

Sweet SUSTAINABILITY

Our commitment to
ESG excellence, 2025



**WORLD
of
SWEETS**
PARTNERS IN
Sweet SUCCESS

BOBBY'S[®]



Contents

Page 3

About us

Pages 4-5

Our vision

Page 6

Supporting communities & future sustainability

Pages 7-8

Our ESG roadmap

Pages 9-10

Charitable & community support

Page 11

Educating our future

Page 12

Global community

Page 13

Governance

Pages 14-15

A nice place to work

Pages 16-17

Developing our people

Pages 18-21

Support future sustainability

Pages 22-23

United Nations 17 goals

Page 24










Review of our progress & governance

About us

World of Goodness (The Group/Parent Company) and its subsidiaries (Primarily trading as World of Sweets, Hancocks and Bobby's Foods) are the UK's largest distributor of confectionery and snacking, servicing all major routes to market including major multiples, convenience, high street, specialists and online resellers, through a network of Hancocks Cash & Carries, World of Sweets Field and Commercial Teams, along with our Bobby's van sales team.

- 14 Hancocks Cash & Carry stores
- 12 Bobby's Distribution Sites
- 1 BRC packing facility
- 1 Central Group Distribution Centre
- Group Head Office
- Providing employment for nearly 1000 colleagues across the UK
- Over £500m in retail sales value per year
- Multiple own brand ranges (including Bobby's, Bonds, Candy Realms, Crazy Candy Factory, and Kingsway)



 <p>Traditional sweetshop favourites</p> 	 <p>Fun kids' novelty sweets</p> 
<p>CANDY REALMS</p> <p>Includes a great range of vegan sweets</p> 	 <p>The biggest range of pick n mix</p> 
<p>PICK 'N' MIX STATION</p> <p>Pre-packed pick n mix favourites</p> 	<p>BOBBY'S</p> <p>Great value snacks, sweets & cakes</p> 

Our vision

With over 100 years of heritage in confectionery and snacking, our success continues to be built on the **dedication of our colleagues**, the **loyalty of our customers**, and the **support of our suppliers**. As we move into 2026, we remain focused on growing our business responsibly, delivering commercial success while strengthening our positive impact on the people and communities around us, and on the world we operate within.

Our ESG approach remains clear and straightforward: **Support Future Sustainability, Be a Nice Place to Work**, and **Support Our Communities**. These priorities guide our actions and help us stay focused on what matters most, while our ESG committee, made up of colleagues from across the group, continues to challenge, support, and hold us accountable for meaningful progress.

Being a nice place to work remains a key strength and a key focus. In 2025, we continued to build our people plans around **Wellbeing, Reward, Leadership & Management and Culture**, ensuring colleagues feel valued, supported and listened to. I'm proud that **97% of colleagues continue to say they love working here**, and that engagement remains strong, driven by open conversations, practical support, and continued investment in how we lead and develop our teams.

We also continued to play an active role in supporting communities nationally and locally through fundraising, volunteering, donations and partnerships. In 2025, colleagues supported over **30 charities and community groups**, and I'm especially proud of the continued partnership with two key organisations; **Vicky McClure's Our Dementia Choir** and **Rainbows Children's Hospice**, with over £40,000 raised in 2025 for these individual charities by our colleagues, customers and suppliers. This alongside our ongoing support with local schools and sports groups close to colleagues' hearts.

On sustainability, our focus remains on doing what is practical, measurable and commercially responsible, while continuing to reduce our impact over time. We have strengthened how we capture, report and monitor our footprint and impact, and we have made tangible progress through energy efficiency improvements across our estate, reflected in improving EPC ratings, **reductions in overall energy use since 2023**, and continued progress in **fleet safety** and lower-emission vehicles.

This report shares where we are today, the progress we've made in the last year, and the priorities we will continue to focus on as we move forward. Our ESG journey is not a one-off programme, it's shaped by ongoing discussion, action and accountability. Thank you to every colleague who has played a part in the progress we're making, and to the teams and partners who continue to support us in doing the right thing, the right way. I am truly proud of the progress that we have made together in the last 12 months.



Zach Towers
Group Director



**97% of colleagues
continue to say they
“love working here”**



**Rated “excellent”
on trust pilot by
our customers**

With consistent scores of 9/10
for customer service, product range,
and ease of doing business.

A nice place to work

We continue to strive to be a great place to work for all of our colleagues, by ensuring everyone feels valued, supported and engaged. Our People Plans continue to evolve each year, with leadership maintaining a strong focus on engaging teams across the UK.

Our approach is built around four key pillars:



Wellbeing

We are committed to supporting the physical, mental and emotional wellbeing of our people. We recognise that wellbeing is fundamental to sustainable performance and the long-term success of the business. We aim to create a supportive environment where individuals feel able to raise concerns, access support and maintain a healthy work-life balance. Wellbeing is a shared responsibility and is embedded into how we work and lead.



Leadership & Management

We expect our leaders and managers to set clear direction, act with integrity and lead by example. Strong leadership and effective management are critical to driving performance, engagement and accountability. We invest in developing leadership and management capability to ensure our people managers have the skills to lead well, manage change and support continuous improvement.



Reward

We provide fair, competitive and transparent reward that recognises both individual and team contribution. Our reward approach is designed to attract, retain and motivate talent, while reinforcing high performance and positive behaviours. We regularly review our reward practices to ensure they remain equitable and aligned with the market.



Culture

We are building a positive, inclusive and high-performance culture where people feel respected, valued and empowered to contribute. Our culture is shaped by our values, behaviours and ways of working, encouraging collaboration, openness and continuous learning. A strong culture supports engagement, trust and long-term business success.

Supporting our communities

We are proud of the work we do to support the communities in which we live and work, and we remain committed to continuing and strengthening this support. Our approach is delivered through a combination of:

- ✓ **Charitable donations**
- ✓ **Partnerships with community and voluntary groups**
- ✓ **Colleague volunteering and the giving of time and expertise**
- ✓ **Strong governance and compliance to protect our stakeholders**
- ✓ **Meeting relevant local and international regulatory requirements**
- ✓ **Providing education support and learning opportunities for future generations**

This balanced approach ensures we make a positive contribution while operating responsibly and protecting those we work with and serve.

Support future sustainability

Sustaining our planet for future generations is a shared responsibility of both our business and our people. We are committed to reducing our environmental impact and encouraging all colleagues to play their part in this journey. Together, we all have a vital role to play.

We continue to focus on reducing our energy usage where possible, improving efficiency, utilising cleaner and alternative energy sources, and ensuring our waste is managed and recycled wherever possible. We also actively engage and educate our stakeholders so that we can all contribute to positive change.

We are proud of the progress we have made to date and, as this report demonstrates, we are particularly encouraged by the further progress achieved in 2025 towards our goals of supporting future sustainability.



Sweet donation for Rainbows Fun Run



Committed to reducing our environmental impact



Marketing team volunteer at the Rainbows Hospice clothes sorting office

Our ESG Roadmap

People Plan launched

Our People Plan was launched with our senior team support. Colleague engagement surveys launched to assess and gain feedback. These surveys have continued every year.

IOSH approved training provider

We became IOSH approved training provider allowing our in-house accredited trainer to train all our sites in IOSH Managing Safely.

Our health and safety plan developed further with the introduction of technology to track, manage and engage all sites with health and safety.

Honeypot product charity partnership

Our second national product charity partnership with Honeypot charity was launched for 2023. Raising over £18,000 for Honeypot.



Stronger Together & SMETA partnership

Started our training and support of Stronger Together initiative along with first assessment by SMETA which has continued each year.



First Charity Product partnership

Our first charity product partnership with The Mix launched in 2022.



Continued colleague wellbeing initiatives



Launch of our Aviva Smart Health and Sovereign Health Care plans

Achieved RoSPA Silver

Our health and safety plan was rewarded with a RoSPA Silver award for the whole group.



Launched Work Wallet across all sites

Recycling Focus was launched across all sites





Launched our Schools Education Program

We welcomed the first school into our packing facility in Nottinghamshire for a fun & educational tour

United National Goals review

Assessment of our approach against the 17 UN Goals via Bcorp assessment planned.

Energy Champions

Rollout of Energy Champions along with training and support

10% Clean Energy generated

Solar, wind or other clean energy usage accounting for 10% of the groups energy by 2030.



Achieved RoSPA Gold

RoSPA Gold was achieved within our World of Sweets business units in 2023 and 2024.

Vicky McClure's Our Dementia Choir

Our charity partnership started in 2024 and continues into 2025/26.

EV/Hybrid Company Cars

Rollout of Energy
Over 50% of our company cars will be EV or hybrid.

75% of our sites will be efficiency rating of C+

We aim to have over 75% of our estate to be C or above when it comes to energy efficiency.



Charitable and Community Support

As a group of colleagues, we are committed to supporting the communities in which we live and work. Each year, we support a wide range of charitable and community groups through both ongoing partnerships and one-off initiatives. Many of these causes are close to our colleagues' hearts, reflecting personal connections and the positive impact these organisations have had on individuals and families within our business.

While financial donations remain important, our approach goes beyond monetary support. We believe in giving back in a broader sense—through time, energy and active involvement—so that we can make a meaningful and lasting difference within our communities.

In 2025, we supported over 30 charities and community groups, through a wide range of colleague-led and business-supported activities. These included local fundraising initiatives, such as depot raffles and events supporting nearby charities, as well as national campaigns including bake sales, Wear It Pink and other collaborative fundraising activities.

We also continued to strengthen key partnerships that generate significant impact. For example, we entered our second year of partnership with Vicky McClure's Our Dementia Choir, raising over £30,000 in 2025 to support their vital work. In addition, our partnership with Rainbows Children's Hospice continued to grow, with support provided through funding, product donations and colleague volunteering using paid volunteering days.

Throughout the year, we also supported a range of local sports and social groups through sponsorship, helping to provide equipment and kits. Many of these groups have a personal connection to our colleagues, with children, family members and friends taking part, further strengthening our ties to the communities we serve.

Bobby's Newton Aycliffe

Supported **St. Oswald's Hospice in Newcastle** this year. Providing the runners in the Great North run with Bobby's snacks and flapjacks.

Bobby's Livingston

Supported a number of **Scotland's Charity Air Ambulance** events, contributing **£7,255.79** to support the charity's lifesaving work.

Bobby's sponsorship of Blunham Cricket Club

We supported the club as a feel-good initiative to give back to the local community.



Bonds sponsorship of local football team



The team visit Rainbows Hospice clothes-sorting office



We raised over £1,700 for Breast Cancer UK in our Make it, and Wear it Pink events



Bonds raises over £30,000 for Vicky McClure's Our Dementia Choir



Team Bobby's takes the WIN and raises £750 at JJ Wilson Charity Golf Day!



Raised £2,400 in the Christmas Lindt Charity Raffle



Vicky McClure's OUR DEMENTIA CHOIR

Bonds Of London & Our Dementia Choir

To celebrate the 130th birthday of Bonds of London, our confectionery brand, we partnered with **Vicky McClure's Our Dementia Choir** and launched a six-line charity share bag range. The range donates 10% of profits to support the choir's work, raising **£32,000 to date**.

We will continue to support and grow the charity partnership. This incredible charity uses the power of music to bring joy, connection, and wellbeing to people living with dementia and their families.



breast cancer uk.

October marked Breast Cancer Awareness Month, and we raised awareness and funds for Breast Cancer UK through two brilliant challenges. Bake it Pink saw colleagues showcase impressive baking skills with a delicious spread of sweet treats. This was followed by Wear it Pink Day, with colleagues embracing pink in all its forms, from subtle accents to bold outfits. Together, we **raised just over £1,700**, which we'll proudly donate to Breast Cancer UK to support vital research and those affected by breast cancer.



rainbows Brightening short lives

We're incredibly proud to support our local children's hospice, **Rainbows**, near our head office in Loughborough, and to be members of their Business Club. Throughout the year, we've supported Rainbows in a number of ways, including contributing to their tuck shop, taking part in the Santa Fun Run, and spending team volunteering days at their clothes-sorting office.



Educating our future

Our schools engagement programme continues to be a highlight for both our teams and the young people who visit us. Working closely with local primary schools, we have developed engaging visits to our packing facilities that give children a practical insight into confectionery, manufacturing and the world of work.

These visits provide a valuable learning experience beyond the classroom, helping students understand different career pathways and how a business operates in practice. Colleagues from across the business generously give their time to support these visits, ensuring they remain informative, engaging and enjoyable for everyone involved. In fact, we are unsure who enjoys them more, our colleagues or the students!

School visits to Sutton

As part of our community engagement programme, we have welcomed **local primary schools** into our **Sutton BRC-accredited factory** to support learning and inspire curiosity about food manufacturing. Pupils enjoyed a guided visit behind the scenes, asked brilliant questions, and took part in a structured tasting session designed to bring the experience to life.

Our team went the extra mile to ensure the visit was **safe, inclusive and accessible for every child**, including those with dietary requirements, so everyone could take part with confidence. The feedback from schools has been overwhelmingly positive, with teachers describing the visit as an outstanding experience for their pupils — helping create lasting memories while strengthening our connection with the local community.

“The most amazing experience!”

Woodland View Primary said their students were still buzzing with excitement a week later.

“The best trip of the year”

Following fantastic feedback from their last visit, **Dalestorth Primary’s** Head Teacher joined this year’s trip to see first-hand what made it so special.



Global Community

We are part of a global supply chain spanning over 25 countries and working with more than 300 suppliers. Through strong partnerships and our continued engagement with Sedex, we gain valuable insights and tools to evaluate our supply chain, alongside our established food safety and quality assurance processes.

We assess suppliers not only against product quality standards, but also in relation to social and environmental responsibilities and compliance with local legislation. Our internal technical and compliance teams work closely with global partners to ensure products meet UK regulatory requirements, while also adhering to high standards within local regulatory frameworks.

We utilise GFSI-recognised frameworks worldwide to assess and manage risk within our supply chain. Within the UK, our packing facility holds a BRC AA+ grade*, and both our packing and distribution facilities are SMETA audited every two years. These accreditations reflect our commitment not only to product quality, but also to ethical, social and responsible business practices across our operations.



*Site certified to **BRCGS Global Standard for Food Safety – Grade AA+ (Issue 9)**

We are...

**stronger
together**

Responsible recruitment | Fair work | Free from exploitation

SMETA

Proud to be a

Sedex
Member

Governance

Being compliant

To ensure we are an enjoyable place to work, plus an enjoyable place for our stakeholders to work in, we must be compliant. Our Group has strived to ensure we do the right thing, be better than just what is expected, and achieve more.

While we have a dedicated team within Human Resources to ensure full compliance with UK employment laws, we take it further. Our business is about people and relationships, and we believe in empowering our people managers with the tools and training they need to effectively lead their teams.

As a Group, we provide hundreds, if not thousands, of hours of compliance-related training each year—training that often comes with accreditations we're proud to hold. These certifications demonstrate our commitment to compliance within our Group and with our global suppliers.

We also undergo regular external audits to ensure we comply with various aspects of human rights and employment legislation, further strengthening our credibility and dedication to upholding the highest standards.

Financial auditing and reporting

Each year our group is audited independently by third party, qualified financial audit experts to ensure the business is compliant with all laws and legal requirements, ensuring the Board of Directors and business management team are acting in the best interest of the business.

Alongside this we publish all statutory reporting on Companies House each year for each of our businesses along with a Group wide tax scheme published on our website.

Anti-bribery & corruption training

We take any type of bribery or corruption seriously, our HR team regularly monitor gifts given to individuals or the business. We also roll out regular and relevant training to all senior leaders, management and within specific departments that are highlighted as high risk to ensure everyone relevant is trained and up to date with all legislation in regard to bribery and corruption along with how to identify and who to report this to within the organisation.

Gender pay gap reporting

As required by law, we continue to annually review our gender pay gap and report this on our website. As a Group we continually want to work on reducing our gender pay gap between males and females. We have taken some great steps over the past few years in reducing the mean pay gap between females and males.

As a Group we do not discriminate on any grounds and are proud to say that nearly 45% of our colleagues are females across all roles in the business.



A nice place to work

Our People Plans remain consistent with previous years, as we believe the improvements made over time have contributed to our current strong position, reflected in positive engagement results.

For us, being a nice place to work is centred around four key areas, all of which are measured through informal discussions, annual colleague check-ins, listening sessions, and our annual colleague engagement survey, which provides valuable insight into the colleague experience.



Wellbeing

We are committed to supporting the physical, mental and emotional wellbeing of our colleagues, recognising that wellbeing is fundamental to sustainable performance. We aim to create a supportive environment where individuals feel able to raise concerns, access support and maintain a healthy work-life balance. Wellbeing is a shared responsibility and is embedded into how we work and lead.

We provide access to two Employee Assistance Programmes (EAPs) for colleagues and their families, offering free counselling and financial support services. In addition, we have over 34 trained Mental Health First Aiders across the business, providing further support at a local level.

Physical safety is equally important, and we take this responsibility seriously. Over the past four years, we have been part of RoSPA, and have achieved Silver or Gold accreditation for group-wide safety performance. This reflects our commitment to protecting the safety of colleagues, customers, visitors and other stakeholders across our UK sites.

All people leaders and supervisors receive relevant health and safety training, including IOSH Managing and Leading Safely, delivered across the estate. We are also an IOSH-approved training provider, delivering accredited in-house training to further strengthen our safety culture.



Leadership & Management

Strong leadership and effective management are central to our continued success. Our people are at the heart of our business, and we expect our leaders and managers to lead by example, reinforcing our culture and supporting continued development.

Our Learning and Development Team delivers a wide range of training programmes across the group, including compliance, people management and leadership development. In addition, we provide regular training on mental health, equality, diversity and inclusion, and other areas that support positive people management. Our senior leaders and directors play a key role in role-modelling behaviours, ensuring our leadership approach is consistent and embedded across the organisation.

A nice place to work



Christmas Party 2025



Christmas Party 2025



Volunteering day



Charity bake sale



Reward

We recognise that fair and competitive reward is fundamental to valuing the contribution our colleagues make every day. Alongside pay and salary, we offer a broad range of benefits designed to support colleagues financially, as well as through health, wellbeing and supported time initiatives.

Where financially viable, we aim to remain competitive within the market. We regularly benchmark salaries to ensure roles are appropriately remunerated, supporting our ability to attract and retain talented people. Our reward and benefits offering includes private medical options for permanent colleagues, life assurance schemes, access to free counselling, financial support services, a range of EAP provisions and wellbeing initiatives.



Culture

Our aim is to create a workplace culture built on integrity, respect and friendliness in everything we do. We expect colleagues to act with honesty and integrity, and in return we treat everyone with fairness and respect. By working in this way, we create a supportive environment where people feel valued, trusted and able to do their best work.

Culture is created by our colleagues and reflected in how we interact and work together every day. It cannot be attributed to one single process or policy, but is shaped by behaviours, relationships and shared ways of working across the business.

Our colleague engagement surveys consistently demonstrate a strong and positive culture, with many colleagues highlighting workplace culture as a key reason they enjoy working here. The balance between a professional, corporate approach and a friendly, open and honest environment continues to be a defining feature of our organisation.

Developing our people

Sweet Bytes

The development of our people underpins every aspect of our People Plan. It supports the development of future talent from within the business, helps retain colleagues and strengthens our ability to attract new talent. Investment in learning and development also reinforces our culture, leadership approach and wellbeing strategy, while ensuring colleagues feel valued and supported in their roles.

Each year, we deliver hundreds of training courses across the group, including fully funded statutory and compliance training. In 2024, we launched our Sweet Bytes programme—short, bite-sized learning sessions designed to educate colleagues on topics ranging from our brands and internal processes to benefits, reward programmes and wider life and wellbeing topics.

Many sessions have also been delivered in partnership with external organisations, including Our Dementia Choir, helping to raise awareness and understanding of important social issues.

Over the past 12 months, we have delivered more than 10 Sweet Bytes sessions, attended by hundreds of colleagues across the UK, both virtually and face to face.



Sweet Bytes topics delivered so far:

- ✓ **Colleague Benefits including Perks at Work**
- ✓ **Brand awareness sessions on Bonds, Candy Realms and Vimto**
- ✓ **All Things Gumi Yum**
- ✓ **It's all about Bonds**
- ✓ **How does music help dementia? - in partnership with ODC**
- ✓ **It's all about the Apprenticeship**
- ✓ **Product news and update**
- ✓ **Salary Exchange Pensions**

“Over the past 12 months, we have delivered more than 10 Sweet Bytes sessions”

Developing our people

Colleague Engagement Survey

Over 85% of our colleagues responded to our colleague engagement survey in 2025, an improvement on previous years!

AI Training

Last year, 24 colleagues completed AI training with Pair, progressing through levels that showcased powerful, practical AI tools they could start using in their daily work. In 2026, we plan to expand the programme to more colleagues.

Aviva Smart Health

Available to all our colleagues Aviva Smart Health offers a convenient way to manage health and wellbeing needs.

- ✓ **Online GP Access**
- ✓ **Mental Health Support**
- ✓ **Legal and Financial Support**
- ✓ **Available 24 hours a day, 365 days a year**

AVIVA

Aviva Smart Health



EDI Training



EDI Training

Equality, Diversity & Inclusion (EDI) training

We began rolling out EDI training across the group to help us build a more inclusive, supportive workplace for everyone.

Mental Health First Aiders

We now have 34 fully trained mental health first aiders across all our 30 UK sites. We also have a number of additional people across the group who have completed other mental health training courses.



Support future sustainability

Our aim remains to reduce our impact on the planet wherever possible. We do this through robust monitoring, meeting and exceeding national legislative requirements, and setting our own plans and targets to drive continuous improvement in future years. We believe it is our responsibility—both as a business and as individuals—to play our part in helping to sustain the planet for future generations.

We are committed to reducing our environmental impact and actively encourage all colleagues to support this journey. Together, we all play a vital role. Our focus includes reducing energy usage where possible, improving efficiency, increasing the use of cleaner and alternative energy sources, and ensuring waste is managed and recycled wherever possible.

Our sustainability strategy is underpinned by three clear and consistent objectives, which have remained in place since we began this journey in 2023:

**Capture, report
and monitor
our energy and
resource use**

**Review usage,
drive efficiency
and educate
colleagues**

**Improve waste
management
and recycling
performance**

We achieve this through a range of measurement and monitoring tools, including Energy Performance Certification (EPC), real-time energy usage data across all sites, annual carbon emissions reporting, and delivery of actions identified through the government's Energy Saving Opportunity Scheme (ESOS). Alongside the ongoing monitoring and improvement work led by our Facilities and Property teams, colleague education remains essential to ensuring everyone plays their part.



**We now use
100% Electric
Renewable
Energy Sources.**



**We have increased
our use of EV
charging on our sites.**

Support future sustainability

Energy Performance (EPC)

We are dedicated to capturing detailed data on energy usage to track progress and support our long-term sustainability plans. This is achieved through EPC assessments and carbon emissions reporting, which have been a key focus since 2023. As a result, we have seen significant improvements across a large part of our estate.

In 2023, **45% of our sites held an EPC rating of D or below**. We set a target to ensure all sites achieve a minimum rating of C or above by 2030. We are pleased to report that in 2025 this figure has reduced to **31% of sites**, meaning that **69% of our sites are now rated C or above**, including one site achieving an **A rating**.

These improvements reflect a combination of major refurbishments and targeted energy efficiency measures implemented over the past 18 months. We remain on track to achieve our 2030 target, with further site improvements planned for early 2026.

Energy Performance Property Ratings:

Grade	2023	Current 2025	2030 Target	2035 Target
A		3%	35%	40%
B	28%	28%	30%	35%
C	27%	38%	35%	25%
D	22%	17%	0%	
E	23%	14%	0%	



69% of our sites hold an EPC rating of C or above.



Our 2030 EPC target remains on track.

Support future sustainability

Carbon reporting & energy usage

We closely measure and report on a range of emissions metrics, many of which form part of our annual financial and statutory reporting. These measures are essential in helping us assess and manage our environmental impact. A key focus is reducing our emissions intensity ratio, which reflects emissions relative to group revenue and provides a meaningful measure of performance over time.

Between 2020 and 2023, the business experienced growth in revenue, colleague numbers and product volumes. Despite this growth, we were pleased to see a reduction in our intensity ratio over this period. This improvement was achieved alongside a 10% increase in our fleet and growth in headcount, making this progress particularly encouraging.

In 2025, the wider economic climate impacted turnover, with an approximate 10% reduction in revenue across 2024 and into 2025. While we are pleased to report that total emissions reduced in 2024, this was not sufficient to offset the impact of lower turnover. As a result, there was a slight increase of 0.1 in our emissions intensity ratio compared to the prior year.

We remain committed to managing and reducing our emissions in a way that is both environmentally responsible and commercially viable. We will continue to focus on practical actions that support long-term reductions, while maintaining transparency in how we measure and report our progress.

Carbon reporting:

Measure	2024	2023	2022	2021	2020
Emissions from facilities	720	653	664	620	616
Emissions from transport	1725	1766	1796	1757	1871
Other emissions	679	813	750	623	478
Total emissions	3125	3232	3210	3000	2965
Intensity ratio (tonnes per £m revenue)	14.4	14.3	16.05	16.11	19.46

Our targets...

We set ourselves the target in 2023 to reduce our energy usage by 40% by 2030. This target still stands, and we are pleased to announce we have made some excellent progress since 2023 when this target was set.

Through the improvement of our EPC's through improvements to energy efficiency and training for our teams we have across our sites seen a **15% saving in our electricity usage since 2023**, and a **8% saving of gas used on site**.

Combined we are using **11% less energy in 2025 than we were in 2023**, this saving with the increased use of EV charging on site is a great achievement and puts us in a great place to achieve our target of **40% reduction overall by 2030**.

Support future sustainability

Educating Our Colleagues & Waste Management

The largest areas of environmental impact within our direct control relate to our 30 UK sites and our fleet of over 300 vehicles, of which approximately 40% are commercial vehicles. We are committed to reducing the impact of both—focusing not only on emissions, but also on improving safety for our drivers and other road users.

Alongside fleet emissions, reducing waste and increasing recycling across our sites remains a key priority. We are committed to minimising the waste we generate and maximising recycling wherever possible, in order to reduce the amount of waste sent to landfill.

We achieve this through a combination of technology, training and policy improvements. Our Samsara monitoring system supports safer and more efficient driving, alongside comprehensive driver training programmes. In 2025, we also implemented a significant overhaul of our recycling policies across all sites, in line with legislative requirements. Early indicators show a reduction in non-recyclable waste being sent to landfill, and we look forward to reporting further progress in future reports.



Recycle points in place across all our sites



Our Bobby's fleet

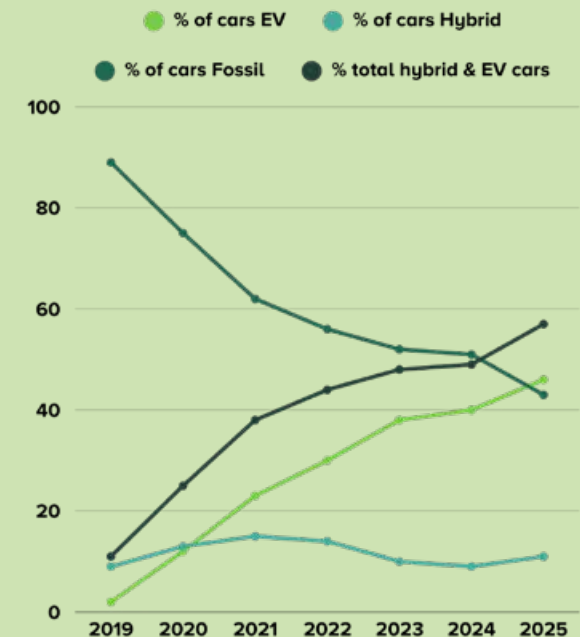
Commercial Fleet & Company Cars

With hundreds of vehicles on the road each day, safety is a core priority. Since the rollout of our Samsara platform across our commercial fleet in 2023, alongside enhanced driver training for both company car and commercial fleet drivers, we have achieved a 50% reduction in third-party accidents. This has also contributed to an almost 50% reduction in insurance claims, helping to improve safety outcomes for our colleagues and other road users.

We have continued to expand the use of electric and hybrid vehicles across our company car fleet, actively encouraging colleagues to choose lower-emission options where viable. Charging points are now available at six UK sites to support this transition.

In 2019, only 11% of our company car fleet were hybrid or electric. In 2025, hybrid and electric vehicles overtook fossil fuel vehicles for the first time, with 57% of the fleet now hybrid or electric, including 46% fully electric vehicles. This represents a significant milestone in reducing fleet-related emissions.

Looking ahead to 2026, we will continue to review electric vehicle options for our larger commercial fleet and look forward to trialling and expanding lower-emission solutions as technology and infrastructure continue to develop.



United Nations 17 Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), (United Nations Site, 2024; sdgs.un.org/goals) which are an urgent call for action by all countries - developed and developing - in a global partnership.



Our goals

Using the United Nations 17 Goals we, on a local business level, can utilise these to help us define our plans and actions to ensure we are supporting in the achievement of these goals. We have assessed all of our actions within our plans to ensure we support the 17 Goals.

They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. We have outlined these goals in the table opposite and on the following page.

Many of these goals we feel we have achieved and are now ongoing business as usual activities for our business. They are still key to our success and we will continue to ensure they are part of our plans but as they become business as usual we focus our time as a committee on achieving the other goals.

1	Aim to reduce our energy use by 40% by 2030
2	Assessing our suppliers and their impact on their stakeholders
3	Colleague Benefits improved and offered to all
4	Colleague health benefits and discounts, offering Aviva Smart Health, Sovereign Health cash backs and Employee Assistance Programs to all
5	Continued monitoring and review of our colleague engagement through surveys and listening sessions to ensure we understand the needs of our colleagues across the whole group
6	Continued partnering with IOSH to ensure our colleagues are safe
7	Encouragement of more environmentally appropriate travel through hybrid working, Bike2Work Scheme and EV company cars
8	Ensure our colleague policies are robust and fair. Along with compliance reporting eg. Gender Pay Gap
9	Focus on training of our teams through technical job based training and softer skills training
10	Growth of our EV company car schemes
11	Improve our EPC assessments for all sites under grade C by 2030 and all sites to be achieving C or above by 2035
12	Keeping our stakeholders safe and assessing ourselves through ROsPA
13	Ongoing training in regard to ethical labour management through the Stronger Together initiative
14	Our Carbon Emissions Intensity Ratio to continue to fall with an aim of below 10 by 2035
15	Partnership with SMETA to ensure we assess our own internal ethical impact
16	Reduction in fuel usage through educated driving and monitoring
17	Review and improvement of our recycling and waste management
18	Solar, wind or other clean energy usage accounting for 10% of the groups energy by 2030
19	Support in the education of future talent
20	Supporting local and national charities
21	Utilising technology to manage our internal health and safety



= Goal achieved



= Working towards goal

Review of our progress & governance

Our ESG Committee, composed of colleagues from across the business, is responsible for ensuring the actions outlined in this strategy report are implemented, reviewed, and measured. The committee focuses on steering efforts and discussions regarding our group's impact on the community and the planet.

This is achieved through regular committee meetings, reporting, and ongoing discussions with senior leadership, management, and the Board of Directors.



Zach Towers
Group Director



Jo Dack
Group Head of HR



Kathryn Hague
Group Head of Marketing



Pete Booker
Property & Facilities Manager



Paul McDonnell
Group Health & Safety Advisor