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Annual Impact Report

2025/26



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A Note from the Managing Director

At Kalm Kitchen, growth comes with responsibility. As a food business, our impact extends beyond our kitchens — into our communities, supply chain and the environment. Understanding that impact, and being honest about it, is central to how we operate.

This Annual Impact Report reflects our commitment as a Certified B Corp to measure what matters and to keep improving. This year, Kalm Kitchen experienced significant growth. We served more people than ever before, launched Kalm Club, and opened Hurlands and The Corner Café. With that growth came greater complexity and, in absolute terms, increased use of resources.

Rather than viewing headline figures in isolation, this report focuses on how efficiently and responsibly we operated as we scaled. While total consumption rose in line with business activity, our per-guest environmental impact improved significantly across key areas including electricity, water and vehicle fuel, with waste per person also falling year-on-year. These gains reflect deliberate operational choices, behavioural change and closer collaboration with partners.

We're equally clear about where challenges remain. Some impacts are harder to shift without structural change, and growth brings real trade-offs. Being transparent about those realities is part of our responsibility.

This report sets out how we approach impact today, and how we're thinking about the year ahead.

Andrew Maxwell
Managing Director

About This Report

Purpose of this Annual Impact Report

This Annual Impact Report sets out how Kalm Kitchen understands, measures and improves its social and environmental impact as a Certified B Corporation. It documents our performance in 2025, reflects honestly on progress and challenges, and sets out our priorities for the year ahead.

Who is it for?

This report is written for our team, our clients, our suppliers, and anyone considering working with us. It's also part of our accountability to B Lab and the wider B Corp community. We've aimed for clarity and transparency throughout —this is a working document, not a marketing exercise.

Reporting scope and timeframe

This report covers the calendar year 2025 (1 January–31 December). It includes data from our core catering operations, our managed venues (Hurlands and The Corner Café), and Kalm Club. Where data boundaries differ or exclusions apply, we've noted them clearly in the Methodology section.

Alignment with B Corp values

As a Certified B Corporation, we're required to measure and report on our social and environmental performance annually. This report fulfils that commitment and supports our ongoing recertification process. It reflects the B Corp framework's emphasis on transparency, accountability, and continuous improvement.

Social & Environmental Impact

Section One

Our Values and Commitments

Code of Ethics

Our Code of Ethics sets out the standards we hold ourselves to in every aspect of our work. It guides how we treat our team, our clients, our suppliers, and the communities we serve. It's not a static document—we revisit it regularly to ensure it reflects our evolving understanding of what responsible business means in practice.

Commitment to sustainability

Sustainability isn't an add-on for us—it's embedded in how we plan, cook, and deliver. We're committed to reducing our environmental footprint while growing the business, which means making difficult choices about efficiency, waste, and supply chains. This commitment shapes our operations every day, from menu planning to logistics.

Environmental stewardship

We see ourselves as stewards, not just users, of the resources we depend on. That means taking responsibility for water, energy, fuel, and waste—not just measuring them, but actively working to use less and use better. It also means being honest about where we fall short and what's outside our direct control.

Accountability and transparency

We believe accountability starts with transparency. That's why we measure our impact rigorously, report it honestly, and make our data available to anyone who wants to see it. We don't cherry-pick the good news—we share the challenges, the trade-offs, and the areas where progress is slow or uncertain.



How We Measure Impact

Absolute impact vs impact intensity

As our business grows, our absolute environmental footprint—total water used, total energy consumed, total waste generated—will likely increase. That’s the reality of scale. What we can control is impact intensity: how much resource we use per guest served. This is why we focus on per-guest metrics as our primary measure of progress.

Why per-guest metrics matter

Per-guest metrics allow us to separate growth from efficiency. If we serve 20% more guests but reduce water use per guest by 15%, we’re moving in the right direction—even if total water consumption rises slightly. This approach keeps us accountable for what we can actually influence: how efficiently we operate at any given scale.

Transparency in reporting

We report both absolute and relative figures because both tell part of the story. Absolute numbers show our total footprint. Relative numbers show whether we’re becoming more efficient. We don’t hide behind averages or selective timeframes—we show year-on-year trends, explain anomalies, and flag where data is incomplete or estimated.



Growth, Scale and Responsibility

Business growth in 2025

2025 was a year of significant growth for Kalm Kitchen. We increased our cover numbers, expanded our operations at Hurlands and The Corner Cafe, and developed Kalm Club as a complementary revenue stream. This growth reflects strong demand for our services and the trust our clients place in us—but it also increases the complexity of managing our environmental impact.

Cover numbers and seasonality

Our business is seasonal by nature. Summer months see significantly higher cover numbers than winter, which creates variability in our resource use and makes year-on-year comparisons more meaningful than month-to-month fluctuations. Peak months in June, July and August account for the majority of annual activity.

Balancing growth with environmental responsibility

Growth and environmental responsibility aren't inherently opposed, but they do create tension. More covers mean more resource use in absolute terms, even when we're becoming more efficient per guest. Our challenge is to ensure that efficiency gains outpace growth—and to be transparent when they don't. This requires constant attention to operations, supplier relationships, and the infrastructure we depend on.



Governance & Accountability

How we're structured

Kalm Kitchen is led by a small senior team with clear accountability for social and environmental performance. Our Managing Director holds overall responsibility for B Corp commitments, supported by operational leads who embed sustainability into day-to-day decisions. We don't have a separate sustainability department—it's everyone's job.

Decision-making and oversight

Key decisions about environmental targets, supplier relationships, and community investment are made collectively by the leadership team. We review progress against our B Corp goals monthly, using data from this report's methodology to track whether we're on course. When we're not, we adjust openly rather than quietly moving goalposts.

Stakeholder engagement

We engage regularly with our team, clients, and suppliers on sustainability topics. Our team meetings include updates on environmental performance. Client conversations increasingly include discussions about event sustainability. And our supplier relationships are built on shared values—not just price and availability.



Environmental Performance Overview

Summary of 2025 performance

In 2025, we made measurable progress in several areas of environmental performance while acknowledging that absolute resource use increased alongside business growth. Our per-guest metrics improved across water, energy, and waste categories—demonstrating that operational efficiency gains are taking hold even as we scale.

Key areas of focus

Our environmental reporting covers four core areas: energy consumption, water use, waste generation, and food miles. Each is measured in absolute terms and per guest served. This section provides a high-level overview before we explore each area in detail in subsequent pages.

Reading the data

Where data is estimated or incomplete, we've flagged it clearly. We use consistent boundaries across all metrics so comparisons are meaningful. Year-on-year trends are more informative than any single data point—look for the direction of travel rather than isolated figures.

Moving forwards

The opening of Hurlands and The Corner Café, alongside our diversification into corporate and retail work, means it is harder to track direct impact per person catered for. (One guest buying a coffee at The Corner Café is not the same as a wedding guest having canapés and a full meal.

Moving forwards, we will evolve the data tracking to be a percentage of revenue.

38%

less water
per person

82%

less electricity
through new efficient premises

51%

less waste
than previous year

83%

less fuel
through fewer, better jobs

Challenges, Trade-offs and Learning

Where we fell short

Not everything went to plan in 2025. Some targets were missed, some initiatives stalled, and some areas proved harder to influence than we anticipated. We document these honestly—not to excuse them, but because understanding failure is essential to making genuine progress.

The trade-offs we navigate

Sustainability in a service business involves constant trade-offs. Local sourcing versus client expectations. Reusable packaging versus hygiene requirements. Staff wellbeing versus operational demands during peak season. We don't pretend these tensions have easy answers—we try to make them visible and deliberate.

What we learned

The most valuable lessons from 2025 came from things that didn't work as expected. We learned that behaviour change takes longer than system change, that data without context misleads, and that transparency about challenges builds more trust than polished success stories.

Our People & Culture

Team wellbeing and development

Our people are the foundation of everything we do. In 2025, we introduced hybrid working for those who can, and improving how we listen to team feedback. Hospitality is demanding work—we're committed to making it sustainable for the people who do it.

Diversity, equity and inclusion

We're working to build a team that reflects the communities we serve. In 2025, we reviewed our recruitment practices, pay structures, and progression pathways to identify barriers and biases. Progress is incremental, but the direction is clear and the commitment is genuine.

National Living Wage and fair employment

We pay National Living Wage or above and are committed to fair, transparent pay across all roles. Beyond wages, we focus on working conditions, and genuine opportunities for growth. Our retention rates reflect whether we're getting this right—and we track them closely.



21 of 31

of our HQ team are women

We're proud of the gender balance across our headquarters team. Diversity in leadership and operations drives better decisions and a stronger culture.

Ethical Finance & Long-Term Thinking

How we manage money

We take a long-term view of financial decisions, prioritising stability and reinvestment over short-term profit maximisation. Our financial planning accounts for the true cost of sustainable operations—paying fair wages, sourcing responsibly, and investing in infrastructure that reduces future environmental impact.

Reinvestment in the business

Profits are reinvested into improvements that serve our long-term mission: better equipment, staff development, venue upgrades, and sustainability infrastructure. We believe a business that reinvests thoughtfully is more resilient and more aligned with B Corp principles than one that extracts maximum short-term value.

19 tonnes

of CO₂ saved per person, per year

Our pension scheme includes an Ethical fund, directing investments away from fossil fuels and towards sustainable enterprises.

200

trees planted by our Executive Management team this year

We love planting trees and hedges. Our leadership team are hands-on in restoring local biodiversity and building natural carbon sinks.

Food, Operations & Craft

Cooking with intention

Every menu we write starts with a question: what's available, what's in season, and what can we do brilliantly with minimal waste? Our chefs think about the whole ingredient—root to leaf, nose to tail—because craft and sustainability aren't separate disciplines. They're the same thing done well.

Operational efficiency

Behind every event is a logistics operation that determines how much energy, water, and fuel we use. In 2025, we refined our prep workflows, consolidated deliveries, and improved cold-chain management. These aren't glamorous changes, but they compound into significant resource savings over a full year.

Quality without compromise

We refuse to accept that sustainability means lower quality. Our clients expect exceptional food and service, and we deliver it—but we do so within constraints that respect environmental limits. This tension drives creativity and forces us to be better, not just greener.



Our Food Ethos

Cooking from scratch

Our food is made from scratch by our chefs. We don't use factory-made components, or shortcuts that compromise quality. This approach gives us full control over ingredients, nutrition, and waste—and it means our food tastes like it was made by people who care, because it was.

Seasonal and responsive menus

Our menus change with the seasons because that's when ingredients are at their best—and their most sustainable. We work closely with our suppliers to understand what's available locally and build menus around abundance rather than forcing supply chains to deliver out-of-season produce.

Reducing food waste at source

The best way to reduce food waste is to not create it in the first place. We plan portions carefully, use whole ingredients creatively, and repurpose trimmings into stocks, garnishes, and staff meals. What we can't use goes to composting—landfill is a last resort we're working to eliminate entirely.

Our Supply Chain

Choosing suppliers by values, not just value

We select suppliers based on shared commitments to quality, sustainability, and fair practice. Price matters, but it's never the only factor. We prioritise relationships with producers who are transparent about their methods, treat their workers fairly, and take environmental responsibility seriously.

Traceability and transparency

We want to know where our ingredients come from and how they were produced. We're building traceability into our supply chain so we can report honestly on provenance, food miles, and ethical standards. Where gaps exist, we're working with suppliers to close them.

Reducing food miles

Shorter supply chains mean fresher ingredients and lower emissions. We source locally wherever quality and availability allow, working with producers in Surrey and the surrounding counties. When we do source from further afield, we choose suppliers who consolidate deliveries and minimise transport impact.



Local Partnerships & Places

Hurlands

Hurlands is our managed venue in the Surrey Hills, where we bring together food, hospitality, and a healthy lifestyle. It's a space where we can demonstrate our values in practice—from the ingredients we source to the way we manage the land and engage with the local community.

The Corner Café

The Corner Café is our neighbourhood space—a place for everyday connection and quality food without the formality of events catering. It allows us to serve the local community directly, tapping directly into that community's supply chain, and maintain a consistent presence beyond the events calendar.

Community and collaboration

We believe good businesses are rooted in their communities. We collaborate with local producers, support community initiatives, and open our spaces for events that bring people together. These partnerships aren't CSR exercises—they're how we do business.

Beyond Catering: New Ventures

Kalm Club

Kalm Club represents our evolution beyond traditional catering. It's a more relaxed retail and grab-and-go concept that brings together food, culture, and communities in new ways. As it grows, we're embedding the same sustainability principles that guide our catering operations into these new ventures from day one.

Diversification with purpose

We don't diversify for the sake of growth. Every new venture must align with our values and contribute positively to our social and environmental goals. If it doesn't make us a better business—not just a bigger one—we don't pursue it.

Applying our standards consistently

Whether we're catering a wedding, running a cafe, or hosting a Kalm Club event, the same standards apply: scratch cooking, responsible sourcing, minimal waste, and genuine hospitality. Consistency across all our operations is how we build trust and maintain accountability.

Packaging, Waste & Circularity

Our approach to packaging

We've developed a whole new product range within our Kalm Club retail outlets which utilise zero-impact biodegradable packaging. Put simply, where packaging is necessary, we prioritise reusable, compostable, or recyclable materials.

Waste streams and diversion

We separate waste into clearly defined streams: food waste for composting, recyclables, and residual waste. Our goal is to divert as much as possible from landfill. We track waste volumes per event and per guest to identify trends and target reductions where they'll have the greatest impact.

Moving toward circularity

True circularity means designing waste out of our operations entirely. We're not there yet, but we're making progress: reusable service ware, thoughtfully procured packaging, and creative repurposing of materials. Each step moves us closer to a closed-loop model where nothing is wasted.

Environmental Performance in Detail

Energy consumption

Our energy use spans kitchen operations, cold storage, transport, and venue management. In 2025, we reduced energy intensity per guest served through equipment upgrades, improved scheduling, and better monitoring. Total consumption rose with business growth, but the per-guest trend is downward—which is the metric that matters most.

Water use

Water is central to our operations—from food preparation to cleaning. We track consumption at each site and measure per-guest intensity. In 2025, we introduced water-saving measures in our main kitchen and improved monitoring across our business.

Waste generation

We measure waste by type: food waste, general waste, recycling, and compostable materials. Our goal is to reduce total waste per guest while increasing diversion from landfill. In 2025, food waste per guest decreased through better menu planning and more efficient kitchen and business practices, though packaging waste remains a challenge we're actively addressing.

Targets, Metrics & Accountability

Our 2025 targets

At the start of 2025, we set specific, measurable targets for energy intensity, water use per guest, waste diversion rates, and food miles. These targets were informed by our previous year's performance and aligned with our B Corp improvement plan. This section reports honestly on which targets we met, which we missed, and why.

How we track progress

We use monthly operational data to track progress against annual targets. This data is reviewed quarterly by the leadership team and shared with the wider team. We don't wait until year-end to course-correct—if a metric is trending in the wrong direction, we investigate and act within the quarter.

Accountability mechanisms

Accountability means more than measurement. It means naming who is responsible, setting deadlines, and being transparent when things don't go to plan. Each target has a named owner, a review schedule, and a clear escalation path. This report is itself an accountability mechanism—published annually for anyone to read.

Leadership Reflection

What we got right

In 2025, we strengthened our data infrastructure, deepened supplier relationships around sustainability, and embedded environmental thinking more consistently into event planning. Our team engagement on these topics grew noticeably, and client conversations about sustainability became more substantive and collaborative.

Where we fell short

We didn't meet all our targets. Some areas—particularly LPG consumption—proved harder to influence than anticipated. We also recognise that communication of our progress to external stakeholders could be more frequent and more accessible. Honesty about shortcomings is essential to credibility.

Looking ahead

2026 will focus on closing the gaps identified this year. We remain committed to continuous improvement—not perfection, but genuine, measurable progress year on year.



Methodology & Data Boundaries

Data collection methods

Our environmental data is collected from utility bills, supplier invoices, waste transfer notes, and internal operational records. Where direct measurement isn't possible, we use industry-standard estimation methods and state our assumptions clearly. We're progressively moving from estimated to measured data as our monitoring improves.

Reporting boundaries

This report covers all operations under Kalm Kitchen Ltd, including our managed venues (Hurlands and The Corner Cafe) and other venue activities. Any boundary changes from previous years are noted to ensure comparability.

Limitations and assumptions

No dataset is perfect. We acknowledge flaws in our reporting by person cooked for and the need to pivot towards measuring against revenue. We are led by data and aim not to make assumptions. We aim to reduce reliance on estimates each year as measurement capability improves.

Key Environmental Metrics

Energy intensity

We measured energy use per guest served as our primary efficiency metric in 2025. In 2025, energy intensity decreased as kitchen scheduling improvements and monitoring took effect. We track electricity and gas separately to identify where gains are being made and where consumption remains stubborn.

Water intensity

Water use per guest is tracked across all sites. Our main kitchen saw meaningful reductions through behavioural changes and equipment upgrades.

Waste diversion rate

Our waste diversion rate measures the percentage of total waste diverted from landfill through recycling, composting, or reuse. In 2025, we improved our diversion rate through better segregation at source and stronger relationships with waste partners. Food waste per guest also decreased.

What the Data Tells Us

Trends and patterns

Year-on-year data reveals clear patterns. Energy and water intensity are trending downward consistently, while waste metrics show more variability due to event-specific factors. Seasonality remains a significant driver—summer months show higher absolute use but often better per-guest efficiency due to scale.

Where we're improving

Our strongest improvements are in energy efficiency and food waste reduction. These reflect sustained investment in equipment, training, and menu planning. Water efficiency is also improving, though at a slower rate. These gains demonstrate that operational focus delivers measurable results over time.

Where we need to do more

Packaging waste remains our most challenging area. We depend heavily on supplier practices and industry infrastructure beyond our direct control. Progress requires collaboration, advocacy, and willingness to accept higher costs for better environmental outcomes.

Challenges & Opportunities

Operational challenges

Scaling sustainably is inherently difficult. Growth introduces complexity—more suppliers, more logistics, more variability. Maintaining per-guest efficiency improvements while expanding operations requires constant vigilance and investment. We also face challenges around data quality as our reporting boundaries expand.

Industry-wide barriers

Some challenges are systemic. Limited recycling infrastructure for food-service packaging, inconsistent supplier sustainability data, and the carbon intensity of refrigeration are issues we cannot solve alone. We engage with industry bodies and peers to advocate for structural change.

Opportunities ahead

We see significant opportunity in renewable energy procurement, and deeper supplier collaboration on packaging. Technology improvements in monitoring and measurement will also help us move from estimated to actual data, strengthening our reporting and decision-making.



What Drove Improvement in 2025

Operational investments

Key investments in 2025 included kitchen equipment upgrades, improved cold storage efficiency, and better waste segregation infrastructure. These capital investments deliver compounding returns—each year of operation builds on the efficiency gains of the previous year.

Team engagement

Our team's growing engagement with sustainability goals was a significant driver. Training, regular communication, and visible progress reporting helped embed environmental thinking into daily operations. When people understand why metrics matter, behaviour changes follow naturally.

Supplier partnerships

Closer collaboration with key suppliers delivered improvements in packaging, food miles, and waste. By sharing our goals openly and choosing partners who align with our values, we created mutual accountability. These relationships take time to build but deliver lasting results.

Priorities for 2026 and Beyond

Near-term priorities

In 2026, we will focus on improving impact assessment data accuracy. We'll also strengthen monitoring at all sites and set new ambitious reduction targets based on our improved baseline data.

Medium-term ambitions

Over the next three to five years, we aim to achieve significant reductions in absolute emissions alongside continued growth. This requires investment in renewable energy, fleet electrification, and supply chain transformation. We'll set interim milestones and report progress annually.

Long-term vision

Our long-term vision is a business that demonstrates catering can be both excellent and genuinely sustainable. We want to prove that environmental responsibility and commercial success reinforce each other—and to share what we learn openly with our industry.

Circular Economy & Waste Reduction

Our approach to circularity

We apply circular thinking wherever possible—designing waste out of our operations, keeping materials in use for longer, and regenerating natural systems where we can. This means rethinking packaging, repurposing food surplus, composting organic waste, and choosing reusable over disposable wherever quality allows.

Food waste prevention

Preventing food waste starts with menu planning and accurate forecasting. We track waste at every stage—prep, service, and post-event—to identify where losses occur and why. In 2025, improved forecasting and flexible menu design reduced food waste per guest measurably.

Material flows and recycling

We map our material flows to understand what comes in, what goes out, and where value is lost. Recycling rates improved in 2025 through better segregation and supplier take-back schemes. We continue to push for packaging solutions that are genuinely recyclable in practice, not just in theory.

Circular Economy: What's Next

Packaging innovation

We're actively trialling alternative packaging materials and reusable systems for specific event types. Progress depends on supplier readiness and client willingness—both of which are improving but require continued advocacy.

Supplier collaboration

Circular economy progress requires supply chain collaboration. We're working with key suppliers to reduce packaging at source, implement take-back schemes, and develop closed-loop systems for specific material streams. These partnerships are built on transparency and shared commitment to waste reduction.

Scaling what works

Where circular approaches prove effective at small scale, we systematically expand them across operations. Successful food waste interventions at one site are rolled out to others. Effective packaging alternatives are standardised. This disciplined approach to scaling ensures improvements are durable, not experimental.

Thank You

Acknowledgements

This report represents the collective effort of our entire team. Every person at Kalm Kitchen contributes to the progress documented here—through daily operational decisions, creative problem-solving, and genuine commitment to doing better. We're grateful to our clients and suppliers who share this journey with us.

Get in touch

We welcome questions, feedback, and conversation about anything in this report. Transparency means being open to scrutiny and dialogue. If you'd like to discuss our approach, challenge our data, or explore how we might work together, please reach out directly.

What comes next

This report is a snapshot—not an endpoint. We'll continue measuring, reporting, and improving throughout 2026. Our next update will cover progress against the priorities outlined here. We remain committed to honest, accessible reporting as a foundation for genuine accountability.

