



SUSTAINABILITY REPORT 2023

PRODUCT, PEOPLE, PLACE

November 2024



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A MESSAGE FROM OUR CEO

In 2023, we led the way by being the first holiday home manufacturer to publish a sustainability report. Alongside the release of our first report, we also committed to publish an annual sustainability report, a major milestone in our journey towards a low-carbon future.

Although we continued to make good strides towards our goals, this has been against the backdrop of an extremely challenging economic climate, particularly for those in the caravan and lodge industry. So although our long term goals of are the same, we know that our pace has to be different. Our priority is to have a long term sustainable business model and to do that we must have firm financial foundations – this remains our key focus.

I’m pleased to welcome you to our second report, highlighting that sustainability remains and always will be at the very core of our business.

Product

At Willerby, we are proud to be the market leader and product innovator in the vibrant UK holiday home market. We continually challenge ourselves to be the best we can be and, in 2022, we launched the Willerby GreEN Standard, reducing operational energy usage in our holiday homes by up to 28%*.

Last year, we led and started production of Willerby All-E, a 32A all-electric holiday home specification, another development on our journey to reduce the carbon impact of our homes. We are committed to continuing to work with customers and suppliers to develop practical, sustainable solutions, making Willerby homes “more sustainable as standard”.

People

The foundation of our 78 years of uninterrupted business is the skill and dedication of our team. We constantly strive to support our employees’ professional development and their wellbeing. We will continue our quest to ensure Willerby is an inclusive employer, and a more diverse, safe and equitable place to work, where our people can fulfil their potential.

In 2023, we were proud to have helped employees achieve professional qualifications in human resources, finance, and construction. We also continued to encourage and facilitate staff development and career progression through our successful leadership and management development programme, which has been accessed by 46 colleagues to date.

Willerby is dedicated to supporting the wellness of our workforce, through physical fitness programmes, mental health support and health and safety initiatives. The opening of the Willerby wellbeing hub was a pivotal step in providing a safe space to continue supporting our workers and our local community.

Place

The Humber region is the UK’s highest carbon emitting region, with an internationally acknowledged net zero plan. As a Hull-based business, we are proud of our role in supporting this goal. Our participation in the regional Oh Yes! Net Zero campaign has enabled us to collaborate with like-minded businesses and groups working towards a more sustainable future.

As we reflect on the progress we’ve made since our last report, we are proud to highlight the changes we have made to our Hull site. This includes the installation of solar panels on our roofs as well as installing LED lighting throughout our facilities.

We are constantly looking for the most efficient ways to run our business. Actively monitoring our use of natural resources, such as water and energy, throughout 2023, has allowed us to create a clear vision for the next steps in our sustainability journey.

*This figure is based on a Brookwood 40ft x 12ft three-bedroom model and 90 days occupancy. Savings are based on 18p per kwh. This is in relation to the annual energy consumption and not the carbon footprint of the home’s entire life cycle.

THE UK HOLIDAY PARK INDUSTRY IN STATISTICS

£12.2bn

Visitor expenditure generated by UK holiday parks. Equivalent to £7.2bn gross added value.

**Over
6,000**

Holiday parks and campsites operated in the UK in 2023, sustaining a significant level of near year-round employment, in rural and coastal districts.

**Over
440,000**

Holiday homes are sited at UK holiday parks.

5%

Contribution of holiday parks and campsites to UK's tourism sector's overall GDP of £214bn.

2023 HIGHLIGHTS

- **50/50** operating board gender balance
- **Winner** of Sustainable Manufacturer of the Year at The MX Manufacturer Awards
- **1,099** employees
- The **real living wage** offered as entry-level pay
- **94%** of total waste in FY23 was **reused, recycled** or **converted** to energy
- **Over 185** trade customers bought Willerby products
- We achieved an overall **emissions reduction of 10.05%** from 2022 to 2023



WHO WE ARE

The UK's holiday home market leader

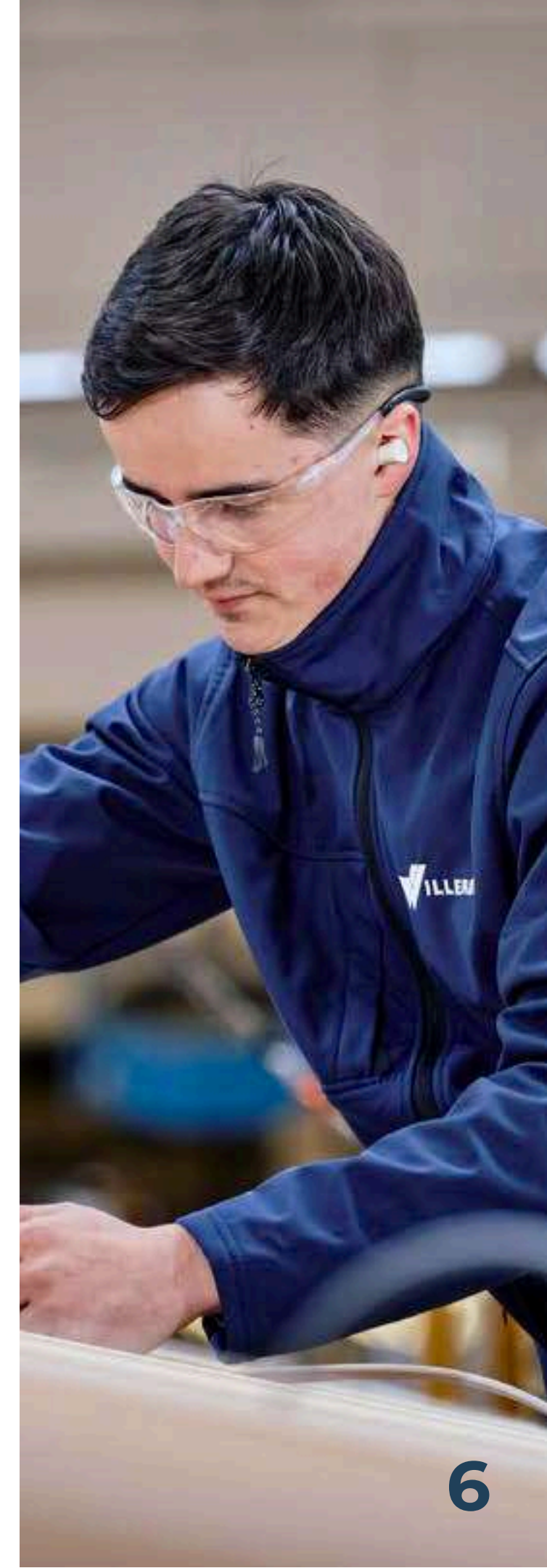
Willerby is the UK's largest holiday home and lodge manufacturer, building a third of all new units for holiday parks. We also have a residential park home division which was introduced in 2018. The company is at the vanguard of a significant and developing UK manufacturing industry concentrated in Hull and East Yorkshire, which also serves as the hub of the UK caravan and holiday home industry, which employs 20,000 people, directly or indirectly.

Walter Allen launched the company in 1946 when he transitioned from beekeeping to producing touring caravans for the expanding post-war holiday park market. Walter was a resident of Willerby, on the outskirts of Hull, hence the company name.

Today, Willerby Ltd is the UK holiday home market leader, with an unrivalled reputation for high quality, industry-leading design, technical innovation, product diversity and exceptional customer service. The company employs over 1,000 people over two sites in Hull encompassing an area of 80 acres. Willerby makes a considerable contribution to the UK economy, particularly in the Humber region, by supporting over 400 suppliers.

"Everything we do is about our product, people, and place. This focus has helped to support our Hull facilities, the local community we serve, and our leadership of the industry in the region."

Susan Allan, Chief Financial Officer





OUR COMMITMENT

“We are highly conscious of our obligation as a leading UK manufacturer, which is why, as a management team, we prioritise sustainability in all we do, focusing on our product, people and place.”

Peter Munk, CEO



OUR PRODUCT

“We've launched important product developments to position Willerby as the industry's most energy-efficient and sustainable manufacturer. We are constantly collaborating with customers and suppliers to create realistic, sustainable solutions that pave the way to a lower carbon future.”

Rob Mooney, Director of Technical



OUR PRODUCT

We aim to continually lead the industry with our product range

- We are constantly developing our products in order to make Willerby homes more sustainable as standard, as well as recurrently investing in innovation and the upgrading of our product range.
- Through various forms of engagement, we ensure that our approach is thoughtfully managed and incorporates the knowledge of our various stakeholders, including customers and suppliers, to develop practical, sustainable solutions that support a pathway to lower carbon emissions.
- **Holiday homes** make up the majority of our product range. From affordable to luxury, they come in a variety of configurations, sizes and styles. We currently have 13 carefully-crafted models in the range, all of which are designed and built to the Willerby GreEN Standard as standard. Built on a single chassis base their primary purpose is to be used as holiday getaways.
- **Holiday lodges** offer spacious, open-plan, aspirational holiday accommodation. They can be built to the BS 3632 residential standard and are therefore capable of being used all year round. The main difference between a holiday home and a lodge is that lodges are larger (usually 40ft x 20ft), constructed in two halves, and joined together when sited.
- **Residential park homes** are designed and built for year-round living, offering an economical and sustainable alternative to bricks-and-mortar living. They come as either traditional-style homes or open-plan lodges and are designed to cater to customers' needs. They are constructed in two halves, joined together when sited, and offer a modern approach to affordable living.

“Willerby demonstrates that sustainability is central to departmental decision-making such as product development, buildings and stakeholders.”

Comments from The MX Manufacturer Awards judging process



OUR PRODUCT

Pioneering sustainable industry solutions

- A typical holiday home can emit upwards of 2 tonnes of carbon equivalent (CO₂e) per year¹, during operational usage (the average UK bungalow emits up to 3.56 tonnes of CO₂ every year²). There are around 440,000 sited caravan holiday homes, emitting an estimated 900,000 tonnes of CO₂e every year, thus significantly contributing to climate change. This is an industry problem that the UK Caravan & Camping Alliance (UKCCA) is committed to addressing.
- Willerby is leading the industry and delivering a step change in carbon emissions and energy consumption of UK holiday homes.
- We invest on average circa £2m annually in research and development on new product design and improved, environment-sensitive manufacturing processes.
- As an industry leader, our Willerby GreEN Standard (launched in 2022) is helping to create change across the holiday homes industry.
- Our Willerby All-E all-electric specification (launched in 2023) will be available on the full range of Willerby holiday homes for model year 2025.
- Liquid petroleum gas (LPG) is widely used across caravan parks. Generating green electricity is a long-term ambition for many holiday parks. However, the capital investment to do so is often unattainable. Willerby All-E offers holiday parks a low-carbon solution, eliminating the need for LPG, without them having to invest significantly in their infrastructure.
- Both the Willerby GreEN Standard and Willerby All-E are industry-leading advancements, which set the benchmark for sustainability in the UK holiday homes industry.

Notes:

(1) Based on an analysis performed by the Willerby technical team in 2021 using the ICE database and information from suppliers. The exercise was done for an entry, mid-range and premium holiday home, as well as a residential park home.

(2) Watt a save: The Energy efficiency of new build homes published by the Home Builders Federation July 2023

OUR PRODUCT

A green game-changer for the industry

- The Willerby All-E specification is a pioneering all-electric solution that allows Willerby holiday homes to be enjoyed on the majority of UK holiday parks - powered solely by electricity.
- The specification uses smart technology to monitor and optimise electricity usage throughout the home, guaranteeing a seamless user experience for owners and holidaymakers alike - all while reducing the need for fossil fuels and eliminating the reliance on LPG at the point of consumption.
- The ground-breaking system also includes a patented thermal battery for hot water provision and low-consumption electric appliances for cooking and central heating - all made possible by the outstanding energy efficiency of the Willerby GreEN Standard.
- Thanks to Willerby, consumers can now own or rent more energy-efficient holiday homes that are compatible with renewable fuel sources, safe in the knowledge that they are playing their part in protecting the planet.

What are the benefits of Willerby All-E:

- **Convenient and reliable** - electricity is a convenient and reliable energy source, eliminating the need for bottled propane deliveries.
- **Reduced maintenance** - Willerby All-E reduces maintenance requirements and the need for gas checks, reducing safety concerns too.
- **Utilising diverse energy sources** - the UK's electricity grid is increasingly powered by renewable energy sources, contributing to a more sustainable and resilient energy supply. Willerby All-E supports this journey and reduces the dependence on fossil fuels like propane.





OUR PRODUCT

Supply chain emissions reduction

- As a manufacturer of holiday homes, lodges and residential park homes we continually consider the impact of the embodied carbon within our products and the end-of-life journey. A holiday home contains between 8 and 16 tonnes of embodied carbon, with residential park homes being over 20 tonnes due to their increased size.
- Reducing embodied carbon requires working with suppliers to drive innovation in design and upstream manufacturing processes in the supply chain. We have identified our top 20 suppliers and have started working with them to reduce emissions.
- During 2023 we used eco-board instead of plywood in over 70% of our product range. Eco-board aligns closer with the properties found in natural wood, thus contributing to better air quality of our products vs products built using plywood.
- We are committed to continue working on ways to reduce embodied carbon content. During 2023, we redeveloped our product portfolio to meet the requirements of the BS 3632 (2023) residential specification, which included improvements to the thermal performance of the floor (0.26W/m K from 0.35) and walls (0.30W/m K from 0.35). The new specification will be introduced into our product range throughout 2024.
- Around 80 per cent of Willerby's materials are sourced within East Yorkshire and the Humber region. This reduces transport impacts on the environment, as well as supporting the local economy.

“We continue to commit significant resources to the development of our products to ensure we remain the market leader in sustainability.”

Nicola Budge, Chief Operating Officer



OUR PEOPLE

“As someone who has worked my way up from the shopfloor to the senior executive team, I am well aware of the company's commitment to employee development. That chance for advancement is critical and a big part of our success, as is our investment in emerging young talent.”

Darren Black, Chief Commercial Officer



OUR PEOPLE

“Willerby provides a safe environment that promotes diversity and inclusivity. We strive to provide opportunities for our employees to achieve their full potential through our policies, practices and a variety of training programmes. Our goal is to provide our employees with the best possible working environment, safeguarding their physical and mental health.

Willerby recognises the positive impact that we have on our people and our local community. We endeavor to create an environment that allows people to achieve their best, whether that is internally through our development programmes or externally through our support for local education providers and community initiatives.”

Susan Pender, Director of People



OUR PEOPLE

How we engage our people

- We communicate with our people regularly via our monthly staff newsletter, text message updates and departmental team briefings. Our employees are encouraged to provide feedback on how we can improve via the works committee and suggestion boxes around the site.
- 46 employees have now participated in our leadership and management development programme, with the majority of them undertaking CMI (Chartered Management Institute) level 3 or 5 qualifications.
- In 2023, 96% of our staff attended a training event.
- Other development milestones achieved in 2023 include:
 - Multiple members of our finance team completed examinations with UK chartered accountancy bodies.
 - Our HR advisor completed a level 5 CIPD (Chartered Institute of Personnel and Development) qualification.
 - Two members of the project management team completed their PRINCE2 qualification.

Apprenticeships:

- As part of our commitment to our people, we offer a range of apprenticeships and encourage applications from the local area. These are actively promoted via the engagement of senior staff at local sixth-form and further education colleges.
- In 2023 we had 28 active apprentices in the business and introduced other development opportunities that utilise our apprenticeship levy including the NVQ (national vocational qualification) level 4 for quality practitioners and level 3 for IT technicians.
- In addition to apprenticeships, we offer work experience opportunities for 16–18-year-olds across the business in functions such as design, engineering, marketing, finance and HR.

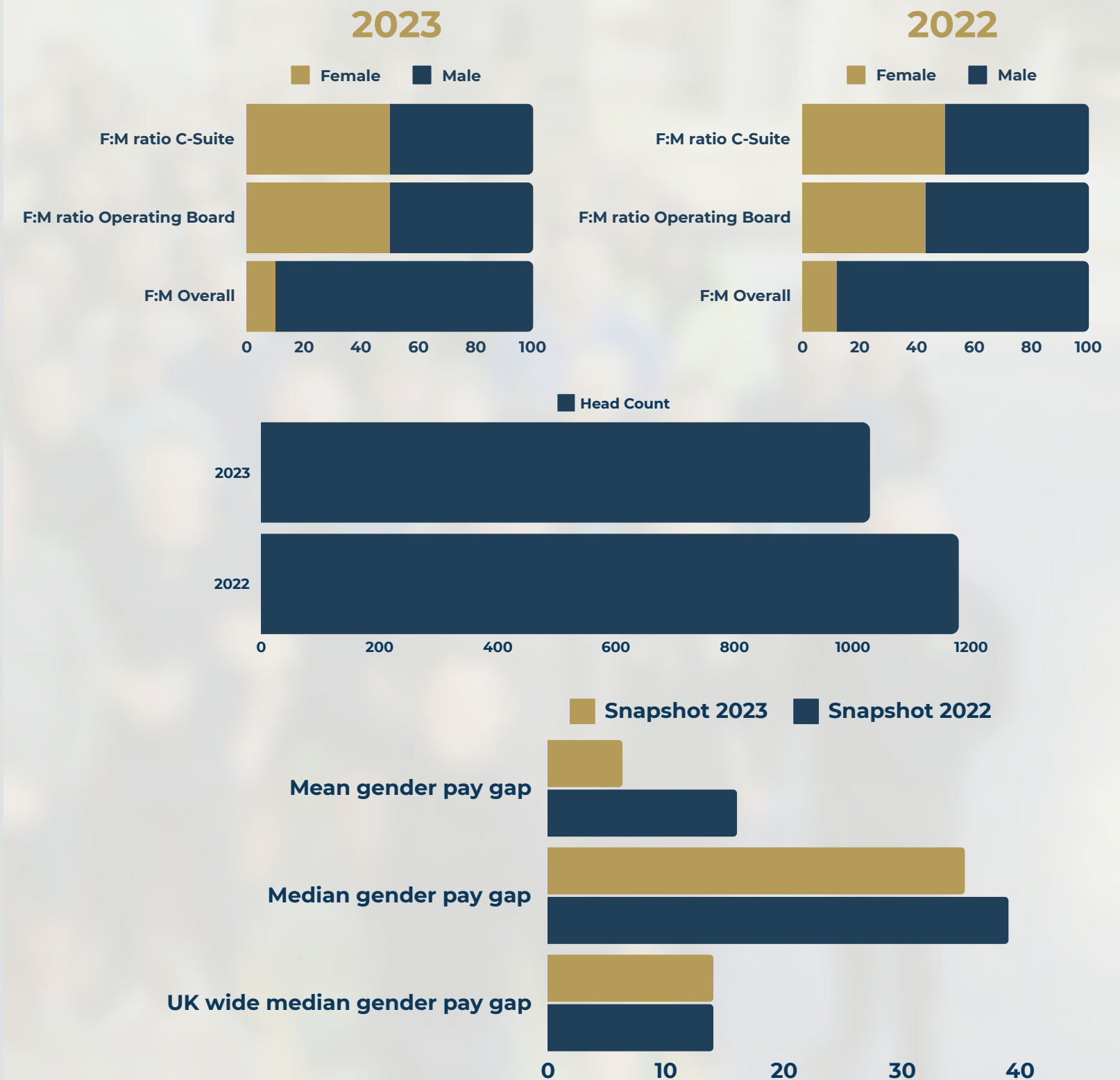


OUR PEOPLE

We remain a preferred employer in Hull and East Yorkshire. We believe that creating an inclusive and diverse workplace benefits our business and our people and contributes to our overall success.

Diversity and inclusion focus areas

- We actively work to better understand the diversity of our workforce with improved onboarding processes to allow us to support our employees throughout their employment.
- Our gender pay gap includes data for the wider Willerby Group rather than solely Willerby Ltd. This shows that we go beyond our legal reporting obligations, demonstrating our commitment to transparency.
- We pride ourselves on having excellent female representation at group board and operating board levels, which serves as an inspiration for women in the industry and those aspiring to senior roles.
- We continue to develop the awareness of our managers and employees of their responsibilities under the Equality Act.
- We do not tolerate bullying, harassment, and victimisation by fellow employees, customers, suppliers, visitors, or the public in the course of their work.
- We have an internal process for raising complaints, as well as providing a whistleblower helpline (managed by Protect, an independent charity).



The headcount figures are as of December 2023 and include approximately 100 agency staff annually. The gender pay gap is a snapshot as of the 5th April, 2023. The Willerby C-Suite comprises of the Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer, and Chief Operating Officer.



OUR PEOPLE

Wellbeing programme

- We support our workforce, going above and beyond our health surveillance responsibilities. We implement programmes that support both physical and mental health, such as blood pressure clinics; providing all employees with independent mental health support; and providing access to a wide range of information that contributes to improved wellbeing.

Willerby wellbeing hub

- The wellbeing hub and garden offer peaceful areas for reflection and positive mental health. Our mental health first aiders use the facility regularly and it serves as the heart of the mental health support that we offer in collaboration with Think Mental Health, a mental health training provider.
- In 2023 the wellbeing hub hosted over 50 participants in a series of masterclasses designed to help line managers identify and support mental health challenges faced by their teams.

“The repurposing of a show unit into a meeting space/mental health hub is a testament to a business that cares about its employees and the local community. It’s something to be commended.”

**Comments from The MX Manufacturer Awards
judging process**



OUR PEOPLE

We see mental health as a priority

- Supporting our workforce at all levels is key to the success of both our people and business. We provide this support through collaboration with Think Mental Health.
- We have over 20 mental health first aiders.
- We have created breakout rooms where staff can take time out to relax and unwind, away from their work.
- In 2023, we won the Hull and Humber Champion award for commitment and investment in supporting mental health and wellbeing.

“The way Willerby is supporting its staff and their wellbeing is absolutely fantastic. The Willerby wellbeing hub is a safe space where people can go and where staff are encouraged to open up if they’re not feeling their best. If we can give people the confidence to talk, we can help them solve problems.”

Paul Longley, Think Mental Health founder



OUR PEOPLE

Community engagement

- Willerby actively recruits locally, with over 80% of our employees living within five miles of our Hedon Road site. As a major employer in Hull and significant contributor to the local economy, we deem it our duty to actively support local initiatives and the families of our employees, whenever possible.
- In summer 2023 we recognised the hard work of our team by hosting a day at the races. This family friendly event allowed employees to enjoy a day at Beverley racecourse with their immediate family courtesy of Willerby. 197 members of staff registered to attend.
- We strive to be a good neighbour, including by raising money for charity. Staff vote for our Charity of the Year, with Dementia UK receiving more than £6,000 in 2023 – 50% raised through activities and events and 50% match-funded by the company. In addition, a team of eight employees took part in the Business Fives (a corporate charity football tournament). After winning the regional final and a donation of £350, they qualified for the national finals.
- Our employees also supported Dove House Hospice through participation in their annual “Get Caked” challenge as well as raising vital funds to support SANDS (The Stillbirth and Neonatal Death Charity) at a local charity football match.
- Looking forward we will continue to build on our support of the local community through initiatives that support local schools and colleges and the development of young people in our region.



OUR PEOPLE

Health and safety

- Our health and safety policies are continuously reviewed, and all duty holders have signed off against their roles and responsibilities in relation to keeping people safe. Establishing an understanding that health and safety is everyone's main priority is a big step forward in enhancing the safety culture.
- There has been an increase in the number of accidents reported on site following a campaign to increase awareness around the need for reporting of accidents, root cause analysis and what actions can be taken to prevent future incidents on site. The reporting of all incidents, regardless of severity, is essential to enable the business to work towards eliminating risks in the workplace.
- The improvement plan for 2023 continued the work from 2022, with machinery safety, hazardous substances and electricity at work being focus areas.
- ISO45001 certification was retained, with two audits taking place. This certification demonstrates a commitment to the continual improvement of the health and safety management system on site, and has consultation and participation embedded within it.
- Health and safety engagement is encouraged at all levels and an open door policy is in place, to allow concerns to be raised by anyone who has them.

“Ensuring everyone goes home safely at the end of each and every day is our top priority. Making safety a part of our everyday lives will make this happen.”

Helen Capps, Head of Health, Safety and Environment





OUR PEOPLE

Our governance and policies



Accountability

Our group board is responsible for setting the strategic direction and company goals - including on sustainability - and monitoring progress against these. The Chief Financial Officer holds overall responsibility for delivering our sustainability agenda and is supported by the operating board.

The operating board is responsible for the day-to-day running of the organisation, including overseeing the three strategic pillars. Day-to-day monitoring and governance of the business is supported by various committees and communication channels.

Having a strong governance culture is important to our business, and the boards maintain a suite of policies and processes to ensure that our performance aligns with our governance framework.



Public policies

- We adhere to the provisions of the Modern Slavery Act 2015, making regular checks to ensure adherence, internally and across our supply chain.
- Each year we report on the gender pay gap and use those insights to guide the work of the pay and benefits committee.
- Our whistleblowing policy is displayed throughout the business, including details of independent service, Protect. There have been no claims lodged under the independent whistleblowing mechanism to date.
- Our equal opportunities policy and equality, diversity and inclusion policy are actively driven through our training programmes and recruitment practices.

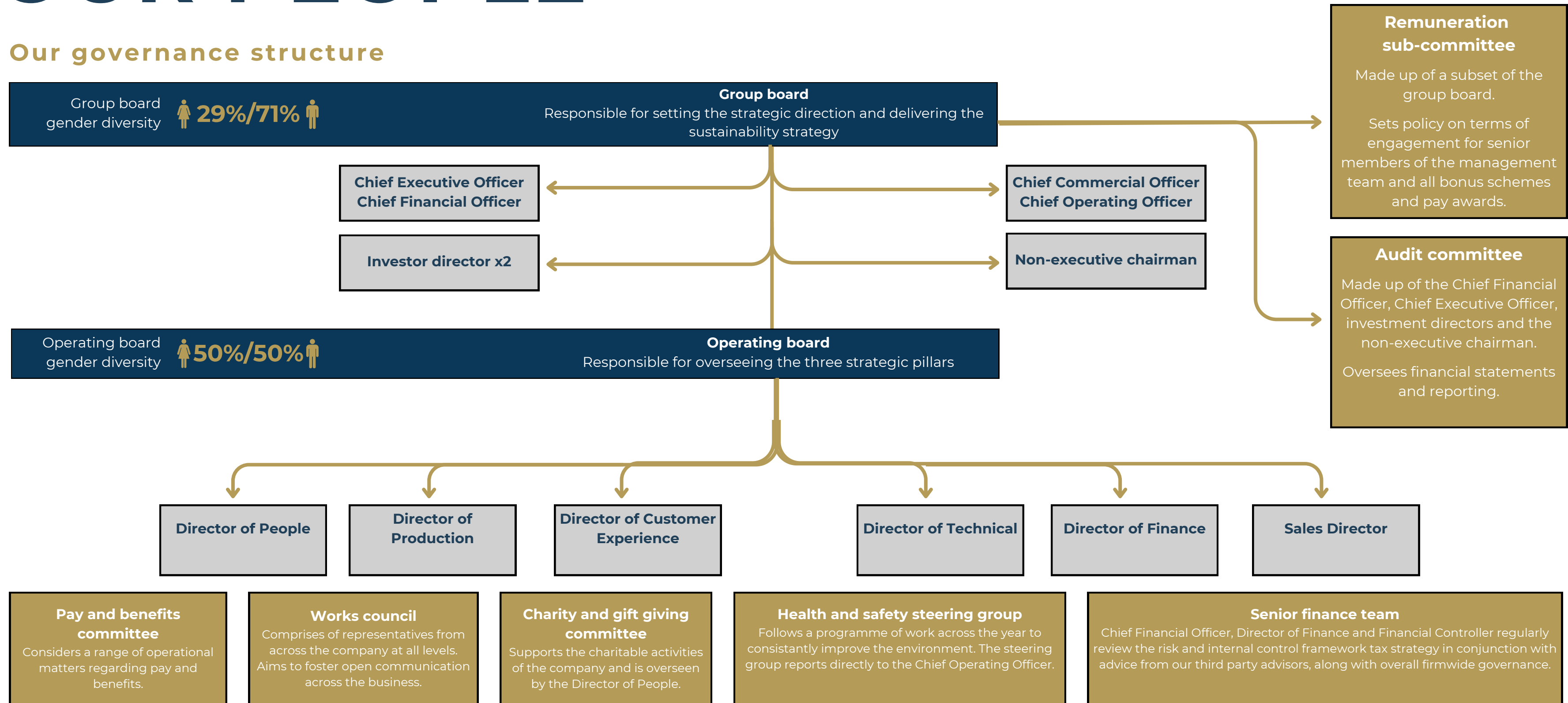


Other policies and processes

- We are a GDPR-compliant organisation with data privacy and cookie policies – we operate in a cyber-secure environment.
- Our adherence to the Anti Bribery Act 2010 is monitored every month by our board of directors
- Our health and safety culture is embedded across all levels of the business – transparency and openness being key to constant improvement. This is underpinned by our in-depth occupational health and safety management system and policy.
- Our management teams are regularly trained on governance matters by a third-party legal practice.

OUR PEOPLE

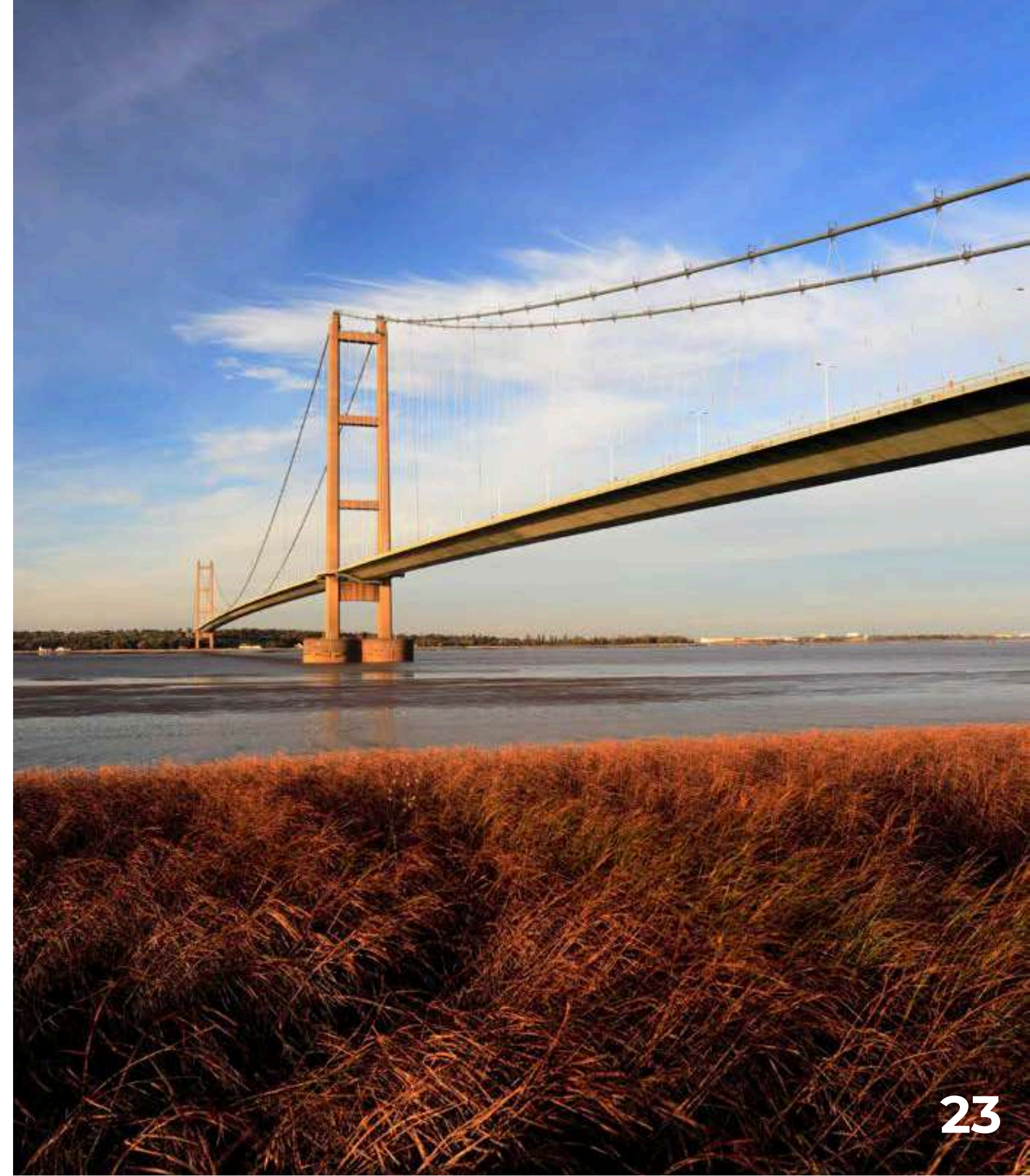
Our governance structure



OUR PLACE

“The Humber region is vital to our operations, and we are committed to helping it reach net zero, both through investing in our own facilities and participation in community initiatives such as Oh Yes! Net Zero.”

Susan Allan, Chief Financial Officer



OUR PLACE

The energy baseline

We have an energy baseline, which we constantly assess to better understand current consumption trends, energy generation restrictions and possible consumption savings. This has served as the foundation for understanding the impact of future sustainability projects.

To accurately track scope 1, 2 and 3 greenhouse gas emissions, we have invested in AXIOM software and use the programme and its data to benchmark and identify further opportunities for reduction.

This has resulted in us recording an overall emissions (scope 1, 2, and 3) reduction of 10.05% in 2023 when compared to 2022.



“Credible evidence was provided that the business is firmly committed to sustainability and improving environmental performance.”

Comments from The MX Manufacturer Awards judging process



OUR PLACE

Continued investment

We continue to invest in initiatives to achieve energy self-sufficiency. To date these include:

- Capital investments of over £5 million in more sustainable facilities and equipment, such as biomass boilers, solar panels, LED lighting and EV charging points.
- The installation of over 4,000 LED lights, contributing to a 9.53% decrease in electricity consumption (scope 2) when compared to 2022. This has resulted in an annual electricity consumption reduction of 718,396KWh and an annual CO2 saving of over 150 tonnes.
- A 188KW solar PV system, consisting of 453 solar panels, installed across three roofs is estimated to generate 193,545KWh of electricity annually. This is the equivalent of planting 2,264 trees.
- Our two 1MW biomass boilers continue heating two of our production lines and head office main building.
- 100% of our internal fleet are hybrid/electric vehicles and we have 12 EV charging points within our facilities



OUR PLACE

Our energy emissions and energy use

	FY23	FY22	FY21	FY20
Emissions from combustion of gas (t/CO2e)	1390	1990	1679	1942
Emissions from combustion of fuel for transport purposes (t/CO2e)	614	509	707	671
Indicative scope 1 emissions (t/CO2e)	2004	2499	2386	2613
Emissions from electricity purchased (t/CO2e) (Indicative scope 2)	1243	1210	1192	1131
Total emissions reported under SECR (t/CO2e)	3247	3709	3578	3744
Emissions intensity per thousand production hours (t/CO2e)	2.58	3.56	4.25	5.74
Emissions from water (t/CO2e)	5.17	6.40	4.87	3.47
Emissions from waste (t/CO2e)	281.09	207.32	159.57	142.09
Emissions from refrigerants (fugitive emissions) (t/CO2e)	389.10	389.10	N/A	N/A
Gas and electricity grid consumption (kWh)	12,940,803	16,183,374	13,959,439	14,444,910
Renewable energy consumed (kWh)	3,899,080	3,498,670	3,498,670	N/A
% renewable energy consumption	23%	18%	20%	N/A
Total energy consumption (kWh)	16,839,883	19,645,644	17,458,109	14,444,910
Energy intensity per thousand production hours (kWh)	13,354	15,515	16,567	22,130

- We now use an innovative software system, Axiom, to track our carbon emissions and monitor our energy usage.
- The emissions from water, waste, and refrigerants were obtained from AXIOM.
- Emissions data has been taken from the emissions reported under SECR in our annual accounts – tCO2e refers to tonnes (t) of carbon dioxide (CO2) equivalent.
- The “scope 1” and “scope 2” emissions presented above are indicative, based on our SECR disclosures.
- Energy consumption data was taken from our utility invoices for gas and electricity. For renewable energy, the data was taken from our meter submissions to Ofgem, based on our two biomass boilers.



OUR PLACE

Active participation in the Humber Region drive to net zero

- Willerby is based in Hull, in the heart of the Humber – the UK region which emits the most carbon. Decarbonisation in the region is therefore crucial to the UK's net zero ambitions.
- We have been a partner of the Oh Yes! Net Zero campaign since it was formed in early 2022. As part of this, we have actively promoted Oh Yes! Net Zero through our own networks and channels and engaged with more than 150 organisations in the Humber region to support the transition to a net zero economy.
- In 2023, we took part in the Oh Yes! Net Zero Carbon clinics, where businesses shared the strategies and steps they had taken towards achieving net zero.
- We have pledged to continue to share best practice and details of sustainability projects with the other partners in the Oh Yes! Net Zero campaign and to actively promote the initiative, both locally and nationally.
- In 2023, our Chief Financial Officer, Susan Allan, joined the panel at The Waterline Summit sustainability conference. She outlined Willerby's commitment to environmental responsibility during the launch event at the Aura Innovation Centre in Hessle, East Yorkshire. Willerby's sustainability achievements were also highlighted prominently in the Oh Yes! Net Zero year two annual report.



OUR PLACE

Encouraging sustainable travel

- Sustainable travel for Willerby is about understanding our employees' transport needs and how these can be met, using sustainable transport alternatives such as walking, cycling and public transport.
- Our company car policy rewards those who choose all-electric and hybrid vehicles and has resulted in a complete transition away from petrol/diesel-only vehicles.
- We encourage our employees to travel to work in ways that have a lower impact on the environment. This includes through our bi-annual cycle-to-work scheme.
- In 2023, we enhanced the security of our cycle storage and over 200 gold standard cycle locks were distributed to employees. We also held a bike marking event in partnership with Humberside Police and the Neighbourhood Network Group. The hope is that initiatives such as these will further encourage greener travel to work.
- We are developing a sustainable travel plan. This is being undertaken in partnership with Hull City Council, Modeshift STARS and local transport providers.

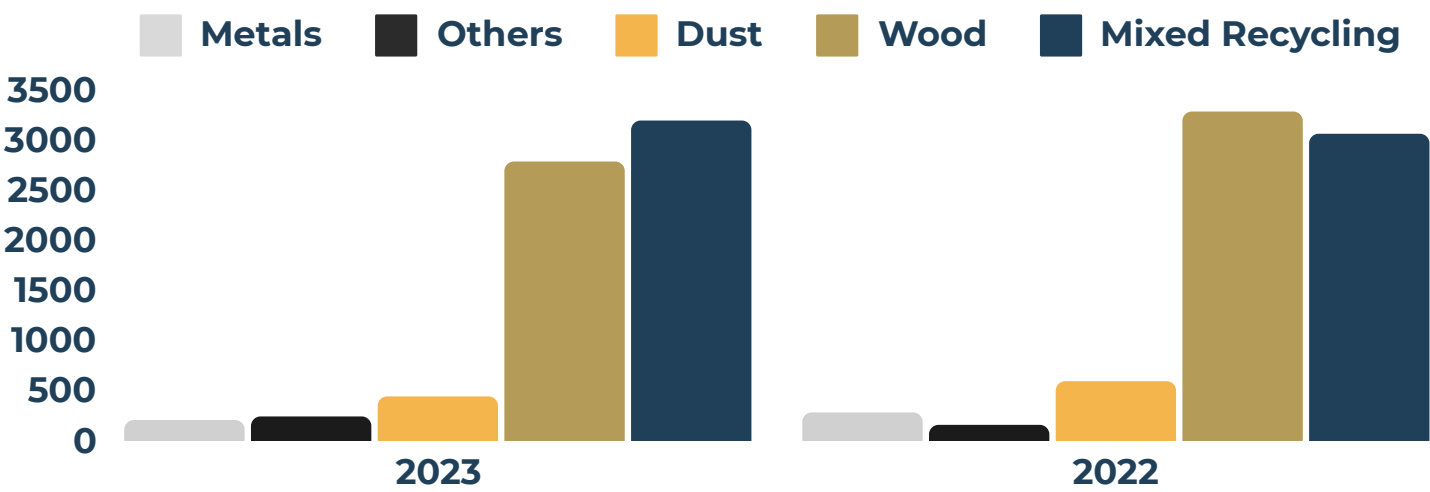
OUR PLACE

Waste prevention and minimisation

- Our goal is to continually strive to minimise the use of resources in our operations and maximise the reuse, recycling and recovery of by-products. Every team – from facilities to marketing – prioritises sustainability.
- This starts with developing an efficient production plan against which many of the materials we use are purchased in exact batch quantities, reducing waste. There is a continued focus on ensuring an accurate bill of material for each of our homes, resulting in the responsible sourcing and use of raw materials.
- Through collaboration with suppliers, we explore opportunities to minimise the volume of packaging in which goods are received.
- In FY23, 94% of our total waste was reused, recycled or converted into energy.
- **Reuse:** 0.54% of our waste was reused - 1,980 pallets were reused, re-entering supply chains as pallets without the need for any further reprocessing
- **Recycle:** 49.46% of our waste was recycled. This is made up of 1.57% cardboard, 0.34% boiler ash from our biomass boilers, 1.39% plastic, and 46.16% mixed recycling. Mixed recycling remains a focus area for improvement. This includes working with teams across the business to ensure everyone demonstrates their commitment to recycling by supporting the implementation of improved systems for waste segregation. As well as promoting sustainability, this will result in reduced costs for the business.
- **Wood to energy:** 44% of the waste converted into energy was wood which previously went to offsite recovery plants. We used approximately 4,600 tonnes of wood waste to fuel our onsite biomass boilers, providing heating for two of our production lines and reducing our reliance on gas.
- We are also driving positive change by supporting our 400 supply chain partners to reduce their own carbon footprint.

“We are building our culture of recycling and reducing waste into our operations. We strive to do better, to ensure the best use of all our resources, and to utilise the value in our waste streams.”

Nicola Budge, Chief Operating Officer



OUR PLACE

Looking ahead and building on recent success

Our longer-term aspirations include various potential opportunities to expand our energy self-sufficiency, through initiatives such as additional solar and wind generation.

- As the first company in our industry to publish a sustainability report in 2022, we plan to continue to do so annually. This latest report demonstrates our continued commitment to sustainability, which is now fully integrated into our business reporting.
- We have identified two potential sites to install a wind turbine. Both are located on our site at 1251 Hedon Road. Exploratory feasibility work is being undertaken to find a suitable supplier. Hull City Council's area development plan actively supports wind power.
- All of our completed sustainability projects and our proposed projects have and will require approval from the Distribution Network Operator (DNO), in our case, Northern PowerGrid. Any such approval is dependent on the capacity of the grid to absorb the additional electricity generated. The DNO has confirmed there is currently insufficient grid infrastructure locally



2023 SUMMARY

Our sustainability priorities

Product

- Responsible sourcing of materials
- Innovative and sustainable product design
- Making local suppliers our first choice
- Improving the energy efficiency of our homes
- Improving the thermal rating of our homes

People

- Education, training and development
- Health and safety
- Diversity and inclusion
- Increasing our impact on the community
- Our commitment to apprenticeships
- Workforce gender diversity
- Improved accident frequency rate
- Gender pay gap
- Governance

Place

- Supporting community projects
- Reducing waste by recycling or recapturing
- Monitoring and managing our energy usage
- Emission reduction and decarbonisation
- Energy generation



**WE CREATE A SUSTAINABLE,
GREENER TOMORROW
BY INVESTING IN OUR
PRODUCT, PEOPLE, AND
PLACE.**

