	●●○○○	Q2 2027
	Circularity	Establish effective waste segregation, measurement and disposal practices for each pizzeria to ensure compliance with each site's legislation; optimise placement of relevant types of bins; identify regularly wasted items; establish reduction targets	DOPE	●○○○○	●○○○○	●○○○○	Q1 2027
	Adoption of Technology	Develop a process to review the short and long-term technology needs for pizzerias e.g. determine inefficient technologies; identify alternative solutions and innovations; utilise robust measurement (e.g. A/B testing) to assess the commercial and ESG impact	DOPE	●●●○○	●●●○○	●●●○○	Q4 2027
Supply Chain	Circularity	Short-term: audit in-bound products to identify avoidable waste or circular opportunities e.g. pack sizes; use-by dates; materials waste; reusable packaging. Long-term: replicate these practices within your supply chain selection & assessment processes.	Supply Chain	●●●●○	●●●●○	●●●●○	2030
	Supply Chain Resilience	Improve the availability and methods of data capture and carbon accounting, to regularly and accurately measure Pizza Pilgrims Scope 3 emissions. Identify opportunities to reduce Scope 3 emissions via product innovation and supplier selection & assessment processes.	Impact	●●○○○	●●○○○	●●○○○	Q4 2027
	Supply Chain Resilience	Establish an appropriate process to engage suppliers and initiate impactful activities and / or adaptations: tier suppliers by spend and/or scale of impact; share your purpose and ambition; seek participation.	Supply Chain	●○○○○	●●○○○	●○○○○	Q2 2027
	Trust & Reputation	Establish a process to measure and review performance of supplier impact activities e.g. measure current impact; set emissions reduction and/ or social impact goals; agree a review cycle; measure regularly using analog methods or technology; regularly review performance and opportunities with suppliers.	Impact	●●○○○	●●○○○	●●○○○	Q4 2027
	Trust & Reputation	Develop and embed responsible sourcing principles into procurement practices e.g. audit supplier human rights risk; establish criteria and assess animal welfare standards; develop end-to-end (supplier > distribution > storage > operation > service) quality control assessment and review processes.	Supply Chain	●●○○○	●●○○○	●●○○○	Q4 2027
	Adoption of Technology	Improve Pizza Pilgrims' supply chain engagement & measurement processes by adopting appropriate technology that can improve the transparency and reliability of various processes e.g. health & nutrition; human rights; environmental and social performance.	Supply Chain	●●○○○	●●○○○	●●○○○	Q4 2027
Governance	Trust & Reputation	Develop a comprehensive brand standards system to guarantee customer trust: enforce food safety and legal compliance across all pizzerias; monitor product and service quality metrics; maintain open, authentic customer communications.	Operations	●●○○○	●●○○○	●●○○○	Q2 2027
	Trust & Reputation	Regularly measure and report the progress against Pizza Pilgrims purpose and impact goals (positive and negative): internally through the use of KPIs; in Board / Management meetings; employee performance reviews; externally via an annual impact report	Impact	●○○○○	●○○○○	●○○○○	Q4 2026
	Risk Management	Establish - or include in existing RACI framework - purpose-led decision-making processes: commercial decisions; people-focused decisions; projects; board / management meetings etc. to consider the positive and negative impacts of decisions and alignment with Pizza Pilgrims purpose.	CEO	●○○○○	●○○○○	●○○○○	Q4 2026
	Risk Management	Proactively identify and manage impacts, risks, and opportunities, that might affect the on-going trading nature of Pizza Pilgrims: maintenance of a register by the Company Secretary; assessment of risk impact; regular revies at Board / Management meetings; allocate appropriate resources.	CFO	●○○○○	●○○○○	●○○○○	Q4 2026
	Risk Management	Establish appropriate processes to proactively raise awareness of any current and future legislation, that might affect the on-going trading nature of Pizza Pilgrims e.g. quarterly legislation review at Board / Management meetings; Director briefings; away days.	CEO	●○○○○	●○○○○	●○○○○	Q1 2027


IN CRUST
WE TRUST