

TURNING THE TIDE

**Environmental, Social &
Governance Strategy**

2023 - 2024

CONTENTS

Introduction

A Message From Our CEO	3
Every Good Story Begins With a Hero	4
Embedding ESG Into Our Strategy	6

Deliver on Environmental Goals

Energy	8
Waste	15
Planet	17
Sourcing	19

Further Develop an Equal & Inclusive Culture

Equality & Inclusion	22
Supporting Local Communities & National Campaigns	23
Wellbeing & Mental Health	24
Mentoring	25

Create Right Behaviours, Culture & Communications

Governance

Ending Note



A MESSAGE FROM OUR CEO

At Turtle Bay we seek to recreate the spirit, warmth and magic of the Caribbean; embracing the food, drink and music of these beautiful islands.

Hospitality has always been about people, and Turtle Bay is no different. We try to create a special relationship with our team, communities, and guests, to make a uniquely positive impact on their lives.

Over the past few years, Turtle Bay has gone through a period of growth, not just through our expansion across the UK, but also in our determination and responsibility to 'do the right thing' and make a difference. We are dedicated to influencing the people we interact with and to help protect the natural environment we impact.

With this in mind, we are proud to release our first ESG report. These pages outline our ongoing journey to effectively influence a socially just and environmentally regenerative society. At Turtle Bay we are firm believers that the Hospitality industry has a part to play, and we embrace this responsibility.

We are fully committed to the long journey that we have started. As we continue to learn and develop, we will build on our purpose and continue to shape our relationships with our communities and the environment for the better.

NICK CROSSLEY



EVERY GOOD STORY BEGINS WITH A HERO

Ours is a baby Sea Turtle rescued on a beach in 2020. Her story is one of a thousand repeating stories, one that's frequency grows every day.

Our hero is a 127-gram hatchling found lying on its back in a rockpool. It was missing one of its four flippers and had a hole in its shell. The rescue workers took the hatchling back to the rescue centre to assist in her recovery. Once at the centre, they discovered our hero's injuries were far greater than those physically first observed.

For the next six days, the baby turtle defecated pure plastic. No faeces came out, just different coloured plastic that she had been eating as her initial food from hatching. With more than 8m tonnes of plastic dumped into our oceans each year, this a far too common issue.

It took the team of rescue workers a whole year to nurse our hero back to health before she was released into the ocean, but she made it and did return to her home. During her time at the centre the team of rescue workers called our hero – **Hope**.





At Turtle Bay we told the story of Hope to all our leaders in our business (our restaurant General Managers, our Head Chefs, our Ops Managers, our Support Centre Team) at our annual strategy conference last October “Jamdown”.

THE MESSAGE WAS A SIMPLE ONE: WE CAN ALL DO MUCH MORE.

Our inaugural environmental, social and governance (“ESG”) paper is a window into the actions we are taking to have a positive impact of the whole fabric of society.

We are by no means perfect and do not claim to be. We know that for many, our actions are not enough, and we could do more. This is something we accept; we believe the actions we are taking will accelerate change and for some this change will not come as quickly as they like. This ESG paper will help hold ourselves accountable, so we question our actions and challenge how quickly we are turning the tide.

Embedding ESG Into Our Strategy

We launched our core values during the early days of the COVID-19 pandemic. With the hardship of what was happening globally we took stock of what we wanted Turtle Bay to stand and be known for.

“Do the right thing” can mean many different things to many different people but gives everyone the idea of us all taking time to consider the impact of our actions before making them. We’ve embedded this common thought into our strategy this year by adding “do the right thing” into our core pillars. Together with “Team” 50% of our strategy is intrinsically linked to ESG.

Within our “Do the Right Thing” pillar, we’ve identified three deliverables for FY24:

- 1) Deliver on sustainability goals
- 2) Further develop an equal and inclusive culture
- 3) Create the right behaviours, culture, and communications

Below these sit several actions, deadlines, action owners and how we measure success. These are reviewed quarterly by the Executive Team with the action owners. We will look at each of these over the coming pages but recognise that some of the actions we are taking cover more than one deliverable above.

Sustainability Partner



Tom Oliver became our first in-house Sustainability Partner in August 2022.

As a dedicated resource, this allows sustainability projects to sit under a sole project lead to ensure they are delivered on time and within budget. Tom brings passion, fresh eyes, and enthusiasm to the role. He is a direct report to one of the Board members and is involved in multiple decisions made regarding how Turtle Bay operates.

Be Open &
LISTEN
INTENTLY

Do the
RIGHT
THING

Recognise
DIFFERENCES
& celebrate
INDIVIDUALITY

Enjoy
what we do,
HAVE
FUN

Make it EASY to be a
TEAM MEMBER
Make it EASY to be a
GUEST

DELIVER ON ENVIRONMENTAL GOALS

Over the last year, Turtle Bay has made a conscious effort to become a more environmentally friendly business.

We are at the infancy stage of becoming a carbon neutral (or even positive) business, one where we are still understanding the impact we have on the planet.

Our approach to date has been on reducing our impact while moving towards renewables before finalising what, if any, is unavoidable and needs to be offset. We know that other hospitality companies have taken different approaches, focusing more on rebalancing their impact, but for us the main effort is to reduce.

We have subsequently created four separate pillars, focusing our efforts on areas which we believe to be the most important in our sustainable journey.



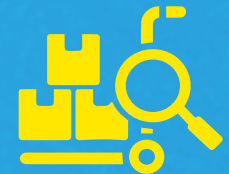
Energy



Waste



Planet



Sourcing

1. ENERGY

Reduce

Turtle Bay is aware of the link between energy consumption and carbon emissions. We have set out to make our restaurants as energy efficient as possible, and over the last 12 months, we have been researching, innovating, and installing new appliances and changing behaviours throughout our estate to reduce our energy consumption.

Partner with Hospitality Energy Saving & Sustainability Consultants (“HES”)

- In December 2021, we launched our partnership with HES. The team of consultants have over 10 years' experience in the hospitality industry. We worked with HES to complete restaurant energy audits throughout our estate.
- We engaged with our restaurant teams, giving them practical tips to reduce our carbon footprint.
- HES also produce a report with behavioural changes for the team to make, identified areas where capital investment is required and highlights the sections of the restaurant which are most consuming.
- They also influence our new restaurant builds and major refurbishments giving us more efficient restaurant designs.



Quintex Cheetah System – Demand Based Ventilation System

- In our restaurants, the ambience is vital. By ensuring our guests experience a vibrant atmosphere at the right temperature with smoke from grills being adequately extracted to help us deliver the right feel. It's no surprise, that the biggest consumer of energy comes from heating, ventilation, and air conditioning systems.
- To reduce our usage, we are currently rolling the Cheetah demand based ventilation system out across the estate, in sites completed to date, we are enjoying up to a 50% reduction in our kitchen extraction usage.

Quintex Lepido System – Heat Recovery System

- We are one of the first companies in the UK to install the Lepido heat recovery system into two of our sites, with plans to install more.
- This system is one of the first to effectively use the hot air created during cooking and extracted by the kitchen ventilation system and repurpose it to heat the supply air coming into the restaurant.

Technik 2 Cellar Management Systems

- We have reduced the energy we use in our cellars by installing the Technik 2 system in over 90% of our estate. It works in three ways: Cellar Manager, Remote Optimiser and Smart Python timer.



Cellar Manager

Manages the cooling within the cellar. Working on the premise that liquid in kegs heats up slower than air temperature. This means that the cellar cooling only works when it needs to – circa 45% reduction annually



Remote Optimiser

Links the beer line cooler to the ice bank and recirculates temperatures, this prevents the cooler from using too much energy. This reduces our beer line cooler energy consumption by circa 40%.



Smart Python Timer

As much as we'd like to be, none of our bars are pouring soft drinks 24/7. The smart python timer turns the soft drink cooler on and off overnight to limit its energy consumption – Reducing our soft drink dispenser cooling consumption by 27%.



Behavioural Changes - Energy Efficiency Reminders

- To help energy reduction become second nature to our teams, we embedded weekly checklists that site managers must complete to make sure they are set up and close down in the most efficient manner for the whole week.
- Similarly, we updated our closedown checklists – each evening the closing manager has a checklist to complete to make sure the sites are closed correctly, preventing appliances from being unnecessarily left on overnight.
- We recognise that we won't achieve the greatest reductions in energy without our team members participating. To increase engagement, our sustainability partner completes weekly site visits across the estate and all our sites must display our bespoke sustainability posters.
- To help reinforce these 'best practices', our sustainability partner completes weekly site audits and training sessions with the management teams. This gives our teams a chance to discuss how they can be more efficient and influence their teams in the best manner. These sessions are crucial during our new site openings as they imbed the correct practices in our ways of working from the off.

SUSTAINABLE ENERGY

☀️ SWITCH ON

AS OPENING MOD ARRIVES

- Necessary lights only
- Check gas grill working ok, then turn off if not needed for prep

ONLY TURN ON WHEN YOU NEED TO USE

- Kitchen extraction only when gas appliances in use. This is set to timed for most sites
- GLASSWASHER:** Switched on for use when the first tray is full/and full thereafter
- DISHWASHER:** Switched on for use whenever it is needed for prep/food hygiene, etc
- Hot holding drawers, microwaves
- Deep Fat Fryers (ensure oil has been cleaned first)

SUN-FRI - 10:45AM | SAT - 9:45AM

- Remaining guest area lights
- Heating/aircon & over door heaters if required
- Gas grill, coffee machine, neon's, fans

PASS HEAT LAMPS

- Switch on when the first food order is served each day
- Switch off when not busy and not serving food

OUTSIDE HEAT LAMPS

- Switch off unless guests sitting outside
- Ensure timer is set for 5 min intervals

🌙 SWITCH OFF

- As soon as last food leaves the kitchen - Switch off kitchen extraction (on timer)
- As soon as last guests leave building - Neon's, fans, outside lights, outside heaters.
 - If not on timer – turn off
 - Sun –Thurs: 11pm, Fri/Sat: 1am

END OF DAY

- Sound system, PC monitor (keep on sleep mode all other times), office printer
- Coffee machine after cleaning cycle complete. If not on timer – turn off Sun –Thurs: 11pm, Fri/Sat 1am
- Glasswasher, dishwasher
- All kitchen equipment except refrigeration
- All lighting BOH & FOH

TIMERS - CHANGE TO BST, THEN BACK TWICE A YEAR

- EXTRACTION:**
Sun to Fri - on: 10am / off: 12am
Sat - on: 9am / off: 12am
- AIRCON:**
Sun to Fri - on: 10.45am / off: 11pm
Fri & Sat - on: 9.45am / off: 1am
- WATER BOILER:**
Water temperature should be set at 65c. Where sites have timers on boilers they should be set to: on: 10.00am / off: 2.00pm on: 5.00pm / off: 11.00pm
- PHOTOCELL TIMER:**
Neon's, outside external lighting

SETTINGS

- ICE MACHINE ROOM:** 23-24 degrees
- AIRCON/HEATING:** 21 degrees
- CELLAR:** 12 degrees

Turtle Bay
Caribbean social

DISPLAY POSTER IN OFFICE & KITCHEN AREA FOR EASY REFERENCE (NOT VISIBLE TO GUESTS)

Renew

We support the UK's national goal to move away from energy produced by fossil fuels to renewables.

Britain's wind farms generated more electricity in the first quarter of 2023 than gas for the first time – almost a third of Britain's electricity. In total, renewables, including wind, solar, biomass and hydro, provided almost 42% of Britain's electricity in the first quarter of 2023.

For the past couple of years our electricity has been provided via renewable energy sources, aligning us with the national goal.

Our Own Solar Farm

- Over the past year, we have been looking for a partner to enter a long-term agreement to provide us with renewable energy. We've identified a provider whose core values align with our own and are able to provide us with approximately 50% of our annual consumption from one renewable source. We plan to enter into an agreement with them for the next 10 years.

Voltage Optimisation

- During 2023, we worked with ProEco, Hospitality energy purchasing consultants, to survey our site's voltage supply. We measured their individual site requirements and identified many sites that had too large a supply causing them to have an inefficient supply. We managed to decrease voltage supply in over 50% of our sites.



Rebalance

Our approach is to focus on reducing our overall energy consumption. Last summer, Scottish Power decided to rely on our renewable energy contract and provided us with electricity from brown (non-renewable) sources in the last month of the contract. The increased carbon footprint of our September bill of 741,067 kWh was 143.31 tCO₂e.

We decided to offset this with a project closest to our roots in the Caribbean. The Woodland Fund supports a portfolio of nature-based projects around the world, including in Nicaragua.



Report

Each year, we report our emissions under the SECR legislation in our annual financial statements.

In the prior full year, ending 4th April 2023, our total emissions increased slightly when compared to the 2022, due to the increased number of restaurants in our estate.

We have seen a considerable a reduction in our carbon intensity by nearly 22%, showing a significant improvement in our energy efficiency.

Additionally, we purchase renewable electricity and offset emissions when renewable electricity was not available.

To complete this report, we used third-party independent sustainability consultants to advise us on actions to reduce our emissions.

	2021	2022	2023
No. of restaurants at year end date	40	44	48
Total tCO2e ¹	2,141.8	3,880.0	3,993.9
The Company's annual emissions: ratio of tCO2e per £ million of revenue	65.8	45.4 ↓	44.3 ↓↓

Our total emissions consist of our natural gas usage and electricity usage.

¹ "tCO2e" means tonnes of carbon dioxide equivalent.



Out of Hours Electricity Weekly Reporting

- In order to reinforce and monitor behavioural changes around our sites, we need to have a way of enforcing and recording progress.
- At the start of the financial year, we decided to have our first sustainability weekly KPI. Each week the restaurant teams, their regional Operations Manager and our Operations Director can see the out of hours electrical wastage. The report showcases our improvements and shows the teams where they are wasting electricity.
- Since its inception, our restaurants overnight electrical wastage dropped by 30%.



2. WASTE

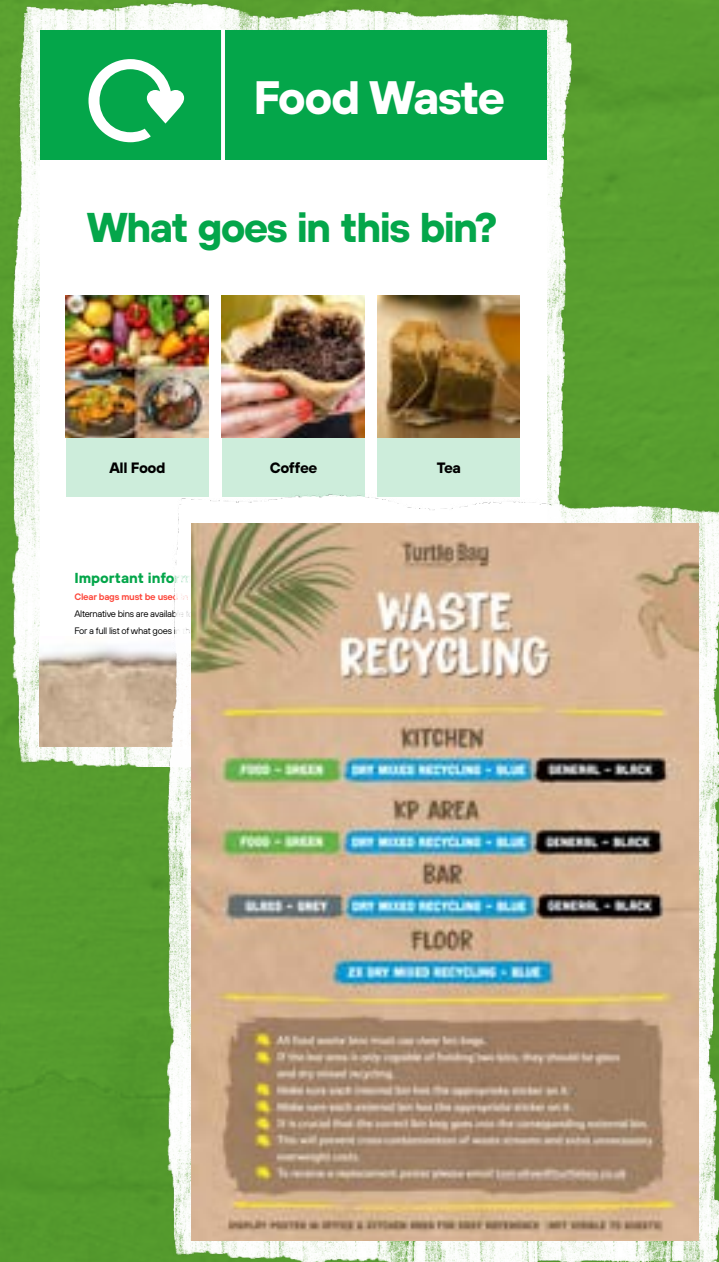
The UK produces over 200 million tons of waste a year. With waste being the fourth biggest contributor to greenhouse gas emissions, Turtle Bay needs to do its part to limit this, to recycle/reuse and innovate where possible.

Behavioural Changes and Reporting is Key:

- We provide monthly recycling rate reports to each of our regional Operation Managers.
- We provide weekly food waste reports to each of our sites.
- We carried out a bin audit for all four areas of the restaurant, which resulted in uniform bins set up across the estate.
- We created bespoke waste recycling posters for our sites to influence our waste management.
- We have designed internal and external bin stickers to help implement correct waste stream disposal.
- We only use clear bin bags within sites to prevent contamination in the food waste bins.

Water Saving Controls

- Within our lovely loos, each urinal system used an average of seven litres every 2-4 minutes to flush.
- To reduce our water usage, we are installing water saving controls into each of our restaurants which only flushes when the urinals are used, to reduce our water usage in our loos by over 50%.



WasteSource:

The majority of our sites are looked after by WasteSource our waste management company, who are a zero waste to landfill business. Here is how they manage our different waste streams to make sure every item entering our business is disposed of sustainably.

Food Waste

Our food waste is processed through anaerobic digestion (AD) creating three low carbon bioresources:

- Biomethane (Green gas) which is injected into the national gas grid which is suitable for domestic heat or transport fuel, or it can be used to generate renewable electricity. This is the most common use of our food waste.
- Bio-CO2 gas suitable for industrial use (e.g. carbonating drinks) or storage, reversing GHG emissions.
- Biofertiliser recovering nutrients found in food waste and returns them to land.

Dry Mixed Recycling

Our Dry mixed recycling is collected and sorted at a Materials Recycling Facility (MRF) and then sent onto the next destination for processing:

- Cardboard and paper go to mills to produce tissue products, cardboard and newsprint using 100% recycled fibre.
- Hard & Soft plastics are sorted by type, cleaned, shredded into flakes or melt processed to form pellets and then remoulded into new products.
- Metals are separated and melted down and recycled into new material to be manufactured into new products.

General Waste

Transfer station or Materials Recycling Facility (MRF) - general waste is checked for any recyclable materials. before the remaining general waste is processed to create energy in Waste Plants (EFW) where it is burnt generating energy in the form of electricity and/or heat.

Glass Waste

Glass is sorted by colour, crushed and contaminants removed, melted, and then moulded or blown into new bottles or jars. Additionally, it can be repurposed such as glass wool insulation for homes (which also helps with energy efficiency).



3. PLANET

Here are some of the projects and changes we have undertaken to promote a healthier planet:

BioHygiene Chemicals

- One of our biggest achievements during our sustainability journey is changing our chemical range.
- We established that many cleaning chemicals contain volatile harsh compounds, such as phosphorus, nitrogen, ammonia and sulphates.
- These compounds can cause excess growth of algae, resulting in the spread of bacteria, loss of daylight vital to aquatic ecosystems, as well as a depletion of oxygen levels, killing fish and other animals.
- It can also get into our water systems and affect human health.
- Subsequently, we investigated three different chemical ranges. We moved to BioHygiene, due to its environmental credentials.
- BioHygiene replaces the harsh chemicals used in regular cleaning chemicals with naturally occurring microbes, plant extracts and enzymes.
- The BioHygiene range offers increased dilutions and concentrations, meaning less transportation and associated carbon emissions.

Klipspringer Oil Monitor

- We use over 200,000 litres of cooking oil a year, which greatly impacts the environment during its creation. So, we needed to find a way to reduce this usage.
- We introduced the Klipspringer oil monitor to our sites that measures the impurities within the oil, making our chefs aware of when they need to change their oil.
- This has significantly reduced our oil usage as chefs are not changing their oil too early.
- Our sites average a 17.5% oil usage reduction. With the potential of reducing our emissions across the estate by over 65,000 kg CO₂e.
- Additionally, our used oil is collected by Olleco who convert it into Biodiesel.





Printed Materials and FSC Paper

- Over the past year we have been working with Doveton Press to reduce the impact of our printed material. Since April 2023 we have effectively offset all of our printed material, including our menus, review cards and other marketing material.
- Doveton also only use FSC certified paper materials making sure we are using low environmentally impactful products.

Volunteering

- We encourage the teams to help the communities in which they reside. For example, 25 of the support centre team over two days recently picked up their paint brushes and pots and headed over to Windmill Hill City Farm in Bristol.

The team spent the afternoon performing much needed maintenance on the animals' homes and helping out with the gardening. There was even time to care for some of the farmyard animals, including a recent litter of piglets.

4. SOURCING

In any hospitality company, the supply chain is the most impactful aspect of business activities; an area where we know we can do much more. While we have already made strides in this space, we are committed to continuing our efforts to limit our impact within our supply chain.

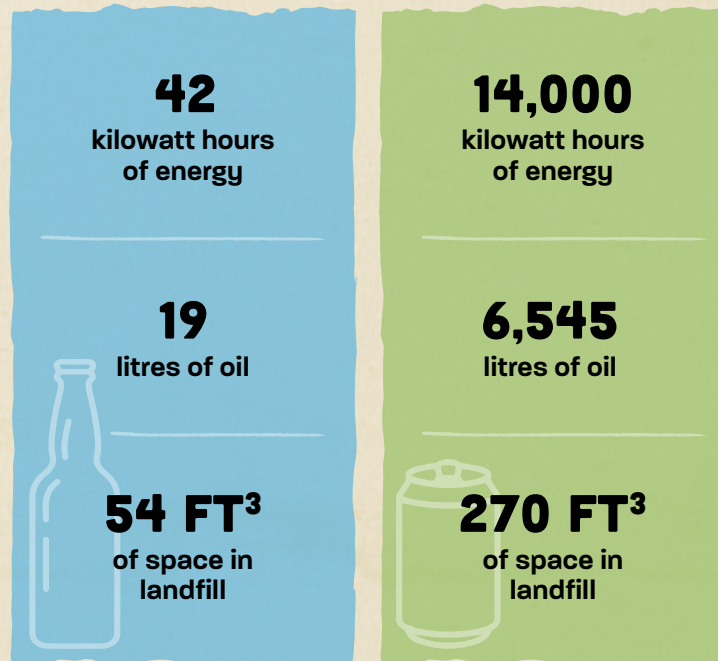
Increase Vegetarian Dishes on Our Menu

- On average meat-based meals are 14 times more environmentally impactful than vegan dishes.
- In March 2023, we introduced more vegetarian and vegan dishes to our menus acknowledging the impact of meat-based dishes.
- By increasing our vegetarian/vegan options, we are promoting sustainable food choices and supporting a more environmentally friendly food system.



GLASS BOTTLES VS ALUMINIUM CANS

What's saved when a tonne is recycled?



Suppliers

- Aforementioned, the supply chain is hugely impactful, so we are talking with all our major suppliers and contractors to gauge their sustainability targets.
- This is crucial to understanding our scope 3 emissions, we have already had reassurances from two of our major suppliers in Bunzl and Fresh Direct that they are in line with UNs 2050 targets.

DryGate Beers

- We've moved away from bottled beers to our own branded Turtle Bay beer stored in aluminium cans.
- These cans are made of 75% recycled material making them more environmentally friendly alternative to our previous bottled range.
- Recycling aluminium uses 90% less energy than recycling glass.
- Brewed and bottled in the UK – from field to can the product only travels 60 miles.



FURTHER DEVELOP AN EQUAL & INCLUSIVE CULTURE

Turtle Bay is inspired by the rich and diverse culture, food, and music of the many islands of the Caribbean.

Our philosophy is simple: to be the best place for an unforgettable Caribbean experience and somewhere people feel welcome, respected and that they can be themselves. Our equality and inclusion (“E&I”) strategy plays an important role in our overall vision.

We aim to foster a culture of equality and inclusion where our teams and guests all have a sense of belonging at Turtle Bay. We provide opportunities for all team members at Turtle Bay to develop. Finally, we will operate with integrity, respect and empathy for our teams, and the communities we serve and operate in.



We still have work to be done on Equity, Equality, and Inclusion but are optimistic and ambitious with our plans. Here are some of ways we are developing our E&I culture:

Bespoke E&I Training workshops for our Teams

- We developed our own E&I Training workshops for our Teams. These include: The Power of Inclusion, Recruiting & Managing Diversity, Understanding Acceptable Behaviour at Work. This training is cascaded through the business and delivered to all our team members.

“It’s All About Race” Roadshow

- We held an “It’s All About Race” Roadshow presented to all team members. The workshop provided a safe space for brave conversations about race. We educated our team and showed practical examples on how to become an agent of change and anti-racist.

Caribbean Calendars

- We educate and celebrate our Caribbean inspiration with our bespoke Calendars informing the teams of key Caribbean dates, including important Diversity, Equality, and Inclusion days throughout the year.

Caribbean Culture Classes

- We have designed our own Caribbean Culture Classes. These are educational training modules embedded in our team development plans that include fascinating histories of Barbados, Jamaica and Trinidad & Tobago.

Equality & Inclusion Newsletter

- We share a monthly E&I Newsletter with our teams with updates on what we are doing internally, including any key dates that we are marking from the Caribbean calendar or the Diversity, Equality, and Inclusion community.



Equality, Inclusion & Wellbeing Partner

Olajide Alabi has a passion for connecting individuals with dream careers, Olajide excels in understanding values and aspirations. As an Equity and Inclusion Disrupter, he advocates for authentic representation and envisions a world where differences are celebrated. Guided by the mantra, “Diversity Is A Fact. Equity Is A Choice. Inclusion Is An Action. Good Mental Health Is The Outcome,” Olajide aims to ignite fresh perspectives and empower success.



Supporting Local Communities and National Campaigns

Notting Hill Carnival

- For the past 2 years we've partnered with Omnia at Notting Hill Carnival, sponsored trucks and fed a team of over 500 performers and event teams over the two days of the carnival. We've also sponsored the main stage at smaller carnivals in Hanwell and Acton.

Black History Month

- For Black History Month we released a special edition newspaper in collaboration with 'The Gleaner'. Celebrating black joy within music, food, drink, finance, and pop culture. Sharing stories and giving black owned businesses a platform to share their products and services. We also used the opportunity to share stories from some of our team from the black community. This collaboration won Turtle Bay the "Innovation of the Year" award at the Restaurant Marketers Innovator Awards in 2022.

Youth Music

- Music is in our roots at Turtle Bay and through Youth Music, we've supported the NextGen Fund that helps young people from underprivileged backgrounds to get into the Music industry. Some of the young people we have funded have also been given our platform and restaurants to use to showcase their music. We continue to support Youth Music with their annual award ceremony, sponsoring awards and feeding the backstage teams.

African Caribbean Society

- In multiple restaurants, we offer members of the Afro Caribbean Society a discount on food in our restaurants, fast track them through the recruitment process and gift them the use of our restaurants for society events.

**TO ENSURE THAT
WE ARE KEEPING
OUR TEAMS SAFE
WHEN LEAVING
WORK, ESPECIALLY
IN THE DARK WE
CREATED OUR
'SURFIN ON THE
SAFE SIDE KITS'**

Wellbeing and Mental Health

- Our Wellbeing Champions Network is now well established with a champion in every site. Our Champions ensure our teams feel supported and ensure there is adequate signage to support resources and tools within the business. The network are all volunteers, who in return, receive Mental Health First Aid training and attend Wellbeing Champion training. The Champions are then tasked with acting as a point of contact for the teams, who then signposts them to where to get support via our Employee Assistance Programme and other tools.
- Our General Managers and Head Chefs are all Mental Health First Aiders after going through the two-day workshop with a leading external provider. Our Executive Board members are also fully trained along with many heads of department, regional Operations Managers and Support Centre team members.
- To ensure that we are keeping our teams safe when leaving work, especially in the dark we created our 'Surfin on the Safe Side Kits'. These kits included a torch, a safety alarm, a power bar to charge your phone, along with a safety card with emergency contact apps. All in a bum bag for the teams to wear when leaving work.



Mentoring

- Summer 2023 we launched two mentoring programs that help us improve representation in management and leadership roles. The first was an external mentorship program that focused on representation through an ethnic and female lens.
- Then in late summer we were thrilled to announce our new Senior Leader Peer-to-Peer mentorship program. This program is all about fostering a deeper connection between our senior leaders and the heartbeat of our business, our amazing team members.



CREATE RIGHT BEHAVIOURS, CULTURE & COMMUNICATIONS

Our purpose is to provide an unforgettable Caribbean experience to our guests. The way we manage and interact with each other is our point of difference. We are unique.

This uniqueness is something everyone in Turtle Bay is very proud of. It makes us sustainably different and better. The first Principle starts with inverting the conventional management hierarchy. What happens at the table between the guest and the server is everything. The rest of the organisation is there to support this.

Our people need to feel they are working for a truly unique organisation. We need to demonstrate this every day; in everything we do. This means having outside work events, parties, presents, celebrations and saying thank you. We aim to make these personal to the individual as much as possible, making a song and dance about all we do, both internally and externally.



Our One Love DNA is aimed at making people happy. It is really that simple at Turtle Bay. We achieve this through our core values.

- Do the right thing
- Make it easy to be a team member and easy to be a guest
- Recognise differences and celebrate individuality
- Enjoy what we do and have fun
- Be open and listen intently

An unforgettable Caribbean experience can only be delivered by our happy people. The first step is selection and training that allows for our team members to be themselves, bringing out their warmth, charm, and hospitality. We believe everyone is on a journey, and here are some of the ways we help them progress.

Bespoke Apprenticeship Programmes

- Our bespoke apprenticeship programmes have been tailored to ensure all learning standards have been aligned with our values and brand. Each taking inspiration from a Caribbean Island, we have included sessions and guest speakers focusing on the history and culture of the islands. Each programme has been enriched with extra learning sessions, team events and group away days. Each cohort celebrates with an end of programme graduation party.

Career Pathways

- Our transparent digital career pathway shows our teams how to achieve their career goals. Digital mapping allows the learners to track their progress through competence-based training, external courses, manager reviews and on-the-job learning.





Bar and Kitchen Training Programmes

- Our menu and cocktails cannot be easily found elsewhere nor replicated at home. To create them involves great skill, so we run bespoke bar and kitchen training programmes to ensure we deliver the standards our guest's demand.

Victors Magic & Island Roots

- Victors Magic and Island Roots are our bar and kitchen development programs. Focusing on upskilling and engaging the entire team, celebrating skills, sign off and departmental success. We have an annual competition based on each team's achievements concluding with a rum masterclass and tasting.

Great First Bay

- Everyone gets a Great First Bay, our way of welcoming you to the team. A day learning about our brand, exploring E&I and meeting your team trainers. This day is no ordinary induction- ours comes with jerk and rum!

BayWay

- BayWay, our learning and development hub. Giving the learner access to bitesize learning, video training and support documents. Combining new starter training with long-term development and KPIs.

“BAY ROCKS”, IS THE BIGGEST PARTY OF THE YEAR!

Bay Rocks

- Once a year we close our doors, and all our team members gather to celebrate how amazing they are. This isn't your usual company party - think 2,000 people, fairground rides, street performers and headline acts, such as Chase & Status.



Flexible Working

- Working in hospitality is hard. We try to make it fun and ensure our teams have plenty downtime. We offer numerous ways for our teams to work flexibly, as this can be different for different people with different needs.

4 Days at the Bay

- For our management teams, we operate a 4-day working week model, which we call, 4 Days at the Bay. This ensures our management teams receive three days off from work each week to recharge and enjoy life outside of Turtle Bay.

The Caribbean Cup

- The Caribbean Cup is a people and operational metrics-based scheme. If our team members hit their targets, there is an opportunity to get an all-inclusive holiday to the Caribbean, who wouldn't love that! Each year we take 10-15 team members to the Caribbean to learn more about the rich and diverse culture of the Islands.

Team Rewards

- All our management teams have a pot of cash to spend on their teams as they wish, socials, treats, whatever they want.

Enhanced Maternity Pay

- We love mums, everyone does. We support our mums to be through 24 weeks of enhanced maternity pay. We then work with them on what returning to work looks like for them.

Team Merch

- We also love a bit of "Merch", and so do our teams. After six months of service, all team members receive either a, can't be found at any other retailer, Turtle Bay hoody or a chef jacket.

Jamdown

- At our annual event, called Jamdown, we inform our management teams of the business strategy for the year. We have interactive sessions to brainstorm ideas and give everyone the opportunity to contribute to the strategy. After all that creative thinking, we celebrate, we dance, and our teams enjoy themselves.





Communications

- **The Reef** - The Reef is the one stop shop for team member updates and useful information. Discounts from other retailers and cashback on spending can be accessed through our Reef. Team members can also receive money in their reef pots to spend on whatever they like.

THE REEF

- **Engagement** – Our engagement scores and employee net promoter scores, are high and so much better than the industry average. We make sure we always get feedback from our teams, act on this and let our teams know what we are doing and why.

GOVERNANCE

In the pursuit of sustainable business practices, Turtle Bay is committed to fostering transparency, accountability and ethical leadership at every level.

By embracing a comprehensive approach, we recognise the pivotal role governance plays in shaping our corporate framework. This section delves into Turtle Bay's governance structure, policies and practices, illustrating how we navigate the intricate landscape of corporate social responsibility. We not only meet the regulatory requirements, but also seek to foster a culture of responsible management that goes beyond compliance, ensuring the long-term resilience and positive impacts of our operations.

The Board at Turtle Bay is made up of three executive directors and three non-exec directors, giving us good balance in our decision making. Each director understands they must act in good faith and in a way that promotes the success of the company for the benefit of its members as a whole.



Our Chair, Jane O'Riordan

We believe great governance leads to great companies. Having our Board live and breathe our values, including “Do the right thing”, sets the tone for our Company. It starts with Jane O'Riordan, our Chair.

Jane has been instrumental in the hospitality sector, developing companies such as Nando's, Gourmet Burger Kitchen, Pizza Express, Flight Club, Caravan and of course us. When she's not in the Board room she likes nothing more than visiting the teams in our sites. Annually, Jane hosts a Women in Leadership session, acting as a role model and advisor to the female leaders in our business.



Here are some ways of how we maintain a transparent and representative senior leadership team; making sure we effectively reflect our stakeholders and maintain ethical leadership at every level:

Team Members

- The Turtle Bay vibe is a result of its people, they are the energy that makes us unique, and a key part of this is our team. To make sure our teams are effectively represented, our directors track their annual experience surveys, gathering feedback to successfully embody them throughout senior leadership.

Guests

- The Turtle Bay proposition is centred around offering an affordable, multi-sensory immersive experience. With a younger age profile, our guest base has an elevated level of digital awareness and so we have focused intently on our digital platforms.
- We have made strides with our app, website, booking platform and social media presence. Our app users have increased from 50,000 to 500,000 in the past three years and our website has had over four million unique web visitors during the past year.
- These interactions allow our directors review gathered feedback on a frequent basis to help enhance the Turtle Bay experience.



Suppliers

- The Company has several key suppliers and many smaller suppliers. Being a UK based Caribbean restaurant business, we rely on the availability of unique produce, and a vast range of noteworthy rums. We work with our suppliers to ensure our sites have the resources they need to deliver a consistent Turtle Bay experience throughout the UK.

Shareholders/Lenders

- The Board is in regular dialogue with the shareholders and lenders. Nine Board meetings are held per year, to inform members of the Company's performance, to make strategic decisions and to oversee the stewardship of the business. The minor shareholders are also updated to keep them informed of the direction of the business and for them to provide feedback. The CFO and Santander meet regularly, and the Company provides them with monthly management information.
- The Executive team, made up of the CEO, CFO, Operations Director, People Director and Marketing Director, meet twice weekly to oversee the day-to-day running of the business. All the executive team are very visual to our restaurant teams, each week they spend time in our restaurants talking to team members and guests to aid their decision making.



ENDING NOTE

Thank you for taking the time to read our first edition of our ESG report. Some of you might be pleasantly surprised by what we've done to date, while others may feel we have not done enough. What is certain is we acknowledge that there is much more work to be done.

In the hospitality industry, we have countless opportunities each year to interact with our teams, guests, and communities. These interactions challenge us to improve and uphold our core value of doing the right thing. Sustainable practices have become increasingly important, leading us to take significant measures in recent years to reduce our ecological impact and support a more sustainable future.

Through initiatives, implementing energy-efficient practices, and reducing waste, Turtle Bay demonstrates its dedication to environmental stewardship. The company also prioritizes social responsibility by fostering a diverse and inclusive work environment, supporting local communities, and promoting fair labour practices.

As Turtle Bay continues its sustainability journey, we plan to update our ESG report and be transparent with what we are doing. For us, we can all do much more and if others can benefit from using the ideas and initiatives, we are implementing then all the better. When it's comes to sustainability it is not a competition. The power to create positive change lies in our collective actions. Together, we can make a significant difference in building a more sustainable and inclusive future for all. Together we have Hope.





Turtle Bay

Caribbean social