









THE TEAM BEHIND

FLIGHT CLUB ELECTRIC SHUFFLE

IMPACT 2024 / 25









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COMMUNITY



Introduction

The story of Red Engine is as much about where we are now as where we began. While our first venue opened in 2015, our journey truly 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 a fundraising mission, it shaped the adventurous, purpose-driven spirit that defines Red Engine, the team behind Flight Club and Electric Shuffle.

Since day one, we've been committed to doing things differently, not just in how we create unforgettable social experiences but also in how we approach our responsibility as a business. We believe companies should actively shape a better future, balancing growth with positive social and environmental impact.

We've always seized opportunities to make a difference where we could, knowing that once we moved beyond the start-up phase and onto solid ground, we could fully invest in a meaningful Corporate Social Responsibility (CSR) programme. While the pandemic delayed our plans by 2023, with COVID's impact behind us, we made CSR a core pillar of our strategy.

In 2023, we officially launched Yellow Ball our CSR programme, named after the yellow cricket ball that the team used when playing with communities around the world. The tag line "Playing with Purpose" captures the spirit of our venues and reflects our dedication to integrating social responsibility into everything we do, from how we support our people to our impact on the environment and local communities.

This report reflects our progress and lays the foundation for the next 12 months. While we are proud of what we have accomplished, we acknowledge there is always more to achieve. Together, we have the power to drive meaningful, lasting change not only in our business but across the sector and 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 at Wimborne Fire Station in Dorset.

Expedition leader Steve was joined by Co-Founder Paul, CFO Ross and a crew of friends who circumnavigated the globe in a fire engine, fondly known as Martha. The crew drove an impressive 31,663 miles through 28 countries over nine months, covering gruelling terrain, inhospitable territories, and extreme temperature conditions. The expedition raised over £120,000 for three incredible charities (Macmillan Cancer Support, The Fire Fighters Charity, and The Roy Castle Lung Cancer Foundation) and achieved a Guinness World Record.

The expedition taught Steve, Paul and the crew about project management and the importance of working together and harnessing relationships with friends and providers/partners. Whilst there was a core crew throughout the journey, dozens of friends and experts supported them to keep everyone safe, on track, and equipped to deliver this challenge. A bright yellow cricket ball travelled the world as part of the journey, quickly becoming a small but mighty symbol of adventure, connection, and joy, as the team engaged with local communities in friendly cricket matches.

The courage, perseverance, and togetherness of the Follow That Fire Engine crew during the expedition is the cornerstone of what makes us who we are today. From our teams at Flight Club and Electric Shuffle, who bring groups of friends together for unforgettable moments of joy, to our central Red Engine team, we are all a collective of brave, insatiably curious joyous creators.







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 I FD 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 program focusing on three pillars: people, environment and community



2024

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

2024 at a glance

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







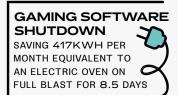




















RED ENGINE RED ENGINE IMPACT 7

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



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

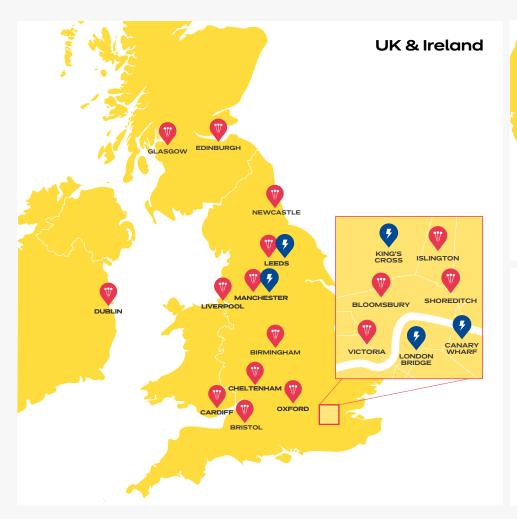
With bold cocktails, tasty bites, and epic twists on the classics, it's the spot where friends come together and spark something special.

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.

RED ENGINE RED ENGINE MPACT 8

Locations

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









YELLOW BALL RED ENGINE IMPACT 10

Yellow Ball: Playing with Purpose

While we've always sought to make a positive impact, 2023 marked a turning point in our commitment to social and environmental responsibility. It was the year we set out to build something bigger, structured, intentional, and truly embedded in everything we do.

We began by researching industry best practices and exploring different approaches to corporate responsibility. This was followed by a thorough audit of our progress, giving us a clear benchmark to set a roadmap for the future. We adopted the B Corp framework to structure this, allowing us to assess our performance across Governance, People, Community, Environment, and Customers.

Officially launched in 2023, Yellow Ball is structured around the B Corp principles, forming our Three Pillars: People, Environment, and Community.

At the heart of Yellow Ball is a team-led approach. We engaged the entire company from the outset, running a company-wide survey and workshops to define priorities, set the agenda and name the programme.

A dedicated team of 40 Yellow Ballers, representing every venue and the central team across the UK, sit on the Yellow Ball committee. They meet monthly to set the agenda, drive forward impactful projects, and ensure it is truly employee-led.

Playing with Purpose means nothing without the people driving it. The Yellow Ballers are the heart of this movement, turning ambition into action and making Yellow Ball a living part of everything we do.



'It's been great to see how quickly we've gone from not having an organised strategy to the Yellow Ball Committee in action. So much progress has been made, and there's much more to come!'

RyanDigital 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



TomBartender
Flight Club Liverpool

'Yellow Ball is important to me because it gives me the opportunity to learn new and interesting things beyond my job role. It also allows me to contribute to waste management procedures within my venue, and helps my team and me at Liverpool give back to local charities that are close to our hearts.

Furthermore, it provides me with experience in handling responsibilities beyond my core role. It also gives me the chance to connect with other venues and better understand how they operate.'



Caitlin
Floor Supervisor
Flight Club Cheltenham

I believe including the voices of all members of Flight Club and Electric Shuffle into the discussion on how we implement change and improvement is invaluable. It brings all perspectives as well as fresh ideas to the table, leading to the best possible outcomes.

I also strongly believe that all corporations should have the task of holding themselves accountable for their environmental and community impact, and I'm happy to be a part of that in my workplace.'



AliceFloor Supervisor
Electric Shuffle London Bridge

'Yellow Ball is important to me because we all have a responsibility to protect the world we live in, and try make it better for everyone. We all have a part to play.'



SteveOperations 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?!'



LucyHead of Finance
Red Engine

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

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 development sustainable.'



DaniDuty 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.'



GraceProject & Events Manager
Red Engine

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

Ball of Good News

Every month, the Yellow Ballers bring the 'Ball of Good News' to life through a newsletter, keeping the wider team connected, inspired, and informed on our journey.

More than just an update,
Ball of Good News is a space to:

Educate and Inspire

showcasing the latest social and environmental initiatives.

Track Our Progress

keeping tabs on our Three Pillars: People, Environment, and Community.

Celebrate Success

spotlighting the impact of our projects and the individuals driving change.

> Highlight Key Focus Area

from Net Zero strategies to community engagement, ensuring everyone knows how to get involved.

It's our regular reminder that Playing with Purpose is more than a mission – it's something we live and breathe every day. Through stories, milestones, and measurable impact, Ball of Good News keeps us moving forward together.

Ball of Good News

3rd January 2025

Welcome!

Welcome to the newest edition of the Ball of Good News newsletter, bringing you all the latest from the Yellow Ball Committee and news around the Three Pillars: People, Environment and Community. With the Christmas craze behind us, this month, we're taking the time to reflect and revisit some of the amazing work happening in-venue, from the charity work in Edinburgh to the huge amount of work in-venue facilities.



Edited by Ryan Haynes

Eye on the Ball



People

Flight Club Dublin opens on 7th February, with the central team designing, installing, and training the team. We have three old friends there: Nikki Lowry (Central), David Moore (FC Bloomsbury), and Aleksandra O'Reilly (FC Manchester).



Community

In February, every venue and the central team will choose a local charity close to their hearts to support for the year!



Environment

The Venue Yellow Ballers' focus this month is waste management in venues.

In addition, we are working on our detailed carbon footprint all the way down to every single ingredient.

Venue of the Month - Flight Club Edinburgh

The team at Flight Club Edinburgh have shown a massive commitment to community engagement through December. Firstly, a hugely successful clothing drive with Edinburgh Clothing Store that proved so popular that it's become an ongoing collection. Also, the team supported a local charity through free oche and pizza package donations.

Along with supporting the community within the shopping centre they're located in, the team has set up sustainable practices by donating used dart boards to industry workers and team members to extend their lifespan and reusing old, seemingly unusable dart pieces to lower waste. A massive well done, and thank you to the Edinburgh team for all their hard work.



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





















Team benefits

A place to grow, belong and be recognised.

We're proud to create a workplace where everyone is valued, and every shift, idea, and effort matters.

- We pay above the National Minimum Wage, regardless of age or service.
- ▶ Venue teams enjoy free hot meals on shift and generous staff discounts.
- ▶ Venue managers can earn up to £10,000 annually through our bonus scheme.
- Our central and management teams are enrolled in Life Assurance and Income Protection and can access BUPA private healthcare.
- Via Help @ Hand, they can book free video GP appointments, therapy, nutritionists, and life coaching.
- ▶ We celebrate commitment with **Length of Service awards** at 2, 5, and 10 years.
- ▶ Every month, a team member at each venue receives a peer-voted £500 Family Award to spend however they like.
- Our central team embraces flexibility with WFH Thursdays and Fusion Fridays, allowing everyone to reset or work from anywhere.



Lucie, Brad and Emily Electric Shuffle Leeds

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.



Flight Club Birmingham Christmas Party 2024

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.

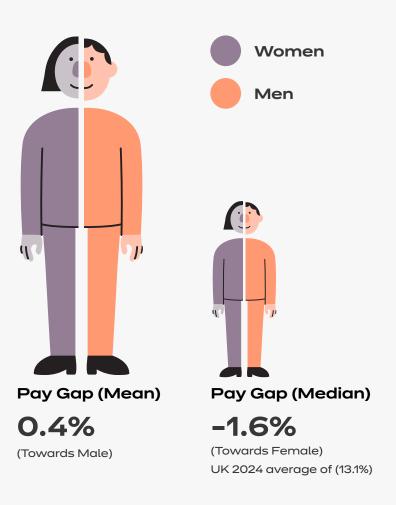
Launch of Talent Development Programmes

We've introduced Personal Development Plans to give team members focused goals for career growth. Skill Matrices are being rolled out across the business to ensure team members are clear on progression opportunities, giving equal opportunity for promotion. They give our teams a simple, fair way to grow their careers and move forward with confidence.

Unconscious Bias Training

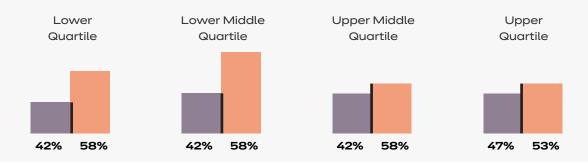
Our Recruitment Manager actively coaches Hiring Managers on DEI and unconscious bias during the selection, interview, and recruitment process. Feedback on interviewer performance ensures we continue to improve our hiring practices.

Our Gender Pay Gap Results

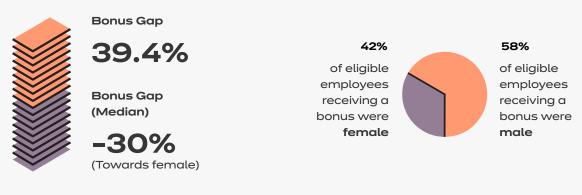


Our median (or midpoint) gender pay gap is -1.6% favourable to female, and our mean gap (the differences between the average earnings of males and females) is 0.4% favourable to male. We are incredibly proud of these figures, as we are below the median UK average of 13.1%.

Gender Distribution Per Pay Quartile



Bonus





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 two-week 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 Glasgow



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. 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 disabled and neurodiverse team members are supported with Wellness Actions Plans, Adjustment Passports, and Occupation Health Assessments. These assist us in making workplace adjustments alongside the mental well-being support offered to all our team members.

Mental Health First Aid training

Learning and development

Chef Academy

The Chef Academy was launched in 2024 for all of our Kitchen Managers with 11 workshops. The programme consists of experiential culinary workshops that explore the world of food, getting hands-on with suppliers, ingredients, and cooking methods. These workshops are paired alongside leadership training sessions to elevate their skills further. The programme concludes with a MasterChef-style cook-off as the final session. In 2025, the programme will continue to expand, now including Sous Chefs, ensuring continuous development and growth within our kitchen teams.





Bar Masters

The Bar Masters programme is designed for a select group of nominated Supervisors or Duty Managers, one from each venue, chosen for their passion for drink development, exceptional bar skills, and standout communication. These programme members act as key ambassadors for their venues.

Launched in 2024, the programme focuses on elevating expertise in cocktail innovation, drink development, and bar leadership through hands-on workshops and collaborative team-building.

Each quarter, our Bar Masters come together to present their latest creations, pitching new cocktails and voting on taste, visual appeal, and method (taking into consideration profitability and high-volume practicality). It's a brilliant opportunity for Bar Masters to gain insight into how drinks make it onto the menu, and how creativity connects with commercial thinking.

PowerUp

This 12-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.

Key modules include:

- Inspiring and motivating others during challenging times
- Building confidence and handling tough conversations with care
- Developing a growth mindset
- Fostering strong self-awareness

In 2025, we also launched PowerUp for our USA teams, PowerUp++ and Empower, two new programmes focused on leadership psychology, the dynamics of human behaviour and personal growth, further strengthening team capabilities.







Belisa PrekulaAssistant General Manager
Flight Club Leeds

'PowerUp was an absolute game changer for me. It not only impacted who I was as a manager, but it helped me build myself more as a person, it gave me a more of a voice. It was an extra step to understanding myself which in turn allowed me to become a better manager.'

Apprenticeships

We launched our Venue Apprenticeships programme in 2022, with three cohorts currently underway. The programme offers a structured pathway for development across both Front of House (FOH) and Back of House (BOH) roles, catering to all team members. In 2024, four apprenticeship programmes were running, including levels tailored for supervisors, managers, and chefs. A total of 11 team members have successfully completed the course, demonstrating the programme's positive impact on skill development and career progression. The programme will progress into 2025, ensuring continued growth and opportunities for all.

The FOH track includes Level 2 Hospitality Supervisor for team members, Level 3 for supervisors and duty managers, and Level 4 for assistant and general managers, with a special focus on Hospitality and Workplace Mental Health Manager training at Level 4 for GMs. In the BOH, apprentices can pursue Production Chef Level 2 for line and pizza chefs, Senior Production Chef Level 3 for sous chefs and kitchen managers, and Senior Production Chef Level 4 for senior kitchen managers. This comprehensive approach ensures that every team member, regardless of role, has access to development opportunities that enhance their skills and leadership potential.





Brent congratulating Tom on passing the PLG Chef Apprenticeship

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 Kitti, 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.



FelixJoined 2022
Assistant 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
Duty 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 peervoted "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

To mark the incredible milestone of Flight Club turning 10 years old in 2025, we've launched an exciting internal competition where team members can award 'Golden Tickets' to colleagues each month.

At the end of the competition, the 10 team members with the most Golden Tickets will go into a prize draw will be entered into a draw to win a £3,000 travel voucher.



Shannen

Flight Club Manchester monthly Family Award winner

Celebrating Success

Summer Party

Party of the year! We closed all of our venues and brought our teams together for a big celebration of all that we've achieved. This year, 800 of us culminated in Infernos nightclub with a 90's Neon Theme with live performances, competitions, games and Bongo's Bingo.

Summer Bonanza

Our bi-annual event where we bring all of the central team and general managers together to reflect on the successes of the last six months, share key projects and business updates. This is typically followed by more informal drinks, catch-ups and food in one of our venues.

Winter Bonanza

With a game show and black-tie theme we brought our Central Team and general managers together to celebrate 2024! We reflected on another momentous year, celebrated key team players, and toasted our achievements together. In January, all of our venue teams held their well-deserved end-of-year parties, after a record-breaking festive period.



Team Christmas Party



Red Engine Winter Bonanza

Regular Socials









Wine Nights

Halloween

Running Club

Social 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, and we are always seeking innovative ways to ensure our team members feel appreciated and valued. This is why we strongly emphasise team-led events such as our centrally-run Wine Nights, Prosecco Day, Running Club, Book Club, Theatre Nights and Venue Socials. Our venue teams also join in on the fun with hikes together, socials, game nights, fundraising activities, and celebrating seasonal events such as pancake day, Easter, Halloween, and so much more.

These events and socials 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.



Red Engine Summer Party September 2024

What's next?

We're continuing to invest in our people with new initiatives to support their well-being, personal growth, and our sustainability. Here's what's coming up over the next 12 months:

Cycle to Work scheme

We're making it easier and more affordable for team members to commute sustainably with our Cycle to Work programme.

Apprenticeships

We'll be expanding opportunities for development and progression through a refreshed Apprenticeship Programme, opening up more routes to grow within the business.

Free DAME period products

From 2025, all team members will have access to free, sustainable period products from DAME, made with organic, biodegradable materials and designed with the planet in mind.





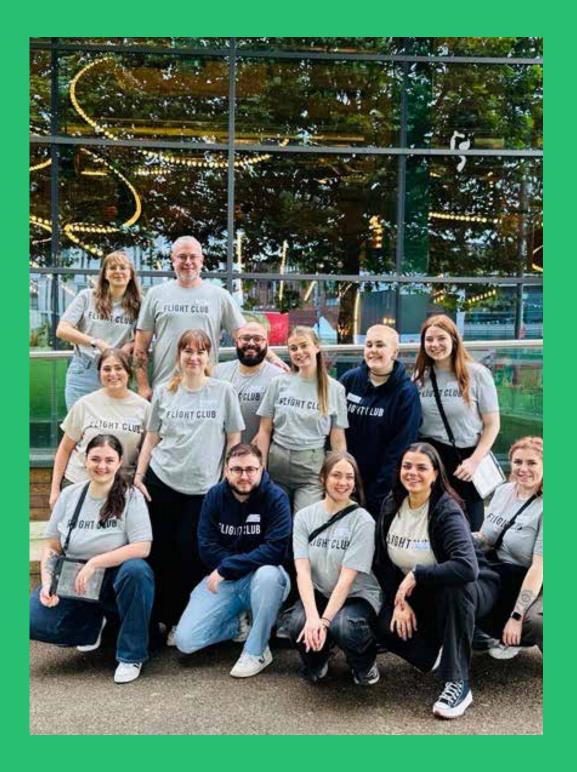
Summer and Uriah

Flight Club Shoreditch pick up their monthly Family Award

Environment



Our commitment to sustainable practices



ENVIRONMENT RED ENGINE IMPACT 35

Introduction

The scientific consensus is that climate change is real, primarily caused by human activity, and poses significant risks to the planet. Urgent action is needed to mitigate its impact and transition to a more sustainable future, a responsibility which we are passionate about.

From day one, we've been mindful of our environmental impact, making changes where we could. Over the past few years, we have introduced several energy-saving initiatives such as LED-only lighting and back-of-house light sensors across all venues. We have worked to conserve water by installing waterless urinals and tackled waste reduction by switching to biodegradable straws and event wristbands and recycling our Darts. But until now, these efforts have been taken on individually without a formal roadmap to guide us.

In 2023, utilising the B Corp structure and framework, we put in place a formal strategy that led to us partnering with Zero Carbon Forum, as in order to reduce our footprint, we first needed to measure it to understand what we needed to focus on and get a benchmark for future progress.

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



Ollie Durant

Sales and Events Manager Flight Club Bloomsbury

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

ENVIRONMENT RED ENGINE IMPACT 36

Year in Review



GAMING SOFTWARE
SHUTDOWN
SAVING 417KWH PER
MONTH EQUIVALENT TO
AN ELECTRIC OVEN ON
FULL BLAST FOR 8.5 DAYS

15,470
TONNES

OF CO₂ MEASURED
IN OUR FIRST FULL
CARBON FOOTPRINT



EQUIPMENT TIMERS



COMMENCED TESTING OUR FRONT OF HOUSE FRIDGES



UP-CYCLED FROM ANTIQUE FAIRS AND ONLINE PURCHASES



Our carbon footprint

In 2024, we partnered with the Zero Carbon Forum, a non-profit organisation dedicated to helping the hospitality industry reduce greenhouse gas emissions. Through this partnership, we completed our regulatory reporting and went one step further in calculating our total carbon footprint, giving us a clear and detailed understanding of where our emissions come from.

To achieve this, we conducted a comprehensive review of our entire business, analysing extensive data from 2023. This included 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:

15,470 tonnes of CO₂

Per dart thrown or puck pushed:

the equivalent of 109 grams of CO₂ for every dart thrown or puck pushed.

Carbon emissions intensity:

232.17 tonnes CO_2 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.

When benchmarked against the Zero Carbon Forum's hospitality sector standards, our current progress and carbon intensity align with the industry average.

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 2024 carbon footprint calculations.

Our carbon footprint: Scope breakdown

Carbon emissions are divided into three "scopes" to provide a clear and consistent way of measuring and managing emissions across organisations.

This framework, established by the Greenhouse Gas Protocol and widely adopted by the UK government and regulatory bodies, helps businesses understand where their emissions come from;

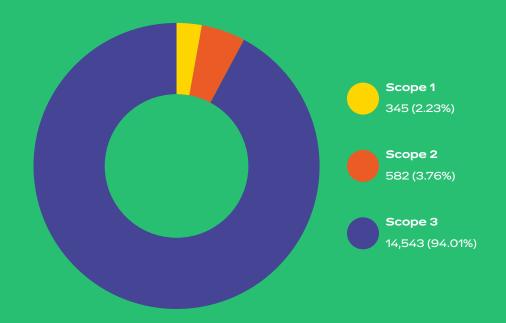
- Scope 1: covers direct emissions, primarily gas used for boilers and cooking
- Scope 2: includes indirect emissions from purchased electricity
- Scope 3: encompasses all other indirect emissions across the value chain, such as those from suppliers, business travel and waste

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 94% of our total footprint. While this is our biggest challenge, it's also where we have the greatest opportunity to drive meaningful change.

Interestingly, despite the focus often placed on energy efficiency, Scope 1 and 2 only account for 6% of our overall emissions.

Scope breakdown



Our carbon footprint: Scope 3 breakdown

Food and Beverage

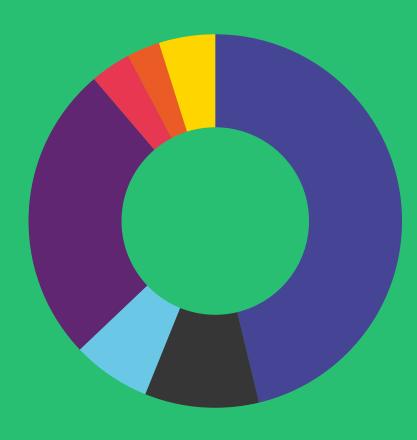
Scope 3 emissions represent the broadest and most complex category of our carbon footprint, covering indirect emissions that occur throughout our value chain. Within Scope 3, we account for emissions across nine distinct categories, ranging from waste management to business travel. Among these, Purchased 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 7,098 tonnes of ${\rm CO_{21}}$ which constitutes 48.8% of our total Scope 3 emissions and 46% 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

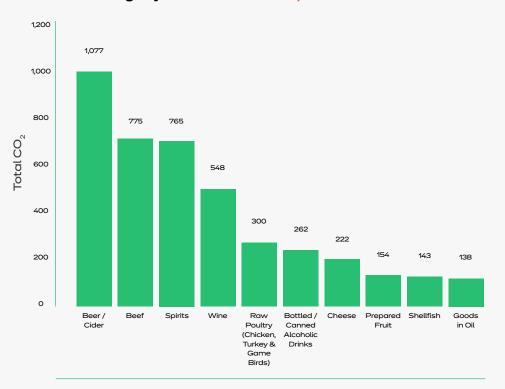


- Purchased Goods & Services 7,098 (48.8%)
- Commuting 697 (4.8%)
- Business Travel 308 (2.1%)
- Waste 22 (0.2%

- New Venues & Capital Goods 3,223 (22.2%)
- Pensions 1,012 (7%)
- International Partnerships 1,715 (11.7%)

Food & Beverage

Food and Beverage by Emission Source: Top 10

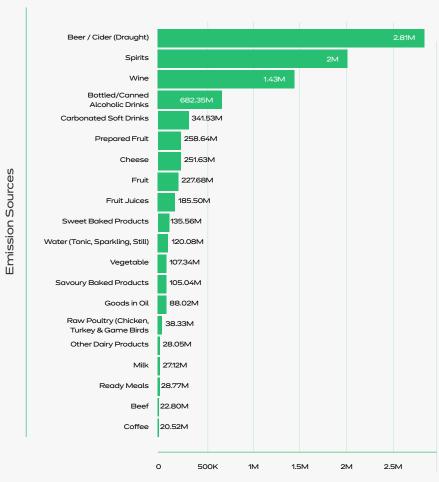


Emission Sources

When analysing our emissions from our food and beverage purchases the impact of meat, specifically beef, stood out prominently. While beef is nineteenth on our list in terms of volume, it is second in terms of emissions. This is only behind draught beer and cider, which are our highest by volume. Only by doing this level of analysis are we able to identify the environmental impact of certain products and provides insight on where we need to focus.

Food and Beverage by Emission Source: Volumetric Quantity





Energy Efficiency

We take great pride in having people who actively champion change within the sustainability sector. Our technology and procurement teams have made some great progress, and our venue maintenance team, under the leadership of Louis Atkins, has successfully implemented a range of energy efficiency initiatives across several of our venues.

We are assessing the ROI on energy savings and carbon reduction for a wider rollout to new and existing sites in the future. We need to strike a careful balance, as replacing equipment too early can sometimes increase overall impact, as the combined footprint of old and new technology may outweigh the benefits of newer technology.

While we focus on energy efficiency improvements that bring both cost savings and emissions reductions, we are conscious that tougher tradeoffs will arise in the future. Sustainability is a collective company effort, and progress like this would not be possible without the dedication of teams across the business.



Louis Atkins
Head of Venue
Maintenance
Red Engine

▶ Electric-only kitchens

With an electric-only kitchen from launch, Flight Club Oxford is powered by renewable electricity, which means that this site has negligible scope 1 and 2 emissions.

Equipment timers

Timers have been installed at Electric Shuffle Manchester and Flight Club Liverpool, meaning bar fridges power down for six hours if unused for an hour. Flight Club Victoria's Magic Gardens lights automatically turn off at midnight.

Heat regeneration

Two-thirds of hot water is generated for free in 20% of our venues using waste heat from the freezer system. In addition, in Flight Club Liverpool and Electric Shuffle Manchester the kitchen extract system repurposes warm air, heating the space when temperatures drop below 16°C. Over the winter this has saved 39,000 kWh equivalent of 12 years of electricity for a typical UK household.

Gaming software shutdown

By closing all applications on our gaming hardware, we save 417kWh per month, equivalent to an electric oven on full blast for 8.5 days.

'We're committed to assessing the full life cycle of our equipment including embodied carbon to make responsible sourcing decisions. This goes hand in hand with our efforts to improve the energy efficiency of our venues.'

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

Waterless urinals installed across the estate save 100,000+ litres per unit annually, cutting both water use and maintenance needs.

Waste management

Aligned with the UK's simplified recycling laws—sorting waste into General, Mixed Recycling, Paper/Card, Glass, and Food Waste.

Paper management in venues

Receipts are now only printed on request, and we are currently piloting digital kitchen screens to replace paper tickets for Flight Club Oxford's food orders.

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 up-cycle

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?

To reduce our carbon footprint, we first needed to understand it. Our initial step was to measure our emissions, giving us a clear view of where our biggest impacts are and setting a benchmark for future progress. Partnering with the Zero Carbon Forum, we calculated our carbon footprint and created a Climate Action Plan a comprehensive roadmap of 160+ initiatives designed to cut emissions and move us toward our Net Zero ambitions.

Building on our 2023 carbon footprint analysis and the soon-to-be-completed 2024 footprint, we are now moving into the next phase: setting clear and ambitious reduction targets that will drive us towards Net Zero by 2040.

Over the next year, we will stay focused on these key projects and initiatives, guided by our Climate Action Plan. Our Yellow Ballers will hold us accountable, with the full support of our stakeholders, ensuring that we stay on track to meet our targets and make meaningful progress.



2025 reduction targets and Net Zero strategy

Once our complete 2024 footprint is finalised, we will 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, dataled strategy that moves us closer to our Net Zero goal.

Procurement

We are developing a Procurement Policy that begins with mapping our suppliers' sustainability policies to identify opportunities for emissions reduction across our supply chain. A major focus will be on Goods Not For Resale, particularly within Food and Beverage. Our Q4 2024 menu refresh achieved a 60% reduction in ingredients (from 320 to 128) and boosted plant-based options by 20%. Additionally, we replaced several bottled products with cans, cutting emissions linked to production, transport, and disposal. We will continue to explore further opportunities over the next 12 months to enhance sustainability and reduce our carbon footprint.

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 and 2024. This will provide a comprehensive global view of our environmental impact. Following Electric Shuffle Chicago opening we will launch Yellow Ball in July 2025.

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.

Venue Maintenance

We'll continue to build on recent progress by our maintenance team particularly around energy efficiency and add new initiatives such as reducing Front of House tap flow rates from 6 litres to 2 litres per minute, an example of how small changes can add up to meaningful impact.

Commuting

For our 2023 high level footprint we made an approximation of how our employees commute using data based on averages in cities. For our 2024 footprint, we've done a much deeper dive to engage everyone and find out how they commute. We're delighted to confirm that 93% rely on public transport and walking, meaning this figure will be reduced in our next report.

Waste Management

While waste doesn't make up a huge amount of our footprint it is still hugely important to us. We've made sure we have a robust waste management system in our central team and all of our venues, ensuring food waste is all going to anaerobic digestors, as much is recycled as possible, and that our remaining waste goes to be burnt to create electricity (Energy from Waste EfW). While EfW is better than landfill it is still far from a perfect solution, so the next steps will be to work on reducing our general waste as much as possible.



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.'

Community



Playing with purpose beyond our walls



COMMUNITY RED ENGINE IMPACT 47

Introduction

At Red Engine, Flight Club, and Electric Shuffle, we've always led with our values. Over the years, we've fundraised for, donated to, and championed a wide range of causes close to the hearts of our teams and guests. But until now, this has been largely informal, without a cohesive strategy to drive long-term impact.

Our Community Pillar sets out the structure and framework through which we support our local and wider communities. While some of our people and environmental initiatives, such as Diversity, Equity and Inclusion, recycling, and supply chain management, straddle and benefit the community, our primary focus under this pillar is civic engagement and giving.

We're proud to introduce our Community Plan, a formal, energised approach to how we engage with and support the communities we operate in. This empowers the Yellow Ballers and their teams to align with our mission, vision, and goals.

To support our Community Plan, we have many fundraising activities in place and launched our own registered charity, the Yellow Ball Foundation. We are proudly supporting 17 local charities, all chosen by our venue teams, alongside supporting the three original Follow That Fire Engine charities.

And the timing couldn't be more perfect. 2025 marks a major milestone for us, 10 years since the opening of our first venue, and 15 years since Follow That Fire Engine completed its global circumnavigation. There's no better moment to build on our legacy and deepen our impact.



Julija Ramanauskaite

Assistant Manager Flight Club Manchester

I've always had a soft spot for the environment and the people in our local community—and I really believe that when we come together as a team, we can create something powerful. That's why this opportunity means a lot to me. It's not just about doing good, it's about being part of something good—something that reflects who we are as people and as a company.



Jamie and Sam Flight Club Islington Food Bank Collection



Caitlin Flight Club Cheltenham dropping off Pizzas to Open Door charity

COMMUNITY RED ENGINE IMPACT 48

Year in review

25%

BLUE
LIGHT
CARD.

DISCOUNT FOR ALL
EMERGENCY SERVICE STAFF



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









FUNDRAISING ACTIVATIONS

AND OUTSIDE

OF OUR VENUES

20 CHARITIES SUPPORTED

VIA THE YELLOW BALL FOUNDATION AND MANY MORE THROUGH EVENT

SPACE AND RAFFLE TICKETS

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 BBQ 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

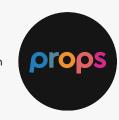
Here are the 17 local charities chosen by our Yellow Ballers and venue teams while continuing to support the three original Follow That Fire Engine charities.



Lung Cancer research and support



Poorly Children



Adults with learning disabilities



Ex-Fire service personnel



Free Cinemas in NHS Hospitals



Young People



Alleviating poverty



Young People



Homelessness



People with learning disabilities



Homelessness



Homelessness



Homelessness



Poorly Children



Adults with learning disabilities



Homelessness



Mental Health



Homelessness



Children in Poverty



Palliative cancer care

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 2024, 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 2025.

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

Duty 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 RED ENGINE IMPACT 52

What's next?

Community Plan Phase 2

In Q12026, 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.

Mentoring

Offering ourselves to be mentors to help grow and develop the community



Paul, Ross and Steve

reunited with Martha at the Sheffield National emergency services museum in readiness for the UK tour.

Fundraising

Follow That Fire Engine UK tour

As part of Flight Club's 10th anniversary celebrations in 2025, we're hitting the road! In October 2025, in collaboration with the Yellow Ball Foundation and Follow That Fire Engine, we'll embark on an epic Fire Engine UK Tour. We'll visit every Flight Club venue across the country in the original fire engine, hosting special charity events at each venue bringing our teams, guests, and local communities together to raise funds and celebrate a decade of Flight Club. The tour will culminate in a spectacular finale: the Shoreditch 10th Birthday Party on 22nd October 2025.

Black Tie fundraiser

In Q12026, we will organise a corporate fundraiser for the Yellow Ball Foundation.

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

Exploring the next phase in charitable giving.

THANK YOU