



ESG Annual Report

2025

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Foreword from Glenn Wilson, Group Managing Director

Westgrove, we have always believed that our role as a business goes far beyond delivering exceptional service. We have a responsibility to create positive and lasting impact for the people, communities and environments connected to our work. This year, I am proud to say that our colleagues have once again demonstrated what this truly means, contributing to social value outcomes that reflect both our organisational purpose and the strength of the Westgrove culture.

Across our sites, our teams have stepped forward to support schools, charities and local initiatives through volunteering, fundraising and community engagement. We have helped individuals develop new skills, access meaningful opportunities and move closer to sustainable employment. We have also continued to enhance our environmental contributions through biodiversity projects, waste reduction initiatives and sustainable practices that support healthier places for future generations.

What stands out is not only the dedication shown by our colleagues, but the depth of impact we can now demonstrate. Through a structured and evidence-based approach to measuring social value, we are able to clearly show how our actions improve wellbeing, build confidence, strengthen communities and support the wider ESG goals we are committed to. This level of insight ensures that the value we create is both meaningful and measurable.

I am incredibly proud of everyone who has contributed to this year’s achievements. Their efforts embody the values of our business and show what is possible when we work with purpose, compassion and ambition. As we move forward, we remain committed to deepening our social value work, strengthening our partnerships and continuing to make a real difference to the communities we serve.

Thank you for your continued dedication and for representing Westgrove with such integrity and pride. Together, we will continue to build a business that delivers exceptional service while creating genuine, positive change.

Glenn Wilson

Group Managing Director

Westgrove Group



Executive Summary

This Environmental, Social and Governance (ESG) Report sets out Westgrove’s approach to responsible business and summarises ESG performance for the 2025 reporting period. It demonstrates how ESG principles are embedded into governance, operational delivery and decision-making across the organisation, and how progress is measured transparently against a defined baseline.

The report reflects Westgrove’s commitment to operating responsibly, supporting colleagues and communities, and managing environmental impact in a way that is proportionate, credible and aligned with long-term business sustainability.

Governance and Oversight

Strong governance underpins Westgrove’s ESG approach. Clear accountability for ESG sits with senior leadership, supported by the Head of ESG and a network of ESG Leads and Champions across the business. ESG performance, risks and opportunities are reviewed through established governance and risk management processes, ensuring that ESG considerations inform strategic and operational decision-making.

This report forms a key part of that governance framework, providing transparency on performance, assumptions and limitations, and supporting continuous improvement.

Environmental Performance and Emissions

Westgrove completed its greenhouse gas emissions baseline assessment in 2022, which remains the reference point for tracking progress.

For the 2025 reporting period:

- Total greenhouse gas emissions reduced by approximately 10% compared with the 2022 baseline.
- This reduction was driven primarily by a significant decrease in employee commuting emissions, reflecting a largely local workforce and high uptake of active and public transport.
- Operational emissions increased during the period, reflecting business growth, geographic expansion, increased travel demand and weather-related energy use.

Importantly, the increase in operational emissions does not indicate reduced efficiency or lack of action. During the same period:

- Approximately 35% of company cars transitioned to electric or hybrid vehicles, exceeding initial expectations.
- A commitment was made to transition to 100% renewable

electricity from February 2026, which is expected to materially reduce market-based Scope 2 emissions in future reporting periods for our Head Office.

Energy, transport, waste and water emissions are reported conservatively, with clear disclosure of methodologies, assumptions and data limitations.

Resource Management and Supply Chain

Waste management performance remains strong, with:

- 100% diversion of residual waste from landfill,
- A recycling rate of approximately 56%, exceeding typical commercial benchmarks,
- Continued on-site treatment of food waste through a wormery, supporting circular economy principles.

Supply chain ESG management has been strengthened through the introduction of a structured supplier ESG questionnaire and a risk-based assessment approach that considers product risk and impact, not spend alone. SME suppliers are supported through targeted guidance, with plans in place to introduce proportionate, risk-based supplier audits.

Social Value and People

Social value is a core component of Westgrove’s ESG approach and is embedded into both Head Office activity and day-to-day operational delivery across partner sites.

During 2025:

- Social value was measured using recognised outcome-based methodologies, providing a clear and credible assessment of impact.
- Group-wide social value delivery was driven by local employment, apprenticeships, inclusive employment pathways, colleague wellbeing, community engagement and environmental initiatives.
- 27 apprenticeships were supported across the business, alongside a range of inclusive employment and wellbeing initiatives.
- During 2025, colleagues completed a total of 6,414 e-learning courses, supporting ongoing skills development, compliance and wellbeing.

This approach ensures that social value delivery is locally relevant, measurable and aligned with wider ESG priorities.

Westgrove’s approach to social responsibility includes fair pay, colleague wellbeing, inclusive employment practices

and a transparent approach to diversity and inclusion. While workforce diversity data is still maturing, leadership representation, employment practices and planned improvements to data quality are set out later in this report.

Looking Ahead: 2026 Priorities

Building on the progress and insights from 2025, Westgrove has set out clear forward-looking commitments and SMART ESG objectives for 2026, covering environmental performance, social value, governance and supply chain management.

Key priorities include:

- Completing the transition to renewable electricity and improving energy efficiency,
- Continuing fleet transition and improving transport emissions data quality,
- Maintaining strong waste performance and improving data capture,
- Strengthening ESG governance and supplier assurance,
- Continuing to embed social value into operational delivery and procurement.

Progress against these objectives will be reviewed annually and reported transparently.

A Credible Direction of Travel

This report demonstrates a clear and credible direction of travel. While challenges remain particularly where emissions are influenced by growth and external factors Westgrove has been transparent about trade-offs, limitations and areas for improvement.

Through strong governance, conservative reporting and a focus on practical, achievable action, Westgrove remains committed to delivering ESG progress that is meaningful, measurable and aligned with long-term business resilience.

Purpose of the Report

This Environmental, Social and Governance (ESG) Report sets out Westgrove’s approach to responsible business and highlights the progress made during the reporting period 2025. It demonstrates how ESG principles are embedded across our operations and how our actions contribute to positive environmental outcomes, meaningful social value and strong governance.

The purpose of this report is to provide transparency to, colleagues, partners and stakeholders by clearly outlining our ESG priorities, the initiatives delivered throughout the year and the measurable impact of our activities. It reflects our commitment to continual improvement and to operating in a way that supports long-term sustainability for both our business and the communities in which we operate.

This report also serves as a foundation for future ESG development, enabling us to track progress year on year and identify opportunities to strengthen our performance.

Westgrove

We are a national facilities management / service provider delivering services across a diverse range of sites and sectors. Our work supports our Partners in maintaining safe, efficient and well-managed environments, underpinned by a strong focus on people, quality and responsibility.

Our colleagues are at the heart of everything we do. We recognise that our operations have an impact not only on the services we deliver, but also on the environment, local communities and wider society. As a result, we are committed to conducting our business in a way that minimises negative environmental impact, maximises positive social outcomes and upholds the highest standards of integrity and governance.

This commitment is reflected in our ESG strategy, which is integrated into day-to-day decision-making and long-term business planning.



Our ESG Approach and Priorities

Westgrove’s ESG approach is built around three interconnected pillars: Environmental, Social and Governance. Together, these pillars guide how we operate responsibly, manage risk and create long-term value.

Environmental

We are focused on reducing our environmental footprint through responsible waste management, improved energy efficiency, sustainable transport initiatives and the reduction of emissions associated with our operations. Practical action and measurable improvement are central to our environmental strategy.

Social

Creating positive social value is a core priority for Westgrove. We aim to support our colleagues, communities and supply chains through employment opportunities, training and development, wellbeing initiatives, volunteering and community engagement. Our approach seeks to deliver meaningful outcomes that improve lives and strengthen local communities.

Governance

Strong governance underpins Westgrove’s Environmental, Social and Governance (ESG) approach and ensures that ESG considerations are embedded into decision-making, risk management and operational delivery across the organisation. Clear accountability, leadership oversight and transparent reporting are central to maintaining credibility and driving continuous improvement.

ESG Governance Structure and Accountability

Overall responsibility for ESG at Westgrove sits with senior leadership, with accountability embedded at both strategic and operational levels. The Group Managing Director provides executive oversight of ESG performance, ensuring alignment between ESG priorities, business strategy and operational delivery.

Day-to-day coordination of ESG activity is led by the Head of ESG, who is responsible for:

- Implementing the ESG Strategy across the business
- Coordinating data collection, monitoring and reporting
- Supporting operational teams and ESG Leads
- Identifying emerging risks, opportunities and areas for improvement

The Head of ESG and our Green Champions will operate across the organisation, supporting delivery at site and functional level. This structure ensures that ESG is not managed in isolation, but integrated into routine management, procurement, operational planning and colleague engagement.

Board and Senior Leadership Oversight

Senior leadership maintains oversight of ESG performance through regular reporting and review. ESG progress, performance data and emerging issues are reported to the Board as part of ongoing governance and risk management processes.

This oversight includes:

- Review of environmental performance, including emissions, energy use and waste management
- Monitoring of progress against ESG Strategy objectives
- Consideration of ESG-related risks and opportunities
- Review of data quality, assumptions and reporting limitations

This approach ensures that ESG performance is visible at leadership level and that strategic decisions are informed by environmental, social and governance considerations.

Integration with Risk Management and Decision-Making

ESG risks and opportunities are considered within the Group’s wider risk management framework. This includes risks associated with:

- Energy use and emissions
- Transport and fleet management
- Supply chain compliance and performance
- Workforce wellbeing and social value delivery
- Data quality and reporting maturity

By embedding ESG considerations into risk management and operational decision-making, Westgrove aims to proactively manage potential impacts, respond to regulatory and stakeholder expectations, and support long-term business resilience.

Policies, Controls and Ethical Standards

Westgrove maintains a range of policies and controls that support responsible governance and ethical business conduct. These policies underpin ESG delivery and include areas such as:

- Ethical standards and business conduct
- Health, safety and wellbeing
- Responsible procurement and supply chain management
- Equality, diversity and inclusion
- Environmental management

Policies are reviewed periodically to ensure they remain appropriate, effective and aligned with evolving regulatory requirements and best practice.

Data, Transparency and Continuous Improvement

The Group is committed to transparent, accurate and proportionate ESG reporting. Data used within this report has been compiled using recognised methodologies, including the Greenhouse Gas Protocol and UK Government conversion factors, with clear disclosure of assumptions and limitations.

Where data quality or availability remains constrained, a conservative reporting approach has been adopted. Improving data accuracy, coverage and consistency remains a priority and will continue to inform future investment in systems, processes and capability.

Looking Ahead

Governance arrangements will continue to evolve as ESG reporting requirements, stakeholder expectations and internal capabilities develop. Over the next reporting period, the Group will focus on:

- Strengthening ESG governance and reporting processes
- Enhancing data quality and assurance readiness
- Further embedding ESG responsibilities across operational and functional roles

Through strong governance, clear accountability and transparent reporting, Westgrove aims to ensure that ESG commitments translate into credible action, measurable outcomes and sustained long-term value.

ESG Strategy Alignment

This report has been developed to demonstrate how Westgrove's ESG Strategy is being translated into practical action and measurable outcomes across the business during the reporting period 2025

The ESG Strategy sets out our long-term vision, targets and commitments in response to climate change, social inequality, regulatory requirements and industry expectations. This report focuses on delivery, providing evidence of progress against those commitments and highlighting how ESG considerations are embedded into day-to-day operations.

From Strategy to Delivery

Westgrove's ESG Strategy is built around clear objectives supported by defined delivery plans and measurement frameworks. Throughout the year, these objectives are progressed through:

- Operational initiatives delivered at site and contract level
- Colleague-led action supported by The Head of ESG and Champions
- Collaboration with partners, suppliers and community partners
- Ongoing monitoring of performance data and outcomes

This ensures that ESG is not treated as a standalone programme, but as an integrated part of how Westgrove operates and creates value.

Strategic Focus Areas

The following areas below summarise how this year's ESG activity aligns with the core pillars of our ESG Strategy.

Environmental Alignment

Activity reported in this document supports our environmental objectives, including:

- Reducing operational emissions and energy consumption
- Improving waste management and resource efficiency
- Supporting sustainable transport through colleague commuting initiatives and company vehicle improvements
- Enhancing biodiversity and environmental performance at key locations

Social Alignment

Our social value activity directly supports strategic priorities focused on:

- Inclusive employment and skills development
- Colleague wellbeing, engagement and support
- Volunteering and place-based community engagement
- Creating social value through partnerships and local procurement

Governance Alignment

Governance structures outlined in this report demonstrate:

- Clear leadership accountability for ESG performance
- Integration of ESG into recruitment, procurement and training
- Transparent measurement, reporting and review processes
- Alignment with relevant regulatory and reporting frameworks

Measuring Progress and Accountability

Progress against the ESG Strategy is monitored through defined metrics, internal reviews and leadership oversight. Data captured throughout the year informs performance assessments and supports continuous improvement.

This annual ESG report forms a key part of our governance framework, enabling:

- Transparent communication with stakeholders
- Evidence-based assessment of progress and challenges
- Identification of priority areas for future focus

Looking Forward

While this report highlights our progress, it also acknowledges that ESG delivery is an ongoing journey. Insights gained from this reporting period will inform the next phase of implementation, helping to refine priorities, strengthen delivery mechanisms and accelerate progress against our long-term targets.

Westgrove remains committed to embedding ESG principles across all aspects of the business and to reporting openly on both achievements and areas for development.

Emissions Performance Against 2022 Baseline

Westgrove completed its baseline greenhouse gas emissions assessment in 2022. This baseline provides the reference point against which progress is measured and informs the Group's ESG Strategy, targets and forward commitments. Emissions reported for the 2025 reporting period are therefore assessed relative to this 2022 baseline to ensure consistency, transparency and meaningful year-on-year comparison.

The 2022 baseline assessment identified total greenhouse gas emissions of approximately 645 tCO₂e, comprising 147 tCO₂e of operational emissions (energy, company fleet, grey fleet, waste and water) and 498 tCO₂e associated with employee commuting. These figures reflected the Group's operational footprint and commuting profile at the time the baseline was established.

For the 2025 reporting period, total reported greenhouse gas emissions were approximately 578 tCO₂e, representing a reduction of approximately 66 tCO₂e, or 10%, compared with the 2022 baseline. This reduction demonstrates progress against the Group's long-term ESG objectives, while also reflecting changes in operational scale, travel demand and workforce composition over the period.

The reduction in total emissions has been driven primarily by a significant decrease in employee commuting emissions. Employee commuting emissions reduced by approximately 92 tCO₂e, or 18%, between 2022 and 2025. This reflects the Group's focus on local employment across the sites it operates, shorter average commuting distances and a high proportion of colleagues travelling by active and public transport modes. While employee commuting sits largely outside the Group's direct operational control, these outcomes demonstrate the positive environmental and social impact of the Group's employment model.

By contrast, operational emissions increased by approximately 25 tCO₂e between 2022 and 2025. This increase reflects business growth, geographic expansion and increased operational activity, including the addition of new sites across the UK and increased travel demand to support a larger and more geographically dispersed portfolio. Weather-related energy demand and conservative reporting assumptions also contributed to higher reported operational emissions during the period.

Importantly, the increase in operational emissions does not reflect a deterioration in efficiency or a lack of action. Over the same period, the Group has exceeded initial expectations for fleet transition, with approximately 35% of company cars now electric or hybrid and has committed to transitioning to a 100% renewable electricity supply from February 2026. These structural changes are expected to materially reduce operational emissions in future reporting periods.

Taken together, this baseline comparison highlights a clear and credible direction of travel. While operational emissions have increased in the short term as a result of growth and external factors, overall emissions have reduced since the 2022 baseline, and significant steps have been taken to address the underlying drivers of emissions. The Group remains committed to transparent reporting against its baseline, continuous improvement and the delivery of further emissions reductions as its ESG Strategy continues to be implemented.

Energy Consumption, Emissions Performance and Mitigation Actions

Energy consumption and associated greenhouse gas emissions are monitored as part of the Group’s wider environmental management and ESG framework. Energy-related emissions for the reporting period total 5.52 tCO₂e year to date, compared with 5.75 tCO₂e in 2022, representing a reduction of 0.23 tCO₂e (approximately 4%). This improvement has been achieved despite higher levels of operational activity and site occupancy and reflects the impact of energy management measures, alongside year-to-year variation in weather-related heating demand.

These emissions comprise both direct and indirect energy sources. Scope 1 emissions, arising from the on-site combustion of natural gas for heating, total 1.93 tCO₂e, based on actual smart meter readings equating to 10.53 MWh of gas consumption. Scope 2 emissions, arising from purchased electricity and calculated on a location-based basis using the UK grid-average emission factor, account for the remaining 3.59 tCO₂e. This split highlights the material contribution of space heating to overall emissions, particularly during colder months.

Energy consumption profile

Sub-metered energy data indicates that electricity consumption is concentrated across several key operational uses. Lighting represents the largest and most consistent source of electricity demand throughout the year, reflecting both operational requirements and baseline consumption outside core occupancy hours. Heating and cooling is the second most significant contributor and shows clear seasonal variation, with higher consumption during colder months, highlighting the influence of external weather conditions and building thermal performance.

Office equipment and appliances contribute a steady level of consumption across the year, reflecting essential operational requirements as well as background and standby loads. Kitchen and cafeteria equipment accounts for a smaller but consistent proportion of electricity use, aligned with routine daily operations.

Year-on-year energy consumption trends (2024–2025) (Heating and Cooling)

A comparison of monthly energy consumption between 2024 and 2025, alongside average external temperature data, indicates a clear increase in overall energy demand during 2025. Total electricity consumption was higher in most months, with the most pronounced increases occurring during the winter period, particularly January–March and November–December.

The data shows a strong inverse relationship between outside temperature and energy use in 2025, with significantly higher consumption during colder months. This suggests increased sensitivity to heating demand, likely influenced by a combination of external weather conditions, building thermal performance, and operational factors such as occupancy levels and heating system operation.

By contrast, 2024 exhibited a more stable energy consumption profile, with lower winter peaks and reduced month-to-month variability. Energy use during colder periods was more moderate, indicating improved thermal efficiency, more effective heating controls, or reduced heating demand relative to 2025. Summer consumption in 2024 remained marginally higher than in 2025, reflecting a steadier base load rather than weather-driven demand.

Overall, the year-on-year comparison indicates that the increase in energy consumption and associated emissions in 2025 was driven primarily by higher heating-related demand during colder months, rather than a uniform increase in baseline electricity use across the year.

Lighting energy comparison – 2024 vs 2025 (January–November)

Lighting energy consumption in 2025 is consistently higher than in 2024 across most months. The most pronounced differences occur during the spring period (April–May), where lighting usage in 2024 reduces in line with increasing daylight hours, while 2025 remains elevated. One possible contributing factor to this increase is poorer weather conditions during 2025, resulting in lower daylight availability and a greater reliance on artificial lighting. Seasonal increases in lighting demand are evident in both years as daylight reduces in autumn, although 2025 consistently operates at a higher baseline throughout the year.

Electric vehicle charging

Electric vehicle (EV) charging represents a growing and intentional component of electricity consumption. During the reporting period, EV charging demand increased following the installation of two additional 22 kW EV chargers and a rise in the number of employees using hybrid and fully electric vehicles. This increase reflects a strategic shift towards

lower-emission transport and should be viewed as a positive transition rather than a reduction in energy efficiency.

Emissions performance and mitigation opportunities

The energy consumption profile highlights several priority areas for mitigation. Opportunities exist to further optimise lighting through improved controls, including occupancy sensors, daylight dimming, and tighter management of out-of-hours usage. For heating and cooling, additional efficiencies may be achieved through optimisation of system setpoints, review of operating schedules, and targeted maintenance to improve system performance. Energy use associated with office equipment and appliances can be reduced through continued colleague engagement, power-down policies, and the procurement of energy-efficient equipment to minimise standby consumption.

Renewable electricity transition

From February 2026, the Group plans to transition to a renewable electricity supply. Energy-related emissions are currently reported on a location-based basis, using the UK grid-average emissions factor. Following the transition, market-based Scope 2 emissions associated with purchased electricity are expected to reduce to near zero, subject to appropriate contractual instruments being in place. On a market-based basis, this change is expected to deliver an emissions reduction of approximately 3.59 tCO₂e, representing a near 100% reduction in electricity-related Scope 2 emissions. Scope 1 emissions from natural gas will remain and will continue to be addressed through efficiency and operational measures.

In line with GHG Protocol guidance, both location-based and market-based Scope 2 emissions will continue to be disclosed to ensure transparency and comparability over time.

Ongoing management and oversight

While the move to renewable electricity will materially reduce reported emissions, the Group recognises that energy efficiency remains a priority. Reducing overall energy demand alongside the use of renewable electricity will help manage costs, reduce pressure on infrastructure, and strengthen long-term operational resilience.

Energy consumption trends, emissions performance, and mitigation actions will continue to be reviewed at senior management level. The Board will receive regular updates on energy performance, progress towards renewable electricity procurement, and the effectiveness of energy reduction initiatives.

UN Sustainable Development Goals alignment

- **SDG 7 – Affordable and Clean Energy:** The Group's transition to renewable electricity from 2026 supports increased use of clean energy and reduces reliance on grid-average electricity.
- **SDG 13 – Climate Action:** Monitoring and management of energy-related greenhouse gas emissions, alongside the planned move to renewable electricity, contribute directly to the reduction of Scope 2 emissions and support the Group's wider climate action objectives.

ESG Water & Wastewater Emissions (Scope 3)

During the reporting period, the Group consumed 84.0 m³ of mains potable water, based on metered supplier data. Water consumption and associated greenhouse gas emissions are monitored as part of the Group's wider ESG framework and are reported under Scope 3 (indirect emissions) in line with the GHG Protocol and UK Government (DEFRA/BEIS) guidance

Water-related emissions

Total greenhouse gas emissions associated with water use for the period were approximately 0.09 tonnes of CO₂e, reflecting the combined impact of water supply and wastewater treatment. This represents a very small proportion of the Group's overall carbon footprint.

For transparency, emissions have been disaggregated between water supply and wastewater treatment. Approximately 0.03 tCO₂e arose from the abstraction, treatment, and distribution of mains water, while 0.06 tCO₂e arose from the collection and treatment of wastewater. This split reflects the relatively higher energy intensity of wastewater treatment processes.

Materiality and operational relevance

From a carbon perspective, water consumption and associated emissions are not currently considered material due to their low absolute volume and limited contribution to total greenhouse gas emissions. However, water use remains operationally relevant from a cost, efficiency, and resilience perspective.

Monitoring water consumption supports responsible resource management and helps ensure that any future changes in usage, operational intensity, or regulatory requirements can be identified and addressed in a timely manner. Maintaining visibility of water performance also supports preparedness for future water stress, pricing pressures, or reporting expectations.

Ongoing management and review

Water use and associated emissions will continue to be reviewed annually as part of the Group's wider ESG performance assessment. Materiality will be reassessed if operational activity changes, water intensity increases, or external reporting requirements evolve. Opportunities to further improve water efficiency will be considered where practical and proportionate.

UN Sustainable Development Goals Alignment

- **SDG 6 – Clean Water and Sanitation:** Monitoring and responsible management of water consumption and wastewater treatment support efficient use of water resources and effective sanitation.
- **SDG 13 – Climate Action:** Measurement and reporting of water-related greenhouse gas emissions contribute to a comprehensive understanding of Scope 3 emissions and support climate action objectives.

Waste Management Performance

This section outlines Westgrove's waste management performance during the reporting period and demonstrates delivery against the environmental objectives set out in the Group's ESG Strategy, particularly those relating to waste reduction, landfill diversion and circular economy practices.

Waste data is sourced directly from the waste contractor's reporting portal and measured by weight, providing a reliable and consistent basis for performance monitoring and ESG reporting.

Waste Arisings and Treatment

During the reporting period, the Group generated a total of 30.70 tonnes of waste, comprising:

- 17.20 tonnes of commingled recyclable material
- 13.50 tonnes of residual (general) waste

All residual waste generated during the period was fully diverted from landfill and treated via Energy from Waste (EfW) facilities. This treatment route supports recovery of energy from non-recyclable waste and avoids the methane emissions associated with landfill disposal, aligning with the Group's commitment to eliminate landfill waste as set out in the ESG Strategy.

Greenhouse gas emissions associated with residual waste treatment were calculated using UK Government GHG Conversion Factors for commercial waste incineration with energy recovery and totalled 0.063 tonnes of CO₂e. These

emissions are reported under Scope 3. In absolute terms, waste-related emissions remain low and are not a material contributor to the Group's overall carbon footprint.

Recycling Performance

Recycling performance continued to improve over the reporting period. A total of 17.20 tonnes of material were recycled, representing approximately 56% of total waste arisings.

This reflects sustained progress in waste segregation practices, operational controls and colleague engagement. The recycling rate achieved exceeds typical UK commercial recycling benchmarks, which are generally reported in the range of 45–50%, and supports the ESG Strategy objective to improve resource efficiency and recycling performance across operations.

On-site Food Waste Management

In addition to off-site waste treatment, the Group operates an on-site wormery to manage food waste generated during operations. All food waste produced on site is treated through the wormery, where it is biologically processed into compost and liquid fertiliser for beneficial reuse.

Food waste treated through the wormery does not enter the external waste stream and is therefore not included in contractor-reported tonnage figures. While food waste inputs are not currently weighed, this approach provides a clear environmental benefit by avoiding disposal, supporting closed-loop resource use and aligning with the waste hierarchy and circular economy principles outlined in the ESG Strategy.

Avoided Emissions and Wider Impact

Avoided greenhouse gas emissions associated with recycling have been estimated using WRAP CarbonWARM2 commingled recycling factors. Recycling activities are estimated to have resulted in approximately 4.8 tonnes of avoided CO₂e during the reporting period.

In line with UK Government guidance, avoided emissions are disclosed as supplementary environmental information and are not included within the Group's formal greenhouse gas inventory.

Governance and Continuous Improvement

While waste-related emissions are not material in carbon terms, waste management remains an important operational and strategic focus area. The combination of full landfill diversion, improving recycling performance and on-site food waste treatment demonstrates a mature approach to resource management and delivery against ESG Strategy commitments.

The Board receives oversight of waste performance, including recycling rates, treatment routes and opportunities to further reduce waste generation. During the next reporting period, consideration will be given to improving data capture for food waste managed through the wormery to support enhanced reporting and continuous improvement.

UN Sustainable Development Goals Alignment

- **SDG 12 – Responsible Consumption and Production:** Improved waste segregation, increased recycling rates, full landfill diversion and on-site food waste treatment support efficient resource use and circular economy principles.
- **SDG 13 – Climate Action:** Management of waste-related greenhouse gas emissions and avoidance of landfill disposal contribute to reduced Scope 3 emissions and lower long-term environmental impact.

Supply Chain ESG Management and Risk Assessment

This section outlines Westgrove’s approach to managing Environmental, Social and Governance (ESG) risks and opportunities across its supply chain. It demonstrates how supply chain engagement, assessment and oversight support delivery of the Group’s ESG Strategy and wider governance responsibilities.

Supply chains play a critical role in the delivery of facilities management services and represent a significant proportion of the Group’s Scope 3 environmental and social impacts. As such, Westgrove recognises that robust supply chain governance is essential to achieving credible ESG outcomes.

Strategic Alignment

Our approach to supply chain ESG management is aligned with the objectives set out in the Westgrove ESG Strategy, particularly those relating to responsible procurement, emissions management, ethical governance and social value creation. The strategy recognises that supplier performance, product risk and operational practices directly influence our environmental footprint, regulatory compliance and reputation.

Supplier ESG Questionnaire and Data Collection

During the reporting period, Westgrove issued a structured supplier questionnaire to key service partners. The questionnaire includes a dedicated ESG section covering environmental management, carbon reporting, waste practices, health and safety, labour standards, governance controls and relevant certifications.

Suppliers are required to provide both qualitative responses and supporting documentation, such as policies, certifications and performance data. Information received is reviewed by the ESG and procurement teams and used to inform ongoing risk assessment and engagement.

Risk-Based Supplier Segmentation

Supplier responses are assessed using a risk-based methodology rather than spend alone. Suppliers are categorised as low, medium or high ESG risk based on a combination of factors, including:

- The nature of the products or services provided
- Potential environmental and social impacts associated with those products or services
- Operational risk (for example, use of chemicals, waste handling or high-emission activities)
- Supplier maturity and demonstrated ESG capability

Regulatory and compliance exposure

For example, suppliers providing higher-risk products such as cleaning chemicals are subject to closer scrutiny due to potential environmental, health and regulatory risks, even where overall spend may be relatively modest.

This approach ensures that ESG risk management is proportionate, targeted and focused on areas of greatest potential impact.

Supporting SMEs and Capability Building

Westgrove recognises that a proportion of its supply chain consists of small and medium-sized enterprises (SMEs), some of which are at an early stage in their ESG journey. Where SME suppliers are identified as having limited ESG maturity, but do not present immediate high risk, Westgrove has adopted a supportive and developmental approach.

During the year, a supplier ESG guidance document was developed and issued to relevant SMEs. This guidance is designed to:

- Explain ESG expectations in a clear and accessible way
- Support suppliers in developing basic policies and controls
- Improve awareness of environmental and social risks
- Encourage gradual improvement rather than exclusion

This approach supports inclusive procurement, strengthens local supply chains and aligns with the Group’s social value commitments.

Governance, Oversight and Escalation

Supplier ESG risk ratings are recorded and reviewed as part of ongoing supplier management processes. Higher-risk suppliers are prioritised for enhanced engagement, follow-up actions or further assurance. Where material gaps or concerns are identified, these are escalated through procurement and ESG governance channels. This may include requests for improvement plans, additional evidence or time-bound corrective actions.

Audit Programme and Next Steps

As a next stage in strengthening supply chain assurance, Westgrove is developing a programme of targeted supplier audits. These audits will be risk-based and proportionate, focusing initially on higher-risk suppliers and product categories.

Audits will be used to:

- Validate questionnaire responses
- Assess on-site practices and controls
- Review compliance with environmental and health and safety requirements
- Identify opportunities for improvement and collaboration

Findings from audits will inform supplier risk ratings, engagement priorities and future procurement decisions.

Continuous Improvement

Supply chain ESG management is an evolving process. Westgrove will continue to refine its assessment tools, improve data quality and expand supplier engagement as reporting requirements and stakeholder expectations develop.

Through a combination of risk-based assessment, supplier support and enhanced assurance, Westgrove aims to build a resilient, responsible and transparent supply chain that supports delivery of its ESG objectives.

Transport emissions (Scope 1 and Scope 3)

Transport-related greenhouse gas emissions arise from business travel undertaken in company-owned vehicles and privately owned vehicles used for work purposes (grey fleet). These emissions are reported in line with the Greenhouse Gas (GHG) Protocol, which categorises emissions according to the level of organisational control.

Emissions from company-owned vehicles are reported as Scope 1 (direct emissions), as the fuel is combusted in assets owned or controlled by the Group. Emissions associated with grey fleet travel are reported as Scope 3 (indirect emissions), reflecting business travel undertaken in vehicles not owned or directly controlled by the organisation.

All transport emissions have been calculated using recorded fuel consumption data and UK Government (DEFRA) fuel emission factors, converting fuel use into carbon dioxide equivalent (CO₂e). A consistent, fuel-based methodology has been applied across both Scope 1 and Scope 3 categories to ensure transparency, comparability, and auditability.

Scope 1 – Company car emissions

Scope 1 emissions from company cars represent direct emissions from the combustion of petrol and diesel in vehicles owned or controlled by the Group and form a material component of the organisation’s direct operational carbon footprint.

Total Scope 1 emissions from company cars are estimated at 119.11 tCO₂e. Diesel-fuelled vehicles account for the majority of these emissions, contributing 89.83 tCO₂e, while petrol-fuelled vehicles contribute 29.28 tCO₂e. This distribution reflects both fleet composition and the higher carbon intensity of diesel relative to petrol.

The predominance of diesel-related emissions highlights an opportunity for emissions reduction through fleet transition. Potential mitigation measures include the gradual replacement of higher-emission vehicles, increased adoption of electric vehicles, review of vehicle allocation and utilisation, and measures to reduce business travel demand through smarter scheduling and increased use of digital alternatives.

Fleet composition and transition

The Group has continued to review and update its company vehicle fleet as part of its wider emissions reduction strategy. As part of initial planning, it was anticipated that around 5% of the company car fleet would transition to lower-emission vehicles in the short term.

In practice, fleet renewal activity exceeded this initial expectation. The Group has introduced three fully electric vehicles and six hybrid vehicles, resulting in approximately 35% of the company car fleet transitioning from conventional petrol and diesel vehicles to lower-emission alternatives.

Following these changes, the remaining fleet comprises 17 petrol and diesel company cars, alongside 16 commercial vans which continue to rely on conventional fuels to meet operational requirements. These vehicles currently account for the majority of

Scope 1 transport emissions.

The higher-than-anticipated level of fleet transition represents a positive step towards reducing direct transport emissions and demonstrates progress beyond initial assumptions. Further opportunities remain to build on this progress through continued fleet renewal, targeted replacement of higher-emission vehicles, and increased adoption of electric vehicles where operationally feasible, supported by appropriate charging infrastructure.

By way of illustration, a typical petrol company car previously operated by the Group had a rated emissions intensity of approximately 111 gCO₂/km. Comparable hybrid replacement vehicles have a rated emissions intensity of around 25 gCO₂/km, demonstrating the potential reduction in emissions intensity achievable through fleet transition.

These figures are provided for illustrative purposes only. Reported Scope 1 transport emissions continue to be calculated using fuel consumption data, in line with greenhouse gas reporting requirements.

Scope 3 – Grey fleet emissions (Business travel)

Scope 3 grey fleet emissions relate to business travel undertaken in employees' privately owned vehicles. In accordance with the GHG Protocol, these emissions are reported under Scope 3, Category 6 (Business travel).

Total Scope 3 emissions from grey fleet travel are estimated at 47.32 tCO₂e. Diesel use represents the largest proportion of emissions within this category at 35.06 tCO₂e, with petrol-related travel contributing 12.26 tCO₂e.

Grey fleet emissions are influenced by travel behaviour, vehicle type, and journey length. While these emissions are indirect, they remain an important focus area for emissions management. Opportunities for reduction include encouraging the use of lower-emission vehicles, promoting public transport and car sharing where practicable, increasing the use of remote and hybrid working arrangements, and reviewing mileage and travel policies to support lower-carbon choices.

Executive summary – Transport emissions

Transport-related emissions increased between 2022 and 2025, reflecting a combination of business growth, an expanded geographic footprint, and increased operational activity, rather than a deterioration in vehicle efficiency or emissions management. During this period, the Group secured additional sites, including all seven McArthurGlen retail parks across the UK, and increased staffing levels to support a larger and more geographically dispersed portfolio, resulting in higher travel demand and fuel use.

Emissions have also shifted in composition, with grey fleet emissions reducing significantly and a greater proportion of travel undertaken using company-controlled vehicles, improving the Group's ability to manage and influence emissions over time. Alongside this, fleet renewal activity exceeded initial expectations, with approximately 35% of the company car fleet now transitioned to electric and hybrid vehicles, compared with an initial expectation of around 5%. Transport emissions are reported on a conservative basis, with no adjustment made for private vehicle use, meaning reported figures represent a high-end estimate of emissions attributable to business activity. Continued fleet transition, improved data quality, and operational efficiencies are expected to support future reductions as the Group's decarbonisation strategy progresses.

Year-on-year comparison and drivers of change

A comparison of transport-related emissions between 2022 and 2025 indicates an increase in company car emissions alongside a reduction in grey fleet emissions. Changes in emissions should be considered in the context of operational growth and changes in the Group's geographic footprint.

During this period, the Group secured a number of additional sites, including all seven McArthurGlen retail parks, which are located across multiple regions of the UK. Servicing a larger and more geographically dispersed portfolio has increased the need for travel between sites for operational management, technical support, and service delivery activities.

In addition, the Group has taken on additional colleague to support this expanded portfolio. Increased staffing levels, combined with wider geographic coverage, have contributed to higher overall vehicle usage and fuel consumption. This increase reflects business growth and expands service coverage rather than a deterioration in vehicle efficiency or travel management practices.

While this growth has increased transport demand in the short term, the shift towards a more company-controlled fleet, alongside ongoing fleet transition measures, provides greater opportunity to manage, influence, and reduce transport-related emissions over time.

Use of vehicles for business and private purposes

Company cars and grey fleet vehicles are used for a combination of business and private travel. Fuel consumption data used for the calculation of transport-related emissions reflects total fuel purchased or reimbursed, rather than fuel used exclusively for business mileage.

At present, the Group does not hold sufficiently granular data to reliably distinguish between fuel used for business purposes and fuel used for private travel. No adjustments have therefore been made to remove emissions associated with private use.

As a result, reported emissions for Scope 1 company cars and Scope 3 grey fleet travel should be regarded as being at the upper end of likely CO₂e emissions attributable to business activity. This represents a conservative reporting approach that reduces the risk of understating emissions.

Implications for Scope 1 and Scope 3 reporting

For Scope 1, emissions from company cars have been calculated on the basis of total fuel consumed in vehicles owned or controlled by the Group. While some of this fuel may relate to private travel, the absence of reliable apportionment data means that total fuel consumption has been used as a proxy for emissions reporting purposes.

For Scope 3, grey fleet emissions reflect fuel reimbursed for the use of privately owned vehicles for work-related travel. In the absence of journey-level or mileage data, it has not been possible to adjust emissions to reflect business-only use.

This approach is consistent with the GHG Protocol, provided that assumptions and limitations are clearly disclosed and applied consistently.

Data limitations, conservatism and future improvements

By not adjusting for private travel, the Group has adopted a conservative and transparent reporting position. Reported transport emissions should therefore be interpreted as a high-end estimate of emissions attributable to business travel.

Improving the accuracy of transport emissions data remains a priority. Planned improvement actions include enhanced mileage tracking systems, clearer differentiation between business and private travel, increased use of mileage-based reporting, and continued transition to lower-emission vehicles.

Board oversight and transparency

The Board is informed of the assumptions and limitations underpinning transport emissions reporting and will receive updates as data quality and reporting methodologies evolve. This ensures appropriate oversight and supports credible, transparent public reporting.

Employee Commuting Emissions

Employee commuting forms part of the Group's Scope 3 greenhouse gas emissions and reflects the travel undertaken by employees between their homes and places of work. These emissions arise solely from commuting journeys and are distinct from business travel or private vehicle use for non-work purposes. While they fall outside the Group's direct operational control, they remain an important indicator of the wider environmental impacts associated with the Group's activities and employment practices.

A representative employee travel survey was undertaken to understand commuting patterns across the organisation. The findings have been used to estimate employee commuting emissions at an organisational level, based on the assumption that the survey responses are broadly representative of the wider workforce. This approach is consistent with accepted practice for Scope 3 reporting, where primary data is supplemented by reasonable assumptions to provide a proportionate and meaningful assessment.

Commuting profile and emissions characteristics

The assessment indicates that employee commuting is generally characterised by short travel distances and a predominantly local workforce, particularly at town-centre and urban locations. A significant proportion of journeys are undertaken using active travel modes and public transport, including walking, cycling, and bus travel.

These modes contribute little or no direct greenhouse gas emissions and play an important role in moderating the Group's overall commuting emissions profile.

Car travel represents a smaller proportion of total commuting journeys but accounts for the majority of commuting-related emissions. This reflects the higher emissions intensity of car travel relative to other modes, rather than widespread long-distance commuting across the workforce. As a result, overall emissions are driven by a relatively small subset of higher-emitting commuting journeys rather than by the commuting behaviour of the workforce as a whole.

Employee commuting – emissions by travel mode

Mode of Travel	Approx. Share of Journey	Approx. Annual Emissions (tCO2e)
Car	30%	345
Bus	25%	40
Walk & Cycle	35%	0
Other (train, motorcycle, car share, etc.)	10%	20
Total	100%	406

Consistency across sites and estate-wide estimation

Commuting patterns observed through the survey demonstrate a high degree of consistency across sites, with variations largely driven by local transport accessibility and site location. While total emissions differ between locations due to workforce size and local circumstances, the underlying mix of travel modes and journey lengths is broadly similar across the estate.

On this basis, the Group has applied the observed commuting profile to inform an estate-wide estimate of employee commuting emissions. This provides a reasonable indication of overall scale and trend, rather than a precise measurement for individual sites, and supports a consistent approach to Scope 3 emissions reporting across the organisation.

Implications for emissions management

The commuting emissions profile highlights clear opportunities for targeted emissions reduction. Given that emissions are concentrated among a smaller number of car-dependent commuting journeys, focused interventions aimed at reducing reliance on single-occupancy car travel are likely to be more effective than broad, uniform measures.

Practical actions may include supporting active travel, improving awareness of public transport options, and encouraging car sharing where appropriate. Importantly, these measures can be implemented without compromising operational effectiveness, employee accessibility, or workforce availability.

Local employment and wider social value

The Group’s commuting profile reflects its broader commitment to local employment and community integration. Employing people who live close to their place of work supports local economies, reduces travel time and cost for employees, and limits transport-related emissions. This approach also contributes positively to employee wellbeing and work–life balance, while supporting more sustainable towns and cities.

Methodology and ongoing development

Employee commuting emissions have been estimated using UK Government greenhouse gas conversion factors and standard assumptions regarding commuting patterns and journey types. The assessment relates exclusively to travel between employees’ homes and their usual place of work and does not include business travel, or any private vehicle use outside of commuting.

While the current assessment is based on representative survey data, the Group recognises the importance of continually improving data quality and coverage. Over time, the Group intends to refine its approach through expanded data collection and enhanced analysis, in line with evolving best practice, regulatory expectations, and stakeholder interest.

UN Sustainable Development Goals alignment

The Group's approach to managing employee commuting emissions supports the following UN Sustainable Development Goals:

- **SDG 13 – Climate Action:**

Through the measurement and management of Scope 3 employee commuting emissions and the identification of targeted, practical reduction opportunities.

- **SDG 11 – Sustainable Cities and Communities:**

Through a predominantly local workforce, shorter commuting distances, and greater uptake of active and public transport modes, supporting reduced congestion and more sustainable urban environments.

Key message for readers

The Group's employee commuting emissions are moderated by a largely local workforce and a high proportion of journeys undertaken using active and public transport. Emissions are concentrated among a smaller number of car-dependent commuting journeys, presenting a clear and achievable opportunity for further reduction through targeted, proportionate measures.

Forward-Looking Targets and Commitments

Westgrove recognises that ESG performance is not static and that continued progress depends on setting clear priorities, strengthening delivery mechanisms and responding to evolving operational, regulatory and stakeholder expectations. The commitments outlined below reflect the next phase of implementation of the Group's ESG Strategy and are informed by performance during the 2025 reporting period.

These commitments are intended to be ambitious yet achievable, recognising both the progress made to date and the practical realities of operating across a diverse and growing portfolio.

Environmental Commitments

Energy and Emissions

- Transition to a 100% renewable electricity supply from February 2026, materially reducing market-based Scope 2 emissions.
- Continue to monitor and manage energy consumption across operations, with a focus on improving efficiency in heating, lighting and building controls.

- Use the 2022 baseline to track progress consistently and transparently, with annual review of emissions drivers and performance trends.

Transport and Fleet

- Continue the transition of the company vehicle fleet towards lower-emission alternatives, building on the progress already achieved where approximately 35% of company cars are electric or hybrid.
- Review vehicle allocation, utilisation and replacement cycles to prioritise emissions reduction where operationally feasible.
- Improve the quality of transport emissions data through enhanced mileage tracking and clearer differentiation between business and private use, supporting more accurate Scope 1 and Scope 3 reporting over time.

Waste and Resource Efficiency

- Maintain full diversion of residual waste from landfill across operations.
- Continue to improve recycling performance through enhanced segregation, colleague engagement and operational controls.
- Strengthen data capture for on-site food waste treatment to support more complete reporting and identify further waste prevention opportunities.

Water Management

- Continue annual monitoring of water consumption and associated Scope 3 emissions.
- Review opportunities for improved water efficiency where operationally practical, recognising the current low materiality of water-related emissions.

Social Commitments

Employment, Skills and Wellbeing

- Continue to prioritise local employment across operational sites, supporting reduced commuting emissions, improved wellbeing and stronger community integration.
- Maintain and expand access to apprenticeships, training and development pathways to support skills development, progression and workforce resilience.
- Continue to embed wellbeing support into operational management practices, with a focus on sustainable employment and inclusive opportunity.

Social Value Delivery

- Embed social value considerations into operational delivery and procurement, ensuring that activity remains locally relevant and aligned with community needs.
- Continue to measure social value using recognised outcome-based methodologies, strengthening data quality and consistency over time.
- Build on existing partnerships with charities, community organisations and education providers to deliver meaningful and sustained impact.

Governance and Supply Chain Commitments

Governance and Oversight

- Strengthen ESG governance and reporting processes to support increased transparency, accountability and leadership oversight.
- Continue to refine ESG data collection, management and review processes, supporting readiness for future assurance and reporting expectations.

Supply Chain ESG Management

- Expand engagement with suppliers through the ESG questionnaire and supporting guidance, with a continued focus on risk-based assessment rather than spend alone.
- Develop and implement a targeted, proportionate supplier audit programme, prioritising higher-risk suppliers and product categories.
- Support SME suppliers in improving ESG maturity through guidance, engagement and collaboration rather than exclusion where appropriate.

Continuous Improvement and Review

Westgrove acknowledges that ESG priorities and expectations will continue to evolve. Progress against these commitments will be reviewed annually and reported transparently, alongside performance data, achievements and challenges.

Insights gained through ongoing reporting, stakeholder engagement and operational delivery will inform future updates to the ESG Strategy and ensure that commitments remain relevant, proportionate and aligned with long-term business objectives.



ESG Objectives for 2026

No.	ESG Pillar	2026 SMART Objective	Measure / KPI	UN SDGs
1	Environmental	Transition all directly procured electricity to 100% renewable supply by 31 Dec 2026 and report both location- and market-based Scope 2 emissions annually.	Renewable electricity contract in place; Scope 2 emissions disclosed annually	SDG 7 – Affordable & Clean Energy SDG 13 – Climate Action
2	Environmental	By 31 Dec 2026, implement at least three energy efficiency improvement actions focused on heating, lighting or building controls.	Documented actions implemented; annual energy trend review	SDG 7 – Affordable & Clean Energy SDG 13 – Climate Action
3	Environmental	Increase proportion of electric and hybrid company cars to at least 50% by 31 Dec 2026, subject to operational suitability.	Fleet composition data; % low-emission vehicles	SDG 9 – Industry, Innovation & Infrastructure SDG 13 – Climate Action
4	Environmental / Governance	By 31 Dec 2026, implement improved mileage or travel data capture to better distinguish business and private travel for Scope 1 and Scope 3 reporting.	Revised travel reporting process; improved data accuracy	SDG 12 – Responsible Consumption & Production SDG 13 – Climate Action
5	Environmental	During 2026, maintain 100% landfill diversion and achieve a minimum recycling rate of 55%, while improving food waste measurement.	Waste contractor data; recycling rate ≥55%; food waste methodology documented	SDG 12 – Responsible Consumption & Production SDG 13 – Climate Action
6	Environmental	By 31 Dec 2026, continue annual monitoring of water consumption and Scope 3 emissions and complete a review of water efficiency opportunities.	Annual water data reported; efficiency review completed	SDG 6 – Clean Water & Sanitation SDG 13 – Climate Action
7	Social	During 2026, prioritise local employment and repeat the employee commuting survey to track travel patterns and emissions trends.	Commuting survey completed; Scope 3 commuting emissions reported	SDG 11 – Sustainable Cities & Communities SDG 13 – Climate Action
8	Social	During 2026, maintain or exceed 25 active apprenticeships across the business to support skills development and progression.	Number of active apprenticeships; training records	SDG 4 – Quality Education SDG 8 – Decent Work & Economic Growth
9	Social	By 31 Dec 2026, continue measuring Head Office and Group-wide social value using recognised outcome-based methodologies and improve consistency of site-level data.	Social value per £1 invested; present value of impact disclosed	SDG 3 – Good Health & Wellbeing SDG 10 – Reduced Inequalities
10	Governance / Environmental	During 2026, complete ESG risk assessments for 100% of priority suppliers and initiate risk-based audits for high-risk suppliers.	Supplier assessments completed; audits undertaken	SDG 12 – Responsible Consumption & Production SDG 13 – Climate Action
11	Governance / Social	Throughout 2026, provide ESG guidance and engagement to SME suppliers with lower ESG maturity and monitor improvement actions.	Guidance issued; supplier engagement tracked	SDG 8 – Decent Work & Economic Growth SDG 12 – Responsible Consumption & Production

ESG Strategy Commitments: Progress, Achievements and Challenges

The following provides a clear assessment of progress against the key environmental objectives set out in the Group's ESG Strategy. It demonstrates how strategic commitments have translated into operational outcomes during the reporting period, while also acknowledging areas where performance has been influenced by external factors or operational growth.

Energy Consumption and Emissions

ESG Strategy objectives:

Reduce energy-related greenhouse gas emissions; improve energy efficiency across operations; transition towards lower-carbon energy sources; maintain transparent and credible reporting.

Progress and achievements

In line with its strategic objectives, the Group has continued to monitor and manage energy consumption and associated greenhouse gas emissions across its operations. Total energy-related emissions reduced by approximately 4% compared with the 2022 baseline, despite increased levels of operational activity and site occupancy. This reflects improved visibility of energy use, informed management of consumption drivers and alignment with the Strategy's focus on emissions reduction.

A key strategic milestone was achieved through the decision to transition to a 100% renewable electricity supply from February 2026. This commitment directly supports the Strategy objective to reduce reliance on higher-carbon energy sources and is expected to materially reduce market-based Scope 2 emissions. Energy and emissions data are reported conservatively and transparently, in line with GHG Protocol guidance, supporting the Strategy's emphasis on credible reporting.

Challenges and trade-offs

Notwithstanding this progress, year-on-year energy consumption increased during the reporting period, driven primarily by higher heating demand during colder months. External weather conditions and building thermal performance had a material impact on energy use, particularly for heating and lighting. These factors highlight the ongoing challenge of balancing emissions reduction objectives with operational requirements and reinforce the need for continued focus on energy efficiency and demand management, as set out in the Strategy.

Transport Emissions

ESG Strategy objectives:

Reduce emissions associated with business travel and fleet operations; transition to lower-emission vehicles; improve transparency and control over transport-related emissions.

Progress and achievements

Delivery against transport-related objectives has been strong in several key areas. The Group significantly exceeded initial expectations for fleet transition, with approximately 35% of company cars now electric or hybrid. This directly supports the Strategy objective to reduce emissions intensity and increases the Group's ability to influence and manage transport emissions over time.

In addition, grey fleet emissions reduced during the reporting period, with a greater proportion of business travel undertaken using company-controlled vehicles. Transport emissions continue to be reported using a conservative methodology, with clear disclosure of assumptions and limitations, supporting the Strategy's commitment to transparency.

Challenges and trade-offs

Total transport-related emissions increased between 2022 and 2025, reflecting business growth, geographic expansion and increased operational activity rather than reduced efficiency or lack of action. The acquisition of additional sites across the UK increased travel demand in the short term. Limited availability of granular mileage data also constrains the precision of emissions attribution, highlighting an area for further development in line with the Strategy's focus on improved data quality and control.

Waste Management and Resource Efficiency

ESG Strategy objectives:

Eliminate landfill waste; improve recycling performance; reduce environmental impact of waste management; support circular economy principles.

Progress and achievements

The Group has delivered strongly against its waste-related strategic objectives. All residual waste generated during the reporting period was fully diverted from landfill and treated via Energy from Waste facilities, achieving the Strategy objective of eliminating landfill disposal. Recycling performance improved further, with approximately 56% of waste recycled, exceeding typical UK commercial benchmarks.

The continued operation of an on-site wormery to treat food waste supports circular economy principles by avoiding

disposal and enabling beneficial reuse. Waste-related emissions have been quantified and reported under Scope 3, with avoided emissions from recycling disclosed separately, supporting the Strategy’s emphasis on transparency and impact measurement.

Challenges and trade-offs

While treatment and recycling performance is strong, opportunities remain to strengthen prevention and data capture. Food waste treated on site is not yet fully measured by weight, limiting completeness of reporting. Continued colleague engagement and improved measurement will be required to further support the Strategy objective of reducing waste at source.

Overall Strategic Assessment

Taken together, progress against the ESG Strategy demonstrates a clear and credible direction of travel. Strong delivery has been achieved in waste management and fleet transition, while increases in energy and transport emissions have been driven primarily by external factors such as weather and business growth. These challenges have been transparently disclosed and will inform future strategic focus areas, including energy efficiency, transport data quality and targeted emissions reduction measures.

Colleague Commuting and Local Employment

ESG Strategy objectives:

Reduce indirect transport emissions; support sustainable travel behaviours; promote local employment and community integration; improve employee wellbeing and work–life balance.

Progress and achievements

In line with the ESG Strategy, the Group continues to prioritise local employment across the sites it operates. A representative employee travel survey indicates that the workforce is largely local to each site, with the majority of commuting journeys characterised by short distances. This employment model directly supports the Strategy objective of reducing indirect transport emissions associated with commuting.

A high proportion of colleagues commute using active and public transport modes, including walking, cycling and bus travel. These modes contribute little or no direct greenhouse gas emissions and play a significant role in moderating the Group’s overall employee commuting emissions profile. As a result, while employee commuting represents a material Scope 3 emissions category in absolute terms, emissions are concentrated among a smaller subset of car-dependent journeys rather than across the workforce as a whole.

This commuting profile also supports wider strategic objectives relating to employee wellbeing, accessibility and community integration. Employing people close to their place of work reduces travel time and cost, supports local economies and contributes positively to work–life balance.

Challenges and trade-offs

Despite the predominantly local workforce, car travel remains the largest source of commuting-related emissions due to its higher emissions intensity. A smaller number of longer or car-dependent commuting journeys account for a disproportionate share of total emissions. While commuting behaviour sits largely outside the Group’s direct control, this highlights an ongoing challenge in balancing operational workforce requirements with emissions reduction objectives.

The current assessment is based on representative survey data rather than full population coverage, which limits the precision of site-specific emissions estimates. Continued improvement in data collection will be required to further strengthen reporting and inform targeted interventions.

Diversity, Inclusion and Fair Employment

Westgrove is committed to providing fair, inclusive and respectful workplaces where people are valued for their skills, contribution and potential. Our approach to diversity and inclusion is grounded in equality of opportunity, responsible employment practices and creating environments in which individuals are treated with dignity and respect.

We recognise that diversity and inclusion are important to building resilient teams, supporting colleague wellbeing and delivering high-quality services across a diverse operational portfolio.

Leadership and Culture

At leadership level, Westgrove is transparent about its current position. The senior leadership team includes both male and female representation, with women accounting for approximately one-third of leadership roles.

Across the wider business, inclusion is supported through:

- fair and transparent recruitment practices,
- local employment models aligned with community demographics,
- inclusive employment pathways and apprenticeships,
- and a strong focus on colleague wellbeing, support and progression.

Westgrove’s approach focuses on ensuring that opportunities for recruitment, development and progression are based on capability, experience and potential, while fostering a respectful and inclusive workplace culture.

Data Maturity and Transparency

Westgrove acknowledges that, at present, workforce diversity data is not held in a fully comprehensive or centralised format across all diversity characteristics. This limits the ability to report complete and consistent diversity metrics within this reporting period.

In line with the Group’s commitment to transparency and responsible reporting, this report does not seek to present partial, estimated or incomplete diversity data where this cannot be robustly evidenced.

Strengthening Diversity Data and Disclosure

To strengthen governance and improve the quality of workforce data, Westgrove is implementing Sage People, a new people management system designed to support consistent, accurate and secure data collection across the organisation. Sage People is scheduled to be fully operational by May 2026.

Once implemented, the system will enable:

- improved collection of workforce diversity data on a voluntary basis,
- more consistent reporting across roles and locations,
- enhanced data governance and protection,
- and more meaningful analysis to inform future inclusion activity.

Westgrove intends to publish a supplementary diversity disclosure in June 2026, aligned to this ESG report, once validated diversity data is available.

Ongoing Commitment

Westgrove’s approach to diversity and inclusion will continue to evolve as data maturity improves and organisational capability develops. Future reporting will use improved insight to:

- better understand workforce composition,
- identify opportunities to strengthen inclusion and fairness,
- and ensure that employment practices remain aligned with ESG priorities and partner expectations.

This phased and transparent approach reflects Westgrove’s commitment to credible disclosure, responsible governance and continuous improvement.

Fair Pay, Benefits and Wellbeing

Westgrove’s approach to responsible employment extends beyond pay alone and includes providing a broad range of benefits and wellbeing support designed to promote financial security, physical and mental health, and long-term colleague wellbeing.

All colleagues are paid in compliance with the UK National Minimum Wage and National Living Wage requirements. Where operationally and contractually possible, Westgrove seeks to support the payment of the Real Living Wage, recognising that pay structures in some roles are influenced by Partner requirements, budgetary frameworks and the commercial structure of individual contracts. The Group works collaboratively with Partners to balance fair pay outcomes with service sustainability and affordability.

Colleague Benefits and Financial Security

A comprehensive benefits package is available to colleagues across the business, supporting financial security and peace of mind at different stages of life. This includes:

- Death in Service cover, providing financial protection for nominated beneficiaries in the event of a colleague’s death
- Personal Accident at Work cover, offering additional protection in the event of injury or death arising from a workplace accident
- Workplace pension provision through automatic enrolment, supporting long-term financial wellbeing and retirement planning
- Health cash plans, enabling colleagues to claim back every day healthcare costs such as dental, optical and physiotherapy treatment

These benefits form part of Westgrove’s commitment to responsible employment and workforce stability.

Health, Wellbeing and Mental Health Support

Westgrove provides access to a range of health and wellbeing services designed to support colleagues’ physical and mental health, both inside and outside of work. These include:

- 24/7 access to an online GP service and expert medical support
- Mental health and wellbeing support, including

counselling, psychological support and self-help resources

- Wellbeing and lifestyle support, covering areas such as nutrition, fitness and preventative health

In addition, colleagues have access to confidential wellbeing support services offering emotional, legal and financial guidance, as well as support following critical incidents. These services are available to support colleagues and their families during periods of challenge or change.

Development, Recognition and Engagement

Westgrove invests in colleague development, engagement and recognition through:

- structured training and development programmes, including role-specific learning pathways and apprenticeships from Level 2 to Level 5
- reward and recognition schemes, celebrating outstanding contribution, service excellence, health and safety performance, and ESG-related achievements
- recommend-a-friend initiatives, supporting recruitment through colleague engagement
- cycle to work schemes, promoting healthier lifestyles and reduced commuting emissions

These initiatives support skills development, progression opportunities and long-term workforce resilience.

Community, Volunteering and Cost of Living Support

Colleagues are encouraged and supported to contribute positively to the communities in which they live and work. This includes access to:

- paid volunteering days, enabling colleagues to support causes close to them without financial disadvantage
- partnerships with mental health and wellbeing charities, including access to outdoor wellbeing initiatives
- cost of living guidance and support resources, helping colleagues navigate financial pressures and access external support where needed

Together, these measures reinforce Westgrove's commitment to social value, wellbeing and inclusive employment practices.

A Consistent and Inclusive Approach

The availability and structure of benefits may vary by role or location to reflect operational requirements and contractual arrangements. Westgrove keeps benefits provision under

regular review to ensure it remains inclusive, appropriate and aligned with colleague needs, organisational values and ESG priorities.

This holistic approach to pay, benefits and wellbeing supports sustainable employment, colleague retention and positive social outcomes across the business.

Social Value at Westgrove

At Westgrove, social value is a core component of our ESG strategy and a defining feature of how we operate as a responsible facilities management partner. It is not treated as a standalone initiative or an addition to our services, but as a commitment to creating long-term, meaningful outcomes for colleagues, communities, partners and the environments in which we work. This reflects our belief that a successful organisation is one that actively strengthens the places it serves and contributes positively to society.

Social value at Westgrove encompasses a broad range of activity, including supporting local employment, developing skills, reducing inequalities, enhancing wellbeing and contributing to cleaner, greener and more resilient environments. It means designing services that deliver benefits for people as well as places, empowering colleagues to engage in volunteering and community action, and working collaboratively with partners to respond to local needs in a sustainable and inclusive way.

Our Social Value Framework supports and reinforces the wider ESG pillars set out in our organisational strategy, ensuring that environmental stewardship, social impact and strong governance are embedded into everyday operations. By aligning our social value activity with commitments to community engagement, environmental responsibility, innovation and people development, we deliver outcomes that are consistent with national priorities and the expectations of our partners and stakeholders.

Crucially, our approach focuses not only on recording activity, but on understanding the difference it makes. Social value is measured using recognised wellbeing and economic outcome models, enabling us to quantify the real-world impact of activities such as volunteering, fundraising, local employment, colleague development and environmental initiatives. This ensures our reporting is transparent, evidence-based and reflective of the genuine positive change created across our portfolio.

Through this approach, social value becomes a shared responsibility across the business. It is embedded within our culture, supported by ESG leadership and delivered daily by colleagues across the organisation. It reflects who we are as a business and our commitment to leaving a positive and lasting legacy in the places we operate.

Scope of Reporting

This section of the ESG report presents social value generated across both Westgrove’s partner sites and Head Office operations. Group-wide social value reflects activity delivered in partnership with organisations and communities across our operational portfolio, while Head Office social value captures the specific contributions made through central initiatives, colleague engagement, skills investment and environmental action. Together, these perspectives provide a comprehensive view of how social value is created across the business.

How We Understand Social Value Impact

To support transparency and accessibility, the social value measures used in this report are explained below in clear, non-technical terms. These measures help demonstrate not just what activity has taken place, but the positive difference created for people, communities and the environment.

Social Value per Pound Invested

This measure explains the relationship between investment and impact.

It shows that for every £1 invested, social, environmental and economic value is generated. This value reflects real outcomes such as improved wellbeing, increased confidence, enhanced skills, reduced hardship and environmental benefits.

Understanding social value in this way helps demonstrate how resources are translated into meaningful outcomes and provides a clear indication of the effectiveness of social value activity in supporting ESG priorities.

Total Social Value Impact

Total social value impact represents the overall scale of positive change created during the reporting period. This measure brings together the full range of outcomes generated through activity, including community support, employment and skills development, environmental initiatives and colleague engagement. It reflects the combined benefit experienced by individuals, organisations and communities as a result of these actions.

Total social value impact provides a high-level view of how social value activity contributes to wider social, economic and environmental wellbeing.

Present Value of Impact

Present value of impact provides a balanced and evidence-based view of social value by reflecting how outcomes occur in practice. This measure accounts for factors such as whether outcomes may have happened anyway, how long benefits are expected to last and the influence of external factors. By applying these considerations, present value ensures that reported impact remains credible, proportionate and responsibly attributed.

It represents the portion of social value that can be confidently linked to the organisation’s activity.

Total Inputs

Total inputs describe the resources committed to delivering social value activity.

This includes the contribution of time, expertise and financial support that enables initiatives to take place. Understanding inputs alongside outcomes helps ensure transparency and allows impact to be viewed in context.



Head Office 2025 Social Value Highlights

This section provides a summary of the social value generated during 2025, supported by detailed measurement and real-world outcomes. The headline figures presented are drawn from recognised social value measurement tools and reflect the positive impact created through Head Office activity during the reporting period.

Alongside the headline results, a number of case studies are included to illustrate how these outcomes were achieved and the difference they have made for colleagues, communities and the environment.



2025 Head Office Social Value Summary

Measure	Description	2025 Result
Social value per £1 invested	The amount of social value created for every pound invested	£23.00
Total social value impact	The overall value of positive outcomes created during the year	£708,027.02
Present value of impact	A conservative estimate of impact attributable to Head Office activity	£684,084.07
Total inputs	Resources committed to delivering social value activity	£29,740.00

Head Office Social Value Story: Supporting Mental Wellbeing Through Mind Over Mountains

What we did



Head Office continued its support of Mind Over Mountains, a charity that delivers outdoor mental health support for individuals experiencing stress, anxiety, depression and other mental health challenges. Our support includes an annual contribution alongside active participation in fundraising and awareness-raising events throughout the year.

In addition to financial support, colleagues engage with charity-led initiatives that help raise further funds and visibility for mental health, reinforcing a shared commitment to wellbeing and open conversation.



Who benefited

The support provided benefits individuals experiencing mental health challenges, particularly those who may be facing isolation, burnout or barriers to accessing traditional support services. It also supports the wider charitable network of trained mental health practitioners, coaches and outdoor facilitators who deliver the charity's programmes.

What difference it made

Support for Mind Over Mountains helps enable access to wellbeing retreats, guided outdoor experiences and professional mental health support delivered in natural environments. These activities combine therapeutic support with time in nature, which can help reduce feelings of anxiety and loneliness, improve emotional resilience and support recovery.

By contributing to the charity's capacity, this support helps ensure that individuals who may otherwise struggle to access support including those facing financial or personal barriers

are able to take part in life-changing experiences that promote long-term wellbeing.

Why this matters

Mental health and wellbeing are central to sustainable communities and healthy workplaces. Supporting organisations like Mind Over Mountains aligns with Westgrove's commitment to promoting wellbeing, reducing inequalities and encouraging preventative approaches to mental health. By combining financial support with colleague engagement and fundraising activity, Head Office contributes to lasting impact beyond a single donation, helping strengthen both individual resilience and community support systems.

Environmental Volunteering at a Local School

What we did

Dedicated volunteering time was provided to support a local school's tree-planting initiative. This involved hands-on participation in planting trees within the school grounds, working directly alongside pupils and colleagues.

Who benefited

The activity benefited pupils and school staff, as well as the wider local environment. The school gained improved outdoor space, while pupils were directly involved in a practical activity that connected learning with real-world environmental action.

What difference it made

The tree-planting initiative contributed to enhanced biodiversity within the school grounds and helped create a greener, more welcoming outdoor environment for pupils. Involving students in the planting process provided an engaging opportunity to learn about nature, climate responsibility and the importance of caring for the environment.

For pupils, this hands-on experience supported environmental awareness and encouraged a sense of ownership and pride in their surroundings. For the school, the trees will deliver long-term benefits, including improved air quality, shade and outdoor learning opportunities.

Why this matters

Supporting environmental education and community spaces aligns with Westgrove's commitment to sustainability and social responsibility. This initiative demonstrates how targeted volunteering, even on a small scale, can deliver lasting environmental and social value while strengthening connections with local communities and supporting learning beyond the classroom.

Supporting Inclusive Community Experiences

What we did

Head Office supported a local disability charity's community Christmas initiative by providing a donation to help fund gifts for disabled and disadvantaged children. In addition to this support, volunteering time was made available to enable colleague involvement in delivering the event.



Who benefited

The initiative benefited disabled and disadvantaged children and their families within the local community. It also supported the charity and its volunteers in delivering an inclusive, accessible and positive experience for all attendees.

What difference it made

The support helped ensure that every child attending the community event received a meaningful and memorable experience, regardless of personal or family circumstances. Providing gifts and a welcoming environment contributed to feelings of inclusion, joy and belonging for children and reassurance for families during a time of year that can be financially and emotionally challenging.

Colleague involvement through volunteering added a personal and human element to the event, helping create a warm, supportive atmosphere and strengthening the overall experience for those attending.

Why this matters

Supporting inclusive community initiatives aligns with Westgrove's commitment to equality, wellbeing and social inclusion. By combining financial support with hands-on volunteering, Head Office helps create positive experiences for families who benefit significantly from additional support, demonstrating how targeted action can deliver meaningful social value within local communities.

Supporting People Experiencing Homelessness and Hardship

What we did

Throughout the year, Head Office supported local food banks and homelessness services through multiple donations of essential items. These contributions included food, clothing and personal care items, provided in response to identified local need.

Rather than a one-off activity, this support formed part of an ongoing commitment to helping community organisations meet immediate and practical needs.



Who benefited

The support benefited individuals and families experiencing food insecurity, homelessness or financial hardship. It also supported frontline charities and shelters by helping them maintain supplies of essential items for those relying on their services.

What difference it made

Donations of food, warm clothing and personal care items helped meet basic needs and provided dignity and reassurance to people facing difficult circumstances. Access to essential items can reduce stress, improve wellbeing and offer a sense of care and support at a time of significant vulnerability.

For charities and shelters, this support helped ease pressure on limited resources, enabling colleagues and volunteers to focus on providing care, advice and longer-term support.

Why this matters

Access to basic essentials is fundamental to health, wellbeing and social inclusion. By supporting food banks and homelessness services, Head Office contributes to reducing hardship within local communities and strengthening the capacity of organisations working with people most in need. This activity aligns with Westgrove's commitment to community resilience, inclusion and social responsibility.

Supporting Skills Development Through an Apprenticeship Pathway

What we did

Head Office supported a colleague to undertake a university-level course through the apprenticeship scheme, providing structured learning alongside their existing role. This approach enables employees to gain recognised qualifications while continuing to contribute within the business.

Who benefited

The primary beneficiary is the colleague undertaking the course, who gains access to formal education, skills development and professional growth. The wider organisation also benefits through increased capability, knowledge and resilience within the team.

What difference it made

Supporting a colleague through an apprenticeship pathway helps build confidence, develop specialist skills and enable progression into roles with greater responsibility. Combining academic learning with practical experience strengthens the application of knowledge in the workplace and supports long-term career development.

For the business, this investment supports workforce stability, improves engagement and helps develop talent from within. It contributes to succession planning and ensures that skills and expertise are retained within the organisation.

Why this matters

Access to education and skills development is central to creating fair and sustainable employment opportunities. By supporting individual learning through an apprenticeship pathway, Head Office demonstrates a commitment to long-term workforce development, inclusive opportunity and continuous improvement, aligning with the ESG priority of decent work and economic growth.

Together, these activities demonstrate how Head Office contributes to Westgrove's wider ESG objectives through targeted, measurable action. While the scale and nature of activity differs from that delivered across partner sites, the outcomes achieved through Head Office initiatives play an important role in supporting wellbeing, inclusion, skills development and environmental responsibility across the business.

Group-Wide Social Value

While Head Office activity plays an important enabling role, the majority of Westgrove's social value is delivered across partner sites through day-to-day operational activity. Group-wide social value reflects the actions of colleagues working within communities, delivering services in partnership with organisations and responding to local needs through employment, skills development, community engagement, wellbeing support and environmental responsibility.

Social value at partner sites is embedded within operational delivery rather than delivered as standalone initiatives.

This ensures that activity is locally relevant, responsive to community priorities and capable of delivering sustained outcomes over time. Through this approach, social value becomes part of how services are delivered on the ground, supporting both partners and the communities they serve.

Employment, Skills and Inclusive Opportunity

Supporting access to employment, skills development and progression remains a central component of Westgrove's group-wide social value. Across partner sites, colleagues are supported through structured training and development pathways, including apprenticeships and supported employment programmes.

During the reporting period, 27 apprenticeships were ongoing across the business, providing individuals with recognised qualifications, practical skills and long-term career pathways. These opportunities help build confidence, improve employability and support progression into roles with greater responsibility, while strengthening workforce capability and resilience across partner sites.

Inclusive employment initiatives also play a key role in reducing barriers to work. Partnerships such as DFN Project SEARCH demonstrate how supported pathways into employment can lead to sustainable job outcomes, increased independence and long-term inclusion. These initiatives benefit individuals, site teams and partners by creating more diverse, representative and inclusive workplaces.



Colleague Wellbeing and Responsible Employment

Group-wide social value delivery places a strong emphasis on colleague wellbeing and responsible employment practices. Across partner sites, teams work to create supportive environments where individual needs are recognised and addressed.

This includes structured support for colleagues experiencing health or wellbeing challenges, such as phased returns to work, tailored wellbeing plans and regular welfare engagement. These approaches support sustainable employment, improve confidence and engagement, and contribute to long-term retention while reinforcing a culture of care, dignity and fairness.

By embedding wellbeing into site-level management practices, Westgrove helps ensure that social value is delivered not only externally, but also through the way colleagues are supported in their roles.

Community Engagement and Social Impact

Community engagement is delivered locally across partner sites, shaped by the needs of the communities in which Westgrove operates. Colleagues regularly support charities, schools and community organisations through fundraising, volunteering and awareness-raising activity.

Across sites, teams have engaged in a wide range of initiatives supporting causes such as dementia care, children’s health and disability inclusion. Fundraising challenges, community events and collaborative activity with tenants and local organisations help strengthen relationships, raise awareness of important social issues and contribute to the capacity of charities delivering frontline support.



These initiatives also provide opportunities for colleagues to work together toward shared goals, supporting wellbeing, teamwork and a strong sense of purpose at site level.

Environmental Responsibility and Sustainable Practice

Environmental responsibility is embedded across group-wide operations through practical, site-led initiatives that reduce environmental impact and improve local environments. Activities include waste reduction, reuse of materials, biodiversity improvements and small-scale environmental enhancements.

Examples such as repurposing materials to improve safety, donating reusable items rather than sending them to landfill and supporting environmental education through community projects demonstrate how sustainability principles are applied in everyday decision-making. These actions support responsible resource use, reduce waste and contribute to cleaner, safer and more sustainable environments across partner sites.

Measuring Group-Wide Social Value

Group-wide social value is measured using recognised wellbeing and economic outcome models, consistent with the approach outlined earlier in this report. Measurement focuses on outcomes rather than activity alone, capturing the positive difference created for individuals, communities and the environment.

By applying a consistent measurement approach across partner sites, Westgrove is able to understand the scale and nature of impact delivered through operational activity and identify opportunities for continuous improvement.

Contribution to ESG Priorities

Through employment, skills development, inclusive opportunity, community engagement, wellbeing support and environmental action delivered across partner sites, group-wide social value contributes directly to Westgrove’s wider ESG priorities, including:

- Decent Work and Economic Growth
- Reduced Inequalities
- Sustainable Cities and Communities
- Good Health and Wellbeing
- Climate Action
- Responsible Consumption and Production

Together with Head Office activity, group-wide delivery ensures that social value is embedded consistently across the organisation and aligned with long-term ESG commitments.

Group-Wide 2025 Social Value Overview

This section summarises the social value generated across Westgrove’s partner sites during 2025. The headline figures are drawn from recognised social value measurement tools and reflect the outcomes created through employment, skills development, community engagement, wellbeing support and environmental activity delivered at site level.

The results demonstrate the scale of impact delivered across the portfolio through day-to-day operational activity, supported by strong local engagement and colleague-led initiatives.



Measure	Description	2025 Result
Social value per £1 invested	The amount of social value created for every pound invested across partner sites	£25.14
Total social value impact	The overall value of positive social, economic and environmental outcomes created	£3,427,697.27
Present value of impact	A conservative estimate of impact attributable to Group-wide activity	£3,311,784.80
Total inputs	Resources committed to delivering Group-wide social value activity	£131,726.00

These results reflect the breadth and consistency of social value delivered across partner sites. Group-wide impact is driven by sustained employment and skills development, inclusive opportunity, community engagement, wellbeing support and practical environmental action. The strong social value per pound invested demonstrates the effectiveness of embedding social value into everyday operational delivery.

Group Wide 2025 Social Value Case Studies

Social Value Example: Apprenticeships Across Partner Sites

What happened

Across partner sites, Westgrove is currently supporting 27 apprenticeships, all of which are ongoing. These apprenticeships are embedded within operational teams and delivered alongside day-to-day service delivery, providing colleagues with structured learning and recognised qualifications while they continue working in their roles.

Who benefited

The apprentices themselves benefit through access to formal training, skills development and long-term career pathways. The wider organisation and partner sites also benefit from increased capability, knowledge and workforce resilience within local teams.

What difference it made

Apprenticeships help colleagues build practical and professional skills, gain recognised qualifications and grow in confidence. This enables individuals to take on greater responsibility, progress in their careers and develop sustainable long-term employment. For the organisation, investing in apprenticeships strengthens the workforce by developing talent from within and ensuring skilled, knowledgeable colleagues are embedded across partner sites. Apprenticeships also support improved engagement and retention, as colleagues feel supported and valued in their professional development.

Why this matters

Providing access to training and progression opportunities supports fair employment, social mobility and long-term workforce sustainability. By delivering apprenticeships across partner sites, Westgrove contributes to local economic resilience while strengthening service quality, succession planning and continuity for partners.

Community Fundraising at Cwmbran Centre

What happened

At Cwmbran Centre, two Security Officers took part in a volunteer fundraising challenge in support of the Alzheimer's Society. The activity included completing a long-distance coastal walk and engaging with tenants and local businesses across the Centre to support the fundraising effort.



Who benefited

The initiative supported people living with dementia, as well as their families and carers, through the work of the Alzheimer's Society. It also engaged tenants, businesses and the wider Centre community in supporting a shared cause.

What difference it made

The fundraising activity contributed to the charity's ability to support individuals affected by dementia and to continue its work in research, care and support services. Involving tenants and local businesses helped build a strong sense of community connection and shared purpose within the Centre.

For the colleagues involved, taking part in the challenge supported personal wellbeing, teamwork and a strong sense of pride in contributing to a meaningful cause.

Why this matters

Community-led fundraising demonstrates how social value can be delivered at site level through colleague initiative and local engagement. By supporting nationally recognised charities in partnership with tenants and businesses, Westgrove helps strengthen community relationships and promote compassion, inclusion and wellbeing across the sites it manages.

Inclusive Employment Through Project SEARCH at Houndshill Shopping Centre

What happened

At Houndshill Shopping Centre, Westgrove partnered with DFN Project SEARCH, a one-year supported internship programme designed for young people aged 16 to 24 with an Education, Health and Care Plan, including individuals with learning disabilities or autism. The programme provides structured workplace experience through a series of tailored placements, supported by tutors, job coaches and family networks.

Through this partnership, an intern initially joined the site as a volunteer, gaining exposure to a real working environment while developing practical employability skills.



Who benefited

The primary beneficiary was the intern, who gained hands-on experience, confidence and independence through supported work placements. The wider Project SEARCH cohort also benefits from inclusive employment pathways, while the site team benefits from a more diverse and inclusive workforce.

What difference it made

Following completion of the programme, the intern successfully progressed into a contracted role at Houndshill Shopping Centre and is now a valued member of the Westgrove team. In addition to their own role, they also support the programme by shadowing other participants, helping new interns understand workplace routines and build confidence as they progress through their placements.

This progression demonstrates how structured, supported employment can lead to sustainable job outcomes, increased independence and long-term career opportunities for individuals who may otherwise face barriers to employment.

Why this matters

Inclusive employment initiatives such as Project SEARCH play a vital role in reducing inequalities and creating fair access to work. By supporting individuals into meaningful employment and enabling them to act as role models for others on the programme, Westgrove helps build inclusive workplaces while strengthening skills, confidence and opportunity across partner sites. This activity aligns strongly with the ESG priorities of decent work, social inclusion and long-term community benefit.

Safety and Sustainability Initiative at Teesside

What happened

At the Teesside site, an innovative solution was developed to address unsafe pedestrian access points. Existing wooden pallets were repurposed into planters and positioned strategically to prevent access to high-risk areas while maintaining the functionality of the site.

Who benefited

The initiative benefited colleagues, visitors and contractors by reducing exposure to potential safety risks. The wider site also benefited from improved environmental presentation and the reuse of existing materials.



What difference it made

The introduction of the planters has significantly reduced incidents and near misses by clearly and safely restricting access to unsafe areas. In addition to improving safety outcomes, the planters enhanced the visual appearance of the site, contributing to a more welcoming and well-maintained environment.

By reusing existing materials, the initiative reduced waste and avoided the need for new resources, supporting sustainable practices and demonstrating how environmental considerations can be embedded into practical site management solutions.

Why this matters

This initiative demonstrates how local innovation can deliver multiple ESG benefits through a single action. Improving safety while reducing waste supports responsible operations, environmental stewardship and colleague wellbeing. It highlights how site-level initiatives can contribute to safer, more sustainable environments while reinforcing a culture of proactive risk management and continuous improvement.

Community Fundraising and Wellbeing at Spindles

What happened

At Spindles, the site team took part in a “1K a Day” fundraising challenge throughout February 2025, committing to walk one kilometre every day in support of the Alzheimer’s Society. The challenge was completed collectively by the team, requiring sustained participation and teamwork over the course of the month.

Who benefited

The activity supported people living with dementia, along with their families and carers, through the work of the Alzheimer’s Society. The team members themselves also benefited through increased physical activity, wellbeing and shared engagement.



Sustained, team-based fundraising initiatives demonstrate how social value can be embedded into everyday site activity. By combining physical wellbeing with charitable support and awareness-raising, this initiative reflects Westgrove’s commitment to supporting health, inclusion and community engagement across partner sites.

Charity Fundraising for Little Hearts Matter at Touchwood

What happened

At Touchwood, colleagues took part in a charity skydive in support of the centre’s charity of the year, Little Hearts Matter. The activity involved a significant personal challenge and was supported by wider fundraising and awareness-raising activity linked to the event.



Who benefited

The initiative supported Little Hearts Matter, a charity that provides support, information and advocacy for children born with complex congenital heart conditions and their families. The wider Touchwood community also benefited through increased awareness of the charity and its work.



What difference it made

The fundraising activity contributed to the charity’s ability to continue delivering specialist support and resources for families navigating complex medical journeys. In addition to financial support, the high-profile nature of the challenge helped raise awareness and engage the local community with the charity’s mission.

For colleagues, taking part in a shared fundraising challenge supported teamwork, personal achievement and a strong sense of purpose, reinforcing positive engagement and wellbeing.

Why this matters

Fundraising initiatives delivered at site level demonstrate how colleagues can contribute to meaningful social impact through personal commitment and community engagement. By supporting charities that work with vulnerable children and families, Westgrove helps strengthen community support networks while promoting compassion, inclusion and social responsibility. The impact of this activity is reflected through recognised fundraising and community engagement proxies within social value measurement.

Reuse of Lost Property to Support Communities at Darwin Shopping

What happened

At Darwin Shopping, unclaimed lost property items were responsibly repurposed and donated for use by communities in Gambia. Rather than disposing of these items, the site identified an opportunity to give clothing and essential goods a second life through donation.

Who benefited

The initiative benefited families and individuals in Gambia who may otherwise struggle to access essential clothing and everyday items. The local and global environment also benefited through reduced waste and landfill diversion.

What difference it made

By donating unclaimed items, the site provided practical support to vulnerable communities while reducing unnecessary waste. Reuse of clothing and goods helped extend the life of materials, supporting a more circular approach to resource use.

This approach also demonstrated responsible management of lost property, ensuring items were handled ethically and with consideration for wider social and environmental impact.

Why this matters

Small operational decisions can deliver meaningful social value when made responsibly. By prioritising reuse over disposal, Darwin Shopping contributed to environmental sustainability while supporting communities in need. This initiative reflects Westgrove's commitment to responsible governance, waste reduction and practical social impact embedded into everyday site operations.

Community Fundraising and Team Engagement at Touchwood

What happened

At Touchwood, colleagues took part in the Dragon Boat Race in support of Little Hearts Matter, a charity that supports children born with complex congenital heart conditions and their families. The event involved competing alongside other local teams as part of a wider community fundraising initiative.



Who benefited

The activity supported children and families living with congenital heart conditions through the work of Little Hearts Matter. Colleagues also benefited through increased engagement, teamwork and wellbeing, while the wider local community benefited from increased awareness of the charity's work.

What difference it made

Participation in the event contributed to the charity's ability to continue providing specialist support, information and advocacy for families facing complex health challenges. Taking part alongside other community teams helped raise awareness of congenital heart conditions and encouraged wider engagement with the cause.

For colleagues, the shared challenge strengthened teamwork, boosted morale and supported positive wellbeing, reinforcing a sense of collective purpose and connection.

Why this matters

Community-based fundraising events demonstrate how social value can be delivered through collaboration, physical activity and local engagement. By supporting children's charities through visible, team-led initiatives, Westgrove helps strengthen community ties while promoting wellbeing, inclusion and social responsibility across partner sites.



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