

Impact Report 2025



Good Governance shapes how TNS is structured, how we stay aligned with our stakeholders, and how we manage strategy, risk and long term sustainable impact. It also defines how we work with employees, clients, suppliers and communities to create value and continually strengthen our services.

Founded 23 years ago by Tim Smith and Phil Tyas, TNS began with a mission to deliver best in class catering rooted in strong ethical principles. From day one, this meant building a people first culture and providing locally sourced, sustainable food cooked fresh each day using nutritious, seasonal ingredients.

Today, we work with an extended TNS family of more than 400 suppliers who help us deliver high quality, locally sourced meals for the schools and businesses we serve. Alongside our core catering offer, we deliver food education and engagement programmes, including ESG pulse checks, sustainable diet seminars, health and nutrition workshops, and environmental leadership initiatives.

Since our founding, our culture has naturally reflected what we now call ESG. For over two decades, we've grown by doing the right thing for our people, communities and planet, sustainability isn't new to us; it's who we are.



TNS founders Tim Smith (left) and Phil Tyas

We have aligned our CSR and ESG commitments with the UN Sustainable Development Goals. This framework guides how we embed ESG into our organisational DNA and shapes our six core ESG pillars.

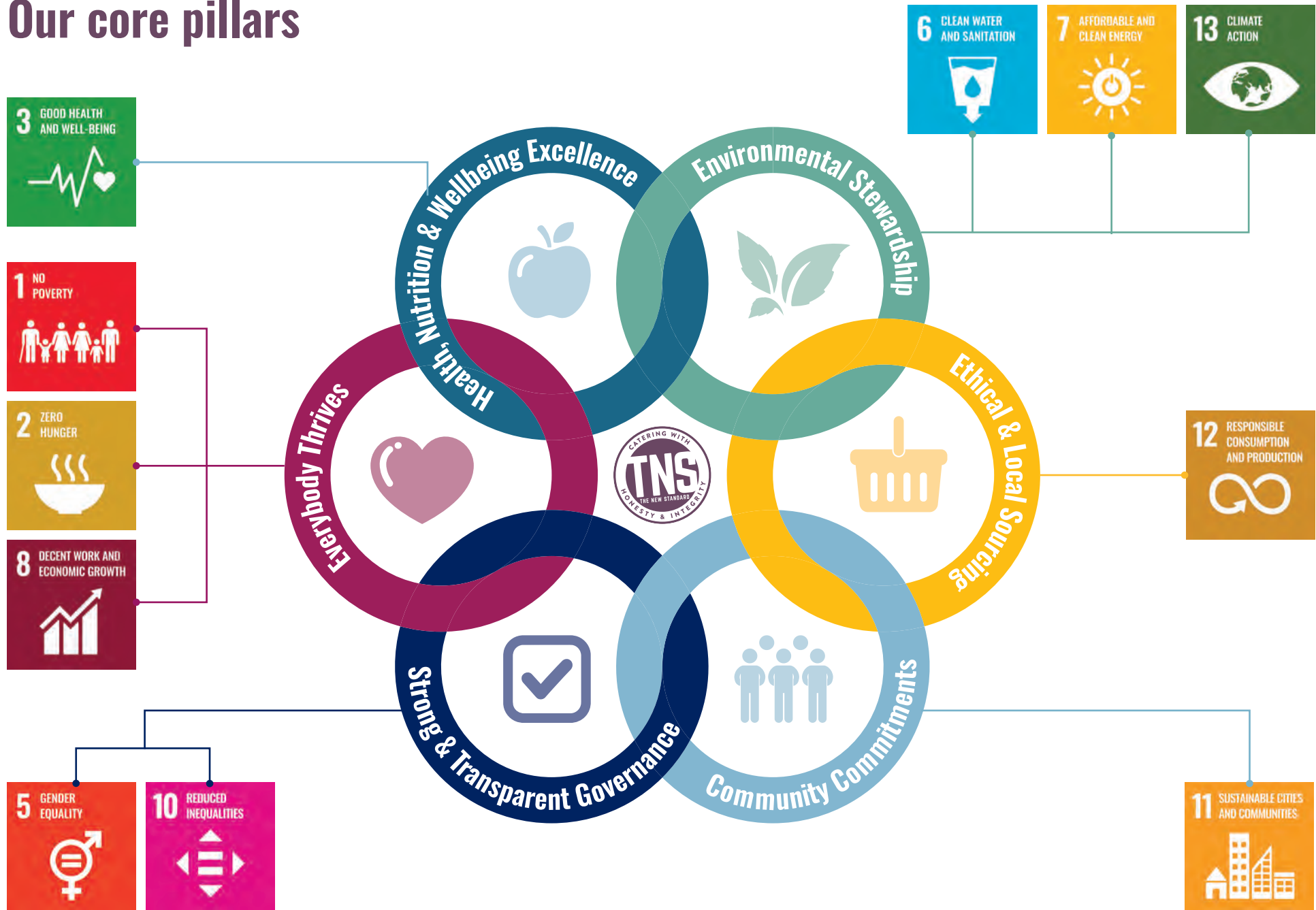
As we advance our responsible business approach, this framework remains central. Once B Corp accredited, we will integrate B Corp

standards to further strengthen accountability, transparency and sustainable impact across our value chain. Our ESG pillars are living, evolving components of our business strategy.

Our mantra, **#TogetherWorks**, reflects our collaborative, people focused way of working, a mindset that actively strengthens our ESG pillars and our long term impact.



Our core pillars



1. Introduction

TNS aligns its CSR principles and ESG initiatives with the **UN 17 Sustainable Development Goals (UN17SDGs)** and the **UN Global Compact (UNGC) Principles**, embedding responsible business practices across our operations.

2. Alignment with UNGC Principles

a) Human Rights

We uphold human rights by:

- Providing safe, fair and equitable working conditions.
- Offering inclusive, culturally sensitive menus and sourcing options.
- Ensuring non discriminatory employment practices across hiring, promotion and pay.

b) Labour Standards

We ensure fair labour by:

- Complying with all legislation and industry standards.
- Ensuring fair wages and refusing any form of child or forced labour.
- Promoting diversity, equity and inclusion.
- Providing ongoing training and development opportunities.

c) Environment

Our environmental commitments include:

- Delivering sustainability initiatives across our operations.
- Using eco friendly packaging and reducing food waste.
- Partnering with local and sustainable suppliers.
- Working with third parties to measure and reduce carbon emissions.

d) Anti Corruption

We operate with integrity by:

- Training employees on ethics, conduct and reporting procedures.
- Preventing conflicts of interest with suppliers and contractors.

3. Conclusion

We continually monitor and report on the UN17SDGs relevant to our sector as part of our ongoing UNGC commitment. Our industry risk assessment has informed the impact areas we prioritise, and these are now fully integrated into our reporting, targets and improvement plans.

Dated: 12 December 2025





1 No Poverty

Real living wage TNS controlled

Our ideal is to become a Real Living Wage Employer. However, it is predominately outside of our control as our clients dictate what they are willing to pay the catering team employed for their catering services.

Results

100% of TNS direct colleagues are on Real Living Wage or above. This accounts for all head office and field-based colleagues.

Target

All TNS dictated wages will continue to be Real Living Wage or above.

Real living wage client controlled

Colleague's wages on client premises is dictated by the client.

Results

As of December 2024 40.49% of client dictated wages are below Real Living Wage.

Target

By end of 2026 any remaining client paying below Real Living Wage presented with data and cost and encouraged to increase rates.

Factors outside our control

Our clients and customers dictate their coffee provider. We always encourage them to support Kickstart and the funding for education and employment in Uganda. In addition Kickstart is predominately a bean to cup product and has a higher price point than other brands. It is for these reasons that we have set our target at 15% growth.



2 Zero Hunger

Food bank results

TNS host a food drive in December to support The Trussell Trust.

Target 2026

To increase donations by 10%.

Bounceback results



Enabling people to make a fresh start. Society benefits with a 40% drop in reoffending by those supported by Bounceback.

Target

TNS have introduced Bounceback in the North West. From 2026 we will focus on roll out across the UK extending the reach and support that Bounceback can provide. TNS chefs support the charity by working in the Bounceback kitchen. Our Chefs donated over 100 hours of their time in 2025 and

this will grow in 2026. These dishes that they create are sold to the general public on a "Buy one, Give one" basis, increasing awareness and generating income for the charity.

TalkTalk hosted a Bounceback session in 2025 to once again engage with our teams of chefs and clients, sharing their plans for 2026 and seeing how together we can further support this charity across the country.

Kickstart results



Provided 198,000 meals 2025.

Target

Increase volume of meals provided by 15%.



3 Good Health & Wellbeing

Providing catering services that provide maximum nutrition and well-being benefits for our customers

Nutrition labelling & calorie intake data

TNS provide calorie and nutrition data across our business to support our customers to make informed choices.

Results

Data is not available on consumption levels of low-calorie dishes.

Target

Source solution to generate data on consumption of low calories dishes by 2026.

Plant proteins

We collaborated with Redefine Meat across the business in 2025 to encourage our customers to try plant-based proteins to replace animal products. In addition to this



we have increased the number of Veganuary workshops across 2025 after a successful launch in January for our chefs to across the regions to join- Curzon de Vere, Regatta, AO, Travelport and Micromass UK.

Results

9% of our business hosted a Redefine Meat special menu offer to reduce animal protein consumption.

Target

Achieve a minimum 20% reduction in meat ratio in all eligible dishes currently built on a standard 70/30 meat-to-veg format by re-engineering recipes so that vegetables, pulses, mushrooms, grains, and alternative plant proteins replace a meaningful part of the meat component.





5 Gender Equality

Building a Culture Where Everyone Belongs

Gender pay gap

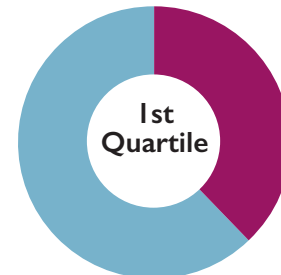
- Total headcount increased by 13 employees during the reporting period (3 female, 10 male). The business remains female majority, although the proportion of male employees has increased slightly.
- **Mean gender pay gap:** Increased marginally by 0.64%, indicating a small widening in the overall average pay difference.
- **Median gender pay gap:** Decreased by 2.2%, suggesting improved pay balance at the midpoint of the business.
- **Bonus gap (mean):** Reduced by 16.30%, reflecting a significant improvement in the balance of average bonus payments between male and female employees.

- **Bonus gap (median):** Increased by 7.5%, which may indicate some differences in bonus distribution around the midpoint.
- The Gender quartile distribution remains largely stable year on year. Female employees continue to represent the majority of the workforce (63.61%).

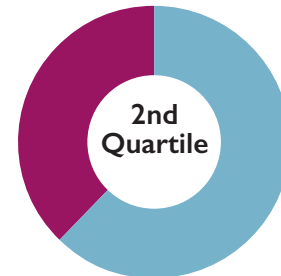
Proportion of Men and Women in each Four Quartiles Pay Bands

The average pay quartiles are calculated by again sorting the hourly rates for all staff male and female from lowest to highest and splitting the list into four equal sections. The first quartile is the lower end of the hourly rates and the fourth quartile is the higher end of the hourly rates.

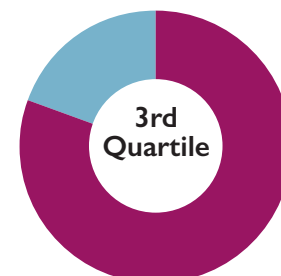
2025



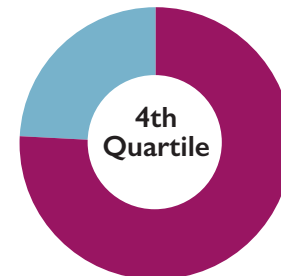
Female 37.9% Male 62.09%



Female 62.4% Male 37.6%

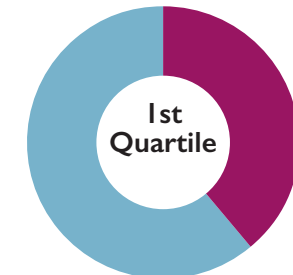


Female 80.64% Male 19.35%

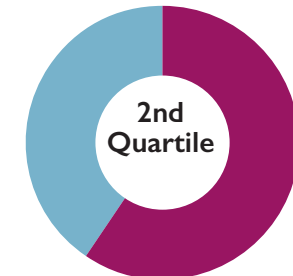


Female 76% Male 24%

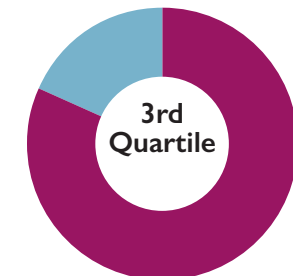
2024



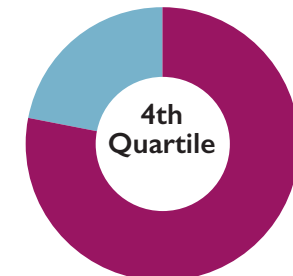
Female 38.93% Male 61.06%



Female 59.54% Male 40.45%



Female 81.67% Male 18.32%



Female 78.46% Male 22%



6 Clean Water & Sustainable Management of Resources

Water usage TNS premises

To reduce water and energy consumption, we installed smart taps that dispense and heat only the exact volume of water required. This prevents overflowing kettles and eliminates unnecessary water and energy use.

Results

Our per capita water usage for 2025 was 31 litres per person per day.

Targets

Maintain volume per capita with staffing levels.

Access to clean water

Our purchasing and financial contribution to Kickstart Coffee supports the installation of community freshwater taps.

Results

One tap installed in 2024 and 2 more in 2025.

Targets

Increase our financial contribution by 15% to enable funding for further taps as and when required.



7 Affordable & Clean Energy

Energy usage TNS premises

TNS cannot control the energy supply on our client sites, but we can control the supply and usage in our Head Office. Energy consumption is recorded and reported for our emissions and carbon calculations.

Results

Clean energy initiatives are in place to convert to green, renewable energy.

Targets

TNS is committed to a full transition to 100% renewable energy, with year on year increases in clean energy use forming a core pillar of our decarbonisation strategy over the last 5 years. Our current energy agreement runs until 21 August 2027, after which we will move to a fully renewable tariff, strengthening our contribution to national carbon reduction goals and reinforcing our long term commitment to a low impact, resilient energy future.



8 Decent Work Economic Growth

Decent work

Employee data on working conditions is recorded and reported. This is collated and assessed externally to ensure unbiased assessment. The scope of the data includes (not exhaustive) job satisfaction, working hours, work life balance, management support, training and equality.

Results

The results of 2024 audit

- No. 2 in the West Midlands
- No. 5 in the South-East
- No. 34 in the East of England
- No. 30 in the Top 50 Large Companies to Work For

Target

Reassessment in 2026 pending. Maintain or improve scoring and placement in the performance charts.

Economic growth

Through growth and retention providing economic growth and employment opportunities across the UK.

Results

In 2025 we onboarded/recruited 282 employees, opened 16 new contracts reflecting our predicted increase in turnover from £27 in 2024 to c£34 mil by the end of 2025.

Target

Growth of another 12 contracts in 2026, increasing economic growth and employment opportunities.



10 Reduce Inequalities

Sex Target

Target to reduce pay gap between men and women by 1.93% by 2027. Reduce gap by 5% between genders receiving bonuses.

Age

Current age split of TNS employees:

- Under 21 – 7.90%
- 22-45 – 46.96%
- 45 and above - 45.06%

Age Target

Continue to monitor and assess factors.

Disability

Certified Level 1 Disability Confident Employer

Disability Target

Achieve Level 2 Disability Confident Employer by end of 2026.

Race, Ethnicity, Sexuality & Religion

Disclosure of race and ethnicity are voluntary as does not affect a person's ability to perform their roles.

Race, Ethnicity, Sexuality & Religion Target

Whilst the absence of this data affects our scoring for equality we will continue to stay true to our belief that employees should not be required to disclose. However, in 2026 as part of our new annual Employee Engagement Survey (which is anonymous) we will be asking our teams to complete some questions on race, ethnicity, and age. This annual collection of data is for TNS to ensure we truly are a diverse and inclusive workforce.



11 Sustainable Communities

Supporting local and global charities and businesses through fundraising and purchasing.

Results

In 2025 we donated 12k across the following:

- MacMillan
- Guide Dogs
- Midlands Air Ambulance
- Wilson Stuart School
- Down's Syndrome Association



The UK's Food Allergy Charity

Support for Natasha's Law

TNS is proud to support the Natasha Clinical Trial, bringing vital hope to people with severe food allergies. We will continue raising awareness and funding alongside founders Tanya and Nadim Ednan Laperouse OBE. The progress made in 2025 is a significant step forward, and we remain committed to championing this essential research in 2026 and beyond.

Target

To increase TNS donations by 20% in 2026.



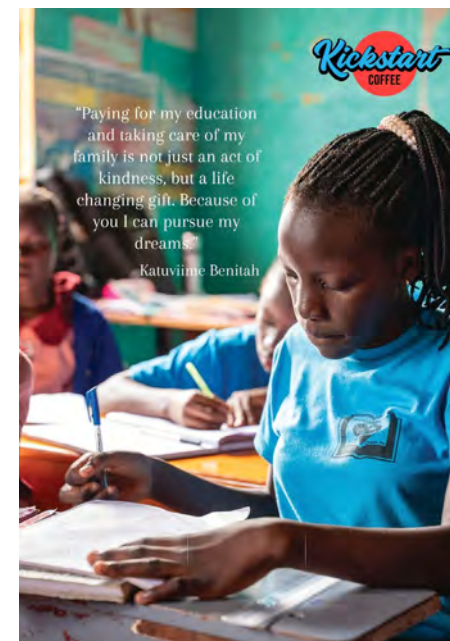
Kickstart Coffee - Fuelling Futures

TNS work with BRC AA+ Rated coffee supplier, Kickstart Coffee.

Since 2022, TNS has supported education and employment at The Early Learning School in Entebbe, Uganda, while also providing meals for pupils. Through our partnership with Kickstart Coffee, we contribute to the installation of community freshwater taps and provide funding for pupils, teachers, and the planting of new coffee plants.

Target

Continue to increase our funding, target to achieve 15% growth by the end of 2026.



"Paying for my education and taking care of my family is not just an act of kindness, but a life changing gift. Because of you I can pursue my dream."
Katuviime Benitah



"Thank you for believing in our dreams and helping us to reach them. I wouldn't have reached this far if it wasn't for your unfailing love and support."
Kisakye Dorcus



EVERY BEAN COUNTS

20,000
Coffee saplings
planted on Mt Elgon

CATERING WITH
TNS
THE NEW STANDARD
HONESTY & INTEGRITY

Total TNS
profits
donated in
2025
£95,707



180,000
Meals for the school

850,414
Cups of coffee

12,148kg
Coffee delivered

12
Teenagers Funded

32
Staff Funded

kickstartcoffee.org



12 Responsible Consumption & Production

Ethical & Local Sourcing

Sustainable Procurement Policy

Communicating to our purchasers our commitment to sustainable procurement to support our journey to net zero.

Supplier Code of Conduct

Communicating to our suppliers our expectations and requirements in order to do business with them in line with our commitment to sustainable procurement.

Supplier Due Diligence Questionnaire

Supplier self-assessment to enable purchasing to favour those with robust sustainability credentials.



Supply Policy

Our supply policy is not just a policy, it's a commitment to the standards we have signed up to as a business of fantastic food and acting with honesty and integrity. Our sourcing strategy supports our love of fresh and seasonal food that in turn inspires our chefs to create dishes with provenance that are supported by local supplier partnerships.

As an ISO 14001 certified organisation, we have demonstrated that we take our responsibility to carry out our day-to-day business in a way that respects the environment and acts in a socially responsible manner. We ensure that our supply chain has a positive social impact on the millions of lives that it affects, and this is achieved by our commitments outlined below.

REDUCING FOOD MILES

The concept of buying and using locally produced raw materials has been one of the cornerstones of our company since our inception in 2003. Because it's so important to us all fresh produce is sourced from within 25 miles of each contract location. This is critical for us not only because seasonal food tastes better, but we are committed to reducing the number of miles our food travels.

STRICT GREEN CREDENTIALS

Sourcing all ingredients from suppliers that meet our strict food sourcing policy is something that is ingrained in our way of working. It is our company policy to work with suppliers who operate a quality assurance system independently assessed by an appropriate UKAS (United Kingdom Accreditation Service) Certification body. As a company, we operate an approved suppliers list, which is controlled by only using suppliers and subcontractors who have been approved by the Company Directors and Purchasing Team and that meet the rigorous standards set by ourselves and UKAS.

TRACEABILITY AND COMMUNICATION

Ensuring all key ingredients have traceability, to enable us to evidence the supplier and its location is really important to us. Food traceability underpins consumer confidence in food production and their wellbeing. We ensure that we only use suppliers that are able to provide full traceability for all products supplied to us and trace food through harvest, production and distribution to us as detailed in our Purchasing Policy. All ingredients are promoted in each dish to allow our customers to understand the provenance of their food.

SUPPORTING THE COMMUNITY

At site level, we ensure all ingredients and suppliers are promoted to encourage the use of our local supply partnerships across our menus. We do not hide our suppliers away, we highlight them, giving them the spotlight for our customers. We think this is really important as it encourages our customers to use our suppliers too!

HONESTY AND INTEGRITY

All supply partners will be treated fairly and with honesty and integrity and will comply with our anti-slavery policy following the company's ethical standards. We follow our Anti-Slavery and Human Trafficking Policy.

CHOICE

We give our Managers and Chefs the autonomy to create their own menus and the flexibility to choose between a number of main-stream, artisan and specialist suppliers; this approach means that our menus and the ingredients that go into them are created for each individual site, and the specific needs and desires of our clients and customers. We do not have sole supply arrangements with any supplier; this creates competition resulting in favourable terms, prices and quality standards.

January 2026

CATERING WITH HONESTY & INTEGRITY



Supplier Code of Conduct

1. Introduction

TNS Catering Management Ltd is committed to ethical, sustainable, and responsible business practices. This Supplier Code of Conduct outlines our expectations and standards for all suppliers, contractors, and service providers engaged with our organisation.

2. Compliance with Laws and Regulations

Suppliers must operate in full compliance with all applicable UK and applicable international laws, regulations, and standards, including but not limited to labour laws, environmental regulations, and trade practices.

3. Labour and Human Rights

Suppliers are expected to uphold the highest standards of human rights by:

- Prohibiting Forced and Child Labour: Ensuring no use of forced, bonded, or child labour in any form.
- Providing Fair Wages and Benefits in accordance with UK regulations: Complying with UK laws regarding wages, overtime pay, and benefits.
- Ensuring Safe Working Conditions: Providing a healthy, safe, and secure workplace that complies with applicable safety standards.
- Prohibiting Discrimination: Promoting diversity, equity, and inclusion, and refraining from any form of discrimination based on race, gender, religion, sexual orientation, disability, or other protected characteristics.

4. Environmental Responsibility

Suppliers that hold robust ESG credentials will be preferred suppliers including those with:

- Accreditation such as ISO 14001
- Actively work towards the UN17SDGs
- Complying with environmental laws and standards.
- Promoting the use of sustainable materials and practices.

5. Business Integrity

Suppliers must conduct business with integrity and transparency by:

- Prohibiting bribery, corruption, and unethical practices in all forms.
- Avoiding conflicts of interest in their dealings with TNS.
- Protecting intellectual property and confidential information.

6. Supply Chain Accountability

Suppliers are expected to:

- Cascade these standards throughout their own supply chain.
- Select and monitor subcontractors and partners to ensure compliance with this Code.

7. Health and Safety Suppliers must prioritise the health and safety of their employees by:

- Implementing robust occupational health and safety policies in line with UK standards.
- Training employees on health and safety protocols.
- Reporting and addressing safety incidents promptly.

8. Monitoring and Compliance

- TNS reserves the right to audit suppliers to ensure compliance with this Code.
- Suppliers must provide relevant information and access to their operations upon request.
- Non-compliance may result in corrective action or termination of the business relationship.

January 2026

CATERING WITH HONESTY & INTEGRITY



Field to Fork

**A Two-Day
Immersive
Experience**

**in Regenerative Farming,
Local Sourcing, and Culinary
Innovation**

This two-day programme explores the full journey of food from field to fork, showcasing sustainable farming practices, ethical sourcing, and innovative culinary techniques. Participants gain first-hand insight into the origins of their ingredients through direct engagement with local producers, before moving into technical kitchen training focused on creating dishes that are thoughtful, waste-conscious, and beautifully executed. The TNS Field to Fork Academy began as a small kitchen garden supporting sustainability and ESG goals, and with investment from TNS and our client, it has evolved into a hands-on learning experience that equips colleagues with the skills and awareness to bring sustainable thinking back to their sites.

- 88 employees completed the programme in 2024
- 92 employees completed the programme in 2025
- 136 employees are planned for training in 2026

Field to Fork 2026: Growing Programme

We don't just grow fruit and vegetables – we actively cultivate a landscape that supports birds, insects, and the wider local ecosystem. Wildflowers now flourish between all our polytunnels, creating natural corridors for pollinators, while carefully chosen shrubs fill the gaps between sowing and growing cycles, providing shelter and nourishment for a variety of wildlife. Together, these elements help us nurture a vibrant, biodiverse environment that thrives alongside our food growing efforts.



Adding to Our Social Value

As part of our commitment to strengthening social value, we partner with a range of recognised social enterprises and ecolabel accredited suppliers. We are also in active discussions with additional organisations to further expand our social value contribution throughout 2026. Our current partners include:

Social Enterprise & Ethical Partners

- **Cafédirect Roastery Ltd** – Fairtrade pioneer and established social enterprise
- **Rubies in the Rubble** – Food waste reduction social enterprise
- **TrueStart Coffee** – Mental health focused social enterprise
- **Kickstart Coffee** – Supports homelessness charities
- **Circular & Co** – Circular economy social enterprise
- **The Real Wrap Co** – Ethical and sustainability led food business
- **Olleco / Olleco Food Waste Collection** – Circular waste and energy social enterprise



- **NVCS Managed Refreshment** – Part of the Nottinghamshire VCSE group

Ecolabel Accredited & Sustainable Supply Partners

- **Rokewood (Pak Choi)** – LEAF certified
- **Heygates Farms (New Potatoes)** – LEAF certified
- **TR Marketfresh (Celeriac & Spring Onions, summer months)** – LEAF certified
- **Belazu (Olives & Antipasti)** – Certified B Corporation
- **G's (Mushrooms)** – LEAF and Soil Association credentials

- **Boiron Freres (Frozen Purées)** – Certified B Corporation
- **Callebaut Chocolate & Sosa (HB Ingredients)** – Fairtrade, Rainforest Alliance, RSPO, and Organic Farmers & Growers certified

These partnerships demonstrate our commitment to purposeful, values driven purchasing that delivers environmental, ethical, and community focused impact across our supply chain.





13 Climate Action

GHG Emissions

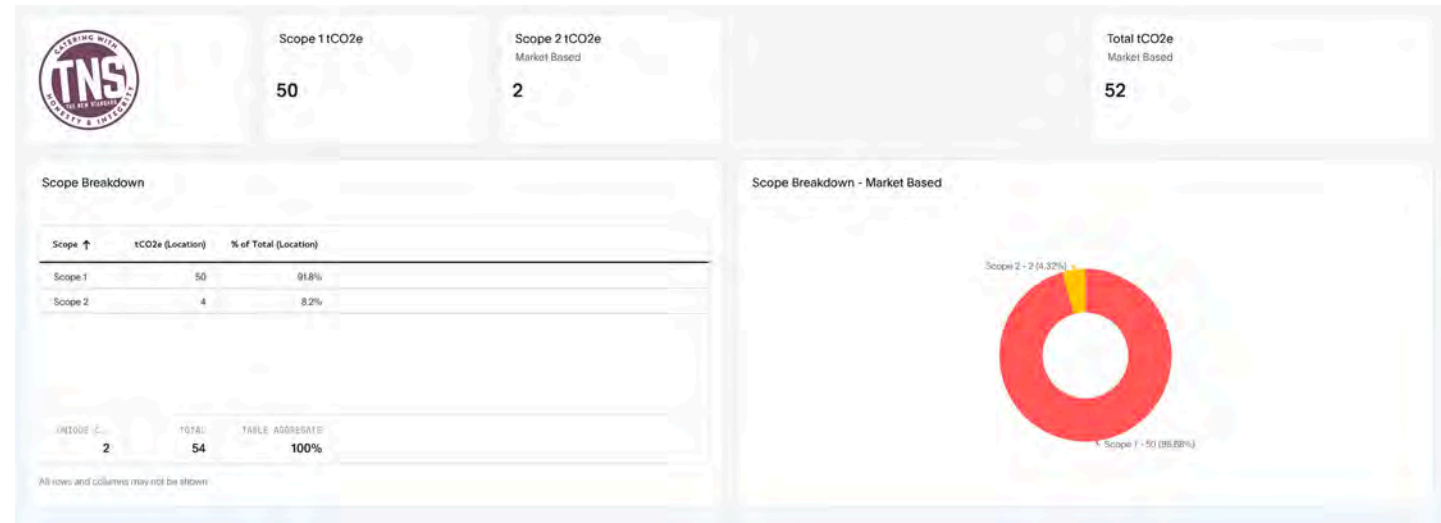
Review

GHG emissions calculated and reported.

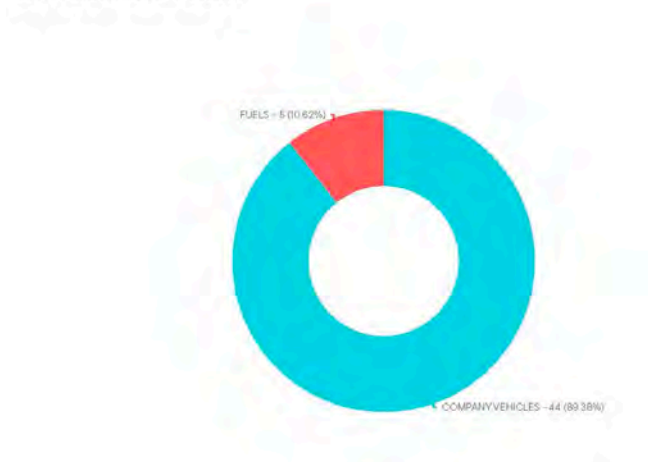
Target

Identify areas where GHG can potentially be reduced by end of 2026.

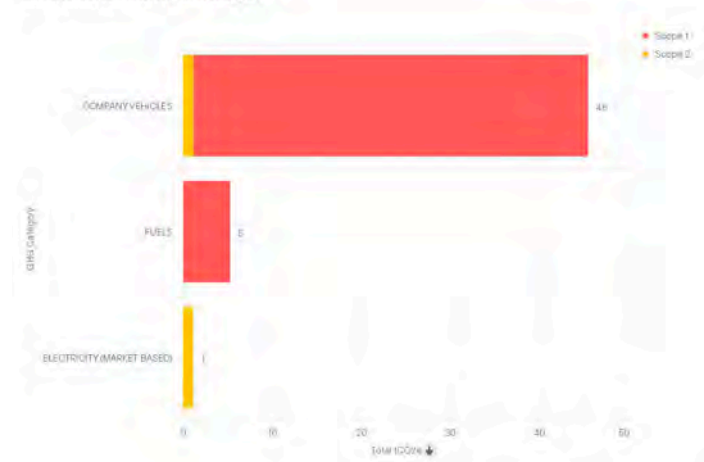
TNS Catering Management Ltd Scope 1 & 2 Emissions 2025



Scope 1 Emissions by GHG Category



Market Based Emissions by GHG Category



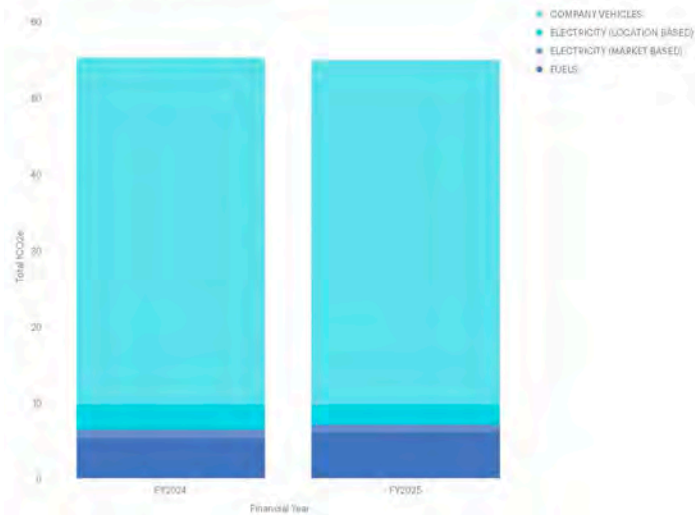
TNS Catering Management Ltd Scope 1 & 2 Emissions 2025

Location Based Emissions by GHG Category

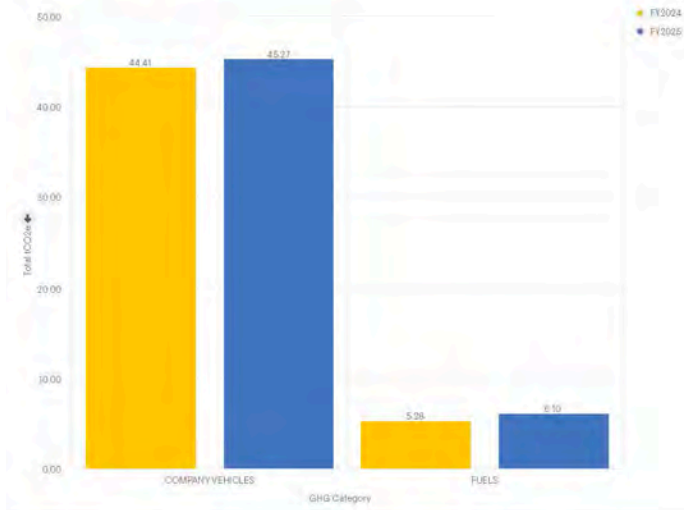
GHG Category	Scope	Total tCO2e	% of Total (Location)	↓
COMPANY VEHICLES	Scope 1	44	82.0%	
FUELS	Scope 1	5	9.7%	
ELECTRICITY (LOCATION BASED)	Scope 2	2	3.1%	
COMPANY VEHICLES	Scope 2	1	2.1%	
	JURISDICTION	JURISDICTION	TOTAL	TOTAL
	3	2	54	100%

All rows and columns may not be shown

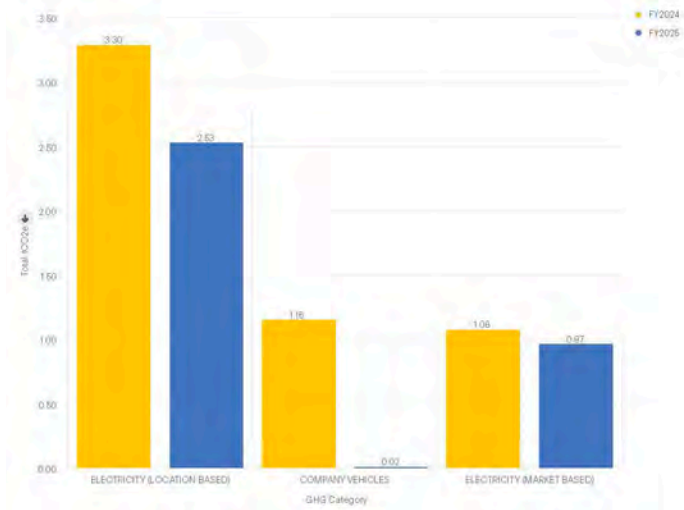
Total tCO2e by Financial Year and GHG Category



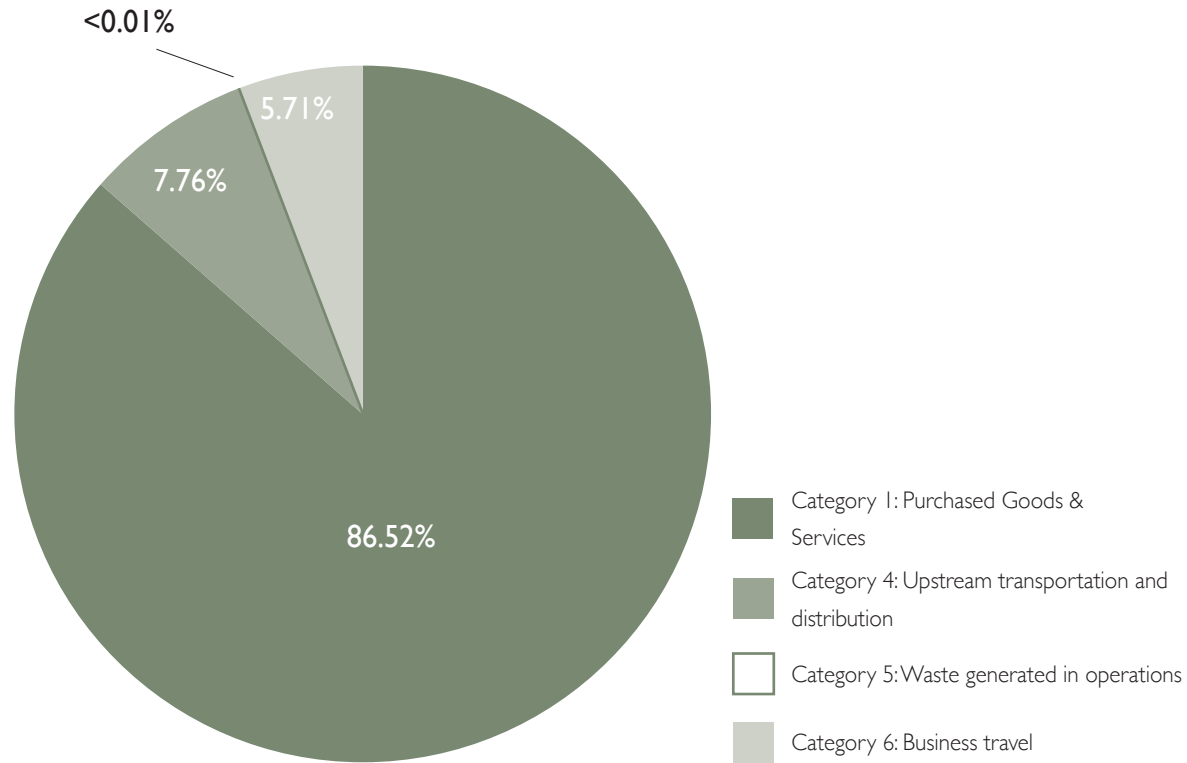
Scope 1 YoY comparison



Scope 2 YoY comparison



TNS Catering Management Ltd Scope 3 Emissions 2025



Scope	Emissions (tons CO2e)	Share in %
Total Scope 3 GHG emissions	1116.40	100%
Upstream Scope 3 emissions		
Category 1: Purchased Goods & Services	965.9	86.52%
Category 4: Upstream transportation and distribution	86.7	7.76%
Category 5: Waste generated in operations	0.04	<0.01%
Category 6: Business travel	63.8	5.71%

Putting People's Safety & Wellbeing First

Accident Reporting

Results 2024

In 2024 accidents between January & November were 46 out of 445 employees which equates to 10% of the TNS workforce.

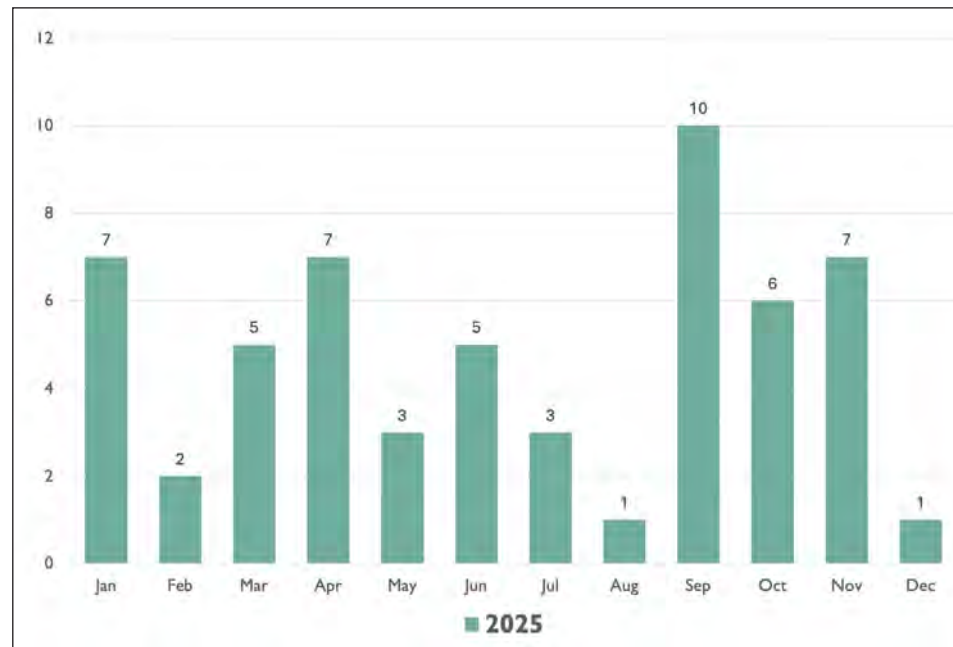
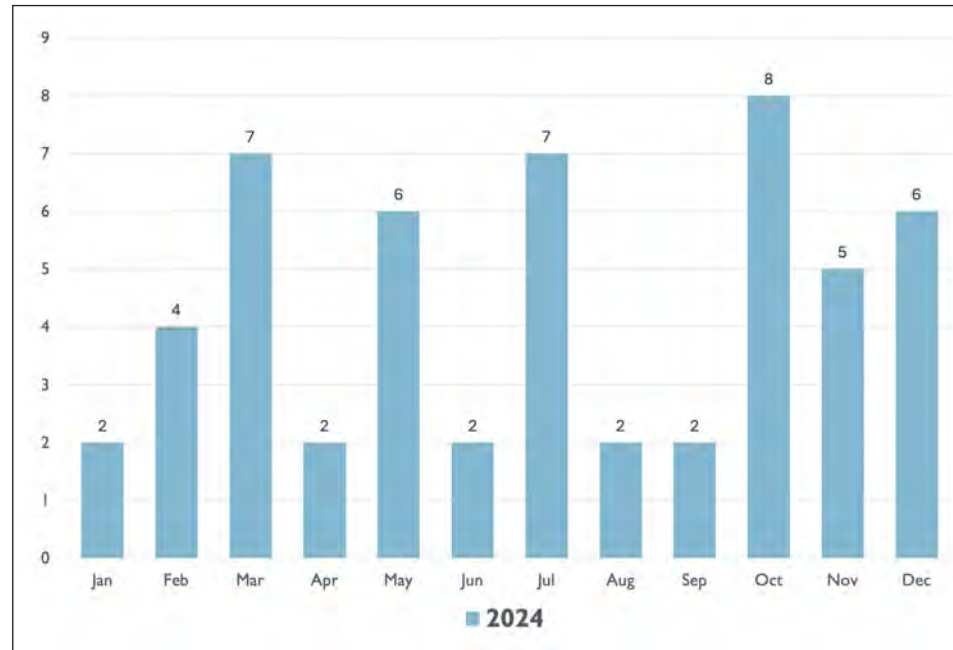
Results 2025

In 2025 accidents between January & November were 56 out of 519 employees which equates to 10% of the TNS workforce remaining static for the year

Target 2026

Qualitative objective: Commit to providing all employees with a safe working environment by conducting health and safety risk assessments, employee training and providing adequate personal protective equipment.

Quantitative target: Achieve a 10% reduction of the number of work-related accidents by 2027



Employee Wellbeing, benefits and development

We have made strong progress in enhancing colleague wellbeing, benefits, and development opportunities across the business in 2025:

- **Improved Sickness Terms:** Enhanced sickness support has been introduced for relief teams, providing greater financial security during periods of absence.
- **Learning & Development:** Our monthly HQ initiative, “Learn a New Skill,” encourages continuous development, recent sessions have included Stress ball making.
- **Employee Wellbeing Survey:** We are looking to relaunch the survey from August 2026 on a biannual basis to ensure our teams remain engaged and focused.
- **Life Assurance:** Coverage has been extended to colleagues over 75, ensuring inclusive access to this benefit.
- **Salary Exchange Scheme:** Launched in April 2026 for Scottish Widows pension members, enabling National Insurance savings to be redirected into pension contributions.
- **Mental Health First Aiders:** An additional 48 places have been secured for 2026 to further equip and develop our people leaders.
- **Be Brilliant – ECO System:** A learning and development platform that supports cross-team collaboration, delivering monthly training aligned to the business’s “3 Cs” operating model: Colleague, Customer, and Compliance. Topics include stress awareness, menopause awareness, and overall wellbeing this was launched in October 2025 and delivers monthly.
- **EAP – Employee Assistance Programme:** Provides all colleagues with day-one access to Wisdom, a portal focused on physical and mental health, offering resources, guidance, and support.
- **Menopause Support Workshops:** Specialist workshops are planned for the second half of the year, providing all employees with access to resources and support if they wish to participate.
- **Mandatory Training:** Additional modules have been introduced across all learning platforms, including Modern Slavery, Environmental Sustainability, and Sexual Harassment.
- **Whistleblowing Awareness:** A dedicated anonymous reporting line has been implemented, alongside training for core teams to ensure colleagues understand how to raise concerns and take appropriate action if something is not right.
- **ER Monthly Workshops:** Regular workshops designed to support and equip people leaders with the knowledge and skills to manage internal investigations, disciplinary processes, and grievances effectively.
- **Mindful Employer:** We have become a recognised Mindful Employer, demonstrating our commitment to driving positive change and supporting mental health in the workplace.

Be Brilliant

