



SUSTAINABILITY REPORT 2024

PRODUCT, PEOPLE, PLACE

November 2025



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A MESSAGE FROM OUR CEO

2024 has been a challenging year for the holiday home industry, yet our commitment to sustainability remains stronger than ever.

This third annual report highlights the progress we’ve made while continuing to build a resilient, responsible business.

Product

At Willerby, we continue to push the boundaries of product innovation, creating homes that are desirable, high-quality, and more sustainable.

In 2024, we rolled out the BS 3632 (2023) residential specification, enhancing thermal performance, energy efficiency, and safety across our portfolio.

We also partnered with WJ Group to develop a timber hybrid chassis, cutting embodied carbon by up to 75% while maintaining strength, warranty, and cost-efficiency. This award-winning chassis earned the TTJ Timber Innovation Prize, showcasing our commitment to sustainable, industry-leading design.

People

In 2024, against a backdrop of significant challenges for the industry leading to internal consolidation, our people continued to demonstrate commitment and adaptability, and our focus has remained on supporting their wellbeing, and professional development.

We are proud that 45% of our staff participated in learning and development activities this year. These opportunities enable our team to broaden their skills and progress their careers.

Recognising the importance of wellbeing, we introduced two major initiatives: a relaunch of our focused health surveillance and the start of a 4-day working week trial that employees flagged as a real benefit for work-life balance.

As we move forward, we remain committed to making Willerby a diverse and safe workplace, where every employee can reach their full potential.

Place

As a Hull-based business, we are proud to support a more sustainable future for our region and beyond. In 2024, we achieved a 22.4% reduction in emissions compared to 2023, alongside 84% of our total waste being reused, recycled, or recaptured—demonstrating progress in how we manage resources.

Our focus on efficiency and innovation continues. By actively monitoring energy, water, and other resource use, we identify opportunities to improve sustainability across our operations. Combined with initiatives such as solar panel installations and LED lighting, these efforts support our long-term vision of a low-carbon, responsible, and resilient business.

Through these actions, we are not only reducing our environmental footprint but also helping with the Humber region's Net Zero ambitions.

2024 HIGHLIGHTS

55/45 female/male operating board

Winner of the TTJ Timber Innovation Prize

Finalist in Sustainable Strategy at the Global Sustainability & ESG Awards

84% of total waste in 2024 was **reused**, **recycled** or **converted** to energy

178 trade customers bought Willerby products

Emissions reduction of 22.4% from 2023 to 2024



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. Willerby makes a considerable contribution to the UK economy, particularly in the Humber region, by supporting over 400 suppliers.





OUR COMMITMENT

“As a leading UK manufacturer, we take our responsibility seriously — driving sustainability through everything we do, with a real focus on our product, our people, and our place.”

Peter Munk, CEO



OUR PRODUCT

“Willerby is proud to be at the forefront of efforts to make the UK caravan industry more energy-efficient and sustainable. By working hand-in-hand with our customers and suppliers, we’re delivering practical, sustainable solutions that lead 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 to the EN 1647 specification and built to the Willerby GreEN Standard as standard. Introduced in 2022, the Willerby GreEN standard was designed to decrease the environmental impact of our homes by increasing their thermal insulation.
- **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.
- **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 the BS 3632 residential specification.



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

Nicola Budge, Chief Operating Officer



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 year³, 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.
- As an industry leader, our Willerby GreEN Standard is helping to create change across the holiday homes industry, saving up to an estimated 6 million Kg CO₂e since its inception in 2022.
- Our Willerby All-E all-electric specification (launched in 2023) has been available on the full range of Willerby holiday homes since mid-2024 (model year 2025).
- In 2024, we started to see the Willerby All-E specification roll out to parks across the UK. Early adopters included Pinewoods Holiday Park, North Lakes Country Park and Skipsea Sands.
- 2024 also saw us collaborate with the WJ to develop a timber hybrid chassis. This prize-winning innovation reduces the embodied carbon content by up to 75% compared to a standard steel chassis.
- The Willerby GreEN Standard, Willerby All-E, and Timber hybrid chassis are all 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

(3) The estimated tonnes of CO₂e have been worked out using the typical holiday home emit figures and the total number of sited caravans. The total number of sited caravans can be found in the 2024 economic benefit report for the UK Caravan & Camping Alliance.

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 Liquefied Petroleum Gas (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.
- Haven, a key customer, is working with us by actively trialling our Willerby All-E electric specification, providing customer feedback and performance information compared to traditional LPG central heating and hot water.
- 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 8-16 tonnes of embodied carbon, with residential park homes being over 20 tonnes¹ 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.
- Around 80 per cent of the materials supplied through Willerby's tier one supply chain are sourced within East Yorkshire and the Humber region. This reduces transport impacts on the environment, as well as supporting the local economy.
- This year, we introduced the updated BS3632 (2023) standard across our portfolio, enhancing the thermal performance of our homes with improved floor and wall insulation.
- We're committed to continuing to work on ways to reduce our embodied carbon. In 2024, this took the form of our hybrid timber chassis.

(1) Figure calculated using data from the Inventory of Carbon and Energy, as referenced in a BSRIA guide to Embodied Carbon published in collaboration with the University of Bath.

“At Willerby, we believe a sustainable future starts close to home. Around 80% of our materials are sourced within East Yorkshire and the Humber region, which not only cuts the environmental impact of transport but also strengthens our local economy.”

Lindsay Edet, Chief Financial Officer



OUR PRODUCT

Pioneering green progress this year

Residential park home specification rollout

In 2024, we implemented the changes outlined in the new BS 3632 (2023) residential specification. Key advances from the 2015 version include:

- **Enhanced thermal performance** of floors and walls, reducing energy losses and improving overall comfort.
- **Thermostatic Radiator Valves** are fitted to all radiators, allowing owners to control room temperatures individually and reduce energy consumption.
- **Condensation prevention measures** are integrated into the home structure, protecting against moisture-related issues.
- **Upgraded smoke and heat alarms**, installed to specified grades and categories, ensuring one smoke alarm in every habitable room for enhanced safety.

Timber hybrid chassis collaboration

The chassis is the single biggest contributor of embodied carbon in our holiday homes. As we strive to make our homes more sustainable, we have developed a timber chassis which retains the structural integrity of our existing chassis. Key highlights of our new timber hybrid chassis include:

- **Significant carbon reduction:** Embodied carbon is reduced by up to 75% compared to traditional steel chassis, with a reduction of 1,300 kg achieved on the Rio 36ft x 12ft 2-bed model.
- **Award-winning innovation:** The chassis won the TTJ Timber Innovation Prize at the 2024 Timber Trade Journal Awards.
- **Maintained structural integrity:** Designed to match the strength and warranty standards of our existing chassis.
- **Cost-efficient option:** The timber hybrid chassis is lower in cost than a galvanised chassis and whilst retaining the same warranty.

OUR PEOPLE

"Our people are the heart of our business — the ones who keep the cogs turning and the wheels in motion. Over the past year, their resilience, dedication, and ingenuity have shown just how they are at the heart of our success."

Aaron Cambridge, Production Director



OUR PEOPLE

“2024 was a challenging year for our business, bringing changes that had a significant impact on our people. Recognising this, our people strategy has remained focused on supporting our teams by continuing to invest in both physical and mental wellbeing, whilst also creating opportunities to develop technical expertise and professional skills.”

Susan Pender, Director of People



OUR PEOPLE

How we engage our people

In 2024, engagement was key both internally and externally due to a tough market. As a result, we consolidated our operation, whilst retaining core skills to ensure our long-term resilience. Internally, our wellbeing strategy provided mental health support for our team. Continuous communication with our supply partners ensured they were supported and best placed to navigate these challenging times with us.

Regular and open communication remains central to how we engage with our employees. The launch of our new HR system in 2024 has strengthened the tools we use to keep our people informed and up to date.

The new platform has provided us with greater flexibility than ever before to make sure that we keep our team informed with the latest company updates. It also gives our employees easy access to register holidays, report absence and update their contact information.

Monthly newsletters and regular text messages have been an important tool to keep our team in the loop on the company's latest news and updates.

We actively encourage feedback and suggestions for improvement through the works council, suggestion boxes, and, most recently, our first employee survey on new working patterns.

Learning and development

Key highlights from the past year:

- During a challenging year, 45% of our staff attended a learning and development event, including leadership programmes and professional development in procurement, finance, and engineering.
- Apprenticeship support: Willerby continues its commitment to apprenticeships, supporting 27 employees in disciplines including electrical, carpentry and joinery, business administration, engineering, and CMI Level 3 and 5 leadership and management courses.

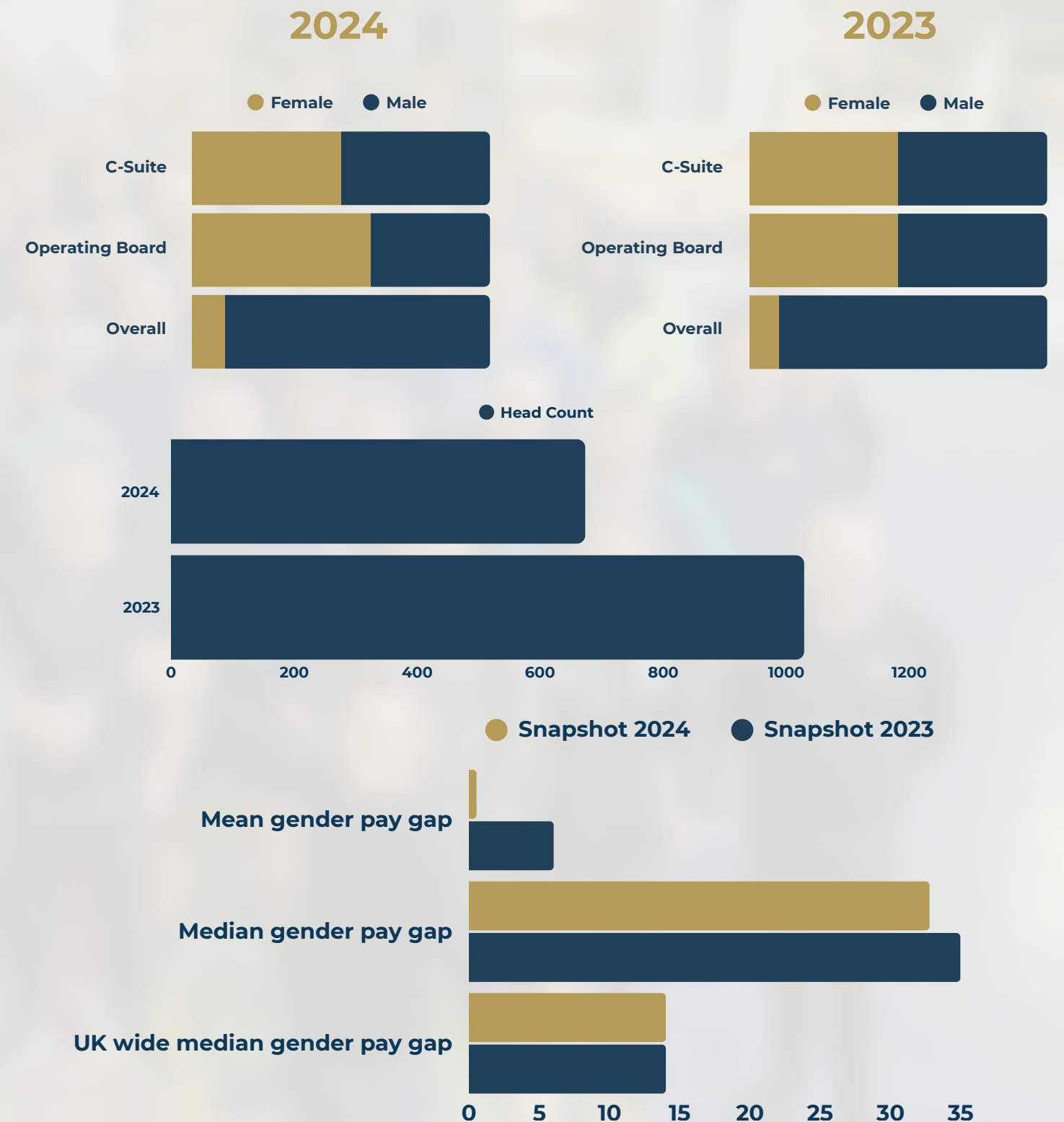


OUR PEOPLE

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 2024 and do not include agency staff. The gender pay gap is a snapshot as of the 5th April, 2024. 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, providing all employees with independent mental health support and providing access to a wide range of information that contributes to improved wellbeing.
- In 2024, we relaunched our focused health surveillance to proactively monitor workforce health risks, strengthen early intervention measures and enhance employee wellbeing. Regular appointments took place to monitor the health and well-being of our employees. Annual appointments are scheduled for all staff who are exposed to risks in the workplace that require monitoring.
- In 2024, we trialled a four-day working week as part of our ongoing commitment to supporting employee wellbeing. Our most recent employee survey indicated that most of our team felt the change had a positive impact on work-life balance.

International Women's Day

- In 2024, we celebrate International Women's Day with colleagues by hosting a special forum that highlighted the breadth of career opportunities in holiday home manufacturing and opened discussions on the importance of inclusion across the industry.
- The session created space to reflect on the experiences of women in manufacturing, addressing both challenges and opportunities, while emphasising the need to foster a supportive, positive workplace culture where everyone can thrive.
- To strengthen understanding and allyship, male colleagues were invited to join the discussion, to hear female perspectives first-hand and contribute to building a more inclusive and equitable environment at Willerby.

“We care about our people — their wellbeing, their voices, and their future. When everyone feels supported and valued, we all thrive.”

Chloe De Iuliis, Director of Customer Experience



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 14 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.
- Throughout 2023 and 2024, our line managers and supervisors all received specialist training, as part of Willerby's commitment to staff wellbeing.

“We know it can be a big deal for someone to take that step and come and talk to HR about any issue they’re facing. We want to be as approachable as possible, and to be equipped with the skills and knowledge to provide support and signpost people to the professional services that are available.”

Sarah Wood, HR Advisor and mental health first aider



OUR PEOPLE

Community engagement

- Willerby actively recruits locally, with over 79% of our employees living within five miles of our Hedon Road site, of which 25% live in the HU9 postcode. As a major employer in Hull and a 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 2024, we continued our commitment to being a good neighbour by supporting our local Woodland Primary School. Our team contributed to enhancing the school's outdoor learning spaces by building a new potting bench, painting their sheds, and repairing the polytunnel. These improvements will help provide pupils with hands-on learning opportunities, fostering curiosity and practical skills in an engaging, supportive environment.
- We donated materials to the Henry Cooper Community Allotments in Orchard Park, supporting local community initiatives. The donated materials were put to good use by students from the nearby Sirius North School, helping them maintain the allotment and engage in hands-on, practical learning experiences.
- 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. We also plan to relaunch our charity fundraising initiatives in 2025.



OUR PEOPLE

Health and safety

- The ISO45001 certification was retained with good audit results achieved in both visits. We achieved a 50% reduction in the number of non-conformances raised during the audits. The continued retention of this certification demonstrates our ongoing commitment to the continual improvement of the health and safety management system on site, its implementation, and the increasing safety awareness of all employees.
- Our Health and Safety committee has met monthly and seen an increased level of participation and interaction at all levels, with new representatives from the production lines joining the group.
- There were no RIDDOR reportable accidents in FY24*, which is a great achievement and the total number of accidents reported, compared to the previous year, decreased by 42%.
- There were similar improvements in the proactive reporting, with the number of SSR cards submitted increasing by 10% and near miss reports increased by 67%. This proactive reporting helps to prevent accidents by allowing us to solve a problem before it becomes an accident.
- The continued progress on our improvement plan focused on machinery safety, work at height, traffic management and a review of fire procedures.
- We continue to encourage engagement in health and safety at all levels and commit to addressing any concerns that are raised.

*Our financial year 2024 ran from October 2023 to September 2024.

“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 Operating Officer holds overall responsibility for coordinating and driving our sustainability strategy 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 board 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.

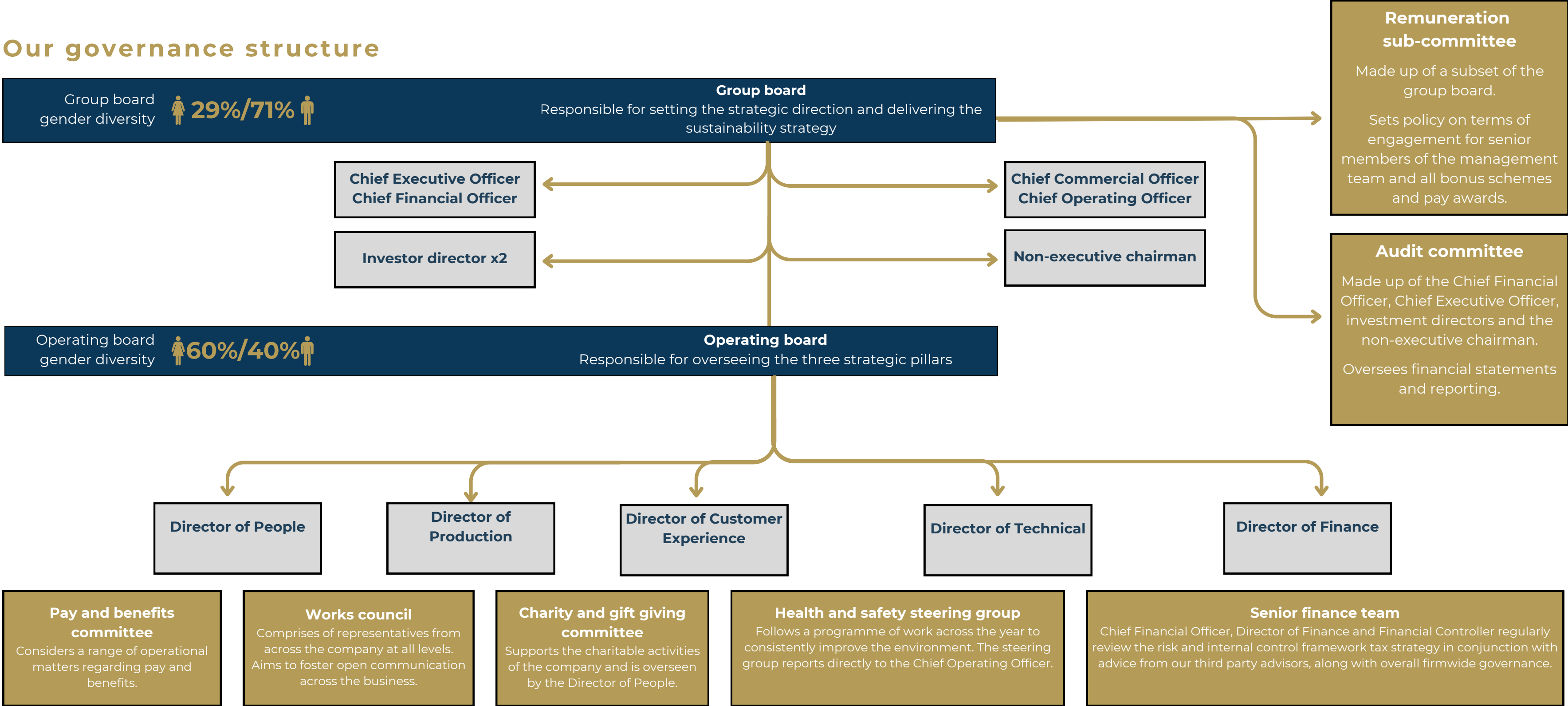


Other policies and processes

- 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

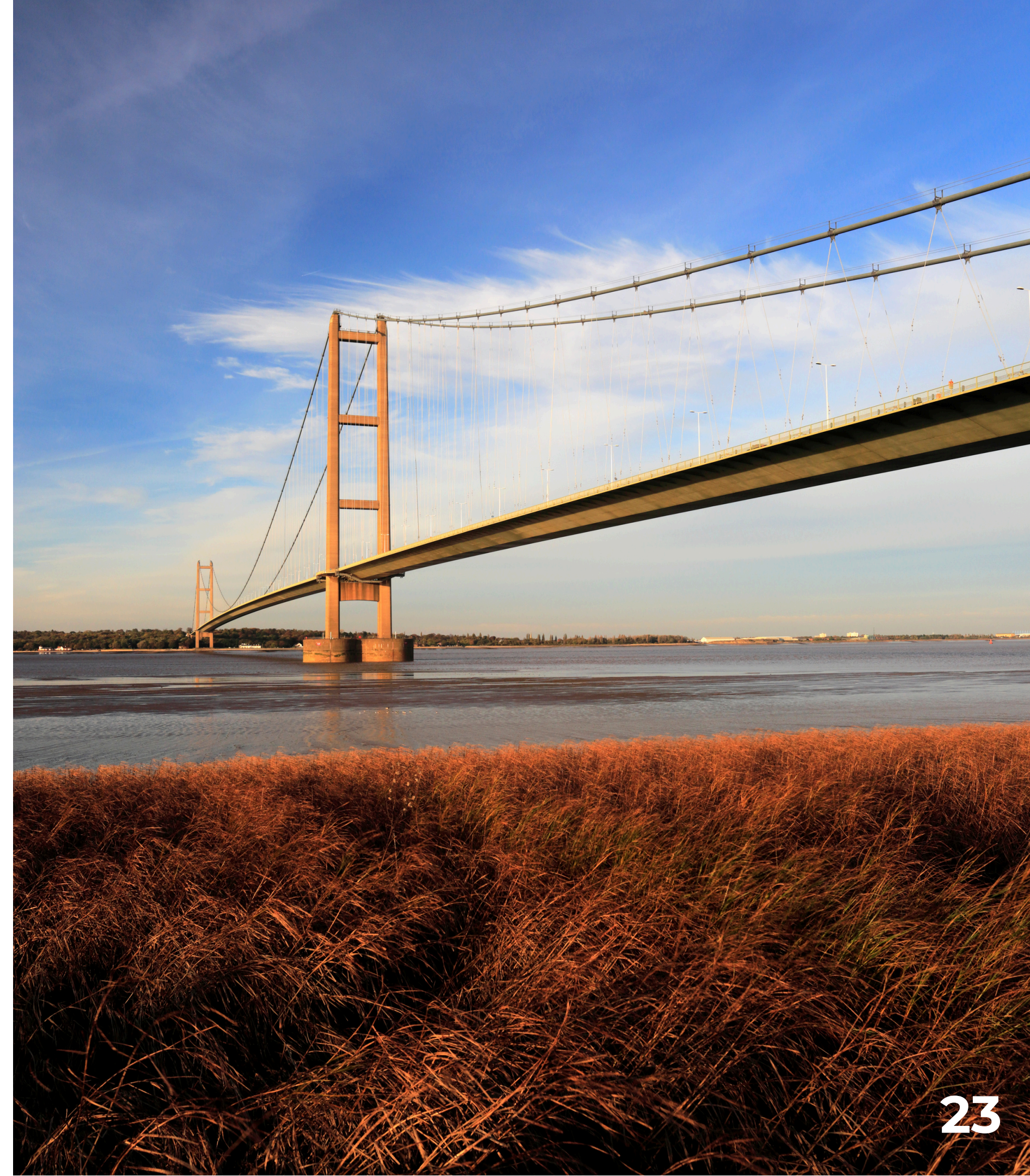


The above reflects our governance structure in September 2024.

OUR PLACE

“The Humber region is central to our identity, as it was where our founder, Walter Allen, established the company and remains the heart of the caravan industry. It plays a vital role in our operations, and we are committed to supporting local initiatives while contributing to a sustainable future for the region.”

Darren Black, Chief Commercial Officer



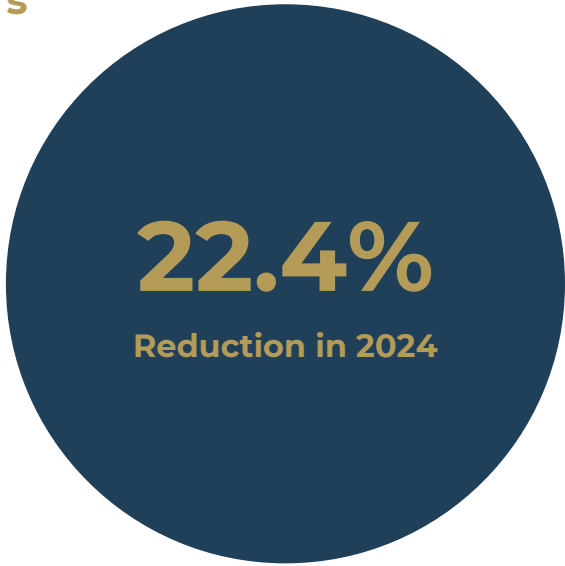
OUR PLACE

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 reduction of 22.4% in 2024** when compared to 2023.



“We’ve worked hard to establish a reliable energy baseline — one that turns accurate data into actionable insight and drives every step of our sustainability progress.”

Mike Helm, Financial Systems Business Partner



Emissions data is based on SECR-reported Scope 1 and 2 calculations using Axiom consumption data and DEFRA emissions factors. Figures are estimates and may be subject to revision as data quality improves. Our 2024 emissions reduction is a result of the installation of solar panels and an overall reduction of production hours, as noted on page 26.



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 contributed 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 the 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 Scope 1 and 2 emissions and energy use

	FY24	FY23	FY22	FY21	FY20
Emissions from combustion of gas (t/CO2e)	1342	1390	1990	1679	1942
Emissions from combustion of fuel for transport purposes (t/CO2e)	486	614	509	707	671
Indicative scope 1 emissions (t/CO2e)	1828	2004	2499	2386	2613
Emissions from electricity purchased (t/CO2e) (Indicative scope 2)	691	1243	1210	1192	1131
Total emissions reported under SECR (t/CO2e)	2519	3247	3709	3578	3744
Emissions intensity per thousand production hours (t/CO2e)	3.57	2.58	3.56	4.25	5.74
Emissions from water (t/CO2e)	2.58	5.17	6.40	4.87	3.47
Emissions from waste (t/CO2e)	165.17	281.09	207.32	159.57	142.09
Gas and electricity grid consumption (kWh)	10,008,395	12,940,803	16,183,374	13,959,439	14,444,910
Renewable energy consumed (kWh)	2,685,330	3,899,080	3,498,670	3,498,670	N/A
% renewable energy consumption	27%	23%	18%	20%	N/A
Total energy consumption (kWh)	12,693,725	16,839,883	19,645,644	17,458,109	14,444,910

- Numbers for Energy and emissions are all based on the SECR report, which is checked by external auditors.
- Water and Waste figures are taken from Axiom
- Renewable energy is from the Biomass readings on the boilers and in FY24 solar panels.
- Our 2024 emissions reduction is a result of the installation of solar panels and an overall reduction of production hours.

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 2024, we prominently feature in a report highlighting the achievements of the Oh Yes! Net Zero decarbonisation initiative to date. The report outlines our major decarbonisation initiatives, including the introduction of the pioneering Willerby GreEN Standard and our All-E all-electric holiday home specification, which is now being rolled out to holiday homes across the UK.



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 our bi-annual cycle-to-work scheme.
- In 2024, we continued to encourage staff members to travel to work via bike through the highly popular cycle to work scheme. To date, over 700 applications for the initiative have been successfully processed.

OUR PLACE

Waste prevention and minimisation

The work to minimise the use of resources in our operation and maximise the reuse, recycling and recovering of by-products continued in FY24 with progress being made in all areas.

In FY24, **84%** of our total waste removed from site was reused, recycled, or recaptured:

- **Reuse:** 2% of our total waste was 3,387 pallets which were placed back into the supply chain as pallets without any further reprocessing.
- **Recycle:** 47% of waste was recycled, including cardboard, plastic, metal and mixed recycling.
- **Recaptured:** 35% of waste was wood, which went to offsite Biomass plants.

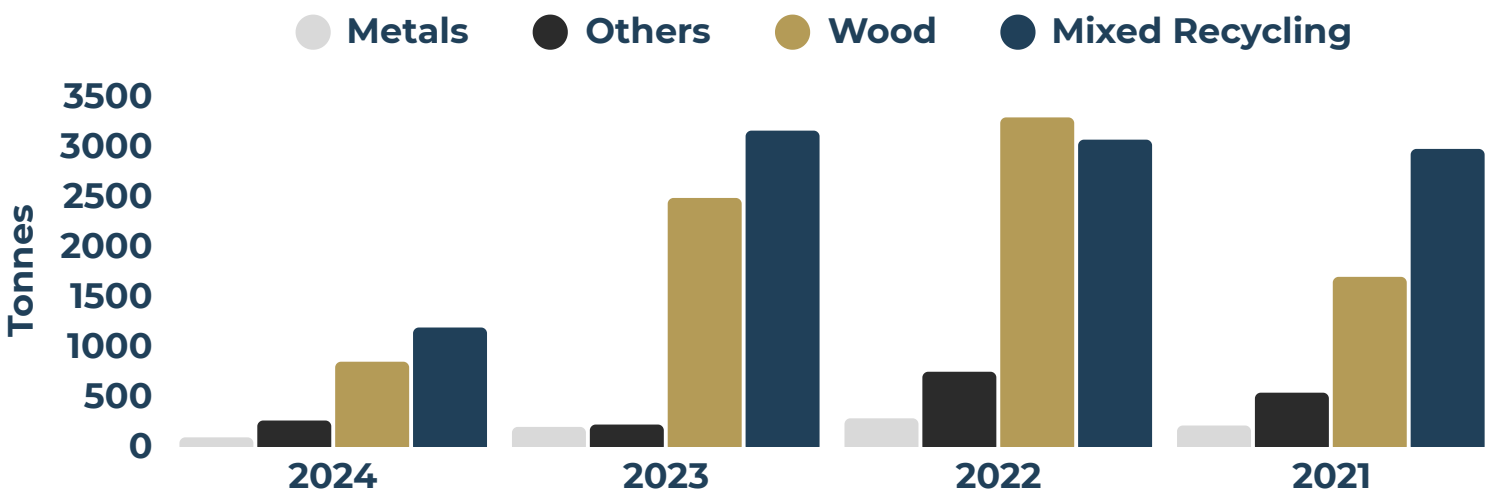
In addition to the above we used approximately 3,130 tonnes of wood waste to fuel our onsite Biomass providing heating for the site.

The remaining 16% of the waste is a focus area and we are working closely with our waste partners to find solutions, either through changes to the product or new opportunities in the recycling industry.

We continue to work with our suppliers to minimise the amount of waste that comes in as packaging on products we buy. The way we purchase is monitored to ensure we are buying in the optimal size and quantity to reduce waste during the production process.

“In FY24, 84% of our waste was reused, recycled, or recaptured—proof of our commitment to reducing waste and maximising resources.”

Helen Capps, Head of Health, Safety and Environment



2025 PLANS

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
- Looking at ways to reduce the embodied carbon content of our holiday 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 CONTRIBUTE TO A MORE
SUSTAINABLE TOMORROW BY
INVESTING IN OUR PRODUCT,
PEOPLE AND PLACE**

