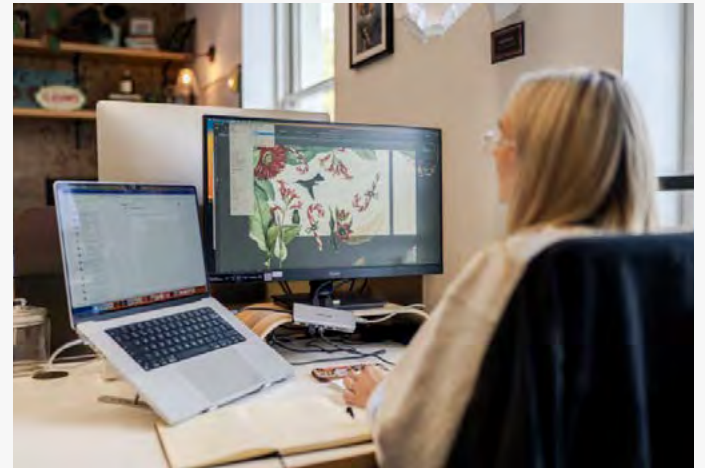
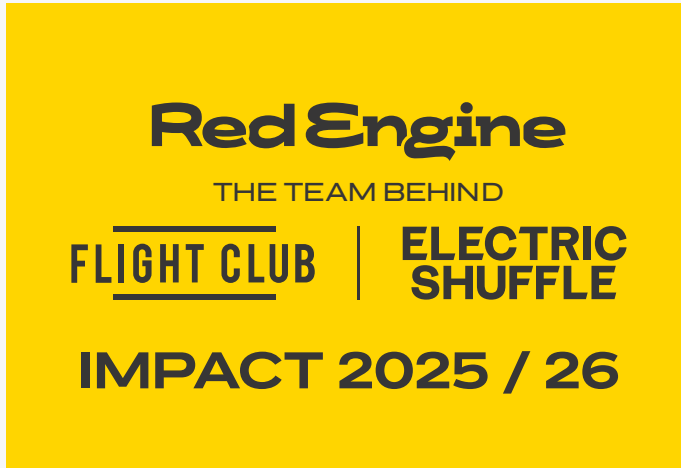




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Introduction

The story of Red Engine is as much about where we are going as where we began. While our first venue opened in 2015, our journey started in 2009 with Co-Founder and CEO Steve Moore's inspiring charity expedition, a Guinness World Record-setting circumnavigation of the world in memory of his father. Beyond fundraising, it shaped the adventurous, purpose-driven spirit that defines Red Engine today.

Since day one, we've believed businesses should do more, not just create unforgettable experiences but actively shape a better future. As we've grown, so too has our responsibility and our ability to make a meaningful difference.

While we've always taken opportunities to give back, the launch of Yellow Ball in 2023 marked a step change, embedding Corporate Social Responsibility into the core of our strategy.

Now, with the Yellow Ball Foundation established and momentum building across all three pillars, our focus is clear: to scale our impact, deepen engagement, and ensure Playing with Purpose is felt in every part of our business.

This report reflects our continued progress and sets the direction for the year ahead.

While we are proud of what we have achieved, we remain focused on what comes next.

Together, we have the opportunity to drive meaningful, lasting change, within our business, across our industry, and in the communities we serve.

Paul and Steve

Co-Founders



Follow That Fire Engine

Follow That Fire Engine was an awe-inspiring expedition in 2010, dedicated to the memory of Co-Founder Steve's father, Garth Moore, who spent 33 years serving as a firefighter in Dorset.

Led by Steve, alongside Paul, Ross and a crew of friends, the team circumnavigated the globe in a fire engine named Martha, travelling 31,663 miles across 28 countries in nine months. The journey raised over £120,000 for three charities and achieved a Guinness World Record.

More than the achievement, the expedition continues to define how we operate today. It demonstrated the power of teamwork, resilience, and the importance of strong partnerships, lessons that continue to shape Red Engine.

A bright yellow cricket ball travelled with the team, becoming a symbol of connection and joy as they engaged communities around the world.

That spirit, curiosity, courage, and bringing people together, remains at the heart of everything we do today.



The yellow ball in a local community cricket match, July 2010

Our journey so far



2010 Follow That Fire Engine

Raising £120,000 for three charities in memory of Steve's father and earning a Guinness World Record



2013 Flight Club Founded

The idea for Flight Club was triggered on a rainy day in a pub in Devon



2015 Flight Club Opens

We opened our first Flight Club in London's Shoreditch



2016 Electric Shuffle Founded

The idea for a second concept was born



2021 People- Focus

We launched monthly coffee chats and Personal Development Plans



2019 Red Engine Founded

Red Engine central team was formed to connect both brands



2019 Electric Shuffle Opens

We opened our first Electric Shuffle in London's Canary Wharf



2018 LED Lighting

We replaced all our light bulbs with LED reducing energy costs by 90%



2022 BELU

We partnered with Belu Water to replace bottled water in all venues. They are carbon neutral and donate all Net Profits to WaterAid



2023 Yellow Ball

We launched our own CSR programme focusing on three pillars: people, environment and community



2024 Best 100 Companies To Work For

Recognised as one of the best companies to work for in the Sunday Times



2025 Yellow Ball Foundation

We launched our own charity and a roadmap for supporting and engaging with our local communities



2025 Flight Club 10th Birthday

We completed a three-week charity tour raising over £90k for our charities

2025 at a glance

A year of joyful progress, meaningful action, and playing with purpose

16,130
TONNES

OF CO₂ MEASURED
IN OUR FIRST FULL
CARBON FOOTPRINT



79%

OF VENUES POWERED BY
RENEWABLE ELECTRICITY



**92% CLEAN
COMMUTES**

92% OF EMPLOYEES TRAVELLED
TO WORK BY PUBLIC TRANSPORT,
CYCLING OR WALKING



66%

LESS WATER
WASTE FROM TAPS
DUE TO HIGH TECH STEEL
SPHERES REDUCING
WATER FLOW WHILE
MAINTAINING PRESSURE

THE SUNDAY TIMES
**Best Places
to Work 2025**
MEDIUM ORGANISATION

20 CHARITIES
SUPPORTED

VIA THE YELLOW BALL FOUNDATION
AND MANY MORE THROUGH EVENT
SPACE AND RAFFLE TICKETS

57



NATIONALITIES
REPRESENTED

226

PROMOTIONS IN
2025

39,000
kWh

SAVED VIA HEAT
RECLAMATION



45 TONNES
OF FOODWASTE
RECYCLED

TURNED INTO BIOGAS & FERTILISER

90K RAISED
FOR OUR
IN-HOUSE
CHARITY



448
NEW ROLES
CREATED

SET UP OF VARIOUS
FUNDRAISING
ACTIVATIONS
AND OUTSIDE
OF OUR VENUES



Red Engine

Red Engine is the creative powerhouse behind two of the world's most joy-filled hospitality brands: Flight Club and Electric Shuffle.

We launched our first venue in 2015 and have been reimagining the way people socialise ever since—bringing epic experiences, incredible design, and playful tech together to create unforgettable moments across the globe.

With a team built on warmth, passion, innovation, and togetherness, we're proud to be home to:



Unexpected, Ridiculous, Joy

We've transformed the traditional game of darts for the 21st century with fast-paced multiplayer games designed to bring friends together for moments of unexpected, ridiculous, joy.

Our award-winning bars effortlessly combine the thrill and excitement of the fairground with the warmth and nostalgia of your favourite pub.



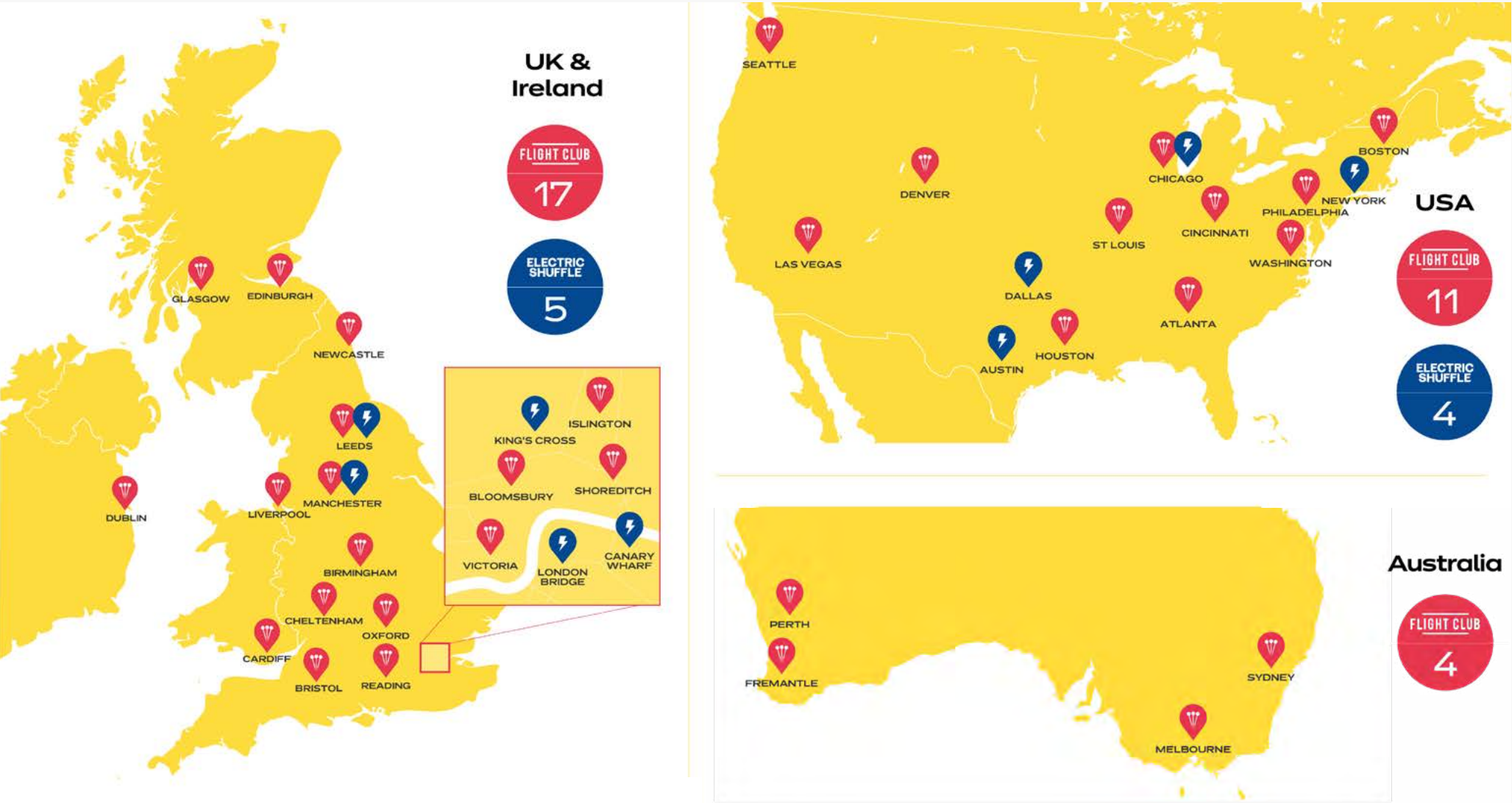
Beautiful Bars, Electric Atmosphere

With bold cocktails, tasty bites, and epic twists on the classics, it's the spot where friends come together and spark something special.

More than just a bar to drink and dance, Electric Shuffle is where the vibes are on point, and groups of friends can bring their A-game to high-tech shuffleboard, turning good nights into great ones.

Locations

Bringing joy to millions globally, we seek to join vibrant neighbourhoods where we can deliver something new and exciting.





Yellow Ball: Playing with Purpose

A dedicated team of 40 Yellow Ballers, representing every venue and our central team, continues to drive our programme forward. Meeting monthly, they ensure it remains truly employee-led, shaping initiatives that create meaningful change.

Playing with Purpose is only possible because of the people behind it. The Yellow Ballers turn ambition into action, embedding Yellow Ball into the day-to-day life of our business.

While 2023 marked the launch of Yellow Ball, the past year has been about building momentum, strengthening our structure, expanding engagement, and beginning to measure our progress more effectively.

We continue to use the B Corp framework to guide our approach, assessing performance across Governance, People, Community, Environment, and Customers, ensuring we remain structured, accountable, and ambitious.

Built around our three pillars, People, Environment, and Community, Yellow Ball is now firmly embedded across the business.

As we move into the next phase, our focus is on scaling impact, increasing participation, and ensuring every team member understands the role they play in delivering it.



'Seeing the progress made from Yellow Ball over the last year has been amazing, and I can't wait to see what's to come!'

Ryan
Digital Marketing Manager
Red Engine

Yellow Ball: Our three pillars

People



Our ambition to continue to be a great place to work

- ▶ Financial Security
- ▶ Health, Wellness and Safety
- ▶ Career Development
- ▶ Engagement and Satisfaction

Environment



Our commitment to sustainable practices

- ▶ Environmental Management
- ▶ Air and Climate
- ▶ Water
- ▶ Land and Life

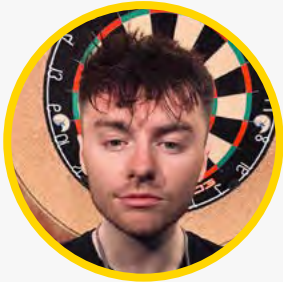
Community



Our efforts to support the local and wider community

- ▶ Diversity, Equity and Inclusion
- ▶ Economic Impact
- ▶ Civic Engagement and Giving
- ▶ Supplier Chain Management

Meet the Yellow Ballers

**Daniel Fay**

Sales and Events Manager,
Flight Club Liverpool

'Yellow Ball is important to me because it gives us the chance to make a real difference in our community. Supporting Alder Hey Children's Charity means helping one of the UK's leading children's hospitals continue its incredible work caring for thousands of young patients and their families every year. Alder Hey is known for its pioneering treatments, research, and its child-centred approach to healthcare, creating an environment where children feel safe and supported during difficult times. Being involved with Yellow Ball allows us to contribute to that mission and play a small part in supporting the amazing work they do.'

**Lucy**

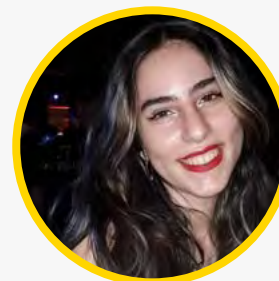
Head of Finance
Red Engine

'Yellow Ball is so important as we can make a real impact on the world. Looking at the business and how it affects our planet and people, then bit by bit making it what we do more sustainable for everyone.'

**Steve**

Operations Manager
Red Engine

'Yellow Ball is important to me for a number of reasons. We have an opportunity to do better for the environment, to support our local communities and support our teams. Who wouldn't want to be a part of that?!'

**Chrysanthi Schiza**

Bartender
Flight Club Cardiff

'Yellow Ball is important to me because it ensures a positive impact to the environment but to society as well. Protecting the environment and generously spreading kindness and support are things that really align with my ethos and heart.'

Meet the Yellow Ballers



Morena

Receptionist
Flight Club Bloomsbury

"The Earth is not a gift from our parents, it is a loan from our children". 'As a member of a company, I believe that our duty goes beyond just providing products or services - it extends to ensuring that our actions today positively impact the world tomorrow. Every small contribution we make is an investment in a better and happier future, leaving behind a legacy of responsibility and care.'



Logan & Sonia

Bar Supervisor and
Receptionist
Flight Club Birmingham

'We got into Yellow Ball to hopefully have a positive impact on the environment and help my community. We never thought, being in hospitality, that we would ever get to be a part of something like this.'



Sam

Bartender
Flight Club Islington

'Being able to be a part of Yellow Ball has allowed me to develop myself and the skills necessary within the professional world. Furthermore, it allows me to improve the environmental sustainability of my local venue and make our development sustainable.'



Dani

Duty Manager
Flight Club Victoria

'Any opportunity to contribute to helping the earth and its inhabitants, would be a waste not to take, that opportunity came to us at Flight Club as the Yellow Baller incentive, which is perfect for engaging with the company and the world on a deeper level.'



Grace

Project & Events Manager
Red Engine

'I am particularly passionate about the community side of Yellow Ball and being part of a team that helps support our local charities and communities feels really important to me.'

People



A place for our teams to
grow and belong



Introduction

At Red Engine, our people are the heart of everything we do. Built on warmth, passion, innovation, and togetherness, we've created a culture where careers flourish, ideas thrive, and everyone feels valued. From our award-winning venues, to our industry-leading, innovative in-house teams, we are a business built by people who live and breathe our brands.

We are unique in what we do; everything you experience within our venues is developed in-house, from the technology and gaming, to the interior design, dressing and production. This means every decision is carefully made, and just as much passion goes into building our venues as delivering exceptional hospitality experiences.

We're committed to being a great place to work, offering structured development programmes throughout the organisation, with numerous programmes, internal and external development opportunities and collaborative sessions to support the growth and learning of our teams.

Beyond career growth, our teams' well-being is an absolute priority. Every venue and office has Mental Health First Aiders, plus access to free therapy, mental health training, and private healthcare options covering GP appointments, nutritionists, and life coaches.

We believe that when our teams are happy, our guests feel it too. With industry-leading retention rates of 78%, market-leading NPS scores, and engagement scores above 80%, our teams feel valued and are proud of all they do.



Gamesmaster Training



Sales and Event Manager Training

Year in review

42 
OF GENERAL
MANAGERS
INTERNALLY
PROMOTED %

**1 Year &
7 Months**
AVERAGE LENGTH OF
SERVICE FOR ALL TEAM

226
PROMOTIONS IN
2025

THE SUNDAY TIMES
**T Best Places
to Work 2025**
BIG ORGANISATION

448
NEW ROLES
CREATED

57 
NATIONALITIES
REPRESENTED

41
PEOPLE GRADUATED


67 | MENTAL
HEALTH
FIRST
AIDERS

21%
EMPLOYEES WERE PROMOTED

INTERNALLY IN THE PAST YEAR

85.7%
ENGAGEMENT INDEX
HOSPITALITY AVERAGE 71%

Creating a workplace where people can thrive

At Red Engine, we believe exceptional guest experiences start with supported, motivated and valued teams. Our people strategy is built around four pillars: fair pay, wellbeing, flexibility and long-term growth. We are committed to creating an environment where individuals feel safe, empowered and proud to build their careers.



Fair Pay & Financial Wellbeing

We pay above the National Minimum Wage across all age groups and service levels, reinforcing our commitment to fairness and equity.

Our financial wellbeing initiatives include:

- ▶ A transparent Tronc system to fairly distribute service charge.
- ▶ Performance-based bonus opportunities for venue managers.
- ▶ Early wage access through Stream to support financial flexibility.
- ▶ Interest-free Travel to Work loans.
- ▶ Pension contributions that increase with length of service.
- ▶ Together, these initiatives help provide stability, reward contribution and promote long-term financial security.

Health, Safety & Wellbeing

We take a proactive approach to both physical and mental wellbeing.

- ▶ Mental Health First Aiders are present in every venue and office.
- ▶ Venue teams have access to free, unlimited therapy.
- ▶ Help@Hand provides 24/7 GP access, therapy, physiotherapy and wellbeing support.
- ▶ Medicash supports everyday healthcare costs, becoming fully company-funded after five years' service.
- ▶ Private Medical Insurance, Group Income Protection and Life Assurance.
- ▶ Assurance provide longer-term protection for salaried team members.
- ▶ DAME period products are available free of charge to all team members, supporting dignity, equity and inclusive workplaces.
- ▶ Our aim is simple: early support, accessible care and meaningful protection when it matters most.





Flexibility & Sustainable Choices

We recognise that flexibility and environmental responsibility are increasingly important to our teams.

- ▶ Our central team benefits from flexible working patterns, including Work From Home Thursdays and Fusion Fridays.
- ▶ Cycle2Work and Cycle Saver schemes enable team members to save up to 47% on bikes and bike-share subscriptions through salary sacrifice.
- ▶ Interest-free Travel to Work loans help make commuting more affordable and accessible.
- ▶ These initiatives support work-life balance while encouraging lower-carbon commuting options.



Recognition, Belonging & Long-Term Commitment

We foster a culture where contribution is recognised and celebrated.

- ▶ Monthly peer-voted £500 Family Awards across venues.
- ▶ Structured referral bonuses to attract and retain great talent.
- ▶ Long Service Awards at 2, 5, 10 and 15 years.
- ▶ Wellness Budgets and paid sabbaticals at key service milestones.
- ▶ Enhanced maternity and partner leave that grows with service.
- ▶ Increasing pension contributions and fully funded healthcare benefits as tenure progresses.
- ▶ These milestones are designed to reward loyalty, strengthen retention and promote sustainable careers within our business.

Our commitment

By combining fair pay, accessible wellbeing support, flexibility and meaningful long-term rewards, we aim to create not just a great place to work but a place where people feel valued, supported and able to thrive for the long term.

Diversity, Equity and Inclusion

We're proud of fostering an inclusive, supportive, and opportunity-rich workplace, but we know there's always more to do. We remain committed to enhancing support, training, and development of our teams, so that every decision is free from bias and that our team members have equal access to opportunities. We're committed to creating a workplace where everyone can thrive, talent is nurtured, and opportunities are open to all.

Key initiatives driving change:

► Enhanced Family Policy

We've reviewed and improved our family policy to ensure it's accessible for all team members. This increased family-friendly pay allows extra support for our people, with these policies communicated via our internal comms portal and employee handbook.

► Expanding our Learning & Development team

We have a dedicated L&D Business Partner for each of our three brands, allowing us to provide tailored training and continuous improvement to meet the needs of our teams.

► Unconscious Bias Training

Our Recruitment Manager actively coaches Hiring Managers on DEI and unconscious bias during the selection, interview, and recruitment process. Feedback on interviewer performance ensures we continue to improve our hiring practices.

Helen Eddleston

Recruitment Manager, Red Engine



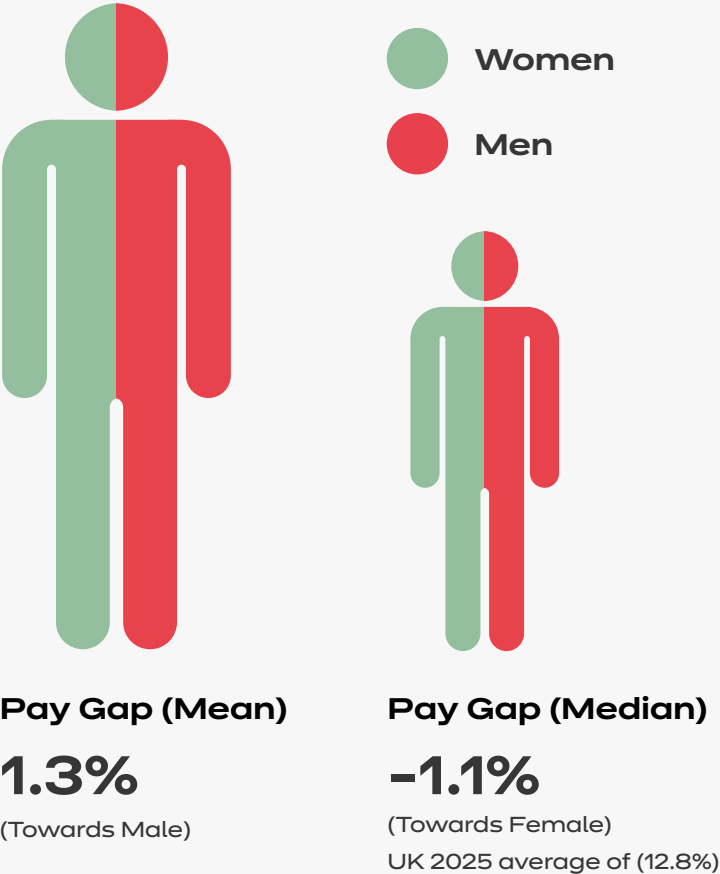
'Over the past 12 months, we've made some really meaningful progress in building a more inclusive hiring approach – especially when it comes to improving gender balance across our STEM (Finance, Data, Technology, Digital, and Engineering roles) hires at Red Engine.

To put things in context, women made up around 27% of the UK's STEM workforce in 2025 (Source: ONS). Compared to that, our own numbers look really strong: across STEM functions at Red Engine, 47% of our hires were women and 53% were men. That's a significantly better balance than the national picture, and something we should genuinely feel proud of.'



Flight Club Manchester Christmas Party 2025

Our Gender Pay Gap Results



Every successful opening starts with people

Our New Venue Opening (NVO) Training Team consists of brilliant, experienced trainers from across our UK venues.

Over an intensive programme, the team bring the Flight Club and Electric Shuffle experience to life, sharing their product knowledge, passion for the brand, and deep understanding of the guest journey.

They create confident, joyful teams ready to hit the ground running and deliver exceptional customer experiences from day one.

More than trainers, they're culture carriers. And they're the reason our new venues feel like well-established Flight Club and Electric Shuffles from the moment the doors open.



New Venue Opening Team Newcastle

Mental well-being

In the hospitality industry, the fast-paced environment and pressure can take a subtle yet significant toll on well-being, often leading to stress and fatigue that affect both personal health and job performance.

We're passionate about our people and believe that their mental health and well-being are key for us all to succeed. We have Mental Health First Aiders across all of our venues and central team. By completing the accredited 2-day Mental Health First Aid Training, these team members are equipped to identify signs of poor mental health, engage in compassionate conversations, and connect colleagues with the appropriate support.



Mental Health First Aid training

This initiative ensures that mental health is prioritised, creating a safer, more supportive workplace for everyone. Additionally, we provide unlimited therapy access through our partnership with the Burnt Chef Project, providing employees with the resources they may need for mental health care.

We are proud to be an inclusive employer, ensuring our team members are supported with Wellness Actions Plans, Adjustment Passports, and Occupational Health Assessments. These assist us in making workplace adjustments alongside the mental well-being support offered to all our team members.



Tomi Bondar
Duty Manager
Electric Shuffle

'I wanted to become a Mental Health First Aider for the same reason I became a First Aider, I want to be able to help whenever the help is needed without worrying about saying or doing the wrong thing. Also, after the course I realised a few things and noticed some patterns in my own life where improvement was needed, so that was an added bonus.'

Learning and development

Chef Academy

The Chef Academy is Red Engine's culinary development experience, created to elevate the skills, confidence and leadership of our Back of House teams. Launched in 2024 for kitchen managers with an initial series of 11 workshops, this immersive academy blends practical, experiential culinary training with behavioural and leadership sessions to support growth at all levels of the kitchen.

The programme continues to expand, now welcoming Sous Chefs to ensure continuous development and progression across our entire kitchen team. Together, the Chef Academy cultivates innovation, excellence and future leaders who help shape Red Engine's culinary identity.



Bar Masters

The BarMasters Academy is Red Engine's signature development experience, designed to elevate the skills, creativity and leadership of our most promising bar professionals. Created for a select group of nominated supervisors – one from each venue and chosen for their exceptional bar expertise, passion for drink development and standout communication – this academy blends immersive cocktail education with advanced service excellence and leadership development.

The programme fosters collaboration, continuous improvement and ambassadorial leadership. Each quarter, BarMasters come together to learn new skills, challenge assumptions and showcase their latest creations – reinforcing Red Engine's commitment to bar excellence and creative innovation.

PowerUp

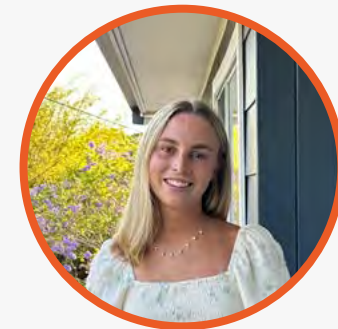
This 8-10 month development programme is designed to support our teams in reaching their full potential, helping participants become the best versions of themselves, navigating complex environments, and learning growth mindsets. The programme is designed to align with our 4 Pillars of Leadership Excellence; Fuel Human Connection, Shift with Purpose, Ignite Commercial Clarity and Accelerate Smart Thinking.

Power Up++

This year we also ran an advanced programme designed for more senior leaders ready to elevate their impact. This advanced experience deepens strategic thinking, hones complex decision-making, and expands your leadership presence.

Key modules in 2026 include:

- ▶ The Changing Face of Hospitality
- ▶ Colourful Conversations
- ▶ Inspire to Grow
- ▶ Commercial Clarity
- ▶ Fast Thinking



Katie Titmuss
Junior Project Manager

'Power Up has been a really valuable programme for me. It's helped me build my confidence and develop skills that make me more effective in my role, encouraging me to speak up, share ideas, and learn how to work better with others across the business. Overall, it's been a brilliant tool for me to grow personally and professionally.'

Apprenticeships

We launched our Venue Apprenticeships Programme in 2022, with three cohorts currently underway. The programme offers a structured pathway for development across our venues, Front of House (FOH), Back of House (BOH) and Red Engine.

Our apprenticeship courses cater to all team members including venue managers, kitchen managers and chefs. In 2025 we ran seven apprenticeship programmes: Level 2 Production Chef and Hospitality Team Member, Level 3 Senior Production Chef and Hospitality Supervisor, and Level 4 Senior Production Chef and Hospitality Manager. As mental health is a very important topic to us, we also implemented a new programme: Level 5 Hospitality and Workplace Mental Wellbeing Manager.



A total of 11 team members have successfully completed their apprenticeship, demonstrating the programme's positive impact on skill development and career progression. The programme will continue into 2026, ensuring ongoing growth and opportunities for all.

For our central team, we offer apprenticeships across all of our departments. Our teams can choose a programme that links directly to their role and career goals. The L&D team supports them in finding the right apprenticeship and provider, enabling them to gain recognised qualifications, build their skills and continue to grow while working.

Mentoring

This year we proudly launched our internal mentorship programme, designed to foster professional growth, strengthen cross-functional collaboration and create clear pathways for career advancement across all areas of our business. By pairing experienced leaders with emerging talent, the programme supports knowledge sharing, skills development and meaningful relationship building. Beyond enhancing our teams' individual career journeys and aspirations, the scheme reinforces our commitment to inclusion, continuous learning and long-term employee wellbeing, ensuring our people remain empowered to thrive whilst driving continued impact.

Secondment & Placement Opportunity

At Red Engine we offer secondments as a powerful way to grow our teams' skills, broaden their experience, and a deep dive into real business impact across multiple disciplines.

These opportunities give team members the chance to step into hands-on roles that support venue performance & development, project delivery, and cross-functional collaboration, all while working alongside talented teams bringing innovative social-entertainment experiences to life.

We encourage team members to look at areas they would like to progress into and when an opportunity becomes available we aim to internally match the right team member with the right secondment opportunity. Current and past secondments have included roles such as:



Sam Jones
HR Business Partner,
Red Engine



'Launching our internal mentorship programme this year has genuinely been such a highlight within my role! Seeing the incredible levels of interest and enthusiasm from so many different people from different areas of the country and functions in the business has just reinforced how committed our people are, not just to learning, but growing together and investing in each other's future successes. To get to play a part in that has been such an inspiration. Given the levels of experience and motivation the programme has already captured, it was incredibly hard to select just 15 mentors and 15 mentees which the scheme currently supports. I'm really excited to see how the scheme develops and to watch our partnerships come to life.'

Team Stories

Red Engine isn't just a place to work – it's a place to grow, be mentored, and play a part in something bigger. The following journeys are just some examples of what's possible when the right people are given the space to thrive.



Lorna

Joined 2017
Assistant General Manager
Flight Club Glasgow

I joined Flight Club back when there was just one venue Shoreditch, the mothership! I'd just moved to London from Ireland after university and picked up a job as a Floor Server while I was job-hunting in my field. But I quickly realised I'd found something special, and I've never looked back. My first interview was with Kitty, who was the Assistant General Manager in Shoreditch at the time (now General Manager at Flight Club Manchester). She made me feel welcome

straight away, like I already belonged. That feeling stuck with me. Over the years I've worked across five venues and held roles from Floor Supervisor to Bar Manager. I was part of the team that opened Flight Club Victoria and Birmingham and later moved to Leeds and now Glasgow to take on new challenges and keep growing.

One of the most rewarding parts of my journey has been being part of the New Venue Opening Training team. I've helped support the successful launch of five new venues, working with new teams to set them up for success. Watching a new site come to life and knowing you've played a part in shaping that team's culture, is a brilliant feeling.

When I started, there was no dedicated Learning & Development team, but I had amazing managers and teams who invested in me, coached me and gave me their time. That shaped my early growth. As Flight Club expanded, so did our L&D support.

What I love most is being able to mentor my own team now. I get to support them every day, watch them grow, and learn from them too. And there's something incredibly special about creating joy for guests, most people walk through our doors to celebrate something, and we get to help make it memorable. After eight years, I've gained so much, including my future husband! I'm proud of every step and excited for what's still to come.



Felix

Joined 2022
General Manager
Flight Club Oxford

'I joined Flight Club just in time to help open our Cheltenham venue and it's been a joyous whirlwind ever since. I originally trained as an accountant, but after helping out on a bar shift one weekend, I knew I'd found the right fit. I haven't looked back since.

When I interviewed with Flight Club, I was instantly struck by how different it felt. I was so drawn to the culture that I was willing to join in any role, just to be part of it. I started as a Bartender, and have since worked my way through Bar Supervisor, Floor Manager, Bar Manager, and now Assistant General Manager at Flight Club Oxford.

One of the best parts of the job is being part of the New Venue Opening Training team. I've supported the launch of five venues, including Flight Club Liverpool and Cardiff, and there's nothing quite like the energy and challenge of helping a new site come to life. It's incredibly fulfilling to see new teams start strong and grow together. The training and support here have been next-level since day one. From structured

onboarding to hands-on guidance from brilliant managers, I've always felt both challenged and championed. I've learned so much from working across different venues and cities and I carry those lessons into how I support my team today.

What I love most is the people. I get to work alongside friends I've trained with, mentors I've looked up to, and new stars just starting their journey. There's a genuine "people first" culture here, for both guests and the team, and it shows in everything we do.

If you're thinking about joining, I'd say this: it's unlike anywhere else. If you bring the energy, Flight Club will bring the opportunity.'



**Fran**

Joined 2017
Technical Support Manager
Red Engine

'My story with Flight Club and Red Engine began around eight years ago. I was working at a bar near Shoreditch, and my brother was a pizza chef at Flight Club Shoreditch. One evening, after my shift, I went to meet him for a pint –and that night changed everything. The

moment I walked in, I was hooked. The music, the vibe, the energy—everything was spot on. I spent the evening chatting with my brother and his teammates, and it clicked: the magic came from the people. I knew I had to be part of it.

A short while later, I had my interview with Emil, now the GM at Victoria. It felt more like a chat than an interview, and soon after, I started as a waiter. I wasn't the best, but I had a knack for tech. I became the "tech guy" on the floor, fixing issues mid-service.

Just three months in, the Support Manager asked me to join the Support Team as an engineer. I said yes, and it's been an incredible journey since.

I've watched the company grow, seen Electric Shuffle come to life, and been part of over 30 venue openings globally. Beyond career milestones, Flight Club gave me something greater—I met the love of my life, and now we have a beautiful son.

Today, I'm proud to lead a team of six engineers, supporting both brands globally. It's been an amazing ride, and I'm excited for what's next.'

**Rufus**

Joined 2021
Assistant General Manager
Electric Shuffle King's Cross

I started my journey with Red Engine as a Kitchen Porter, at Flight Club Bristol, and I've been lucky enough to grow through the business, moving into roles like Floor Server, Supervisor, and eventually Duty Manager. Since then, I've worked across multiple venues

and been part of several new openings, including Electric Shuffle Manchester and now Electric Shuffle King's Cross.

My role today is all about supporting the team, maintaining high standards, and making sure every guest has an amazing experience. But what drives me the most is helping others to grow, by training, encouraging, and giving back the same support I've received over the years.

What I'm most proud of is how far I've come. Red Engine has backed me every step of the way, with development opportunities, external training, and genuine care for my progression. I've already developed so much, and I'm still excited for what's next. This company truly gives people the platform to succeed, and I'm living proof of that.'

Celebrating our teams

Every month, a team member from each venue receives a peer-voted "Family Award" of £500 to spend as they wish.

We also like to surprise and delight our teams with ad-hoc awards for outstanding work or going over and above.

Flight of Fancy

In 2025, to celebrate Flight Club Darts' 10-year anniversary, we launched a company-wide internal competition called Flight of Fancy across our venues and Red Engine to recognise the incredible people behind our success. The initiative gave three team members – one Manager, one Hourly Paid team member, and one Red Engine team member – the chance to win a £3,000 travel voucher each. From 24th February 2025, Red Engine team members were able to award virtual Golden Tickets every four weeks to colleagues who demonstrated outstanding business contributions aligned with our core values. At the end of the competition, the top 10 team members with the most Golden Tickets were entered into a prize draw for the travel voucher, making it a meaningful way to celebrate and reward our teams during this milestone year.



Flight Club Birmingham – Family Award



Electric Shuffle Canary Wharf – Family Award

Celebrating Success

► Team-led Awards

Each January, our venue teams host well-deserved end-of-year celebrations, incorporating team-led awards ceremonies to recognise and reward outstanding contributions across the year.

These events provide an important opportunity to celebrate performance, reinforce our values and acknowledge the hard work and dedication of our teams.

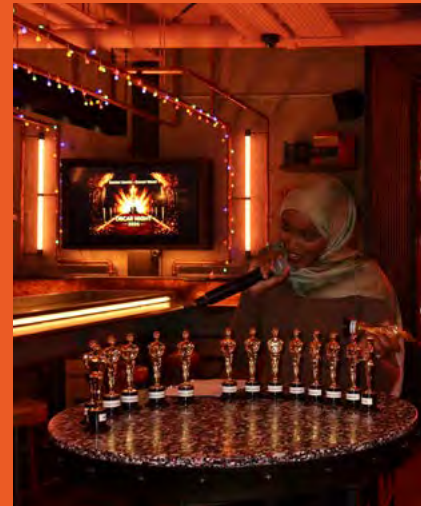
► Summer Team Days

Every year, we bring together our central team and General Managers to reflect on the previous six months, share strategic updates and highlight key business initiatives. In 2025, the event began with an informal team activity featuring cocktails and lawn bowls in the sunshine, followed by our formal presentations and awards. The day concluded with food, drinks and networking at our Shoreditch venue.

► Winter Bonanza

Our annual Winter Bonanza is a key moment in the company calendar, bringing together the Central Team and General Managers to celebrate the year's achievements.

With live music, interactive entertainment and a black-tie theme, the event provides an opportunity to reflect on a significant year, recognise outstanding contributors and celebrate collective success.



Team Awards Ceremonies



Red Engine Winter Bonanza

Socials Calendar

We're dedicated to creating a work environment that our people can truly be proud of. It's important to us that our teams feel a sense of pride, both inside and outside of the workplace. We believe that life in our teams should never be ordinary. This is why we strongly emphasise team-led events that serve as a unique opportunity for our teams to bond and connect in a more relaxed and enjoyable setting outside the typical work environment. It's our way of showing appreciation for the hard work our teams put in every day. Just as they go above and beyond to make our guests feel special, these occasions allow us to repay the favour and tell them how much they truly mean to us.

Regular Socials

We maintain a consistent programme of social events to support team cohesion and workplace culture. These include games nights, fundraising activities, team socials and our monthly Friday Club hosted in one of our venues.

Our Wednesday Social Club also provides midweek engagement through wine evenings, theatre outings and informal office drinks, alongside themed events that encourage broad participation across the business.



Move Your Body

We also promote wellbeing through inclusive fitness initiatives open to both venue and central teams. These include run club, five-a-side football, hiking groups and "Move Your Body" fitness challenges.

Together, these programmes encourage healthy habits, team connection and sustained employee engagement.

Socials Calendar



Wellness Days

Each month, we recognise and support a different national awareness initiative as part of our ongoing commitment to employee wellbeing and engagement.

Our activity ranges from hosting online workshops during initiatives such as Neurodiversity Celebration Week and Talk Money Week, to smaller morale-boosting moments like delivering treats to our teams on Pancake Day. During Mental Health Awareness Week, we also provide in-office wellbeing experiences, including complimentary massages, which are consistently very well received.

Venue Openings

Members of our central team and General Managers are invited to attend at least one new venue opening each year. Travel and accommodation are covered, and attendees are hosted as VIP guests for the evening.

These events provide a meaningful opportunity to celebrate new openings, demonstrate visible leadership support, and recognise the efforts of our new venue teams during their launch week.



Flight Club's 10th Birthday Party - Shoreditch

What's next?

We're continuing to invest in our people with new initiatives to support their well-being, personal growth, and sustainability.

Here's what's coming up over the next 12 months:

- ▶ **Neurodiversity Awareness** – we are running a series of Neurodiversity awareness training for all of our managers and leadership teams as well as workshops for our team members on how to manage neurodiverse traits in busy working environments.
- ▶ **Bar Masters Reimagined** – our focus will be on hands-on, immersive learning in real bar environments which align closely with our 4 Pillars of Leadership Excellence; Fuel Human Connection, Shift with Purpose, Ignite Commercial Clarity and Accelerate Smart Thinking.
- ▶ **Power Up Reimagined** – we have refreshed and restructured the content of all of our Power Up programmes to be even more relevant to those attending while also aligning to our four pillars framework.
- ▶ **New Team Days** – we are introducing new Team Days where individual teams will have four days per year to plan a fun activity together where they can socialise and bond as a team during work hours outside of the office.
- ▶ **New Talent Planning** – we're updating our skills matrix for managers which will give us clearer insight into where our managers sit within their career development. This will allow us to have a deeper understanding into what training and support managers need for their progression.



Venue team receiving 2025
Company Wide Christmas gifts

Environment



Our commitment to
sustainable practices



Introduction

The reality of climate change is clear, and the risks it poses to our planet requires more than just talk. We are committed to the hard work of shrinking our environmental footprint and shifting toward a more sustainable way of doing business. It's about more than just numbers; it's about ensuring the world remains vibrant for the next generation. To get there, we're looking closely at how we operate and who we partner with. Building an ethical, resilient supply chain is vital for the health of our industry, and by collaborating with suppliers to champion low-carbon innovations, we're creating a system ready for the future.

From day one, we've been mindful of our impact and proactive about making changes. Over the past few years, we have switched to green-energy backed REGO electricity contracts at all of our managed sites, consolidated many of our supplier deliveries into a single drop-off via CCS, launched a dedicated Environment Squad to tackle our footprint, and reviewed our menu to identify carbon "hot spots."

We have also deepened our partnership with the Zero Carbon Forum, completing detailed annual audits to see exactly where our operations are most carbon-intensive. To remain transparent, we have gone beyond basic regulatory requirements by measuring our Scope 3 emissions and publishing them in this Impact Report, alongside regular updates to our ESOS reporting.

This year our spotlight will be looking at the work our procurement team has been putting in, to strengthen our supply chain, reduce our emissions, and create a procurement policy that champions a commitment to sustainability.

This section of the report shares our progress over the last 12 months. We're still at the start of this journey, but with our team's passion and investment, we have a real opportunity to make meaningful progress in reducing our emissions.



Ollie Durant

Reservations and Events Manager,
Red Engine

'Yellow Ball has ignited a deeper understanding of my own potential to contribute to environmental sustainability. It's empowering to be part of a programme where collective small actions generate meaningful change for the planet.'

Year in Review



79%
OF VENUES POWERED BY
RENEWABLE ELECTRICITY



**39,000
kWh**
SAVED VIA HEAT
RECLAMATION



16,130
TONNES
OF CO₂ MEASURED
IN OUR FIRST FULL
CARBON FOOTPRINT

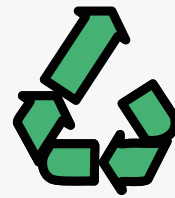


**92% CLEAN
COMMUTES**
92% OF EMPLOYEES TRAVELLED
TO WORK BY PUBLIC TRANSPORT,
CYCLING OR WALKING

**3276 LESS DELIVERIES TO
VENUES IN 2025**



BY COMBINING INTO A
SINGLE DELIVERY PER WEEK



45 TONNES
OF FOODWASTE
RECYCLED

TURNED INTO BIOGAS & FERTILISER



66%

LESS WATER
WASTE FROM TAPS
DUE TO HIGH TECH STEEL
SPHERES REDUCING
WATER FLOW WHILE
MAINTAINING PRESSURE

Our carbon footprint

2026 marks the third year that we've completed a full audit of our carbon footprint in collaboration with the Zero Carbon Forum. Each year we've focused on increasing the level of detail to give us greater insights into where the hotspots in our footprint are, providing invaluable insight into the most important parts of our operations to focus on.

Our footprint is broken into three scopes, with scope three making up the majority of it. This will be broken down further in the following pages. However, highlights include gas and electricity usage across all our venues and international partner locations, the carbon impact of purchased goods and services, the construction of new venues, employee commuting habits, and even the environmental impact of our pension investments.



The results were as follows;

► Carbon footprint:

16,130 tonnes of CO₂

► Per dart thrown or puck pushed:

the equivalent of 104 grams of CO₂ for every dart thrown or puck pushed.

This is roughly the same as driving a car for about half a mile (0.8km), or using a laptop for most of a day.

► Carbon emissions intensity:

239.32 tonnes CO₂ per £1m. This is an important calculation as it will allow us to measure progress in reducing carbon emissions, even as total emissions may continue to increase as we are a growing company. Once we are meaningfully reducing our intensity, we will start to see our total emissions fall.

Note: The data only includes our UK and International Partnerships and does not account for Electric Shuffle USA. These figures will be incorporated into our 2026 carbon footprint calculations.

Our carbon footprint:

Scope breakdown

Carbon emissions are divided into three "scopes" using the Greenhouse Gas Protocol, the internationally recognised framework for measuring and reporting greenhouse gas emissions. This approach helps businesses understand where emissions are generated across their operations and wider value chain.

● Scope 1: Direct Operational Emissions

Scope 1 covers emissions generated directly through activities we own or control within our operations.

This primarily includes:

- ▶ Natural gas used across parts of our estate, primarily for cooking and heating hot water. Fugitive emissions from refrigeration and air conditioning systems within our venues.
- ▶ While Scope 1 represents a relatively small proportion of our overall footprint, it remains an important area of focus as we continue improving operational efficiency across our venues.

● Scope 2: Purchased Electricity

Scope 2 represents indirect emissions associated with the electricity we purchase to power our venues and central operations.

This includes electricity used for:

- ▶ Lighting, heating, cooling and ventilation.
- ▶ Kitchens, bars and operational equipment.
- ▶ Venue technology, sound systems and wider building infrastructure.

As part of our sustainability strategy, we continue transitioning venues onto renewable electricity contracts backed by REGO certificates, significantly reducing the carbon intensity of this area of our footprint.

● Scope 3: Wider Value Chain Emissions

Scope 3 represents emissions generated indirectly across our wider value chain. This is the largest and most complex part of our footprint and includes activities outside of our direct operational control.

This includes:

- ▶ Food and beverage production and sourcing.
- ▶ Purchased goods and services.
- ▶ Venue construction and capital expenditure.
- ▶ Supplier logistics and deliveries.
- ▶ Employee commuting and business travel.
- ▶ Waste management and international operations.

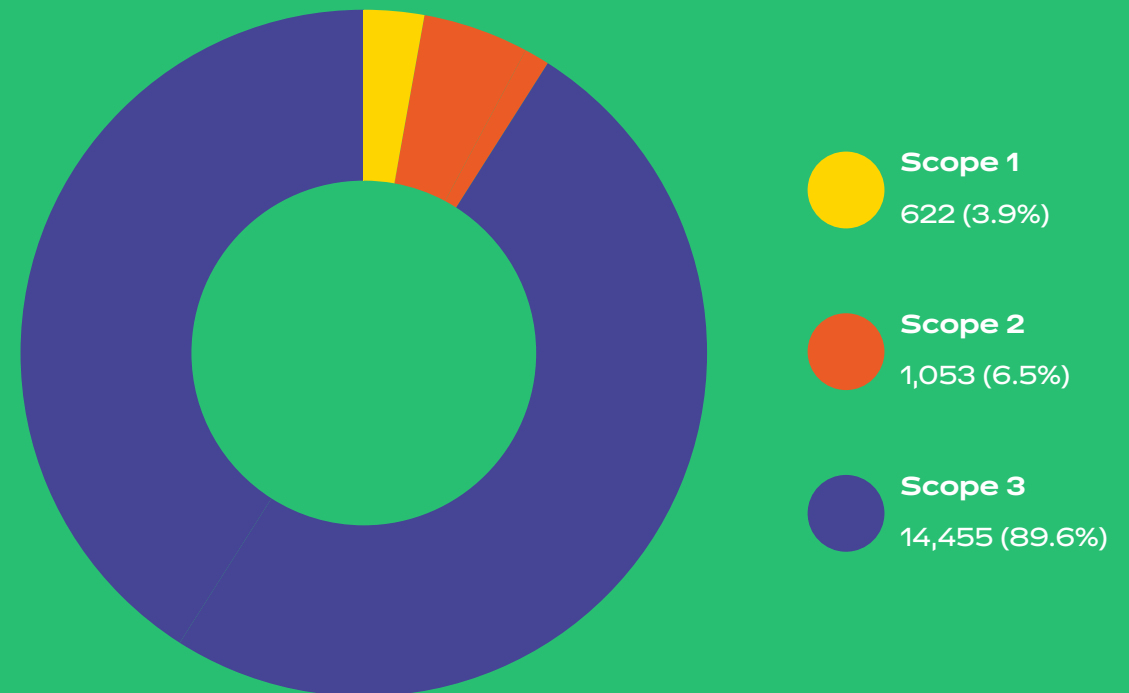
Scope 3 currently represents the vast majority of our total emissions and therefore remains the greatest opportunity for meaningful long-term reduction. Through supplier engagement, procurement initiatives and improved operational visibility, we are continuing to build a clearer understanding of where we can drive the biggest impact.

Our carbon footprint: Scope breakdown

This categorisation is essential for creating targeted reduction strategies and improving transparency and accountability in sustainability reporting.

The chart shows our emissions broken down by scope, with Scope 3 making up a significant 89.6% of our total footprint. While this is our biggest challenge, it's also where we have the greatest opportunity to drive meaningful change. As you'll see on the next page, our food and drinks, as well as our venue builds make up the bulk of our Scope 3.

Interestingly, despite the focus often placed on energy efficiency, Scope 1 and 2 only account for 10.4% of our overall emissions.



Our carbon footprint: Scope 3 breakdown

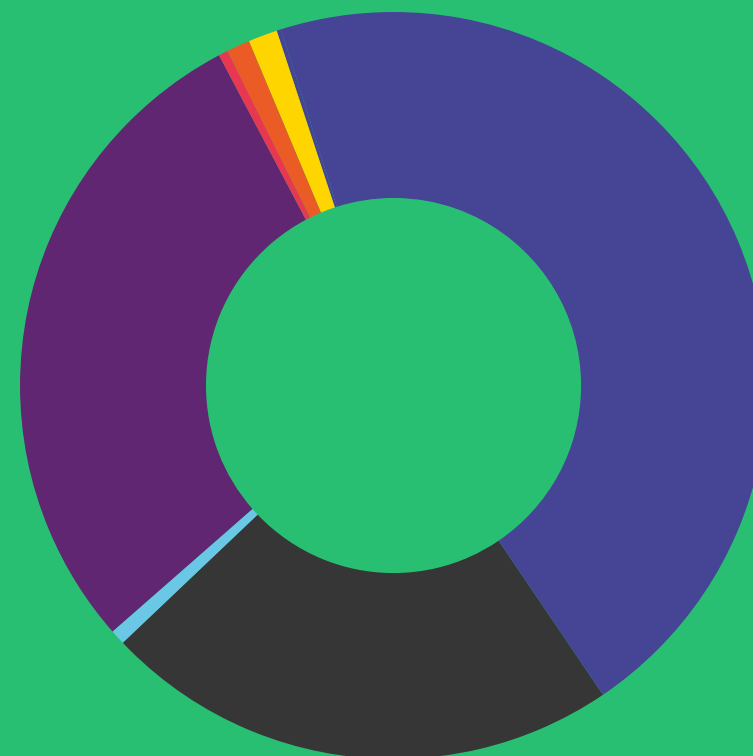
Scope 3 emissions represent the broadest and most complex category of our carbon footprint, covering indirect emissions that occur throughout our value chain. Within Scope 3, we account for emissions across nine distinct categories, ranging from waste management to business travel. Among these, Purchased Goods and Services emerges as the most significant contributor to our overall emissions.

In the last reporting period, emissions from Purchased Goods and Services amounted to a substantial 5,777 tonnes of CO₂, which constitutes 40% of our total Scope 3 emissions and 36% of our entire carbon footprint. This underlines the critical role that our procurement choices play in shaping our environmental impact.

When we break this down further, it splits into two categories;

- ▶ **Food and Beverage:** this is the full range of consumables we source for our venues, such as draught beer, spirits, and food menu items.
- ▶ **Goods Not For Resale:** these are products that are not sold directly to customers but are integral to our operations. Examples include Biodegradable PolyAgave straws made from a tequila by-product, and our environmentally friendly cleaning supplies from Sybron who have started the process to become a B Corp. Food and Beverage is further analysed overleaf.

Scope breakdown



Purchased Goods & Services
5,777 (40%)

New Venues & Capital Goods
4,486 (31%)

Commuting
197 (1.3%)

Pensions
129 (0.9%)

Business Travel
290 (2.0%)

International Partnerships
2,862 (20.0%)

Waste
15 (0.1%)

Food & Beverage

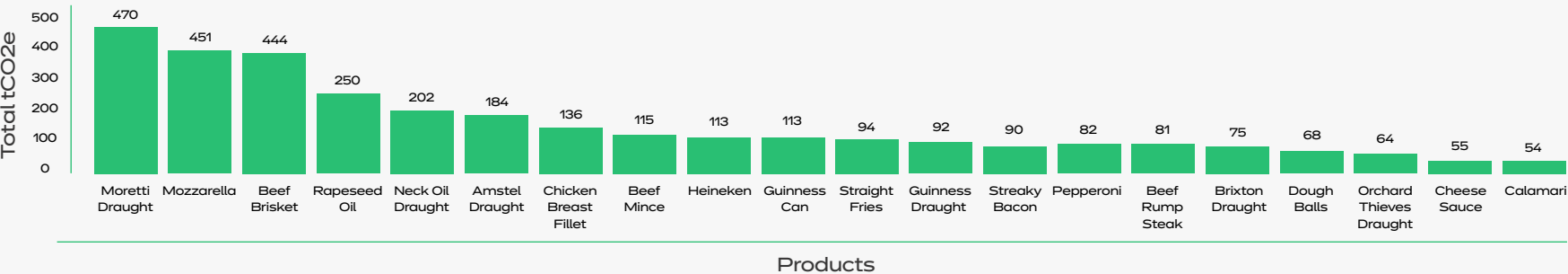
When analysing emissions from our food and beverage purchases, the impact of meat and dairy, particularly beef and cheese, stood out prominently.

Beef brisket is our third-largest source of food and beverage emissions, behind only draught Moretti and mozzarella, while beef mince and beef rump steak also appear amongst our highest-emitting products. Collectively, these beef products generate more emissions than many ingredients purchased in far greater quantities across the business.

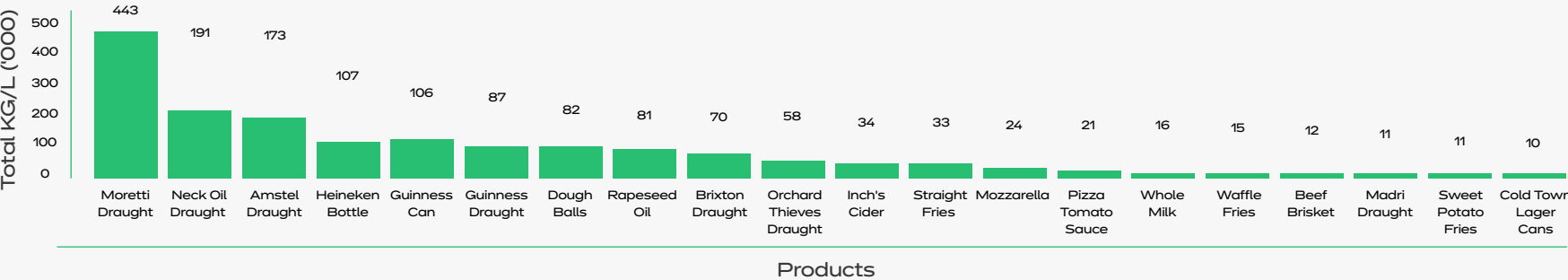
The data also highlights the impact of dairy, with mozzarella ranking as the second-largest source of emissions overall. By contrast, a number of products that are consumed in very large volumes, including dough balls and various produce lines, contribute proportionately less to our footprint.

Only by undertaking this level of analysis are we able to identify products whose environmental impact is disproportionately high relative to the volume purchased. This provides valuable insight into where we can focus our efforts to reduce emissions whilst maintaining the quality of the guest experience.

Food and Beverage by Emission Source: Top 20



Food and Beverage by Volume: Top 20



Spotlight on Procurement

Responsible procurement plays a critical role in reducing Red Engine's environmental impact. Our procurement team works closely with suppliers, operators and internal stakeholders to improve the sustainability of our supply chain while maintaining operational efficiency across our venues.

As our direct operational energy becomes increasingly renewable, our focus is shifting towards upstream supply chain emissions, particularly Scope 3. By working with suppliers, consolidating logistics and improving transparency across purchasing categories, we are beginning to measure and reduce the environmental impact embedded within the products and services we buy.

Our approach combines practical operational improvements with longer-term supplier engagement. This includes reducing unnecessary transport miles, improving visibility across waste and travel activity, and working with partners to introduce lower-carbon options across our food menus and broader supply base.

While progress has been made, we recognise that supply chain decarbonisation requires continued collaboration with suppliers and teams across the business. Procurement will continue to develop initiatives that reduce emissions while supporting sustainable growth across the Red Engine estate.



Bradley Butcher
Head of Procurement
Red Engine

"I've always been interested in sustainability because it's one of the few areas where you can make decisions that are both commercially and environmentally better for the business. Seeing the impact of things like reducing delivery miles or improving supply chain visibility makes it real – and shows how procurement can play a meaningful role in driving change across Red Engine."

► Consolidated Deliveries

By consolidating GNFR (goods not for resale) deliveries across venues, we have removed 190,584 transport miles from our supply chain, reducing emissions associated with logistics while improving delivery efficiency.

► Renewable Electricity Sourcing

All managed electricity contracts across our venues are now sourced from 100% renewable energy. Renewable Energy Guarantees of Origin (REGOs) are purchased alongside our supply, with the majority of this electricity backed by onshore wind generation in England and Scotland.

► Waste Management Visibility

The consolidation of waste collection across our estate has significantly improved our visibility of waste streams. This enables clearer reporting on how waste is split between recycling and landfill, supporting future waste reduction initiatives.

► Business Travel Tracking

All business travel is now managed through a single platform, allowing us to measure and monitor the environmental impact of travel across both domestic and international activity.

Environmental initiatives

► Renewable energy

72% of venues (13 locations) are powered by 100% renewable electricity with verified REGO certificates, which means zero Scope 2 emissions for these venues and strengthens our case for transitioning to electric-only kitchens.

► Water management

We have used innovative steel spheres in our taps reducing Front of House tap flow rates from 6 litres to 2 litres per minute, while maintaining the same pressure, an example of how small changes can add up to meaningful impact.

► Food waste management in venues

All food waste is now collected and sent off to anaerobic digestion plants, where it can then be turned into biogas, with anything remaining being turned into renewable fertilisers.

► Centralised distribution

For our venues' Goods Not for Resale, we have partnered with a central distributor, meaning a weekly single delivery of items such as cleaning products, darts equipment and toilet rolls has replaced multiple deliveries.

► Venue dressing upcycling

Since inception, 75% of new venues and all refurbishments use second-hand wall dressing meticulously sourced from antique fairs and online sellers.



The Dressing and Production team at a recent Antiques Fair

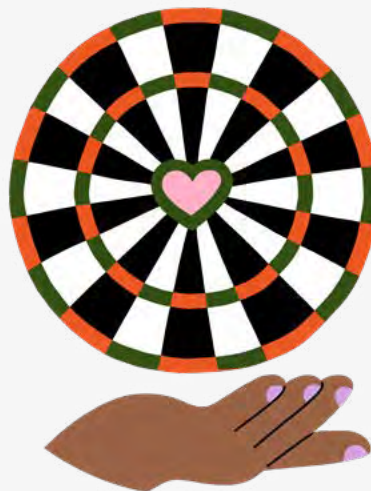
What's next: How are we going to reduce our carbon footprint?

► 2025: Embedding Our Climate Ambitions

To drive meaningful change, we first had to map our path. Following the creation of our Climate Action Plan and our partnership with the Zero Carbon Forum, 2025 has been a year of transition—moving from high-level strategy to everyday accountability.

While much of our collective energy this year was dedicated to strengthening our **Community Pillar**, our commitment to Net Zero remains the foundation of our operations. We have focused on maintaining the selection of 160+ initiatives already in motion, ensuring that carbon consciousness is no longer a "project," but our standard operating procedure.

Progress & Accountability - We are currently finalising our 2025 Carbon Footprint analysis. This data is vital; it allows us to understand the impact of our existing initiatives—such as our 66% water flow reduction, or 72% renewably powered venues and ensures our trajectory toward Net Zero by 2040 remains accurate. Guided by our Climate Action Plan and championed by our Yellow Ballers, we are using this year's insights to set the "North Star" reduction targets that will define our next phase of growth. With the continued support of our stakeholders, we remain steadfast in our mission: making progress that is both measurable and meaningful.



► 2026 reduction targets and Net Zero strategy

Now that our 2025 footprint is finalised, we will look at areas to set reduction targets for the next 12-months and report and update these on an annual basis. We'll continue partnering with the Zero Carbon Forum to shape a transparent, data-led strategy that moves us closer to our Net Zero goal.

► Refining Our Menu & Ingredient Focus

This year, we're beginning to look more closely at the environmental impact of what's on our plates. A key part of this is reviewing our most carbon-intensive ingredients, like beef, to see where we can start adjusting quantities or testing lower-impact alternatives in our recipes. We are also looking into our sourcing habits, aiming to prioritise field-grown produce over energy-heavy greenhouse options where it makes sense for our menus. Over the next 12 months, we'll continue to evaluate these high-footprint items, using this data to help us make more informed, sustainable choices as we develop new dishes.

What's next: How are we going to reduce our carbon footprint?

Electric Shuffle USA

We're conducting our first complete carbon footprint assessment for our USA venues and central team, covering 2023, 2024 & 2025. This will provide a comprehensive global view of our environmental impact. Following this we will launch Yellow Ball in the USA in July 2026.

Renewable energy expansion

We'll continue engaging landlords to transition the remaining venues to renewable electricity. Solar remains under consideration, though feasibility has so far been a challenge for new sites.

Procurement

We'll continue to build on recent progress by our procurement team, particularly around supplier engagement and add new initiatives such as reducing carbon intensive items from our menu, an example of how small changes can add up to meaningful impact.

Climate Action Plan

We'll be working closely with the Zero Carbon Forum on our Climate Action Plan, choosing from 171 initiatives that will help us reach our sustainability goals and continue on the path to Net Zero.

Sustainability KPIs

We'll be launching CSR grounded KPIs (Key Performance Indicators) for each of our venues to ensure we remain on track with our targets. This will ensure accountability throughout the year and will engage each of our committee members within the venues. Once launched, we will then be able to report feedback on these.



Michael Perera

Duty Manager,
Flight Club Glasgow

'Yellow Ball is important to me as it gives us an opportunity to give back and support our local communities. We have a responsibility as a business to know what impact we have on the environment, and I love being a part of the conversation and seeing what we are doing to better this.'

Community



Playing with purpose
beyond our walls



Introduction

Community has always been central to Red Engine, bringing people together is what we do. Through Yellow Ball, we've created a structured, meaningful way to extend that impact beyond our venues.

In 2025, we formalised that ambition with the launch of the Yellow Ball Foundation, our registered charity, giving both our central team and venues the autonomy to support causes close to their hearts in the communities we call home.

The impact in the first year has been significant. Thanks to the commitment of our teams and the generosity of our guests and suppliers, we raised £90,000 for the Foundation and distributed £84,000 in grants across 21 charity partners.

This has been driven by our Yellow Ballers and a huge collective effort across the business, from a World Record Bullseye attempt and the UK Charity Tour to team-led initiatives and ongoing guest contributions through the 25p round-up and food and drink menu items.

Alongside fundraising, we continue to support charities by opening up our venues, hosting tournaments, networking events and providing raffle prizes, helping to amplify their reach and impact.

This past year has been about activation and momentum. We have built strong foundations, deepened our relationships with charity partners, and created meaningful ways for our teams and guests to get involved.

All of our charity partners are doing incredible work in their communities. The impact they deliver day in, day out is both inspiring and humbling, and we are proud to support them as we continue to grow our contribution in 2026.



Electric Shuffle Canary Wharf
Charity Drop



Flight Club Shoreditch
Community Drop

Year in review

22%



DISCOUNT FOR ALL
EMERGENCY SERVICE STAFF

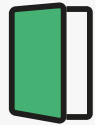
90K RAISED
FOR OUR
IN-HOUSE
CHARITY



VENUE TEAMS RUN
FOOD BANK COLLECTIONS



THROUGHOUT THE YEAR
OFTEN COINCIDING WITH
TEAM PARTIES



VENUE ADVENT
CALENDARS

TWO DOORS WERE DEVOTED
TO ENGAGING AND HELPING
THE LOCAL COMMUNITY



VOLUNTEERING
POLICY
LAUNCHED



DONATIONS OF
RAFFLE PRIZES AND
EVENT SPACES GIVEN
AT REGULAR INTERVALS
THROUGHOUT THE YEAR



Lost
Property
Donated



TO CHARITY AFTER
THREE MONTHS

SET UP OF VARIOUS
FUNDRAISING
ACTIVATIONS **IN**
AND OUTSIDE
OF OUR VENUES

20 CHARITIES SUPPORTED

VIA THE YELLOW BALL FOUNDATION
AND MANY MORE THROUGH EVENT
SPACE AND RAFFLE TICKETS

10 Years of Unexpected, Ridiculous Joy

2025 marked 10 years of Flight Club, a milestone that gave us the opportunity to celebrate not just how far the brand has come, but the people, partnerships and communities that have helped shape the journey.

What began with one venue in Shoreditch has grown into a globally recognised social entertainment brand built around bringing people together through joy, energy and unforgettable experiences. To mark the occasion, we wanted to celebrate in a way that reflected the spirit of the business: ambitious, playful, community-led and full of personality.

Our celebrations began in an iconic disused fire station in Clerkenwell, where we attempted a new world record for the furthest dart thrown. The event brought together team members, guests, partners and local communities, while also officially launching the Yellow Ball Foundation, our registered charity supporting causes selected directly by our venue teams.

At the centre of the celebrations was Martha, the original fire engine from the Follow That Fire Engine expedition. Martha returned to the road for a three-week charity tour across the UK, visiting our venues and charity partners while helping raise awareness and vital funds for communities across the country.

The tour captured everything that defines Red Engine today: togetherness, energy, creativity and purpose. Venue teams hosted charity tournaments, fundraising events and local community activations, while guests, suppliers and partners joined us to support the campaign.

Over the course of the tour, we raised more than £90,000 for our charity partners and supported 21 incredible organisations chosen by our teams.

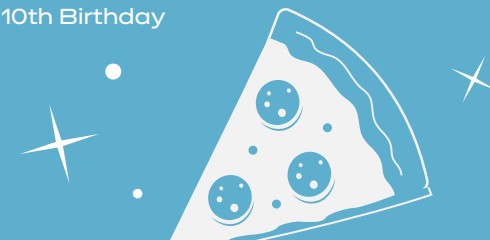
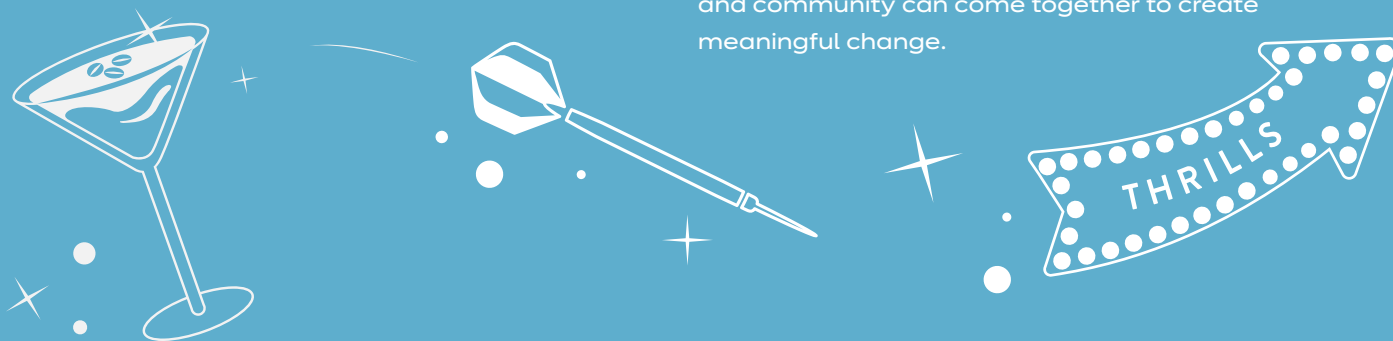
More than a birthday celebration, the tour represented a defining moment for Yellow Ball and the next chapter of Red Engine's impact journey demonstrating how hospitality, entertainment and community can come together to create meaningful change.



World Record Event in Clerkenwell Fire Station
Islington Mayor opening our Flight Club Charity Event



Flight Club 10th Birthday



Suppliers



Yellow Ball Foundation and Community Plan

Our Community Plan sets out how we engage and support our local communities, and to facilitate this, we have launched our very own registered charity, the Yellow Ball Foundation. The purpose of the charity is to help people and is deliberately broad to allow the venue and central teams' autonomy in selecting their local charity of the year that will be supported by the Foundation. We are raising funds for the Yellow Ball Foundation through a variety of channels set out below to ensure that we can make a meaningful impact:



- ▶ **Bill Payment:** an optional 25p donation on the payment of our guests' bills
- ▶ **Food and Drink:** for every Tandoori Chicken Pizza and Matilda's/Ayrton's Margarita sold, we'll donate 25p to charity
- ▶ **Merchandise:** all profits will be donated to the Yellow Ball Foundation
- ▶ **Team-led fundraising:** e.g. bake sales, quiz nights, physical challenges
- ▶ **Supplier donations:** donations from our partners
- ▶ **Follow That Fire Engine UK tour:** fundraising tour in October 2025

We will also be supporting our chosen charities and other worthwhile causes through donating event space or raffle prizes.

The Yellow Ballers are key to the success of driving the Community Plan forward, engaging with their teams and their local charity to raise as much money as they can for our chosen charities.

Yellow Ball Foundation: 2025/26 charities

Here are the 21 charities chosen by our Yellow Ballers and venue teams while continuing to support the three original Follow That Fire Engine charities.



Fighting lung cancer with care and research



Specialist treatment and research for young lives



Peer-led support groups for mental health



Ex-Fire service personnel



Bringing the joy of cinema to hospitals



Guiding young people and supporting families



Helping children born with heart conditions



Helping young people grow in safe spaces



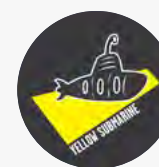
Offering routes out of street homelessness



Compassionate support for those facing homelessness



Emergency care and kindness for the homeless



Creating opportunities for disabled young people



Helping children play, create, and thrive



Funding life-changing care for sick children



Preventing homelessness and strengthening families



Breaking the cycle of youth homelessness



Providing food, shelter, and everyday dignity



Local people tackling poverty together



Supporting people through every step of cancer



Educating young people to stop knife crime



Day centre for homeless people and those in need



Supporting young people



Supporting premature and sick newborn babies and their families

Community activity highlights

We're proud to support our local communities in various ways, including donations, experiences, partnerships, and charity collaborations.

Here's a snapshot of our activity over the last 12 months:

► Venue charity events

We support local charities with free event space hire, a Gamesmaster, and a host–helping partners raise funds through ticketed events.

► Raffle prizes and event support

We regularly donate prizes to local causes ranging from brunch tickets and gaming packages, to bubbly and discounted gaming vouchers.

► Christmas advent calendar

In 2025, two windows were dedicated to the community:

Day one: Charity raffle prize: free oche play for 12 guests with drinks and snacks.

Day two: Teams donated surplus food or delivered hot pizzas to shelters.

We aim to double this in 2026.



► Blue Light Card

As our way of saying thank you, emergency service workers with valid cards get 25% off food and drink.

► Lost property

Items unclaimed after 3 months are donated to charity.

► Used dartboards

Thousands were donated to charities and communities. We're reviewing recycling options and looking to sell some used boards for a small fee that will be donated to the Yellow Ball Foundation.

► Seasonal outreach

Local teams run activities like Cardiff's festive wreath-making with elderly residents.

► Food banks

Teams host collections and fundraising drives, often tied to seasonal events.



Harrison

Assistant General Manager
Flight Club Cardiff

'It's great to have such an open and honest team who truly appreciate the impact we have on the environment and the community. We have already made a huge dent across our venues, and we are looking forward to the greener days ahead of us!'

Community/Fundraising Spotlights



Phoebe Askham

Sales & Events Manager,
Flight Club Edinburgh

'I wanted to get involved with Yellow Ball because I want to be able to make a difference where I can, whether that is through small changes to venue processes to improve our environmental impact or helping to support local charities in all the amazing work they do. We chose to support Cyrenians as our local charity because we believe in their simple message that nobody deserves to be without a home. In particular, I am in awe of Cyrenians early intervention efforts and commitment to preventing homelessness. They do incredible work showing at risk young people other pathways and different skills that they would not have been otherwise exposed to. Our team got to raise some money and take part in an abseil off the Forth Rail Bridge which was a really amazing, if somewhat terrifying, experience. We have volunteered at the wonderful Green Skills Centre and are working towards an event to raise even more money for this spectacular charity. I am looking forward to continuing to support the work that Cyrenians do and getting our team more involved in our local community whilst supporting our learning and development too.'



Ollie Durrant

Reservation & Events Manager,
Red Engine

'Last year, my family's world was significantly impacted when my father was diagnosed with lung cancer. He faced along and difficult road, including the removal of an entire lung and a course of ultra-strong chemotherapy. Today, he's thankfully in remission. He credits the Roy Castle Lung Cancer Foundation as an invaluable source of support throughout his treatment, and seeing their impact firsthand inspired me to give back. This year, I've taken on the Battersea Half-Marathon and the Barcelona Marathon to raise both funds and awareness. By taking on these two races, I hope to shine a light on the Foundation's vital work in pioneering research and patient advocacy. While the physical challenge of a marathon is daunting, it is nothing compared to the resilience I watched my father show this past year. I am proud to represent our company's commitment to community action through these miles. The foundation is also one of our three HQ charities being supported in 2026, as well as being part of the original Follow That Fire Engine tour in 2010.'

Community/Fundraising Spotlights

Mark Jones

Assistant General Manager,
Flight Club Bristol

'CCP are a charity that aim to provide safe homes and spaces to thrive in, to coach and support families and parents, to deliver services in the community that reduce loneliness and isolation.

Last year we visited CCP to drop off some clothes that had been donated by the staff at Flight Club Cheltenham. We met Danial, one of the directors, whose passion and commitment made us only want to work closer with CCP. What was supposed to be a two minute drop off turned into a close working relationship which has grown stronger ever since.

Last August, Caitlin from Cheltenham and I were joined by James and Ahmad from Bristol as we attempted the 3-peak challenge over the course of 3 days with also a side mission to visit as many Flight Club and Electric Shuffle venues along the way. In total we visited 7 venues, successfully climbed all 3 peaks and raised just over £1200 in the process.

This month we are hosting a charity event for over 40 of their staff. This is just a small gesture we can offer to reward their staff for all the amazing work they do for CCP and the local community.'



What's next?

Community Plan Phase 2

In Q3 2026, we will launch the following:

▶ Volunteering

Setting up how we can offer volunteering within our local communities.

▶ Pro-bono work

Utilising the skills and talents of the central team to assist local charities.



Spin the wheel fundraising

Spin the Wheel fundraising in venue to win food, drink and play vouchers with 100% of proceeds for the Yellow Ball Foundation.

Fundraising

▶ Cheese & Wine Tasting Evening

In 2026 we plan to host two wine night fundraisers in our office with all proceeds going to the Yellow Ball Foundation.

▶ Three Peaks Challenge

14 team members are taking on another 3 peaks challenge – this time, with the aim to complete all 3 in 24 hours.

▶ Pub Quiz

In Q4 we plan to run a Halloween themed pub quiz with 100% of the proceeds going to the Yellow Ball Foundation.

▶ 5-a-side Football Tournament

In Summer 2026 we plan to run a company-wide 5-a-side football tournament with teams from our central team and each of our venues across the UK.

▶ Team fundraising for their local charities

Continuing the great work to date, with dozens of initiatives planned, such as venue events, quiz nights and sponsored 10K runs.

▶ Menu items

Creation of a bespoke Yellow Ball Foundation pizza and cocktail by our Chef Academy and Bar Masters.

▶ Electric Shuffle USA

Now that Yellow Ball USA is launched, their next phase is charitable giving building on the work they do already including charity drop offs and donations.

THANK YOU
