

second
nature



Sustainability Report 2024

WSH

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Packed On...
Crisp &...

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Introduction from our Chairman, Alastair

Welcome to our Second Nature 2024 Sustainability report

2024 has been an exceptional year for WSH as we continue to progress Second Nature, our ESG (Environmental, Social and Governance) strategy.

WSH is the largest independent catering and hospitality business in the UK and we take our responsibility to make a positive impact seriously. Whilst many may be dialling back on sustainability commitments, we drive forward, knowing that it makes a difference to our customers and clients, our people and the communities we serve.

Second Nature captures our work to build a future where sustainability, nutrition and exceptional food experiences go hand in hand. It places people at the heart of our business; from the dedicated hospitality people in our teams, to the wide variety of clients who trust us with the wellbeing of the customers we cater for, to the farmers who produce the foods we depend upon.

In 2024, our teams worked extremely hard to progress our social and environmental sustainability targets. We saw an increased uptake in our female team members participating in our

Management Leadership programme and the Chef's Academy. We made great strides towards gender balanced management teams. The proportion of our teams paid the real living wage is increasing and we continue to see our businesses close their gender pay gap whilst recognising others still have more to do.

Over the last five years, we have reduced food waste by almost 22%, saving approximately 3,600 tonnes of food. We continue to partner with suppliers who share our values and launched the WSH Supplier Code of Conduct to further influence farming practices, promote ethical procurement and reduce supply chain environmental impact. More than 130 of our most critical suppliers have signed the code, committing to work with us to deliver our targets.

Our corporate carbon footprint economic intensity reduced 12.5% compared to 2023, showing that our range of reduction activities work. In line with our entrepreneurial spirit, we continue to challenge ourselves to be better and more ambitious. We reviewed our carbon footprint methodology to ensure we apply the latest, best-in-class carbon

accounting. This improvement in data accuracy gives us an even clearer picture of where our environmental impacts lie and will allow us to make better decisions when prioritising reduction efforts. Whilst this approach resulted in an increase in emissions previously reported, we are confident improved accuracy will help us accelerate our reduction initiatives.

As we continue to deliver Second Nature, I'm really encouraged by the support from our wider teams. They are truly embracing the task, challenging their own mindset, learning new skills and driving behavioural change that benefits our communities, clients, teams and partners. I'm confident 2025 will be no less disruptive but equally rewarding.

Alastair Storey, Chairman

About WSH

WSH is a family of leading catering and hospitality businesses. We set ourselves incredibly high standards because we care passionately about food, service, our people and our clients. Our success is driven by delivering fantastic food and service using fresh, locally sourced, seasonal ingredients prepared and served by our highly skilled and motivated teams.

Founded over 20 years ago, we are the UK's largest independent catering company for business and industry, education and events. Our team is nearly 29,000 people strong, operating across the UK and Ireland, with a growing presence in Belgium, Denmark, France, the Netherlands and Norway.

We manage more than 3,000 locations, ranging from client restaurants and coffee shops to school lunch halls, hospitality suites and champagne bars, serving more than 2.6 million customers every day.

The performance data within this Sustainability Report covers our fiscal year 2024 and focuses predominantly on our established UK entities.



Our expanding business

We are delighted to grow and welcome new brands into the family, with Genuine Dining Group joining us in October 2024. Like our other recent acquisitions, they share our values, demonstrating passion and high standards for food, service, people and clients, along with our commitment to sourcing fresh, seasonal, local produce.

Our acquisition approach includes completing an ESG gap analysis to understand our baseline. We then support the newly acquired business to define, refine and align targets, permitting them to operate autonomously whilst adhering to the principles, procedures and targets established through our Second Nature strategy.

In 2022 and 2023, we expanded our operations in Europe through strategic acquisitions; Meyers in Denmark, MRS and Musiam in France to add to the continued and growing development of our BaxterStorey business.

BAXTER STOREY

Founded in the UK in 2004, BaxterStorey thrives on excellence, creating beautiful spaces, exciting menus and friendly teams. The company's approach focuses on three key ingredients for hospitality success: food, people, and the planet. This strategy has enabled further growth across Ireland, the Netherlands, France, Belgium and Norway.

MRS

MRS Group specialises in premium, eco-responsible corporate catering in France. Renowned for its delicious, creative and handmade cuisines, MRS prides itself on focusing on healthy foods that respect the environment. The acquisition added over 900 team members to the WSH family, enhancing both companies' capabilities in catering and growth through shared values.



Musiam Paris curates exquisite dining experiences, offering a taste of seasonal gourmet cuisine crafted from fresh ingredients at iconic cultural and heritage sites like the Musée du Louvre and Château de Versailles. With a team of over 700 dedicated professionals, they provide bespoke commercial catering concessions and events.

MEYERS

We were thrilled to expand into Denmark through the strategic acquisition of Meyers 2023, a multi-faceted B Corp certified business that runs restaurants and canteens, catering, processing activities, commerce, team building, research, communication, education and consulting services. Meyers is the largest independent lunch and canteen provider in Denmark.



GENUINE DINING

Our latest acquisition, Genuine Dining, lives by the ethos of championing the best people, serving the best food, and having the most fun. Founded in 2012, they combine sustainability, technology and innovation to deliver workplace hospitality, event catering, front-of-house and concierge services. Their expertise also extends to providing nutritious food in the senior living and care sector.

Second Nature: Our ESG Strategy

second
nature



Shaping a more sustainable industry

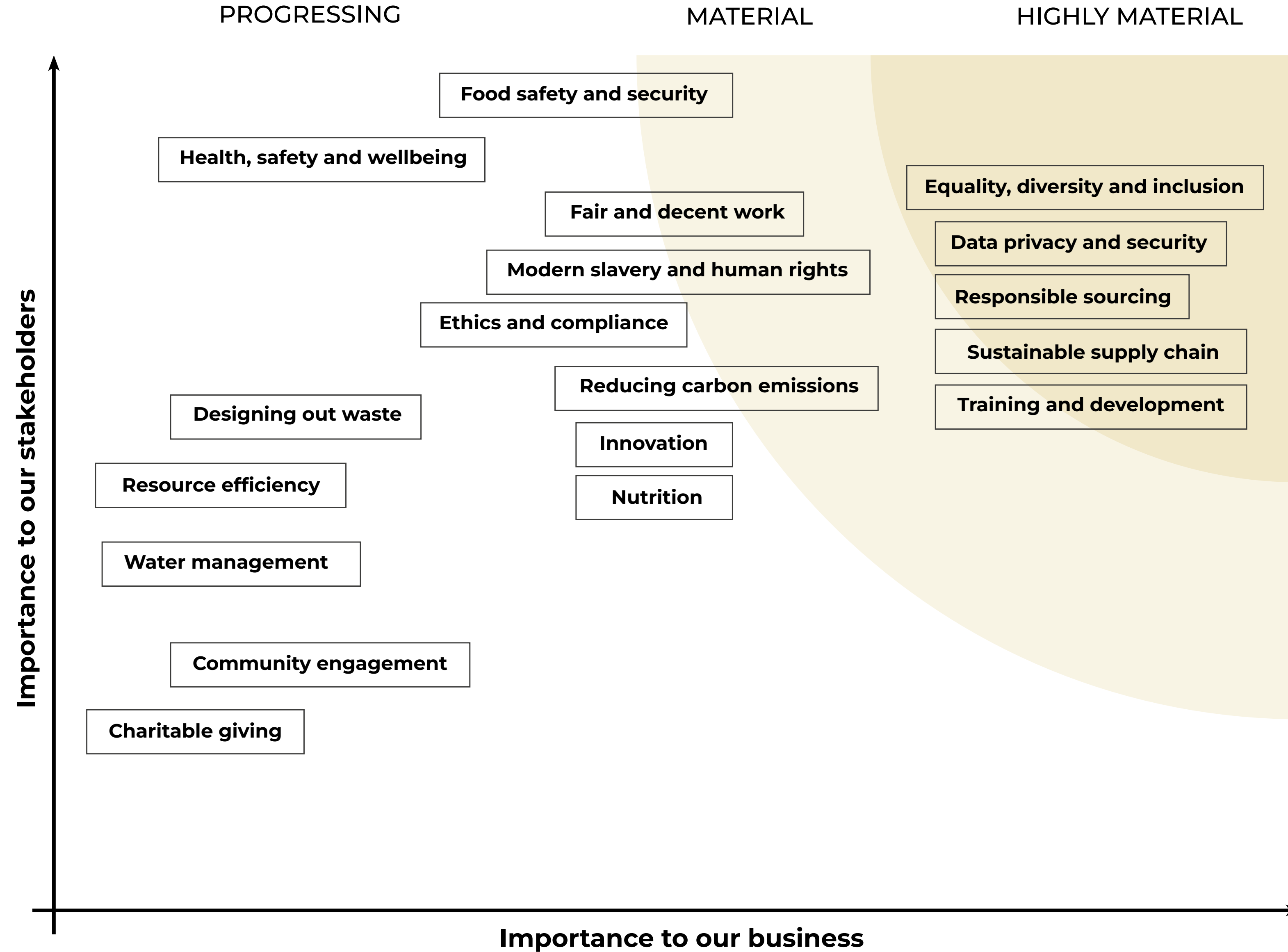
People with a passion for hospitality know how to create great food experiences. Behind every experience, we're making sustainable, nutritious food choices second nature.

Second Nature places people at the heart of our business: from the dedicated hospitality people in our teams, to the wide variety of clients who trust us with the wellbeing of the people we cater for. It embodies our work to build an inclusive future business where sustainability and exceptional food experiences go hand in hand, all underpinned by ethics and innovation.

We are committed to using fresh, local produce from ethical supply chains. Each day we serve 2.6 million customers, from client restaurants to school lunch halls, coffee shops to hospitality suites. By engaging suppliers, employees, and customers in sustainable practices, our Second Nature framework helps the WSH family lead by example, but also influences the broader hospitality sector. This forward-thinking approach makes us a trusted and influential partner in shaping a more sustainable industry.



OUR MATERIALITY MATRIX



DEVELOPING THE STRATEGY

As a large, diverse and growing family of businesses we appreciate our responsibility to make a positive difference to people’s livelihoods, the communities in which we work and the compelling need to act to address climate change, champion inclusion and diversity, and drive supply chain integrity.

We launched Second Nature, our ESG strategy, in June 2023. Second Nature started in the UK and now guides sustainability activities across Ireland, the Netherlands, and Belgium.

The strategy, underpinned by robust materiality analysis conducted in 2022, aligns with independent reporting standards and frameworks (e.g. Global Reporting Initiative (GRI), UN Sustainable Development Goals (SDG’s) and Sustainability Accounting Standards Board (SASB)). For an overview of all targets, see the Second Nature Target Tracker in the appendix.

As our growth continues, and following recent acquisitions, we are reviewing our ESG strategy to ensure it remains relevant. To support this review and prepare for the European Corporate Sustainability Reporting Directive (CSRD), we carried out a robust double materiality assessment. We engaged over 120 stakeholders on 19 key topics considered most material to WSH.

The outcome will inform our future ESG strategy as we look to evolve Second Nature in line with stakeholder expectations and implement it across all our regions.





Our key pillars

Our Second Nature framework was influenced by the material topics identified in our materiality assessment. Topics were then reconfigured, merged, and renamed. We grouped the most material issues into four key pillars, which guide our approach to addressing each topic. Second Nature strengthens our ambitions to transform our industry while building on WSH's heritage of sustainability.

The WSH ESG Board, chaired by the WSH Chief Sustainability Officer, oversees the Second Nature strategy and holds accountability for our performance in this area.

The ESG Board is supported by working groups across the four pillars. These groups develop and turn agreed priorities and initiatives into actions as well as lead on reporting requirements. A senior functional manager or Director leads each working group, supported and sponsored by a WSH Board member.

To aid the ESG board's understanding of key topics, third parties are invited to present at meetings. For example, in 2024 there was an up-skilling program on carbon literacy and a presentation on inclusion and diversity.

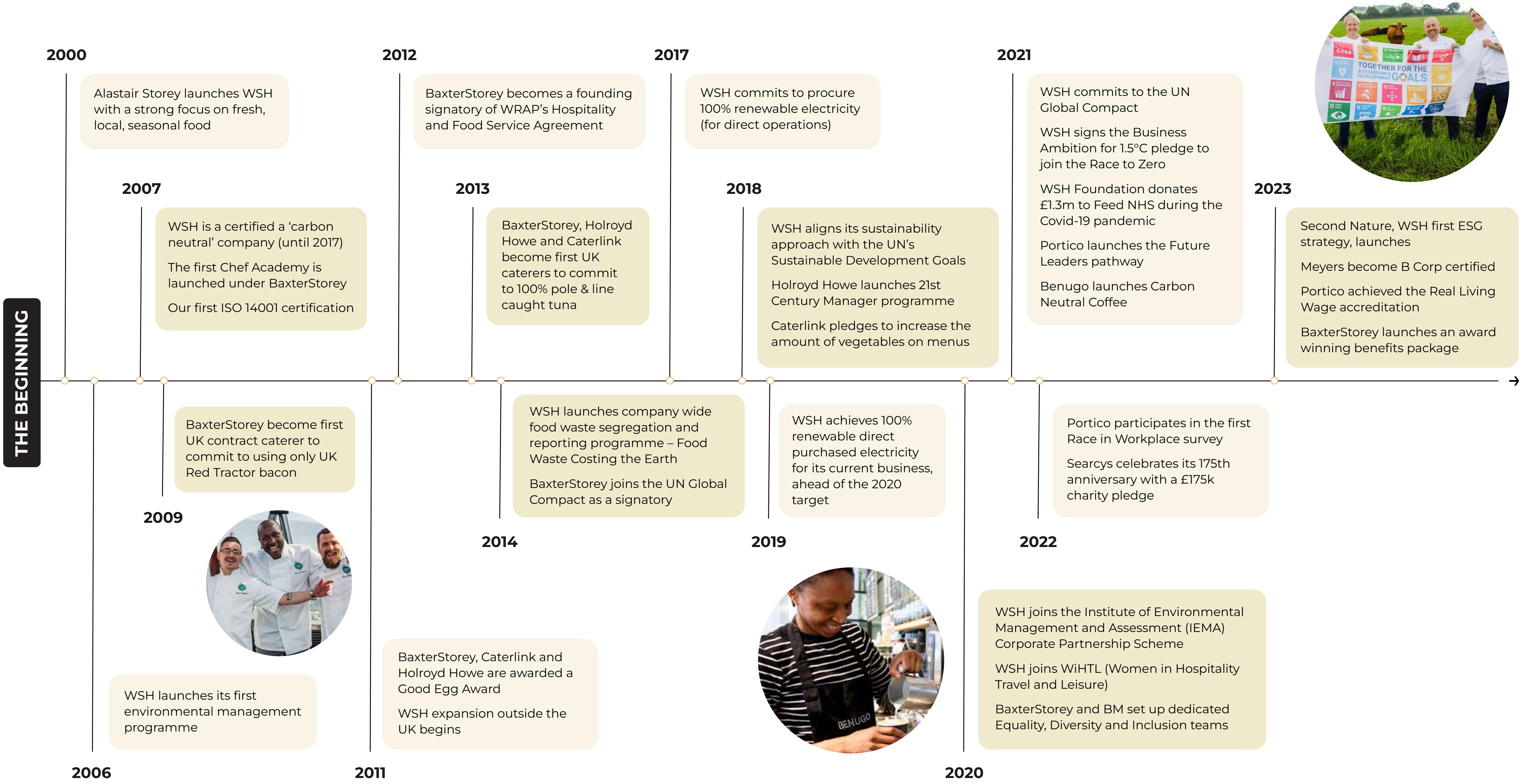
| | | | | |
|-----------------------|--|--|--|---|
| OUR VISION | We love what we do, serving our customers fresh, seasonal and local food prepared by our exceptional people every day. Our businesses are hungry for change in our industry, and we are uniting to take positive action on sustainability. | | | |
| OUR PILLARS |  INCLUSION BY DESIGN |  NURTURING & GROWING TALENT |  PROGRESSIVE PARTNERSHIPS |  STEP UP |
| OUR OBJECTIVES | We create inclusive workplaces where everyone can thrive | We help our people grow and succeed | We choose responsible partners and work closely to drive innovation | We act to reduce our impact on climate and nature |
| TOPICS COVERED | Equity, diversity and inclusion | Training and development Fair and decent work Employee Wellbeing | Responsible sourcing Sustainable supply chain | Reducing our emissions Designing out waste Nature positive |

For more details on the strategy, its development and governance, see the **Second Nature 2023 Sustainability report**

[CLICK HERE](#)



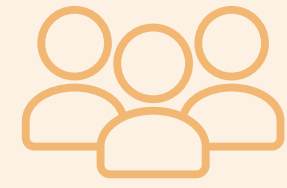
Milestones



2024 Highlights

We are pleased to report that we are making progress across all pillars. Four of the 26 targets have already been met, with others on track or in progress.

inclusion by design



102 people attended the launch of FORWARD, WSH's first Race Committee

75+

Neurodiversity training sessions delivered across three brands

IML Level 4 EDI training launched across

5 BUSINESSES

3

senior female leaders on the WiHTL Global Women's Programme

Dedicated MENOPAUSE CHAMPIONS

across all businesses

progressive partnerships

1,304

supplier **ethical risk assessments** completed with Unseen

100%

of strategic and valued partners signed **Supplier Code of Conduct**

2 modern slavery training modules launched, reaching **1,023 team members**

Moved UK uniform sourcing to BCI **certified cotton**

Trailblazing RSPCA Assured dairy partnership launched

94%

of fresh hen shell eggs used in the UK are **RSPCA Assured**

82%

of fish and seafood used in the UK qualify as **'responsibly sourced'**

nurturing & growing talent

Record number of chefs graduate from our WSH Chef Academy and a record

30% WERE WOMEN



Institute of Learning Management **accreditation achieved** in Portico and BaxterStorey

411

APPRENTICES active across UK



The Management Development Programme attended **by 51% women and 49% men**



Our Chef Academy won **best training programme** at the Irish HR & Leadership Awards

step up

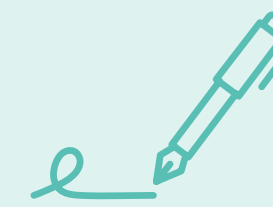
SBTi approved **Net Zero by**

2040

and FLAG targets

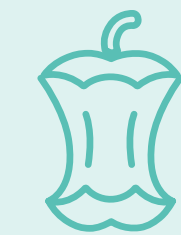
12.5% REDUCTION

in **economic emission intensity** vs 2023



Signed the **Climate Pledge**

Corporate **carbon footprint restated** using best-in-class methodology



21.6% **food waste reduction** target achieved

124

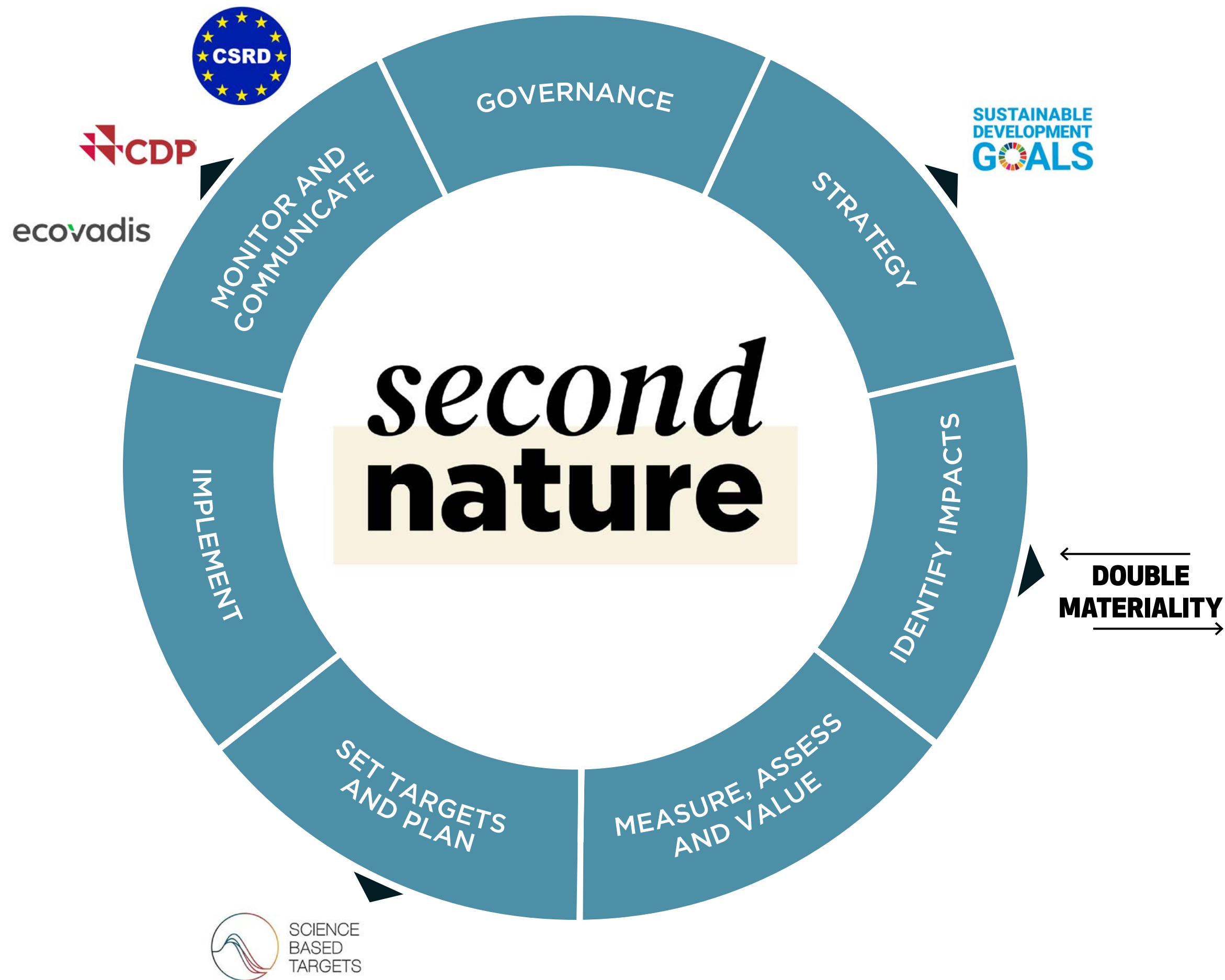
completed Institute of Environmental Management and Assessment (IEMA) **certified training**

Almost **27,000**

environmental courses completed

Foundations

Second Nature is built on clear, strong foundations aligned with leading external sustainability standards. It follows a performance-driven approach to deliver measurable impact.



GOVERNANCE

The WSH ESG Board was established 2023 to ensure executive oversight and hold us accountable for delivering our commitments.

STRATEGY

Second Nature aligns with globally recognised ESG frameworks such as the UN SDGs and GRI (Global Reporting Initiative). It addresses our most material ESG topics, identified by engaging over 300 internal and external stakeholders. The strategy is structured around four pillars with 26 time-bound targets.

IMPACT IDENTIFICATION

We continuously assess social, environmental and financial impacts. Our 2023 Climate-related Financial disclosure was commended by the UK Financial Reporting Council (FRC) as a strong example of impact led reporting and decision making.

In 2024, we completed a double materiality assessment. This covered 140 Impacts, Risks and Opportunities across 19 material topics. It will help inform our future strategy and improve statutory reporting, including the EU Corporate Sustainability Reporting Directive.

MEASURE, ASSESS AND VALUE

Data-driven decision-making is central to our approach. We work to improve data collection and analysis using digital platforms such as:

- Evolution: Weekly food waste reporting
- Nutritics Foodprint: Nutrient, allergen and carbon data for labelling and recipe formulation
- Authenticate: Improved traceability and transparency across our supply chain
- Watershed: Carbon accounting and reduction planning

TARGET SETTING AND PLANNING

We align our targets with global ambitions, such as SBTi, UN SDGs and GRI, sharing progress annually in our Second Nature Sustainability report. As of January 2025, we have delivered four of 26 targets, while the rest are in progress and/or on plan.

IMPLEMENTATION

Cross-functional working groups make sure action plans are realistic and reflect our business needs. These plans are delivered by 29,000 employees across 3,000 sites serving an estimated minimum of 2.6 million meals each day.

MONITOR AND COMMUNICATE

We prioritise transparency and openness in our reporting including:

- Annual disclosure to CDP and Ecovadis
- Publication of the Second Nature Sustainability Report since 2023
- Climate-related Financial disclosures started in 2023; reporting in line with then EU Corporate Sustainability Reporting Directive (CSRD) is expected from 2028 (pending decision in the EU)

OUR CLIMATE-RELATED FINANCIAL DISCLOSURE EXTERNALLY RECOGNISED

The UK Financial Reporting Council (FRC) conducted a thematic review of WSH's 2023 Climate-related financial disclosure and recognised it as a 'source of the better practice example' for disclosing risk and opportunity impacts.

CLICK HERE
TO SEE
THE UKFRC
REPORT



WSH 2023 CLIMATE RISK & OPPORTUNITY IMPACT TABLE

| TYPE | MATERIAL RISK OR OPPORTUNITY CLIMATE-RELATED RISKS | POTENTIAL FINANCIAL IMPACT | | | STRATEGIC RESPONSE |
|--------------------------------------|--|----------------------------|--------------------|-----|---|
| | | NET ZERO | DELAYED TRANSITION | BAU | |
| Physical (acute) | Increase direct and indirect (operating) costs caused by heatwaves | L | L | M | WSH will continuously monitor customer demands during high temperature days to allow for optimised planning. |
| Physical (acute) | Increase direct and indirect (operating) costs caused by floods | L | L | L | WSH aim to identify any properties or sites which are vulnerable to flood-related incidents to mitigate most significant, potential risks. |
| Physical (chronic) | Increase direct and indirect (operating) costs caused by droughts | L | L | L | WSH will identify key commodities and monitor their respective source locations to better understand the risks and identify alternatives. Our flexible supply chain capability allows for efficiently switching and adapting menu offerings when necessary. |
| Transition (market) | Rising cost of greener alternatives to energy, products and services | L | L | L | WSH remain focused on transitioning to greener solutions including reduction initiatives to mitigate potential risks. |
| Transition (policy and legal) | Legal risks from non-compliance with the climate-related laws and regulations | L | L | L | WSH remain vigilant in monitoring and responding to climate-related regulations to ensure full compliance with all legal requirements, mitigating the risk of penalties. |
| Transition (market) | Failure to meet changing client and consumer preferences in relation to food products leads to loss of revenue | M | M | - | WSH remain focused on understanding changing client and customer preferences, continuously striving to meet customer expectations and measure satisfaction. |
| Transition (reputation) | Loss of client confidence and potential revenue due to lack of progress against emerging climate-related laws, regulations and frameworks | H | H | - | WSH will measure and disclose progress towards the carbon net zero target, continuing its communication efforts towards customers and clients, enabling them to make informed choices. |
| Transition (policy and legal) | Introduction of carbon pricing and strict carbon taxation in UK/ Europe increasing operation costs | M | M | L | WSH monitors potential carbon pricing-related regulatory and market developments, as we continue to transit towards less carbon intense materials. |
| CLIMATE-RELATED OPPORTUNITIES | | | | | |
| Transition (market) | Meeting changing client and consumer preferences in relation to food products leads to increased revenue | - | - | L | WSH remain focused on understanding changing client and customer preferences, continuously striving to meet customer expectations and measure satisfaction. |
| Transition (reputation) | Opportunity to become a climate leader by reporting and disclosing against emerging climate-related laws, regulations and frameworks | - | - | M | WSH is committed to advancing its transition towards carbon neutrality, simultaneously ensuring strict adherence to all climate-related laws and regulations. |
| Transition (policy and legal) | Opportunity to, as we decarbonise, minimise costs resulting from the introduction of carbon pricing and strict carbon taxation in UK/ Europe | L | L | M | WSH monitors potential carbon pricing-related regulatory and market developments, as we continue to transit towards less carbon intense materials. |

| L - Low | M - Moderate | H - High |
|-------------------|-----------------------|-------------------|
| <0.5% of turnover | 0.5% - 2% of turnover | >2.1% of turnover |

Inclusion By Design



inclusion
by design

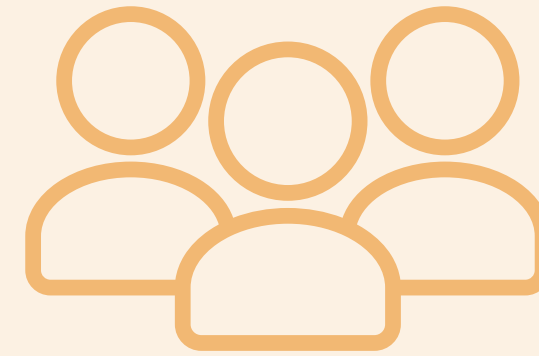
Introduction

Inclusion by Design is how we deliver our vision for workplaces where every individual, regardless of gender, race, background, or ability, has the opportunity to grow, lead, and belong.

Through every initiative, we are laying the foundation for a more equitable and resilient future where everyone can thrive. By creating a culture of belonging, we help people perform to the best of their talents and create meaningful connections.

Our approach has three targets covering gender-balanced leadership, fair representation of employees from mixed and multiple ethnic backgrounds in leadership roles and improving our gender pay gap.

inclusion *by design*



102 people attended the launch of FORWARD, WSH's first Race Committee

75+

Neurodiversity training sessions delivered across three brands

IML Level 4 EDI training launched across

5

BUSINESSES

3

senior female leaders on the WiHTL Global Women's Programme

Dedicated

MENOPAUSE CHAMPIONS

across all businesses

Overview of the approach

Our approach to inclusion, equity and diversity starts with creating a sense and culture of belonging. This means everyone is treated as an individual; respected and recognised for who they are.

Our people policies and procedures help us ensure we attract, retain and develop a diverse and inclusive talent workforce that reflect the communities we are a part of and the clients we work with.

We believe in recruiting our people based on merit whilst ensuring a diverse and inclusive perspective. This includes job advertisements, standardised application reviews as initial assessments, diverse interview panels and advertising flexible roles. When we use recruitment agencies, we actively encourage them to provide a broader range of candidates from underrepresented groups.

We organise yearly leadership training for all our senior leadership teams. This helps to ensure that all senior leaders embrace and understand the importance of inclusion.

We appreciate that every person brings unique insights, perspectives and backgrounds which will help cultivate a culture of trust and respect. We have established Employee Resource Group (ERG) networks across our various businesses to celebrate protected characteristics, including gender, race, LGBTQIA+ and neurodiversity. These networks allow our employees to communicate, educate and raise awareness to promote inclusion even further whilst bringing valuable perspectives to the business leadership teams.

2024 UPDATE

We are a family of diverse businesses and believe we will achieve and learn more by coming together. Last year, we decided to align our approach to Inclusion by Design with the work we do in Nurturing and Growing Talent, 'our second ESG pillar.' One of the areas we work together on is asking for gender and ethnicity data. This is a sensitive area, so we are mindful with our approach. There is more work to do to reach our goal of 70% disclosure.

We continue to raise awareness and provide education on inclusion and diversity. This includes the Board and senior management. We often get questions about what language to use so we created glossaries for a number of different topics including LGBTQIA+ and how to talk about menopause. We've also developed and gained IML accreditation for our Neurodiversity and EDI in the workplace training programs.

We continue to see businesses further improving their gender pay gap but recognise there is more to do in others. Our businesses operate across different sectors, each with their unique structures and challenges. Sectors with a higher proportion of part-time roles, especially at lower levels, tend to have a higher uptake of women. Whilst our assessment suggests that many of those roles suit those wanting flexibility to balance work and child caring responsibilities, the concentration of females can distort the gender pay gap results. We continue our focus to address the gender pay gap looking to conduct further analysis and draw on the experience and learnings of others in the industry. We are pleased that our targets on marginalised gender representation in management teams are on plan.

Targets

All three targets are on track. Two are making progress compared to last year, but one has temporarily slowed down.



SECOND NATURE TARGETS

| TARGET | STATUS |
|--|-------------|
| Increase marginalised gender representation in leadership roles* to 40% by 2026 | On plan |
| Increase the representation of employees from mixed & multiple ethnic backgrounds** in leadership roles by 2027 (to reflect regional population demographic) | On plan |
| Continuously assess and take actions to improve our gender pay gap | In progress |

* C-suite minus 1 except BaxterStorey where it includes operations directors and equivalents in support functions (sales, finance, IT, HR)

**Regional ethnic diversity as defined by the UK Government and the Office for National Statistics



“Digging into uncomfortable conversations is part of the process, and we are excited to see our teams embrace this mentality”

DENISE ALLEN, PEOPLE DIRECTOR AT BENUGO



“By creating a culture of belonging where people can come to work and be their *authentic* selves, we help people perform to *the best of their talents* and create meaningful connections”



Driving meaningful diversity and inclusion

While many organisations scale back commitments, we're doubling down on our efforts to create meaningful change. There are so many talented people from so many different backgrounds within the WSH family and everyone should feel comfortable being themselves. By understanding what makes our most inclusive workplace cultures thrive, we can share knowledge across our brands.

PRIORITISING QUALITY

FORWARD stands for Fostering Opportunity Respect and Working Against Racial Discrimination. This employee resource group was set up with the goal of growing a network focusing on race and ethnicity, for those with lived experience or allies to the community.

The initiative emerged from a recognition that previous diversity efforts often lacked depth and meaningful impact. Benugo's Learning and Development Manager, Kicia Bisette-Emanus, is a driving force in ensuring FORWARD creates genuine opportunities for understanding across the organisation.

DIVERSITY, EQUITY AND INCLUSION TRAINING

FORWARD has helped WSH take meaningful steps on the journey of transformation. This includes a groundbreaking race and equality e-learning module, featuring powerful employee testimonials that provide authentic insights into workplace experiences. The group established multiple employee resource groups covering LGBTQ+, race equality, and neurodiversity, ensuring diverse voices are heard and represented.

2024 FORWARD CAMPAIGNS INCLUDE

- Race Equality Week
- South Asian Heritage Month
- Black History Month
- Religious events, such as Diwali, Ramadan, Eid

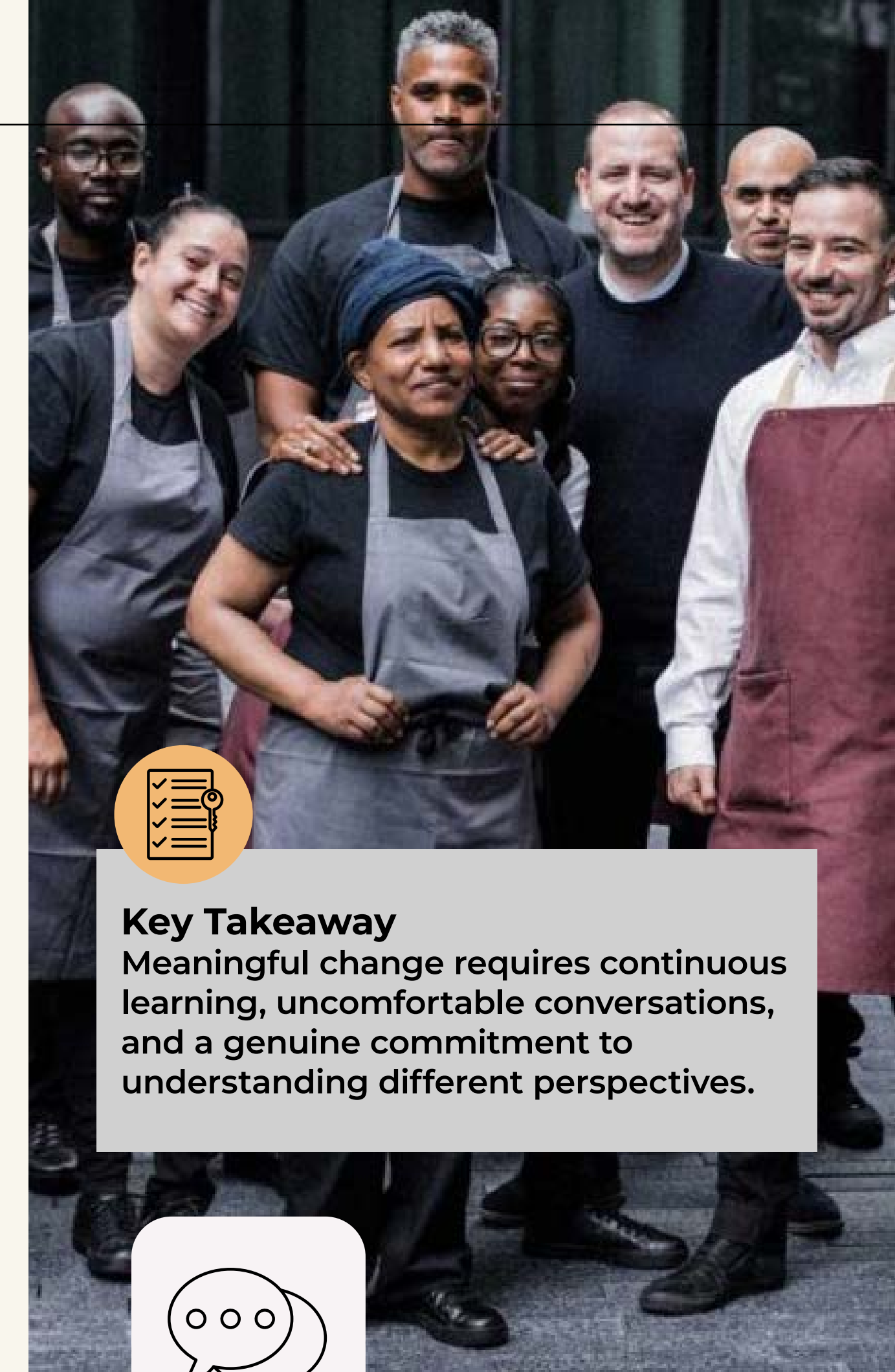
The team has also developed an Anti-Racism Managers' Toolkit, which supports inclusive leadership, challenges traditional management approaches and provides practical guidance for creating more equitable workplaces.

IMPACT AND RESULTS

FORWARD has already demonstrated significant progress in transforming workplace culture. Employee engagement in diversity initiatives has increased substantially, with more team members actively participating in conversations and resource groups. The programme has driven tangible changes, including more inclusive uniform policies and a deeper understanding of diverse experiences across different brands.

EXPANDING THE PLAN

Looking forward, the group is focusing on expanding its neurodiversity modules, finalising the comprehensive managers' toolkit, and continuing robust data collection to measure ongoing impact. Lunch-and-learn workshops on inclusive topics will continue to provide accessible learning opportunities for staff across all levels.



Key Takeaway

Meaningful change requires continuous learning, uncomfortable conversations, and a genuine commitment to understanding different perspectives.



“Nothing changes if nothing changes.”

KICIA BISSETTE-EMANUS, LEARNING AND DEVELOPMENT MANAGER, BENUGO



Creating room to bloom



Our goal is to provide psychologically safe working cultures where everyone can thrive. We want to ensure that neurodiverse employees and neurodiverse future talent see WSH as an employer of choice.

Neurodivergent people bring unique skills and perspectives to the business. A key part of creating this culture is a package of awareness and development activities. Neurodiversity training is a key step on the journey to helping everyone be their best and do their best work.

NEURODIVERGENCE AT WORK

Our neurodiversity learning is spearheaded by Dr David Bevens, Head of Learning and Development at Portico. The interactive discussion is designed to foster a work culture where cognitive differences are seen as strengths rather than limitations.

Common challenges for team members who are neurodivergent include feeling marginalised or misunderstood.

Workplaces can unintentionally penalise neurodivergent talent – such as overlooking a dyslexic candidate due to a typo or misinterpreting an ADHD candidate's interview behaviour.

NEURODIVERSITY DEVELOPMENT AT WSH

The Neurodiversity awareness learning takes the form of an interactive, in person discussion.

Using powerful metaphors, the learning is designed to help people reframe neurodiversity as 'difference not deficit'.

The two-and-a-half-hour session focuses on:

- Understanding neurodiversity as an umbrella term
- Exploring different neurodivergent conditions
- Highlighting the unique strengths neurodivergent individuals bring
- Promoting stigma-free discussions and positive language



Impact and results

The programme has already had a profound impact. One particularly powerful success story involves a participant who, after attending the training, recognised himself in the ADHD discussion and sought diagnostic assessment.

More widely, the learning is actively connecting with other business functions including:

- Recruitment – identifying how to make our hiring processes more inclusive and embracing of difference
- People / HR – ensuring our portfolio of policies is robustly inclusive and supports the creation of a culture where everyone can bring their true authentic self to work
- Business development – showcasing our sincere and continuing commitment to potential clients
- Employee Resource Groups – through the ENLIGHT network, which covers Neurodiversity, LGBTQIA+, Gender Equity, and Race/Ethnicity

Interest in the programme has grown rapidly, with entire teams requesting on-site sessions and colleagues seeking more specialised modules on conditions such as autism and dyslexia. The learning

and development team is creating further modules in 2025 to include dyslexia and dyscalculia.

Beyond neurodiversity, the team also delivers nationally recognised, accredited qualifications:

- Mental health qualifications
- Leadership development programmes
- Professional qualifications at various levels
- Personality and psychometric profiling activities

UNLOCKING HUMAN POTENTIAL

WSH's neurodiversity learning is part of our commitment to unlocking human potential.

One next step for the team is developing an autism awareness-specific learning module.



Key Takeaway

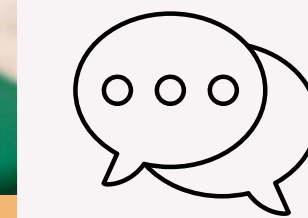
By recognising that there is no template for brilliance, WSH is not just training employees – it is transforming workplace culture for the benefit of everyone.

5

No of training sessions

75

No of people trained



“Wouldn't the garden be a boring place if every flower were the same? We're expanding the garden, giving more room to bloom.”

DR DAVID BEVENS, HEAD OF LEARNING AND DEVELOPMENT AT PORTICO



WSH BRANDS

Portico
Service with heart

EST. 1847
SEARCYS
LONDON

BENUGO



Celebrating diversity at BM

BM, one of our smaller businesses, started 2024 with a mission to celebrate diversity within the #bmfamily through a strategic approach. Throughout the year, they implemented initiatives to strengthen workforce diversity and foster an inclusive culture that promotes opportunity for all.

They selected four focus areas: Race & Ethnicity, Health & Wellbeing, Disability, and Gender & LGBTQ+. Each area is led by a dedicated lead and senior sponsor, overseen by an ED&I lead and supported by an executive sponsor. The BM-approach is anchored in what makes BM so special. It focuses on their strong sense of family and belonging and making sure their teams feel valued.

CELEBRATING INDIVIDUAL STORIES

Almost every activity is centred around a BM team member celebrating their individual stories.

- An executive chef shared his opinion on Black History Month and how he's built a diverse team around him.
- An operations team member shared how she and her family celebrates Diwali.

RAISING AWARENESS

Raising awareness and creating visibility is another key pillar. This includes menopause awareness and glossaries to explain new or less familiar terms. We also make sure wellbeing content and resources are available on workplace messaging apps like Yapster and Yammer. An insightful podcast with an award-winning therapist and specialist on the menopause reached BM record views, which speaks volumes about its relevance as a topic.

STRATEGIC PARTNERSHIPS

We have a long-term partnership with WiHTL and their Ethnic Leaders Programme, which one of the BM chef's completed. Neuro Sparks Business Solutions is a recent partnership. They will help support both our neurodivergent teams and our managers, with plans to expand in 2025.

ACHIEVEMENTS AND FUTURE GOALS

BM's Foodservice Catey People & Training Award 2024 highlights their commitment to continuous upskilling and development. Having established some solid foundations, 2025 will focus on a company-wide culture of inclusivity by weaving a "golden thread" of inclusive behaviours into communication, objectives, and daily habits.

LIGHT UP
YOUR DAY

DIWALI



— OCTOBER —
MENOPAUSE
AWARENESS MONTH





“Giving people a platform is evidence of *strong leadership and worth celebrating*”

What's next

1



DATA COLLECTION:

We will keep encouraging our people to disclose diversity data. This will happen during on-boarding and throughout the year. Our goal is to reach a disclosure rate of at least 70%. Our new People system should help improve disclosure and provide better analysis as we prepare for a future potential mandatory ethnicity pay gap reporting.

2



GENDER PAY GAP DEEP DIVE:

We continue our focus to address the gender pay gap looking to conduct further analysis and draw on the experience and learnings of others in the industry.

3



ROBUST TALENT PLANNING:

Alongside the Nurturing and Growing Talent pillar, we will continue the WSH Leadership program with a specific focus on increasing the representation of underrepresented groups.

Nurturing & Growing Talent

nurturing &
growing talent



Introduction

Nurturing and Growing Talent is about helping our people grow and succeed. We invest in ongoing training and development and building essential skills, but real support goes beyond the workplace. It's about fair pay and inclusive benefits and recognising the importance of mental, physical and social wellbeing.

We believe a holistic approach will help attract and retain top talent, resulting in a more engaged and innovative workforce which will strengthen our WSH family.

We strive to be the employer of choice within the hospitality industry and, over the years, have grown to currently employ more than 29,000 people across the seven countries we operate in. Our efforts to nurture and grow talent sits at the core of our success, providing the essential skills to promote long and successful careers.

Our approach can be broken down into three key themes, within which we have set targets to measure our progress: employee training and development, fair and decent work, and employee wellbeing.

nurturing & growing talent

Record number of chefs graduate from our WSH Chef Academy and a record

30% WERE WOMEN



Institute of Learning Management **accreditation achieved** in Portico and BaxterStorey

411
APPRENTICES

active across UK



The Management Development Programme attended **by 51% women and 49% men**



Our Chef Academy won **best training programme** at the Irish HR & Leadership Awards

Overview of the approach

Success in the hospitality industry comes with challenges. One of the major issues is high staff turnover. This problem has worsened in recent years due to the cost of living crisis, particularly in the UK. It is critical for our brands to remain agile and prioritise talent management to meet our clients' changing demands and requirements.

Our Nurturing and Growing Talent pillar recognises that our businesses must actively look after and support talent, helping our people thrive both in and outside of work. We operate an award-winning Rewards and Benefits programme and have significantly increased our investment in this area over time. Our holistic approach to wellbeing and inclusivity helps to attract and retain top talent, resulting in a more engaged and innovative workforce, which boosts productivity and customer satisfaction.

2024 UPDATE

We have always supported our people throughout their careers – from apprenticeship programmes to mentoring and leadership training. A large part of our talent pool comes from the apprenticeship opportunities for people starting their careers. By the end of 2024, we had 411 apprentices in the UK.

Another focus of ours is ensuring fair representation of underrepresented groups. We have seen a clear increase of female participants in both the Management Development Programme and our Chef Academy.

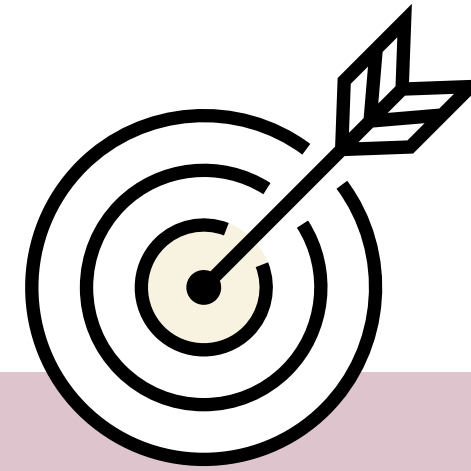
Since launching the Aviva Wellbeing Hub in 2023, we've continued to formalise and cement our wellbeing approach across WSH, introducing family-friendly policies as part of our benefits package and updating our sexual harassment policy in 2024.

We have also developed our baseline for internal mobility, which will help us define clear career pathways from team members to executive leadership positions.

Ensuring fair and equal pay resonates profoundly with us, both as a moral obligation and a strategic necessity. We strive towards paying all employees, whether directly employed or on client contracts, the Real Living Wage. To date, one business has achieved the Real Living Wage accreditation. To raise awareness and facilitate change, we now track progress on a monthly basis.

Targets

WSH delivered the wellness target in the UK, with the three other targets progressing compared to last year.



SECOND NATURE TARGETS

| TARGET | STATUS |
|--|-------------|
| All employees to have access to medical, financial and nutritional advice | Achieved |
| Strive towards paying all employees, whether directly employed or on client contracts, the real living wage | On plan |
| Increase % of underrepresented groups* on management development programmes | On plan |
| Increase internal mobility within the businesses to ensure a proportion of manager roles are filled internally by 2025 | Review 2025 |

*Regional ethnic diversity as defined by the UK Government and the Office for National Statistics



“It’s sometimes the simple things that make the biggest impact. Our ‘Think inside first’ mantra is really working, with some businesses already filling 40% or more of manager roles from within.”

ARRAN MCDOWELL, PEOPLE DIRECTOR AT BAXTERSTOREY



“We believe a holistic approach will help attract and retain top talent, resulting in a more *engaged and innovative workforce* which will strengthen our WSH family.”



Wellbeing beyond the workplace

The world of hospitality is famously fast-paced. As employers of 29,000+ people, we need measures that go beyond traditional workplace benefits. BaxterStorey is pioneering a holistic approach that recognises team members as whole individuals, with lives, aspirations, and challenges that extend beyond the workplace.

THE WELLBEING PHILOSOPHY

Led by BaxterStorey's People Director, Arran McDowell, the wellbeing strategy is founded on a simple yet powerful premise: helping people handle external life pressures creates more engaged and productive teams. This approach transforms wellbeing from a checkbox exercise to a core strategy.

COMPREHENSIVE WELLBEING INITIATIVES

The programme is designed to address multiple dimensions of employee experience. The BaxterStorey team has focused on expanding traditional benefits beyond statutory minimums, creating inclusive cultural practices, providing meaningful support for personal and professional growth, and establishing transparent communication channels.

KEY INITIATIVES INCLUDE:

- Extending maternity leave, with a 72% year-on-year increase
- Introducing three days of dedicated volunteering leave
- Adding wedding and commitment ceremony leave
- Implementing birthday holidays
- Increasing holiday entitlement for field-based roles

CULTURAL TRANSFORMATION TOOLS

The team developed sophisticated mechanisms to understand and support team member experiences. They rolled out a comprehensive cultural assessment survey measuring happiness and engagement and "Speak Up" – an anonymous feedback mechanism.

The team also boasts six carefully curated employee resource groups (ERGs) covering inclusion and diversity, wellbeing, supporting working parents and eradicating workplace discrimination.

IMPACT AND RESULTS

The holistic wellbeing approach has delivered tangible organisational benefits:

- Cultural assessment score improved to 7.8 out of 10
- Demonstrated reduction in employee turnover
- Decreased sickness absence rates
- Increased internal mobility and career development opportunities

UNLOCKING HUMAN POTENTIAL

BaxterStorey's wellbeing strategy is more than a corporate initiative – it's a commitment to creating an environment where individuals can truly be themselves. The focus remains on embedding existing initiatives across all WSH businesses, ensuring consistency and continued growth in supporting team member wellbeing.



Key Takeaway

Learning and development isn't just an HR task – it's a key strategy for keeping top talent and helping the business grow.



“What we give by supporting people with life pressures, we get back tenfold in the workplace.”

ARRAN MCDOWELL, PEOPLE DIRECTOR AT BAXTERSTOREY



Growing careers, strengthening futures

Learning isn't just an opportunity – it's a strategy for success. The hospitality industry is constantly changing, so investing in people is important both for individual career progression and business growth. By embedding continuous learning at every level, BaxterStorey has created clear pathways for talented people to thrive.

A NEW APPROACH TO GROWTH

BaxterStorey has pioneered a learning and development strategy that goes beyond traditional workforce training. The strategy introduces structured career pathways, promotes internal mobility, and reshapes talent development across the business.

For many in the industry, career progression can be unclear, with employees feeling the only way to advance is by looking elsewhere. BaxterStorey is changing that – ensuring growth opportunities are transparent, accessible, and meaningful.

A LEARNING CULTURE IN ACTION

At the heart of BaxterStorey's strategy is their performance development system – the first of its kind within WSH. This system maps out clear career journeys for employees, from entry-level roles to leadership positions.

KEY INITIATIVES INCLUDE:

- Chef Academy: hands-on training, including immersive Farm to Fork experiences, connecting culinary teams with sustainable sourcing.
- Training Academy: expanding beyond traditional skills, introducing

service masterclasses and earning Wine & Spirit Education Trust (WSET) accreditation for excellence in wine and spirits education.

- Internal progression and promotions: a transparent job promotion process replaces outdated practices, ensuring talent is recognised and retained.
- Apprenticeship and graduate programmes: investing in the next generation with a dedicated people development team to nurture rising talent.

IMPACT AND RESULTS

The shift has already had a powerful effect. 70% of employees are actively engaged in training and development – far above industry standards. The internal promotion of four women into director roles highlights the success of the BaxterStorey team's efforts to foster diverse leadership.

The wider industry has also recognised our achievements, with multiple awards celebrating innovation in talent development, employee engagement, and chef training excellence. The success of these initiatives proves that when businesses invest in people, they build stronger teams, better leaders, and a culture of continuous improvement.

DEVELOPING FUTURE LEADERS

Looking ahead, BaxterStorey is deepening its focus on middle and senior management development. By enhancing succession planning and creating more cross-functional mobility opportunities, the company is strengthening its pipeline of future leaders.



Key Takeaway

Strategic learning and development isn't just about training – it's about shaping the future of the business by investing in the potential of every employee.



“If we can nurture people internally, they'll maintain internal relationships and therefore manage change successfully.”

ARRAN MCDOWELL, PEOPLE DIRECTOR
AT BAXTERSTOREY

What's next

1



HEALTH AND WELLBEING:

After great success and positive feedback in the UK, we are looking to start similar initiatives in our other European businesses.

2



REAL LIVING WAGE:

We aim to deepen our work with the Living Wage Foundation around best practice and toolkits to improve our skills and understanding. We will continue to review impact of the National Insurance Contribution (NIC) changes on the sector and plan to assess our targets and deadlines as required.

3



LEARNING AND DEVELOPMENT:

We will continue the roll out of the Management Development Programme to support career progression within WSH. After a successful launch in one business, we will roll out the Korero Performance Development System to more businesses. This will help improve retention and support better succession planning. In addition, each business is reviewing its Learning Management System.

4



INTERNAL MOBILITY:

Our resourcing team will create a standard way to track internal mobility until our new HRIS can capture and report on internal mobility accurately. This is likely to mean we decide to push the deadline to 2026. We will make sure that all businesses advertise non-confidential roles internally and create a faster process for internal candidates. We will also develop career pathway for certain job families, like Operations, Sales and Finance.

Progressive Partnerships

progressive
partnerships



Introduction

Progressive Partnerships encapsulates our ethos of using fresh, seasonal produce through ethical supply chains. We collaborate with suppliers who share our focus on responsible sourcing and culinary excellence, to deliver innovative, sustainable solutions to our customers.

We constantly look for ways to increase resilience by expanding our ethical, sustainable supply chains, benefitting our suppliers, clients and the local communities in which they are based.

Our approach has two primary focus areas:

- Responsible sourcing: We focus on managing environmental impact and improving animal welfare through recognised farming and food accreditation schemes such as RSPCA Assured, Red Tractor and Forest Stewardship Council (FSC).
- Ethical supply chain: We assess and ensure human rights across our supply chain by partnering with experts like SEDEX, the largest data platform for ethical supply chain assessment, and Unseen, a leading UK modern slavery charity.

progressive partnerships

1,304

supplier **ethical risk assessments**
completed with Unseen

100%

of strategic and valued partners
signed Supplier Code of Conduct

2 modern slavery training
modules launched, reaching
1,023 team members

Moved UK uniform
sourcing to BCI
certified cotton

Trailblazing RSPCA
Assured dairy partnership
launched

94%

of fresh hen shell eggs used in the UK are
RSPCA Assured

82%

of fish and seafood used in the UK
qualify as **'responsibly sourced'**

Overview of the approach

We believe in using our position to drive positive change across our supply chain and are proud of our longstanding, leading approach to sustainable sourcing.

For years, we have championed environmental performance in procurement, looking beyond cost to see the full value of what we buy. Our decentralised approach to sourcing is a unique selling point for WSH, enabling choice for our brands to source fresh, seasonal, local produce.

We have set ourselves ambitious targets, aiming to source materials only in accordance with our standards. However, given the complexities of modern global food production and supply chains, we recognise there will be times when this is not realistically possible, either because of Supply Chain disruption or differing customer requirements. We are committed to full transparency in instances where we have not met our targets.

The food and hospitality industries are unfortunately susceptible to different forms of unsustainable and unethical practices, particularly modern slavery. We must ensure that practices and standards are upheld through robust procedures and audit processes.

The WSH Supplier Code of Conduct (SCOC) was created to strengthen our commitments across our minimum standards and supplier expectations. It outlines our ambition to raise the bar on supplier sourcing standards, animal welfare and our suppliers are expected to become members of SEDEX and affiliate with WSH to provide access to appropriate ethical audit data.

WSH has a vast and extensive supply chain across food, beverage and non-food goods and services. As a result, we use different ways to capture critical supplier information. Many of our suppliers will be directed through an online platform where a Self-Assessment Questionnaire (SAQ) will be requested; others will be captured at the point of onboarding with additional checks conducted by our supplier assurance team. We use a risk-based approach where suppliers identified as high risk are put through our supplier auditing processes.

2024 UPDATE

In 2024, we achieved our first Progressive Partnership target as all Strategic and Valued partners have now signed the WSH Supplier Code of Conduct (SCOC).

We've also spent significant time and resources collecting and cleaning product data. One of the challenges our decentralised approach brings is the vast scale of supplier data to handle but we feel prioritising this provides better insight and transparency to more accurately track and report against our targets.

As a result of the data cleansing, we believe we may have overstated the proportion of RSPCA Assured hen shell eggs in 2023. Our revised data suggests 84% RSPCA Assured hen shell eggs as at the end of 2023, which increased to 93% by the end of 2024.

SUPPLY CHAIN ETHICAL RISK ASSESSMENT

We are committed to prevent slavery and human trafficking in our own operations and supply chains and engaged Unseen, the charity behind the UK Modern Slavery and Exploitation Helpline, to conduct an ethical risk assessment covering more than 1,300 of our direct and in-direct suppliers.

We have used the assessment outcomes to engage with suppliers identified as high-risk to help us better understand these risks and take the appropriate corrective actions. We also introduced mandatory modern slavery training for all location managers and above, along with a more comprehensive Modern Slavery in Business training for high-risk functions to increase awareness. Between June and December 2024, we have trained 1,023 team members.



As part of our strategy, we require all strategic and valued partners to be registered on SEDEX with a fully completed questionnaire, and a human rights policy in place. Our initial target deadline was the end of 2024. However, with SEDEX launching an updated SAQ during the year completion rates dropped, leading us to restart our supplier engagement. As a result, we will review the original target during 2025.

IMPROVING ANIMAL WELFARE

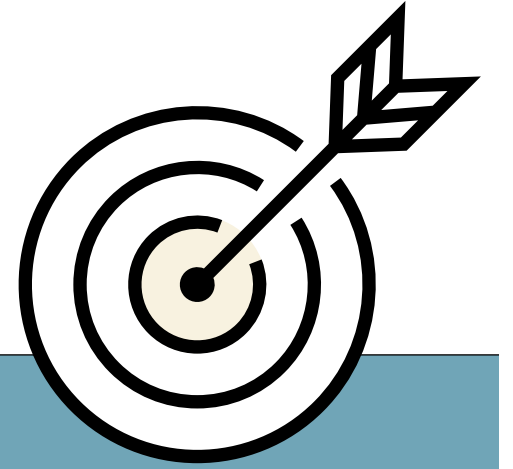
We recognise our role in improving farm animal welfare and are proud of the steps we have taken over the years. In 2024, we engaged a 3rd animal welfare expert to review our current position and target.

Following the review, we updated our Responsible Sourcing policy; recognising animals as sentient beings, endorsing the Five Freedoms and clarifying our stance on antibiotics.

We further updated our target to achieve recognised animal welfare standards for key categories, including moving to RSPCA Assured for fresh shell hen eggs and fresh milk. We continue to work closely with both the RSPCA and our key dairy suppliers to increase the number of farms who can meet the required standard.

Targets

One target is now achieved, with all but one target making progress in year. Our decision to focus on data access, quality and automation to drive transparency has meant some targets are progressing slower than desired.



SECOND NATURE TARGETS

| TARGET | STATUS |
|--|------------------|
| 100% of shell hen eggs RSPCA Assured sourced by end of 2023 | In progress |
| Ensure 100% of our seafood is responsibly sourced and certified to an independent environmental standards scheme by end of 2023 | In progress |
| 100% of WSH strategic and valued partners signed up to the SCoC by the end of 2023 | Achieved |
| Source 100% of cotton for our uniforms from certified sustainable sources, such as the Better Cotton Initiative, by end of 2024 | In progress |
| By 2025 100% of liquid milk directly contracted with UK dairy farmers who are meeting RSPCA Assured standards and committed to achieving Net Zero | On plan |
| Achieve an equivalent of Global Business Benchmark for Animal Welfare rating (BBFAW) Tier 3 or above for key categories by end of 2026* | Review 2024/2025 |
| To achieve Red Tractor standards for all fresh meat by end of 2025 and frozen meat by end of 2027 | On plan |
| Achieve no deforestation across deforestation-linked commodities, latest by end of 2025 | On plan |
| 100% RSPO certified palm oil within nominated lines and manufacturing and processing facilities by end of 2024 | In progress |
| 100% FSC certified wood and paper products used for manufacturing and processing facilities by end of 2025 | On plan |
| Ensure 100% of WSH strategic and valued partners are registered on SEDEX with a fully completed questionnaire and have a human rights policy in place by the end of 2024 | Review 2025 |

*Exception applies for religious diets



“Our ethos of using *fresh, seasonal, local produce* through ethical supply chains.”



Pioneering RSPCA Assured Milk in foodservice

In response to calls for raising standards in foodservice, WSH is pioneering the rollout of RSPCA Assured milk. Across our family of brands, we purchase 9 million litres of milk per year. This year, we launched an innovative RSPCA Assured milk programme, targeting comprehensive transformation of dairy supply chain standards. We believe our approach will help raise the bar across the wider food service industry, while also supporting farmer wellbeing.

RSPCA ASSURED MILK

The initiative began with selection, prioritising producers open to collaborate on welfare, initially Wells Farm. WSH's procurement team developed a strategic framework involving direct engagement, comprehensive auditing, and continuous

farmer support. Their approach centred on building relationships, not just implementing regulations.

IMPACT AND RESULTS

The programme's first milestone arrived with the certification of an initial farm – a breakthrough moment in making RSPCA Assured milk widely available in the foodservice industry. Strategic wholesalers like West Horsley Dairy and Reynolds Food Group both demonstrated immediate interest, signaling industry-wide potential for transformative change.

UK EXPANSION

The goal for the supplier is now to achieve RSPCA Assured certification across the rest of its dairy farms supplying into the dairy pool. WSH plans systematic

expansion across the UK, targeting Scotland and Ireland while maintaining relationships with regional producers. The team will continue educating farmers on net-zero carbon strategies and welfare standards.

9

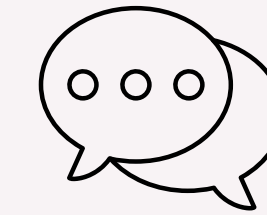
MILLION

Litres of milk WSH purchases annually



Key Takeaway

Sustainable transformation requires close collaborative partnership, not punitive enforcement.



“From a transparency perspective, working directly with our farms is so valuable. Whether we’re looking at fair pricing or driving standards up, we’re able to visit the farms, talk to the farmers and understand what their challenges are. These conversations extend beyond welfare, to environmental impact, and reducing carbon from farming.”

TARA HENRY, HEAD OF PROCUREMENT, WSH

“At Wells, we are working closely with our farms to improve both animal and farmer welfare standards. We are excited by this shared commitment to ethical agricultural standards.”

WELLS FARM



“We are absolutely delighted to see WSH making such a strong commitment to higher-welfare dairy farming by sourcing milk from RSPCA Assured certified farms on a large scale.”

*Kerry Snudden, Senior Commercial Account Manager
at RSPCA Assured*



Our certified cotton journey

With over 29,000 employees, uniforms represent a vital opportunity for sustainability impact.

This initiative addressed two fundamental sustainability dimensions: protecting human rights and promoting environmental stewardship within cotton production.

The first step was identifying the potential to drive positive change through strategic material sourcing and supplier partnerships. Having recognised the opportunity, we embarked on a major transformation of our supply chain. This has led us to new and unexpected opportunities.

OUTLINE OF ACTIVITIES

The main goal was to source Better Cotton Initiative (BCI) certified uniforms for all our operating companies. WSH collaborated closely with one of our uniform suppliers to meticulously audit and redesign material sourcing strategies. The team evaluated each garment, challenging traditional procurement approaches and pushing for transparency throughout the supply chain.

IMPACT AND RESULTS

The initiative has yielded remarkable results. Every uniform item (with the exception of jeans) is now successfully transitioning to BCI-certified cotton at cost-neutral pricing. Critically, this approach resonated with major clients, who viewed the commitment as a meaningful differentiator.

The project fostered strong collaboration between WSH's operating companies, establishing a knowledge-sharing ecosystem across the family of brands.

This knowledge-sharing extended into approaches to meeting diverse needs, such as maternity-specific trousers for pregnant employees and a range of headwear to accommodate various hairstyles across different ethnicities.

WHAT'S NEXT

We will continue expanding sustainable material strategies, exploring recycling innovations like uniform repurposing and investigating alternative material technologies. Our team remains committed to the "less but better" philosophy across procurement practices. We've also demonstrated how material choices can be a powerful tool for creating more equitable workplace experiences.



Key Takeaway

Sustainable transformation is achievable through persistent collaboration, strategic supplier relationships, and a willingness to challenge conventional approaches.



“Nothing’s really off-limits or impossible if you’re willing to work with the right suppliers and challenge them constructively.”

TARA HENRY, HEAD OF PROCUREMENT, WSH

What's next

1



LIQUID MILK:

We prioritise sourcing from dairy producers who are committed to net zero emissions. Our first step is to support them in getting baseline data. As we continue to transition to RSPCA Assured fresh milk, we will leverage our strong relationship with those producers to keep progressing our targets.

2



CERTIFIED COTTON:

We will continue our work to switch all uniforms to BCI-certified cotton.

3



RED TRACTOR CERTIFIED MEAT:

A significant proportion of the British fresh meat we use is already Red Tractor certified. This year, we will work closely with our culinary teams and selected suppliers to complete the transition. In addition, we will look to introduce more regeneratively raised beef and move specific cuts to even higher welfare standards.

4



DEFORESTATION-FREE:

We will move to deforestation-free commodities, using externally recognised standards such as FSC and RSPO in line with our commitments.

5



SEDEX:

Following changes to the SEDEX SAQ and a corresponding drop in compliance, we will reassess deadlines to better align with our strategy to reduce modern slavery risks.

6



YEAR OF THE SUPPLIER:

We will launch a multi-year supplier engagement programme to support our net zero progress, raise the bar in sourcing standards, and ethical compliance.

Step Up



step up

Introduction

Step Up is our commitment to climate action, spearheaded by our Net Zero by 2040 target. We hope that through our rigorous and transparent approach that we can continue to inspire our industry.

We are working hard to reduce the environmental and social impact of the food we serve, with plant-forward menus, circular material solutions, and regenerative agriculture. All of which are designed to make good choices easier for the people we serve.

Our Step Up pillar has three areas of focus: reducing our emissions, managing waste with a circular mindset and protecting nature.

step **up**

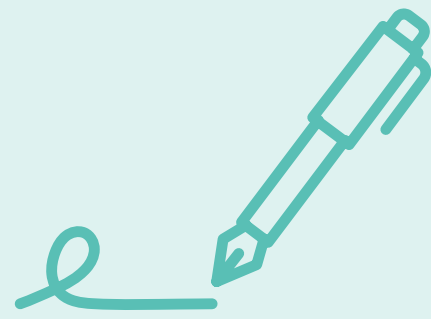
SBTi approved **Net Zero by**

2040

and FLAG targets

12.5%
REDUCTION

in **economic emission intensity** vs 2023



Signed the **Climate Pledge**

Corporate
carbon footprint
restated using best-in-class methodology



21.6%
food waste reduction
target achieved

124

completed Institute of Environmental Management and Assessment (IEMA) **certified training**

Almost
27,000

environmental courses completed

Overview of the approach

Our ability to serve our customers fresh, seasonal, local foods relies on a healthy climate and natural environment. As such, taking action to reduce our impact on climate and nature is essential to the future success of WSH and our brands.

WSH is committed to net zero by 2040 across the full value chain, with SBTi verified net zero and FLAG targets. As early adopters in this space, we continue to operate some of our first initiatives like Food Waste Costing the Earth; a programme which focuses on reporting and reducing food waste through data-driven strategies.

We've been certified to ISO 14001, the international standard for environmental management systems, since 2007, and this framework remains central to our sustainable operations. We were the UK's first food and hospitality business to be certified as carbon neutral for Scope 1 and 2 and maintained this certification for a decade, before shifting focus towards robust reduction and removal plans. Since

2020 we have procured renewable electricity for all our businesses and aim to transition newly acquired businesses as soon as feasible.

Our operations inherently produce significant volumes of waste, including food, cooking oil, packaging, effluent, administrative waste and surplus equipment. To address this, we educate teams on food waste reduction, supported by weekly reporting.

We design out waste by focusing on single-use packaging, waste to landfill contributions and promoting the reuse or repurposing of materials (e.g., repurposing items for dining areas). We also implement our circular strategies by training teams to apply the waste hierarchy and understand waste management processes across all sites.

Supporting nature aligns with our sustainable sourcing. By taking action to reduce greenhouse gas emissions, we reduce impact on biodiversity. We are committed to deforestation-free commodities by the end of 2025, and partner with suppliers who follow regenerative agricultural practices. We are currently working on our biodiversity and nature positive strategy.



2024 UPDATE

Achieving the SBTi verification of our Net Zero by 2040 and FLAG targets, and the sub-sequent signing of the Climate Pledge, marked a pivotal moment in 2024. These commitments reinforce our focus on transparent greenhouse gas measurement, reporting, and actionable decarbonisation strategies.

A significant part of our reduction plan involved adopting a third-party carbon accounting platform and reviewing our methodology to align with best practices. Following the review, we restated our carbon footprint (see details below).

Over the past five years, we've reduced food waste costs as percentage of total spend by 21.6% across participating locations, delivering our second Step up target and preventing 3,600 tons of food waste.

Since 2019, weekly food waste reporting has expanded from 1,144 to 2,849 sites. As we shape our vision for the next five years, we will sustain this momentum through reporting, reduction initiatives, and newly introduced external audits.

PACKAGING TARGET REVIEW

In 2024, we reviewed our packaging target to ensure it aligns with our move towards more circular principles. Due to the nature of our business, we use a lot of take away food and drink packaging. The challenge is to balance customer convenience and environmental impact, which is why we will:

- Champion circular packaging solutions (e.g. reusable/compostable materials)
- Reduce the proportion of single-use food and drink packaging filled on-site year on year
- Educate teams to prioritise reuse and challenge excessive packaging use
- Only use paper from certified, deforestation-free sustainable sources by the end of 2025

Our Second Nature Step up Academy has engaged more than 120 team members in an Institute of Environmental Management and Assessment) (IEMA) certified training to increase awareness and understanding.

OUR RESPONSIBLE PACKAGING PRIORITIES:

1

Reduce waste and limit our use of new resources by reducing single use packaging

2

Reduce use of non-renewable (finite) materials with a focus on plastic

3

Reduce packaging related emissions to support our Net Zero target

“The IEMA course content was above and beyond that what I expected, it was very insightful and gave me the opportunity to reflect on what needs to be adapted in order for us to create a better sustainable world.”

CATERLINK TEAM MEMBER

Targets

One more target is now achieved, bringing the total to two with the waste-to-landfill target requiring more focus in coming years.

The absolute corporate carbon footprint increased by 5.8%, driven by significant business growth. However, the emissions economic intensity, measured as GHG emissions per £ of revenue, decreased 12.5%.



SECOND NATURE TARGETS

| TARGET | STATUS |
|--|---------------|
| Achieve net zero across our entire value chain by 2040 compared with a baseline of 2019* | Restated 2024 |
| Reduce our absolute scope 1 and 2 greenhouse gas emissions 80% by 2030 and 90% by 2040, from a 2019 baseline year* | Restated 2024 |
| Reduce Scope 3 economic intensity greenhouse gas emissions 77% by 2030 and 97% by 2040, from a 2019 base year* | Restated 2024 |
| Reduce absolute scope 3 FLAG greenhouse gas emissions 72% by 2040, from a 2019 base year* | Restated 2024 |
| Submit net zero and FLAG targets for validation by SBTi latest by end of May 2023 | Achieved |
| Reduce food waste by 20% by 2024 from a 2019 baseline pro-rated | Achieved |
| Zero waste to landfill (from directly controlled sources) by 2030 | On plan |
| Eliminate all avoidable** single use-packaging by 2030 | Reviewed 2024 |

* Covers WSH International Investments Limited

** Packaging that when subtracted will not impact product quality and where a low-impact alternative is available



“Our pro-active decision to review and update our carbon accounting methodology means an increase in reported emissions and paves the way for smarter, more accurate reduction.”

GUIDO FOLCHI, NET ZERO DELIVERY MANAGER, WSH



“We have delivered some *great outcomes across* Step Up in 2024. Our focus for 2025 is *driving real change through real action* with the Five-in-Twenty Five programme. This includes food waste prevention, championing seasonality, supporting nature and biodiversity, circularity and *making sustainable diets mainstream.*”

Mike Hanson, Sustainability Director, WSH

Emission restatement

With improvements in reporting and monitoring tools we undertook a comprehensive review of our carbon footprint methodology during the year as we sought a more precise understanding of our emissions. This was a proactive, strategic decision to ensure we apply latest, best-in-class practices so as to drive meaningful progress, strengthening our approach as the industry and understanding evolves.

By reviewing and refining our approach, we not only improved the precision of our Scope 1, 2, and 3 emissions calculations, but also paved the way for smarter, more focused sustainability initiatives moving forward. Our corporate carbon footprint methodology remains in alignment with the GHG Protocol Corporate Accounting and Reporting Standard.

The revised approach resulted in an increase in the historic emissions previously reported. However, the improvement in data accuracy provides us with a much clearer picture of where our impacts lie and will empower us to make better decisions when prioritizing reduction efforts. Furthermore, by re-baselining our emissions to 2023, we are grounding our targets in a year that represents not only a return to normal operations post-Covid but also a year of significant business growth. This sets a solid foundation for tracking, reporting and ultimately driving down emissions consistently and accurately.

We will be submitting our updated data and new baseline year for verification with the Science-Based Targets initiative (SBTi) to ensure that we are on track with global climate goals.



2024 Emissions split and reduction

Our 2023 and 2024 footprint was externally verified. The official verification statement noted:

“Following both qualitative and quantitative considerations, the Simply Sustainable verification team has agreed that WSH’ 2023 and 2024 scope 1, 2 and 3 carbon footprint passes verification at a materiality threshold of 5%, with a verified difference of less than 0.1%. This verification has been carried out following the relevant requirements of the ISO 14064-3:2019 standard for conducting independent limited verification of WSH’s FY23 and FY24 emissions-related data and calculations used to calculate WSH’s carbon footprint.”

In the period between 2023 and 2024, we made significant strides in addressing its carbon footprint. The carbon intensity has decreased substantially, dropping of 101.45 tCO₂e/£m, reaching a 2024 CCF of 710.13 tCO₂e/£m (location based).

ECONOMIC INTENSITY DECREASE (TCO₂E/£M)

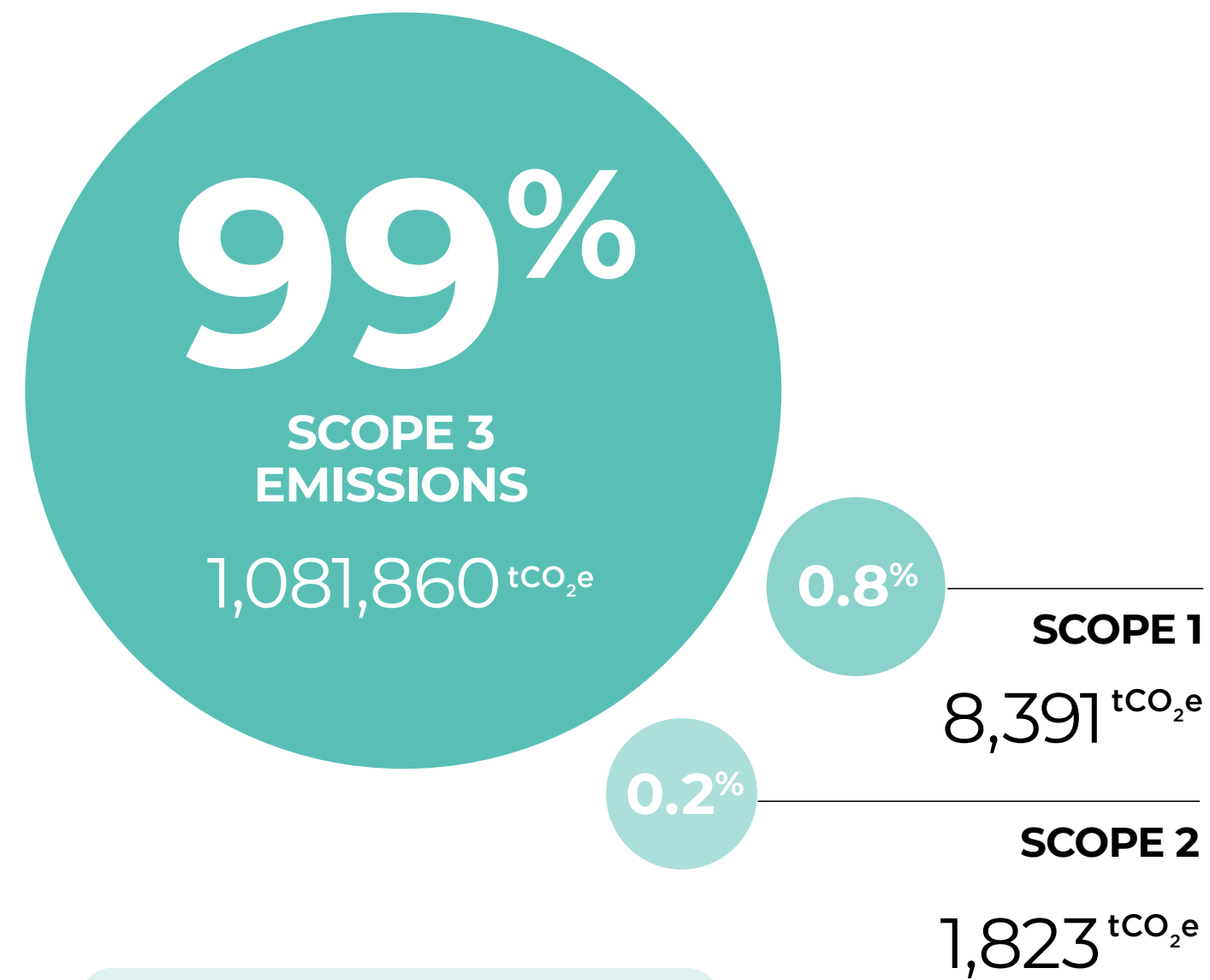


Economic Carbon Intensity is 710.13 tCO₂e/£m

CORPORATE CARBON FOOTPRINT BREAKDOWN

The overall corporate carbon footprint is primarily driven by **Scope 3 emissions**, which account for **99%** of the total footprint.

CORPORATE CARBON FOOTPRINT (LOCATION BASED)



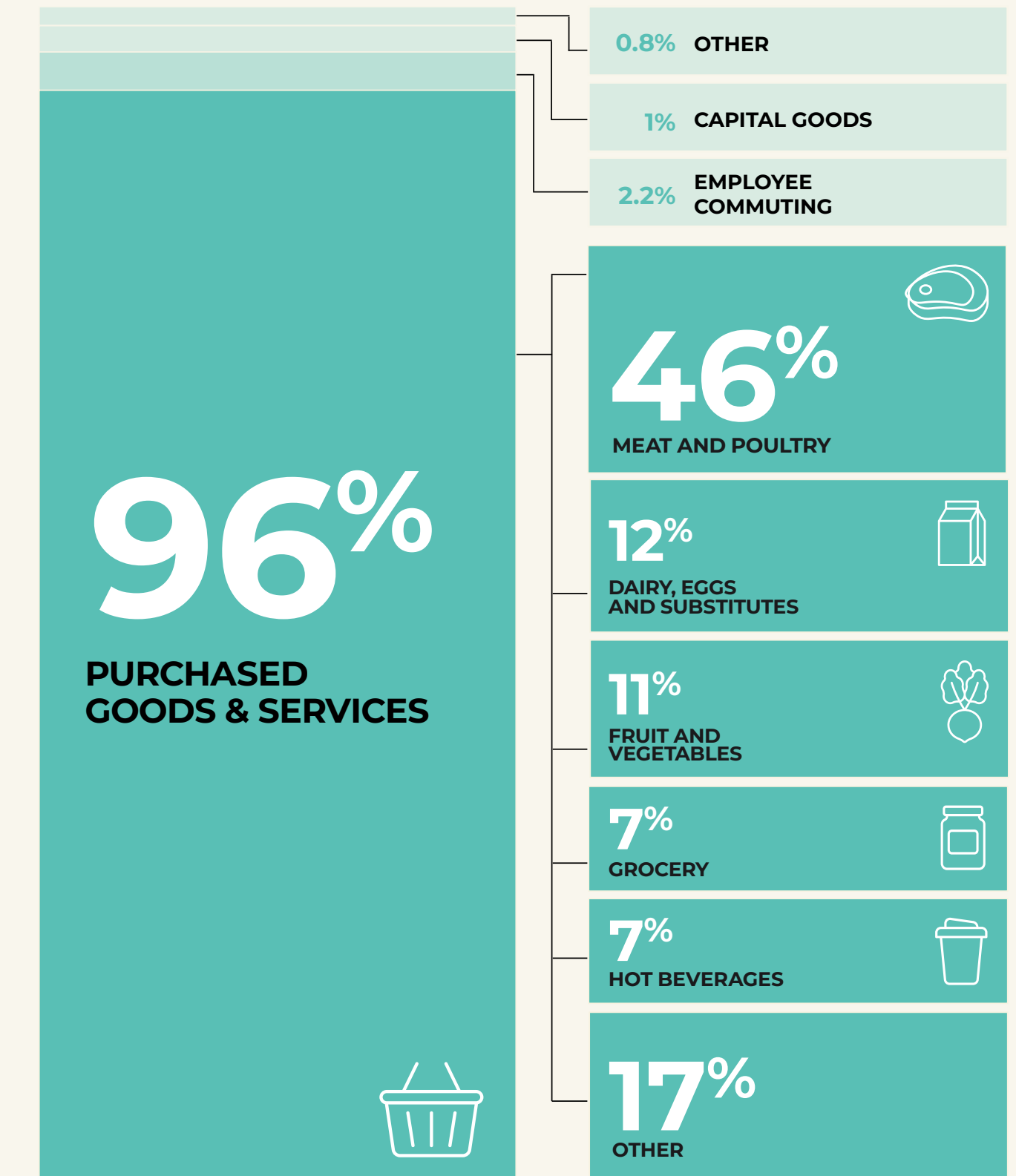
SCOPE 1 - direct emissions from owned or controlled sources (diesel, gas, refrigerants etc.)

SCOPE 2 - indirect emissions from the generation of purchased electricity consumed by the company

SCOPE 3 - all indirect greenhouse gas (GHG) emissions across the value chain that are not directly owned or controlled by the reporting company.

This proportion highlights the significant focus placed on managing Scope 3 emissions, particularly through efforts to reduce emissions in the company’s supply chain and other indirect sources.

SCOPE 3 EMISSION BREAKDOWN



Other = Non-Food, Fish & Seafood, Bakery, Alcoholic Beverages & Pre Prepared Food

Within the Purchased Goods and Services category, more than half of the impact comes from animal-related food.

Emissions reduction milestone

A significant achievement in emissions reduction has been identified within the **Dairy, Eggs, and Substitutes** subcategory.

Compared to the previous year, this area has seen an important reduction of almost **70,000 tCO₂e**, demonstrating the effectiveness of the company's sustainability initiatives such as championing plant-based dairy alternatives.



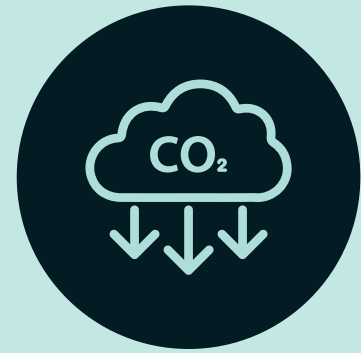
CONCLUSION

The decrease in carbon intensity and the focus on reducing emissions from Scope 3 sources show that WSH is actively reducing its environmental impact. With the main emission sources identified and measurable progress in key categories, we will continue our journey to Net Zero in the coming years.

Key initiatives in 2025 include promoting **holistic sustainable diets**, with an emphasis on **plant-forward menus**. We will continue to support the globally recognised **Beans is How** campaign, which encourages plant-based eating, and further educate customers on the environmental benefits of incorporating more plant-based foods into their diets. We will also engage most emissions-intensive and critical suppliers. For example, our commitment to use **only British milk** from dairy farmers in the UK who are dedicated to achieving **net-zero emissions**.

What's next

1



CLIMATE TRANSITION PLANS:

To take the next step on our journey towards Net Zero, we will develop detailed climate transition plans with actionable, business-specific measures to achieve our emission reduction targets.

2



5 IN 25:

Five in Twenty-Five will keep us focused on the actions that matters most short term, namely continued food waste reduction, designing menus around seasonality, reducing single use, promoting Nature & Biodiversity, and championing plant-forward sustainable diets.

3



THIRD PARTY AUDITS:

We will launch external audits to identify gaps in key operational areas.

4

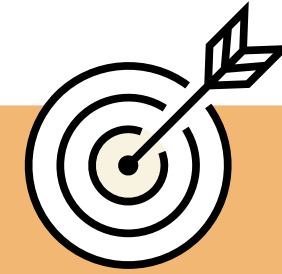


SINGLE USE:

We will set a new baseline for our single use packaging reduction target.

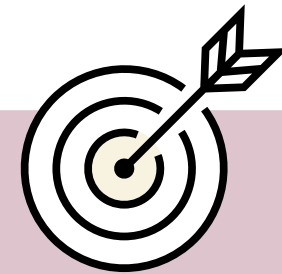
Appendix

2024 target tracker



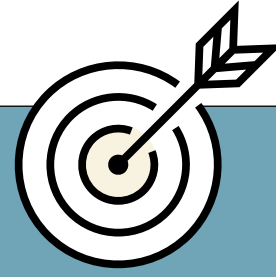
SECOND NATURE TARGETS

| | TARGET | STATUS | STANDARDS ALIGNMENT |
|----------------------------|--|-------------|------------------------|
| Inclusion by Design | Increase marginalised gender representation in leadership roles* to 40% by 2026 | On plan | SDG 5. |
| | Increase the representation of employees from mixed & multiple ethnic backgrounds** in leadership roles by 2027 (to reflect regional population demographic) | On plan | SDG 10. SDG 16. |
| | Continuously assess and take actions to improve our gender pay gap | In progress | SDG 1. SDG 5. GRI 405. |



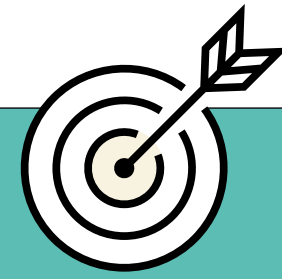
SECOND NATURE TARGETS

| | TARGET | STATUS | STANDARDS ALIGNMENT |
|-------------------------------------|--|-------------|---------------------------------------|
| Nurturing and Growing Talent | All employees to have access to medical, financial and nutritional advice | Achieved | SDG 3. SDG 10. |
| | Strive towards paying all employees, whether directly employed or on client contracts, the real living wage | On plan | SDG 1. SDG 8. SDG 10. |
| | Increase % of underrepresented groups* on management development programmes | On plan | SDG 4. SDG 5. SDG 10. SDG 16. GRI 405 |
| | Increase internal mobility within the businesses to ensure a proportion of manager roles are filled internally by 2025 | Review 2025 | SDG 8. |



SECOND NATURE TARGETS

| | TARGET | STATUS | STANDARDS ALIGNMENT |
|--|---|---------------------------------|-------------------------|
| Progressive Partnerships | 100% of shell hen eggs RSPCA Assured sourced by end of 2023 | In progress | SDG 12. SDG 17. |
| | Ensure 100% of our seafood is responsibly sourced and certified to an independent environmental standards scheme by end of 2023 | In progress | SDG 14. SDG 15. SDG 17. |
| | 100% of WSH strategic and valued partners signed up to the SCoC by the end of 2023 | Achieved | SDG 17. GRI 414. |
| | Source 100% of cotton for our uniforms from certified sustainable sources, such as the Better Cotton Initiative, by end of 2024 | In progress | SDG 12. SDG 17. |
| | By 2025 100% of liquid milk directly contracted with UK dairy farmers who are meeting RSPCA Assured standards and committed to achieving Net Zero | On plan | SDG 12. SDG 17. |
| | Achieve an equivalent of Global Business Benchmark for Animal Welfare rating (BBFAW) Tier 3 or above for key categories by end of 2026* | Review 2024/2025 | SDG 12. SDG 17. |
| | To achieve Red Tractor standards for all fresh meat by end of 2025 and frozen meat by end of 2027 | On plan | SDG 12. SDG 17. |
| | Achieve no deforestation across deforestation-linked commodities, latest by end of 2025 | On plan | SDG 15. |
| | 100% RSPO certified palm oil within nominated lines and manufacturing and processing facilities by end of 2024 | In progress | SDG 12. SDG 15. SDG 17. |
| | 100% FSC certified wood and paper products used for manufacturing and processing facilities by end of 2025 | On plan | SDG 12. SDG 15. SDG 17. |
| Ensure 100% of WSH strategic and valued partners are registered on SEDEX with a fully completed questionnaire and have a human rights policy in place by the end of 2024 | Review 2025 | SDG 8. SDG 10. SDG 17, GRI 414. | |



SECOND NATURE TARGETS

| | TARGET | STATUS | STANDARDS ALIGNMENT |
|----------------|--|---------------|---|
| Step Up | Achieve net zero across our entire value chain by 2040 compared with a baseline of 2019* | Restated 2024 | SDG 7. SDG 12. SDG 13. GRI 305. |
| | Reduce our absolute scope 1 and 2 greenhouse gas emissions 80% by 2030 and 90% by 2040, from a 2019 baseline year* | Restated 2024 | SDG 7. SDG 13. GRI 305. |
| | Reduce Scope 3 economic intensity greenhouse gas emissions 77% by 2030 and 97% by 2040, from a 2019 base year* | Restated 2024 | SDG 2. SDG 12. SDG 13. GRI 305. |
| | Reduce absolute scope 3 FLAG greenhouse gas emissions 72% by 2040, from a 2019 base year* | Restated 2024 | SDG 2. SDG 12. SDG 13. SDG 15, GRI 305. |
| | Submit net zero and FLAG targets for validation by SBTi latest by end of May 2023 | Achieved | SDG 17. GRI 305. |
| | Reduce food waste by 20% by 2024 from a 2019 baseline pro-rated | Achieved | SDG 12. GRI 306. |
| | Zero waste to landfill (from directly controlled sources) by 2030 | On plan | SDG 11. SDG 12. GRI 306. |
| | Eliminate all avoidable** single use-packaging by 2030 | Reviewed 2024 | SDG 12. GRI 301. GRI 306. |

Supporting information

DECENTRALISED APPROACH

WSH is a collection of leading brands operating independently in the UK and European food and hospitality sectors. While Second Nature and the targets expressed as part of it are valid for all brands, starting points, pace and completion dates will reflect the specifics of each business.

STANDARDS APPROACH

We use international, recognised industry standards and definitions to set our minimum expectations. In areas where – for different reasons – this is not possible (for example, local legislation, market maturity and so on), given our heritage and strong foothold in the UK, we use UK standards to describe our ambition level. Where this is the case, we aim to be fully transparent and will provide information about equivalent local standards to relevant stakeholders.

WSH ACQUISITIONS – ESG APPROACH

The Second Nature commitments cover businesses acquired by WSH. We recognise acquisitions are likely to impact our actual status positively or negatively, and we intend to report any impact transparently. We aim to include acquired businesses in our annual ESG reporting when we have a complete financial year of data at the latest.

Once an acquisition is concluded, we aim to complete the ESG assessment within six months. If a business

is not compliant at the time of an acquisition, they are expected to, as a minimum, reach the standards expressed here over time.

While our ambition is to bring acquired businesses up to the WSH ESG standards as promptly as possible, we reserve the right to restate should they significantly impact our performance in a negative manner.

SUPPLIER DEFINITIONS

Strategic partner: Actively contributing to Second Nature's Progressive partnerships target success and net zero; these are also known as Tier 1 suppliers.

Valued partner: Working collaboratively with us in assisting with Second Nature's Progressive partnerships progress; these are also known as Tier 2 suppliers.

DATA DISCLAIMER

We intend to report relevant, verified and accurate data, preferably using primary data sources. However, recognising that preliminary data is not yet widely accessible, we accept averages and use assumptions, proxies and estimations to calculate baselines and measure progress. As our data availability and quality improve, we reserve the right to review and evolve how we collect, calculate or report data. In the case of significant changes in methodology or outcome, we will do our utmost to signpost this.

ABOUT THIS REPORT.

Unless otherwise noted, this report conveys information pertaining to WSH International Investments Limited, with a specific focus on subsidiaries in the UK and Ireland.

Data in this report aligns with our financial reporting and covers the period of 28th December 2023 to 25th December 2024, unless otherwise noted.

For further information or questions regarding the 2024 WSH Second Nature Report, contact Annelie Selander, Chief Sustainability Officer, at aselander@wshsupport.com.

Visit <https://www.wshlimited.com/> for further information about WSH.

Publication date: 16th May 2025

