



AKW[®]
Life Made Better

 **DLP**[®] limited

SUSTAINABILITY REPORT 2024

ABOUT THIS REPORT

At AKW, we are committed to transparency, accountability, and continuous progress in our Environmental, Social, and Governance (ESG) journey. This Sustainability Report provides a comprehensive overview of our performance, challenges, and initiatives as we work towards achieving our long-term ESG goals.

This report has been prepared in accordance with the GRI Standards: Comprehensive Option, following the nine-step process to ensure a structured and globally recognised approach to sustainability disclosure. Our adherence to these standards reflects our commitment to clear, balanced, and accurate reporting, empowering our stakeholders to assess our sustainability impact and progress.

To ensure transparency, we have:

- + Engaged stakeholders to understand key ESG priorities
- + Disclosed both achievements and challenges to present a balanced view of our performance
- + Implemented rigorous data verification processes for credibility and reliability
- + Outlined future commitments to track our progress over time
- + For ease of reference, a GRI Content Index is available in the Appendix, detailing where specific disclosures can be found within this report

SCOPE & APPROVAL

Unless otherwise stated, this report covers AKW (Droitwich Spa) and DLP, for the reporting period January – December 2024. It has been reviewed and approved by AKW's leadership team, reaffirming our leadership's dedication to embedding sustainability into our core business strategy. While we aim to provide full transparency, reporting data for all sustainability issues is not yet available for our Middlewich and France / Belgium sites. Further reports will include more comprehensive data for all sites, as we enhance our measurement processes.

Sustainability is a collective journey, and we invite all our stakeholders to join us as we work towards a more sustainable, responsible, and resilient future. We welcome feedback to drive continuous improvement and strengthen our commitment to positive change.



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INTRODUCTION

A MESSAGE FROM OUR CEO

At AKW 'sustainability' is more than just a corporate buzzword or a tick in a box – it's how we choose to conduct our business to ensure that we make life better, both for the environment and all our stakeholders.

Across the Group, we're striving for a sustainable future where our colleagues feel more empowered, enriched and encouraged than ever before. Where the relationships we've cultivated allow us to support more charities, good causes and care providers in our local communities, so that we can help the people who need it most. And where the carefully considered processes we're putting in place ensure we can protect the planet from the impact of our operations.

Every business strives for success and at AKW we are no different but how we go about achieving this is what sets us apart. They say actions speak louder than words; we hope this report proves that *Life Made Better* is more than just words to us, it is front and centre of everything we do.

Stephen J. Murphy

Stephen J. Murphy, Group Chief Executive Officer





MORE THAN WORDS: HOW WE'RE MAKING LIFE BETTER

At AKW, our goal is to make life better for people living with reduced mobility, dementia, visual impairment, and a wide range of health conditions by designing and supplying accessible bathroom and kitchen solutions that promote independence.

In addition, we also aim to build ethical partnerships with our network of loyal customers, offer support to and nurture our colleagues throughout their careers, engage with and deliver assistance to those living in our local communities, and protect the environment and natural resources from the impact of our business.

Life Made Better is more than just words to us.



£44,870.97

Donated to Support
Charities & Causes



36

Charities & Causes
Supported



£422,358.12

Worth of Product Donated to
Charities & Causes



152.5

Days Colleagues Have
Spent Volunteering



£22,582.01

Spent Paying Colleagues to
Volunteer During Work Hours



4.76 Tonnes

Plastic Saved Through
Waste Reduction



21.19%

Reduction in
Carbon Emissions

ABOUT US: AKW HOLDINGS LIMITED



The AKW Holdings Limited group of companies are passionate about improving quality of life through innovative, adapted bathroom and kitchen solutions. With 40 years' experience in inclusive design, the AKW brand has become synonymous with products that are thoughtfully designed, made from high-quality and durable materials, are easy to install, and promote the individual's safety and independence.



AKW Medi-Care Ltd is the UK market leader in the supply of accessible bathroom, kitchen and daily living solutions, with a head office, showroom and distribution centre in Worcestershire; a brand-new office, showroom and manufacturing facility in Cheshire; and regional Sales, Surveying and Maintenance teams across the UK.



Based on the Isle of Man in the British Isles, DLP Limited is home to the design engineers and manufacturers behind AKW, where this small but experienced team of accessibility experts have produced or supplied the majority of products for the AKW Holdings Group of companies since 1986.



Supplying customers with accessible bathroom solutions across several countries in Europe, AKW International operate from their office and distribution centre in Tournai, located close to the France / Belgium border.



OUR PURPOSE & VALUES



OUR PURPOSE

We strive to improve **everyday life** by enabling people to live with **greater independence** and **dignity**, leading the market with **well-designed, innovative living solutions**

OUR VALUES

DELIVERING EXCELLENCE

We place our customers and users first, offering a market-leading customer experience with every interaction

BUILDING FOR THE FUTURE

We commit to continuous improvement, developing pioneering products, and evolving our business

SUCCEEDING TOGETHER

We build strong relationships and work together to deliver exceptional products, services, and experiences for our customers

INVESTING IN OUR PEOPLE

We prioritise inclusivity, education, and development to empower every team member, enabling them to grow, improve, and achieve their full potential

CARING FOR OUR ENVIRONMENT

We conserve resources, minimise waste, and support our communities



SUSTAINABILITY AT AKW

OUR SUSTAINABILITY STRATEGY

To drive a sustainable future by empowering our people, enriching our local communities, and achieving net zero by 2040, subsequently delivering sustainable growth.

Our Sustainability Goals:

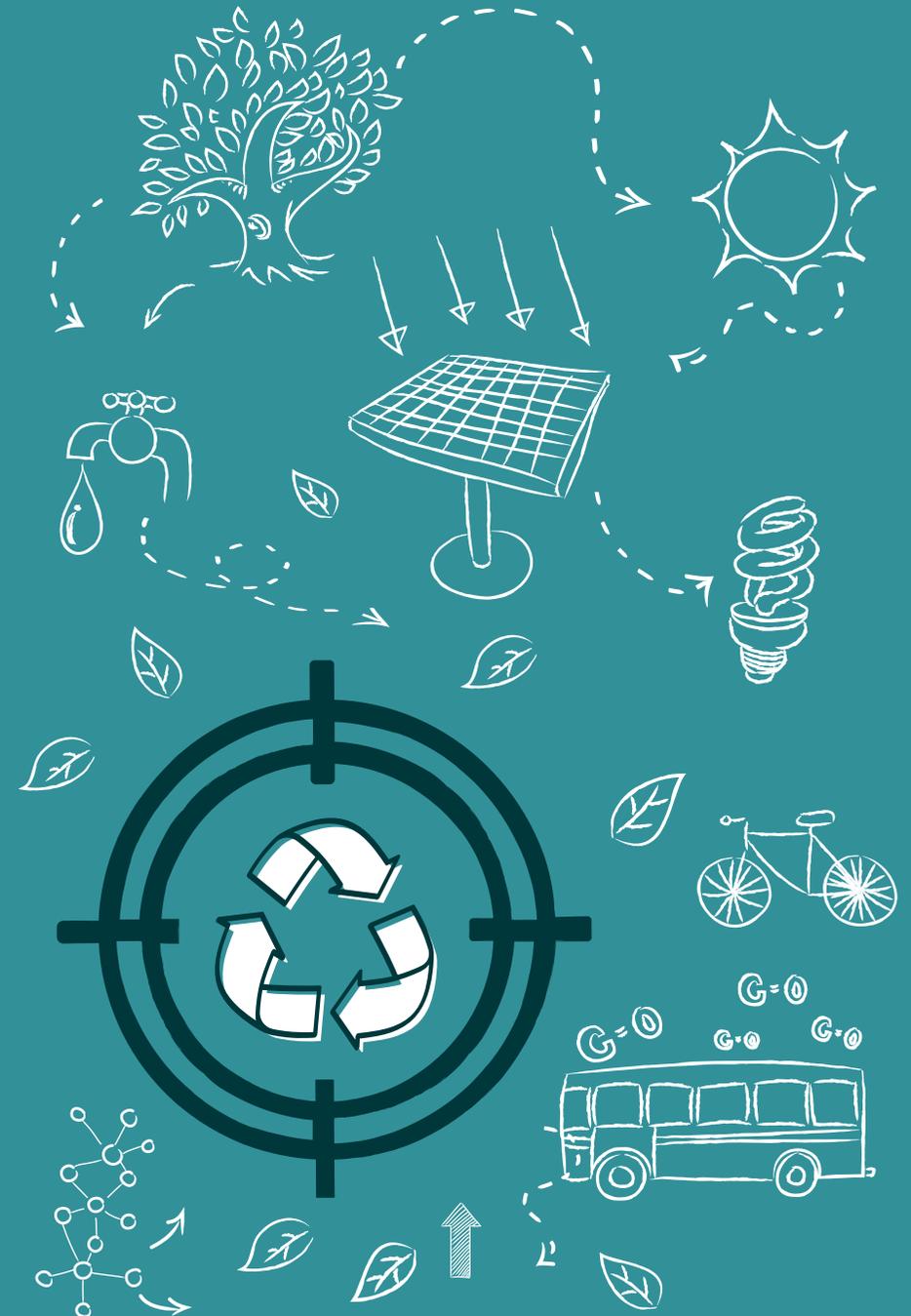
- + Achieve net zero by 2040
- + Support our customers, people, and communities with the resources needed to thrive
- + Strengthen procurement measures to prioritise supply chain decarbonisation

GOVERNANCE

Sustainability is fundamental to our business objectives, and is an integral part of our decision making, social dialogue and relationships.

Our Board of Directors provide clear strategic operational and commercial direction that is aligned with our vision for sustainability.

The Board empowers committees with internal specialisms to drive forward its agenda, enhancing efficiencies, performance and resilience through oversight and engagement.



MATERIAL TOPICS & RISK FACTORS

(GRI 3-1)

At AKW, we conducted a materiality assessment in alignment with GRI Standards, ensuring a structured and internationally recognised approach to identifying and addressing our most significant sustainability issues. This assessment also considers the United Nations Sustainable Development Goals (SDGs) to align our efforts with global sustainability priorities.

The purpose of this assessment is to prioritise key sustainability issues that are most relevant to AKW Holdings Group, enabling us to focus our strategy on areas with the greatest impact and effectively mitigate associated risks.

Our material topics were primarily identified through insights from our sustainability assessment provider, EcoVadis, alongside input from key departments, including Human Resources, Health & Safety, Sustainability, IT, and Procurement. We have also reviewed the Sustainability Accounting Standards Board (SASB) framework to ensure all industry-relevant material topics have been considered.

All material topics have been reviewed and approved by the AKW senior leadership team, reinforcing our commitment to transparent, data-driven decision making.

The tables on the following pages outline our material topics for 2024, along with the associated risks and the corresponding sections of this report where we address and mitigate these challenges.



MATERIAL TOPICS & RISK FACTORS:



THEME	MATERIAL TOPIC	RISK AREA	REPORT CHAPTER
LABOUR & HUMAN RIGHTS	Employee Health & Safety	As our operations are both warehouse and office-based, we face risks including lifting injuries, slips, trips, falls, noise exposure, and manual handling hazards.	MAKING LIFE BETTER FOR OUR PEOPLE, Page 38
	Working Conditions	Colleague retention and engagement are crucial for AKW's success. Key risk factors include poor work-life balance, unsafe working conditions, and insufficient training and development initiatives.	MAKING LIFE BETTER FOR OUR PEOPLE, Page 35
	Social Dialogue	Lack of colleague engagement can result in reduced morale, poor retention, and a failure to address workplace concerns. This can prevent us from creating an inclusive and attractive work environment.	MAKING LIFE BETTER FOR OUR PEOPLE, Page 44
	Career Management & Training	The success of AKW depends on the hard work and commitment of our colleagues. If we fail to attract, develop and retain talent, it can impact our competitive advantage and the delivery of our services.	MAKING LIFE BETTER FOR OUR PEOPLE, Page 30
	Diversity, Equity & Inclusion	A lack of diversity, unequal career opportunities, or workplace discrimination could lead to legal, reputational, and cultural challenges. Harassment or bullying incidents may result in colleague dissatisfaction, legal action, and brand damage.	MAKING LIFE BETTER FOR OUR PEOPLE, Page 31
FAIR BUSINESS PRACTICES	Corruption & Bribery	A potential conflict of interest could arise if colleagues or suppliers engage in bribery or unethical financial dealings. This could severely damage AKW's reputation, resulting in legal consequences, loss of customer trust, and supply chain disruptions.	FAIR BUSINESS PRACTICES AT AKW, Page 21
	Information Management & Data Security	Cyber security threats, could compromise confidential information. A major data security failure could lead to reputational damage, financial loss, and regulatory penalties under the UK GDPR.	FAIR BUSINESS PRACTICES AT AKW, Page 24

MATERIAL TOPICS & RISK FACTORS:



THEME	MATERIAL TOPIC	RISK AREA	REPORT CHAPTER
SUSTAINABLE PROCUREMENT	Supplier Environmental & Social Practices	Our operations rely on both local and overseas suppliers, making ethical and environmental compliance a key consideration. If our suppliers fail to meet environmental, labour or human rights standards, this could lead to reputational damage, supply chain disruptions, and non-compliance with regulatory requirements.	SUSTAINABLE PROCUREMENT AT AKW , Page 17
ENVIRONMENTAL	Energy Consumption & GHGs	High energy use during product manufacturing, transportation and distribution remains a significant risk due to the nature of our business. Regulatory compliance is also a concern.	MAKING LIFE BETTER FOR OUR PLANET , Page 47
	Materials & Waste	As a manufacturer, we generate significant waste, including discontinued products, packaging and general waste. This causes risk of increased landfill use and emissions, regulatory, financial and operational risk if waste is not managed effectively.	MAKING LIFE BETTER FOR OUR PLANET , Page 55
	Water	High water consumption during manufacturing and product testing may lead to operational inefficiencies and increased environmental impact.	MAKING LIFE BETTER FOR OUR PLANET , Page 59

ALIGNMENT WITH UN SDGs



THEME	SDG	AKW COMMITMENT	SUMMARY OF TARGET
LABOUR & HUMAN RIGHTS	10 REDUCED INEQUALITIES 	Enhance equality, inclusion and fair opportunity across our organisation and communities	Remain an age-friendly employer and become a Disability Confident leader by 2027
	3 GOOD HEALTH AND WELL-BEING 	Maintain the highest levels of health and safety across the group through strong leadership, communication and continuous improvement	Reduce workplace accidents by 20% in 2025
FAIR BUSINESS PRACTICES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	Maintain the highest standards of ethical conduct and business integrity	Report 0 cases of corruption and bribery for 2025
SUSTAINABLE PROCUREMENT	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Work with our suppliers to ensure continuous improvement in sustainable procurement	Ensure 100% of key suppliers have acknowledged the supplier code of conduct by 2025

ALIGNMENT WITH UN SDGs



THEME	SDG	AKW COMMITMENT	SUMMARY OF TARGET
ENVIRONMENTAL	13 CLIMATE ACTION 	Reduce Group Scope 1, 2 and 3 emissions through carbon reduction initiatives	Achieve net zero by 2040
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Ensure waste reduction is optimised across operations	Achieve zero waste-to-landfill across the group by 2027
GENERAL	11 SUSTAINABLE CITIES AND COMMUNITIES 	<p>Promote strong community engagement, through volunteering, charity partnership and product donation support</p> <p>Leverage social value partnerships to improve quality of life within our communities</p>	<p>Complete 100 volunteering days in 2025</p> <p>Partner with and fundraise for two charities in 2025</p>
	8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustainable economic growth across the Isle of Man and the UK	Support regional sustainable growth by prioritising local recruitment and strengthening community employment



SUSTAINABLE PROCUREMENT AT AKW

SUSTAINABLE PROCUREMENT

As a manufacturer of accessible bathrooms, kitchens and daily living products, a significant proportion of our social and environmental impact comes from our supply chain.

Therefore, we are committed to maintaining a robust and ethical supply chain that delivers high-quality products, whilst adhering to the highest standards of social responsibility and environmental sustainability.

OUR SUPPLY CHAIN

(GRI 414)

Our sites are made up of office environments, warehouses and manufacturing sites.

DLP is situated on the Isle of Man and is the sole supplier of AKW products and home to a dedicated team of Engineers who design and source all our inclusive solutions, and has an experienced Production team who manufacture several AKW products on site.

AKW's Droitwich Spa and Middlewich sites include office and warehouse space, with Middlewich also serving as a secondary manufacturing location.

SUSTAINABLE PROCUREMENT POLICY

Our Sustainable Procurement Policy sets out the Group's commitment to actively managing our impact on society and promoting fairness and equality within our supply chain, whilst strategically procuring goods and services that will help us to achieve our environmental objectives, such as reducing consumption of primary resources and using materials with fewer negative impacts on the environment.

We know our Buyers can have a big impact when it comes to staying vigilant of labour standard risks, which is why we're committed to training 100% of Buyers on Modern Slavery by 2026.

SUPPLIER CODE OF CONDUCT

We know that our purchasing of raw materials and products from overseas accounts for the largest proportion of our carbon emissions, which is why it's crucial that we include our supply chain in our decarbonisation efforts. We're committed to reducing our Scope 3 emissions by 75% by 2040, relative to 2021 levels, which includes our supply chain.

Our Supplier Code of Conduct sets out an expectation for our suppliers to comply with all applicable laws and regulations in the countries in which it operates.

The target we are working towards is for 100% of key suppliers to acknowledge the Supplier Code of Conduct by Q4 2025.

CSR ASSESSMENTS & SUPPLIER QUESTIONNAIRE

(GRI 414-2)

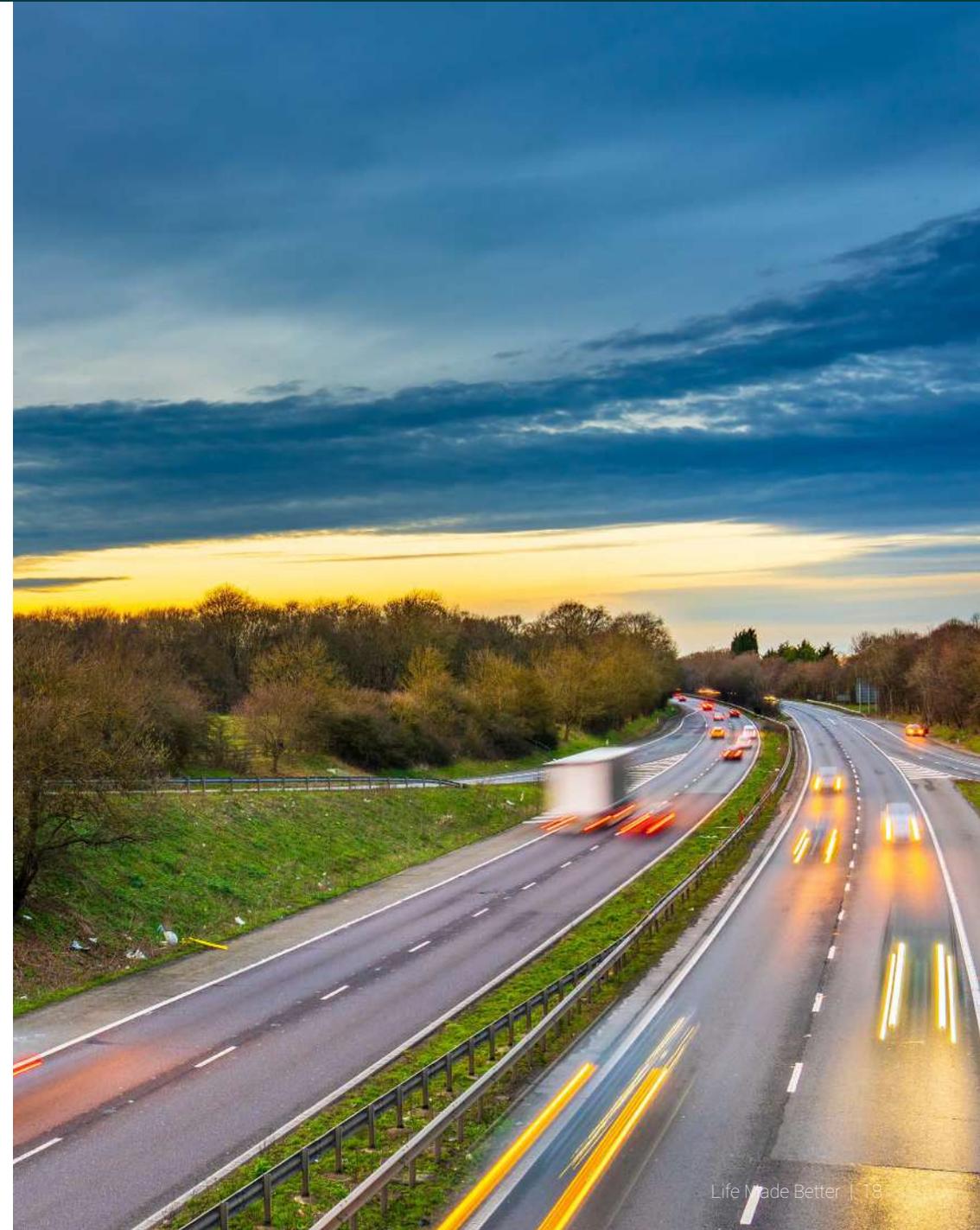
To ensure potential suppliers align with our sustainability standards, we carry out extensive research to gather information; following this, we utilise detailed questionnaires which cover different areas, including social responsibility, labour practices, human rights, environmental policies and ethical sourcing. 100% of suppliers are required to complete these pre-questionnaires before working with us.

To further enhance our due diligence, we require all potential suppliers to undergo third-party audits conducted by Sedex (Supplier Ethical Data Exchange) – a globally-recognised organisation that provides a secure platform for sharing ethical supply chain data.

The audits cover a wide range of environmental and social factors including labour standards, environmental performance and business ethics. The results of these audits are carefully monitored by our procurement team which allows us to identify any potential risks or areas for improvement within our supply chain. We have set a target for 100% of key suppliers to complete the Sedex assessment by Q4 2025.

For some suppliers, we may conduct on-site visits to ensure full compliance with our environmental and labour standards.

Our supply chain vetting and appraisal process is not a one-time event but rather an ongoing cycle of monitoring and evaluation to ensure continuous improvement and alignment to our ethical standards.



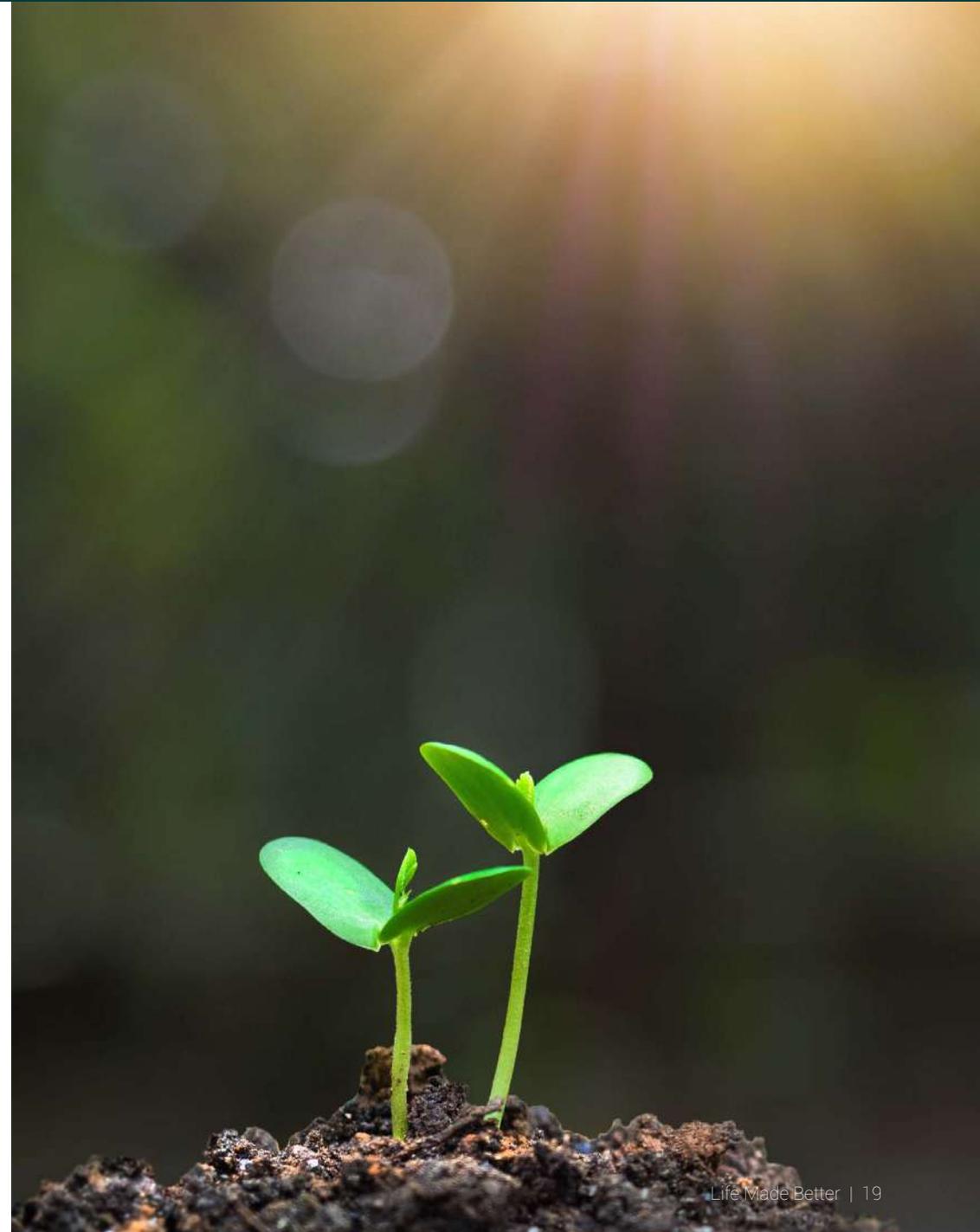
SUPPLY CHAIN DECARBONISATION

(GRI 305-3)

As a manufacturer of accessible bathrooms, kitchens and daily living products, we know the goods and services we purchase account for the majority of our carbon footprint.

We're working hard to calculate all areas of our Scope 3 emissions, associated with the purchasing of goods and services. We have set a target of achieving 75% reduction in Scope 3 emissions by 2040.

We will achieve this through collaboration with suppliers, which will include increased use of electric vehicles to deliver our products, whilst sourcing and utilising more sustainable materials to reduce our products' carbon footprint.





FAIR BUSINESS PRACTICES AT AKW

ETHICS

As a manufacturer and provider of accessible living solutions, we are committed to delivering high-quality products with honesty and integrity, ensuring the highest ethical standards are upheld across our operations and supply chain.

ANTI-BRIBERY & ANTI-CORRUPTION

(GRI 205)

We have an anti-bribery and corruption policy in place across the AKW Holdings Group, which reinforces our commitment to applying the highest standards of ethical conduct and integrity in business activities across the UK and overseas.

We do not tolerate any form of bribery, and our management team and anti-bribery steering group remain committed to implementing and enforcing effective systems through the organisation to prevent, measure and eliminate bribery in accordance with the Bribery Act 2010.

If any colleague wishes to report incidents of suspected unethical business conduct, they are advised to contact a director or the anti-bribery steering group where the report will be thoroughly and promptly investigated.

In 2024, we recorded no confirmed cases of corruption and bribery; our target each year is for there to be 0 cases of corruption and bribery.



ETHICS TRAINING

(GRI 2-24)

In 2024, ethics-based training modules were introduced and are now included as part of our colleague induction process for relevant departments.

This training was also rolled out to the Finance team which included: preventing bribery in business modules, preventing money laundering, and modern slavery training.

In 2024, 100% of colleagues in the Finance team and other relevant departments have completed the ethics training modules.

Mandatory training on preventing bribery in business is repeated annually.

CORRUPTION RISK ASSESSMENTS

In 2024, we carried out a corruption risk assessment to identify, assess and mitigate risks relating to bribery and corruption.

This was driven from our materiality assessment which identified corruption and bribery risks and has led us to identifying more detailed risks which include third-party bribery, conflict of interest, supplier gifts and hospitality. This assessment identified the likelihood of each risk, and put in place mitigation measures along with assigning a responsible person within the business to review and manage this risk.



WHISTLEBLOWING PROCEDURE

The AKW Holdings Group have a whistleblowing policy in place which sets out the procedure to follow when raising a whistleblowing concern and highlights the support and protection available to our people if they need to do so.

In 2024, we had 0 whistleblowing reports and no confirmed ethics breaches.

PREVENTING MODERN SLAVERY

We provide training to our colleagues to ensure there is a high level of understanding of the risks of modern slavery and human trafficking in our supply chain and business.

We aim to work with our suppliers and partners to continually improve our procedures and processes in relation to promoting human rights and reducing modern slavery risks, and will report on our progress each year.

We recognise that modern slavery and human trafficking are risks in our global supply chain, which is why we have a policy in place which focuses on the Group's commitment to respecting human rights and not tolerating any form of modern slavery.

We aim to virtually audit all key suppliers via our Sedex platform to help identify any risk. In 2024, 71% of our key suppliers completed a Sedex audit. Our target is for 100% of key suppliers to have completed a virtual audit by 2026.

We require 100% of identity verification checks to be performed in advance of employment using a recognised Identity Service Provider (IDSP).

We require all directors and colleagues who work in departments with any risk of exposure to modern slavery to complete mandatory training each year. In 2024, 100% of selected colleagues completed mandatory training on modern slavery, and we have set a target of 100% of management and selected departments completing refresher training in 2025.

INFORMATION SECURITY

(GRI 418)

Protecting customer data and securing operational systems are critical to maintaining trust and business continuity. We understand that any breach of our IT security systems could result in the loss of revenue, customers, partners, or colleagues and cause significant harm to our reputation.

We have established a strong security framework and measures to ensure we can mitigate any threats including cyber-attacks and data breaches.

In 2024, we recorded 0 confirmed cases of information security breaches.

INFORMATION SECURITY POLICY

To ensure our IT policy enforcement is sustainable, colleagues complete mandatory training on Information Security and General Data Protection Regulations (GDPR). The training is designed to make colleagues aware of information risk and the sophisticated threats which they may encounter.

In 2024, 100% of colleagues across AKW and DLP completed mandatory Information Security and GDPR training. All colleagues are tasked with completing refresher training each year, where we have set a target of 100% Information Security and GDPR refresher training completion rate in 2025.



CYBER ESSENTIALS SCHEME

AKW and DLP comply with the Cyber Essentials Scheme which is a UK government-backed scheme designed to put effective technical controls in place to protect against common cyber-attacks, which helps us reduce our risk of common cyber-attacks through enhancing security and demonstrates our commitment to safeguarding data and systems.

We have set a target of implementing Cyber Essential Plus in 2026 which will be facilitated through a technical audit and vulnerability testing, this will provide us with the highest level of assurance through independent testing.

INFORMATION SECURITY RISK ASSESSMENT

In 2024, we carried out an information security risk assessment, with the purpose of clearly setting out all risks and their associated likelihood and impact.

After review of each risk, we have put in place mitigation measures and assigned an owner for each risk to ensure they are reviewed accordingly.





MAKING LIFE BETTER FOR OUR PEOPLE

OUR COLLEAGUES

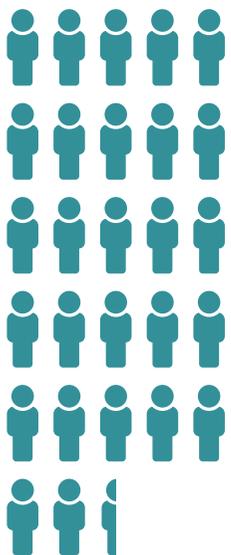
At AKW Holdings Group, we're dedicated to investing in and championing our colleagues. *Life Made Better*, reflects not only our commitment to enhancing the lives of the people who use our products, but also our determination to support our people.

As employers, we aim to provide our colleagues with the tools and training they need to thrive in their roles and progress in their careers, all while being part of a positive, healthy and inclusive workforce that they're proud to be part of.

WORKFORCE IN NUMBERS

(GRI 2-7)

The vast majority of our workforce comprises permanent colleagues, with less than 1% of our colleagues working to fixed-term contracts.



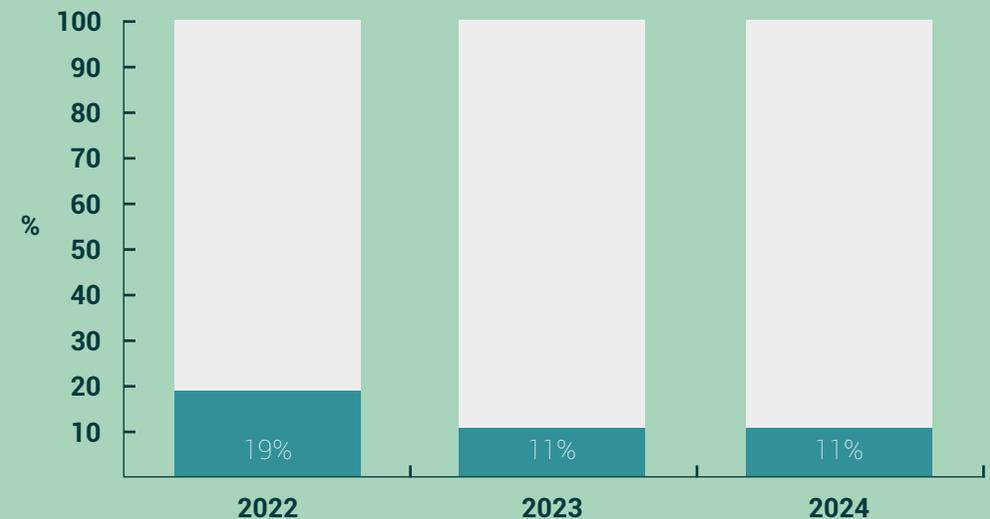
Total Number of
Colleagues
(as of 31/12/2024):

253

VOLUNTARY ATTRITION RATE

We were proud to report a decrease in our attrition rate since 2022. This we believe is a direct result of the actions we have implemented across the business to improve career opportunities and investment, positive working conditions, and established DE&I measures.

Further information regarding these actions can be found throughout this chapter.



*Figures do not include colleagues from AKW in Middlewich, due to this being part of a recent acquisition in 2022, which was followed by a site relocation in 2024.

RETAINING EMPLOYEES

Retaining talent within our organisation is crucial to our long-term growth and success. We have established policies and initiatives to ensure colleagues are given the opportunity to grow and progress within the company.

- ☑ **Career Conversations** - Initiated by the colleague at their own discretion, Career Conversations encourage colleagues to explore opportunities for development with their line manager. These discussions are held as often as the colleague requires and help to offer not only a professional but holistic overview of their career journey.
- ☑ **Benefits Package** - Our colleague benefits package ensures we remain competitive and fair, with 100% of colleagues enrolled regardless of their individual contractual terms of employment.



ATTRACTING DIVERSE TALENT

We see potential in all individuals and place great value on attracting people with the right skills from a diverse range of backgrounds.

We're committed to recruiting diverse talent and therefore strive to provide a highly professional and fair candidate experience.

- ✓ **Recruitment** - To support bias reduction, we include a statement in every job listing and offer special assistance for those who need it.
- ✓ **Training** - In 2024, all interviewers received training on the topic of inclusive hiring and the reduction of unconscious bias.
- ✓ **Age-Friendly Employer** - In 2023, AKW signed up to the Age-Friendly Employer pledge to affirm our commitment to recognising the value of older workers. We are committed to age diversity, ensuring we harness a broad range of skills and experience, regardless of age.
- ✓ **Disability Confident Employer** - In 2023, AKW were awarded Disability Confident Committed status, and proudly became a Disability Confident Employer in March 2024.

We are now working towards becoming a Disability Confident Leader by 2027.



ENHANCING TALENT

(GRI 404)

For colleagues to perform and develop effectively, it's essential we offer sufficient support and tools for all our people. In 2024 we implemented the following:

- ✓ **New Starter Induction** - All new colleagues undergo an intensive induction programme to learn about each function of the business and are tasked with completing mandatory training modules, which include Information Security & GDPR, Cyber Security & Phishing, Equity, Diversity & Inclusion, Bullying & Harassment, Unconscious Bias and Essential Digital Skills.
- ✓ **Mandatory Modules** - In 2024, 100% of AKW colleagues completed mandatory training modules, with specific departments completing training relevant to their roles, this includes the entire Finance department who completed Preventing Money Laundering Essential and Preventing Bribery in Business modules, and all AKW Maintenance Engineers and Surveyors who completing Asbestos Awareness training.

All directors across the Group received training on Modern Slavery in 2024.

In 2024, colleagues completed an average of 4.5 hours of training per person.
- ✓ **Career Development Training** - All colleagues are given the opportunity to undergo training which supports them with learning and developing new skills relating to their role, as well as other courses which support with essential skills.
- ✓ **Management Programmes** - Several managers across AKW and DLP have undertaken external management coaching and training which supports them with developing their management styles and acquiring new skills to help motivate and inspire their teams.



DIVERSITY, EQUITY & INCLUSION

Diversity, Equity & Inclusion (DE&I) is a priority, and we encourage diversity across the Group, whether that relates to gender, ethnicity or age.

We've already taken steps to ensure DE&I is embedded into our practices, by offering reasonable adjustments, the use of Occupational Health advice, and in 2024, the introduction of an annual training programme.

In 2025, we also plan to anonymously survey colleagues to collect further information on gender, disability, sexual orientation and ethnicity across our workforce.

Our strategy for achieving our DE&I goals prioritises being a Disability Confident Leader as we want to champion disability employment which aligns with our company values.

We also advocate for older workers and are an Age-Friendly Employer, with our flexible and inclusive working policies designed to support our older workers and enhance colleague satisfaction.

Our DE&I policy focuses on fostering an inclusive culture, so all colleagues benefit from different perspectives, experience and skills in order to create a healthy and productive working environment for all.



DE&I POLICIES

(GRI 406-1)

- + **DE&I Policy** - We have a well-established DE&I policy that outlines our commitment to prevent discrimination, bullying and harassment in accordance with the Equality Act 2010 for AKW, and the Equality Act 2017 for DLP.

The policy outlines our commitment to our people, our expectations from colleagues, and highlights types of unlawful discrimination and DE&I that may occur throughout the employment lifecycle.

We have 0 confirmed cases of discrimination across the business in 2024.

Since July 2024, we expanded DE&I training for all colleagues, not just line managers, with this now being an annual requirement to participate in DE&I learning.

- + **Anti-Bullying & Anti-Harassment Policy** - Our anti-bullying and anti-harassment policy formalises our approach to protecting our culture and our people, through seeking to eradicate bullying or harassment at work.

The policy sets out the steps we take to investigate and deal with any reported complaints of bullying or harassment.

AKW have 0 confirmed cases of harassment across the Group in 2024

- + **Women in Management** - 30% of management positions across the AKW Group were occupied by women in 2024. This can be broken down into 43% at DLP and 27% at AKW.



DE&I ACTIONS

In 2024, we introduced mandatory training through our newly-implemented learning platform Evolve. The aim of this was to increase colleague awareness of DE&I and other important sustainability issues within the business.

- ✓ **DE&I, Anti-Harassment and Anti-Discrimination Training** - Training is included in the induction programme for new starters and was rolled out to all existing colleagues in 2024.

Training modules included DE&I, Bullying & Harassment, and Neurodiversity at Work. 100% of colleagues completed mandatory training in both DE&I topics and Bullying & Harassment and will repeat training annually.

- ✓ **Disability in Employment Awareness Training** - In 2023, 90% of directors and managers across AKW received training in Disability in Employment, designed to recognise assumptions and biases relating to disability and barriers to inclusion, while promoting how these issues can be addressed in the workplace, with guides to providing ethical assistance.

- ✓ **DE&I Awareness** - Several departments, including Marketing and Sustainability regularly collaborate to promote DE&I topics across the business, including International Women's Day and Pride Month.

Since 2023, AKW sponsor and exhibit annually at Disability Awareness Day, the world's largest 'not-for-profit', volunteer-led disability exhibition held in Warrington, Cheshire, and organised by our charity partner, Warrington Disability Partnership.



DISABILITY CONFIDENT EMPLOYER



After previously being awarded Disability Confident Committed status in 2023, AKW became a Disability Confident Employer in March 2024, nine months earlier than projected thanks to our work with Warrington Disability Partnership.

There are three levels within the Disability Confident scheme and our goal is to achieve the highest level possible - Disability Confident Leader - in 2027.

Disability Confident is creating a movement of change by encouraging employers to think differently about disability and take action to improve how they recruit, retain, and develop the skills of disabled employees.

Being a Disability Confident Employer means we are focused on driving and building disability awareness within the business, and training our directors and managers on the impacts of having a disability in the workplace.

DE&I TARGETS

(GRI 405)

☑ In 2025, we will execute a DE&I data collection survey and aim for **100% participation rate**

- + 100% of colleagues to be trained in DE&I
- + 100% of colleagues to be trained in discrimination and harassment
- + 0 Confirmed cases of discrimination and harassment
- + 0 Incidents of discrimination across the business

AGE-FRIENDLY EMPLOYER PLEDGE



We recognise the value of older workers and are committed to age diversity, ensuring we harness the broad range of skills and experience that our colleagues have - regardless of their age.

As life expectancy continues to rise, the proportion of older people in the workforce is also expected to increase, especially with retirement ages rising in the future.

We've adapted and established policies and practices to support our people; this has included widening our range of well-being initiatives, offering hybrid / flexible working and reasonable adjustments, championing colleague engagement, investing in training and development, improving performance management, and accessing Occupational Health at an early stage, which helps us to recruit, train and retain an age-diverse workforce.

The Age-Friendly Employer Pledge is a nationwide programme for employers like AKW who are committed to improving work for people in their 50s and 60s. Older workers can often face prejudice and may be overlooked, which is why we've signed the pledge to ensure anyone working for us can be assured that we're committed to fostering an inclusive workforce.

WORKPLACE PRACTICES

Through our company policies and culture, we strive to ensure that colleagues feel valued and experience a healthy work-life balance. The goal is to have a healthy, safe and motivated team who feel they are equipped to deliver exceptional work and help us continue to make life better.

- + **Hybrid / Remote Working Policy** - First trialled in September 2021 before becoming a permanent feature of AKW work patterns from January 2022.

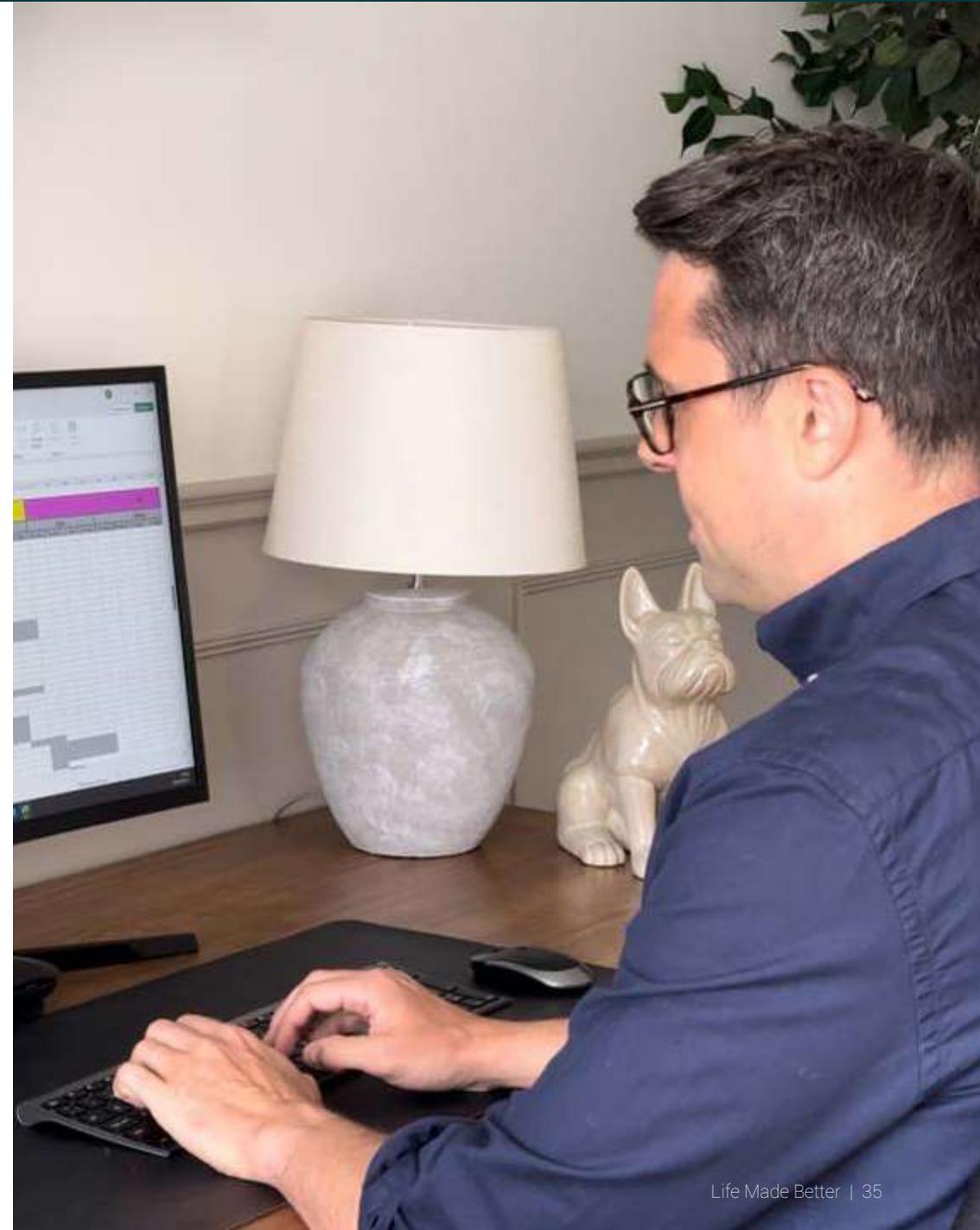
We operate a flexible / hybrid working structure with many office-based colleagues benefitting from a hybrid working pattern where they spend 40-60% of the week working from home, with the remaining 40-60% working in the office.

Some colleagues, if they are able to, work remotely from home, which allows us to secure and diversify talent from all across the country, without the need to keep people within commutable distance of our head office.

- + **Flexible Working Policy** - Our flexible working policy allows colleagues the opportunity to request a change to their working pattern in various ways, for instance, changing the number of hours or days they work.

The policy was an important measure put in place to ensure colleagues feel that they can realistically achieve the work-life balance they deserve. This is especially beneficial for colleagues with children who may prefer to adjust their hours to align with their parental responsibilities, or older colleagues who may need reduced working hours which are better suited to their needs.

As an age-friendly employer and advocate for flexible working, we do everything we can to accommodate our colleagues and help them to feel empowered to deliver high-quality work in a supportive environment.



MATERNITY & PATERNITY LEAVE

Our commitment to creating a positive working environment also extends to our maternity and paternity policies, and therefore we offer a generous maternity and paternity package which applies to all entities within the AKW Holdings Group.

- + When colleagues return from maternity leave, they can request to work on a more flexible basis, to meet the needs of the business.
- + AKW and DLP have a Return-to-Work programme which is fully explained within the maternity policy and includes 10 keeping-in-touch (KIT) days during maternity leave.
- + All colleagues are eligible to take maternity and paternity leave, with five colleagues benefitting from this in 2024.



MAKING LIFE BETTER FOR OUR PEOPLE



REMUNERATION

AKW aims to provide competitive remuneration packages to 100% of colleagues, to measure and action this, we have implemented a salary review process where we provide regular salary benchmarking to ensure we stay aligned with the market rate.

We offer a competitive benefits package which includes retailer discounts and cashback via the 'My Rewards' platform, and put an emphasis on pensions, and health and well-being packages, which are offered to 100% of colleagues.

We have also invested in salary increases to reward colleagues and business growth, maintain market competitiveness, and compensate for rising inflation.

LIVING WAGE

We pay the real Living Wage to AKW and DLP colleagues.

According to the Living Wage Foundation, it is voluntarily paid by over 15,000 UK businesses who believe their staff deserve a wage which meets everyday needs - like the weekly shop, or a surprise trip to the dentist.



COLLEAGUE HEALTH & SAFETY

(GRI 403)

The physical and mental health of our colleagues and contractors is approached with the highest level of importance and we have identified Health & Safety as one of our high-risk areas as part of our materiality risk assessment.

As our operations are both warehouse and office-based, we face risks including lifting injuries, trips, falls, noise exposure and manual handling hazards. We have a robust Health & Safety System in place which is designed to protect our colleagues and promote a safe, healthy working environment.

We comply with Health & Safety regulations across our sites; the graphic opposite demonstrates the areas we are particularly focused on.

HEALTH & SAFETY POLICY

We have robust and comprehensive Health & Safety policies in place which are designed to be site specific across the Group, and are reviewed and signed off by our CEO, emphasising our commitment from the top of the organisation.

The policy is intended as a working document to benefit all colleagues and is accessible to all. The policy covers our safety management system – covering the 'Plan, Do, Check' principles, planning and implementation, responsibilities and arrangements and operations.



LEADERSHIP

Ensure that we give and take direction from a supportive position

RISK ASSESSMENT

Understanding of hazards and risk to allow protection and prevention



TRAINING & DEVELOPMENT

Opportunities to develop our people to enhance their awareness and skills



COMMUNICATION

Sharing information and instructions and promoting good news whilst being made aware of negative news



CONTINUOUS IMPROVEMENT

Striving to keep on improving even when it looks like we're doing well and celebrating success

ACTIONS & MEASURES TO IMPROVE HEALTH & SAFETY IN THE WORKPLACE

(GRI 403-2)

- + In collaboration with HR, the Health & Safety department have implemented several measures to help address stress in the workplace and support colleagues' psychological well-being. Past measures have included stress check assessments, resources to help with improving workload management, assistance programs and counselling hotlines, among other support initiatives.
- + We have put in place actions to prevent noise exposure including noise inspection reports to monitor noise levels across the production and warehouse facilities.
- + Thorough equipment safety inspections and audits.
- + Health & Safety training is available to all colleagues, some of which is compulsory, and delivered via our LMS platform which covers all colleagues' basic awareness. In 2024, 100% of colleagues completed mandatory health and safety training. (GRI 403-5)
- + In 2024 100% of logistics, factory and production colleagues took part in Slips and Trips training, and Risks and Responsibilities in Health & Safety training.
- + We have set a target of increasing Health & Safety training by 50% in 2025.
- + A clear complaints procedure for colleagues to report on occupational health and safety issues.
- + We support all colleagues to ensure they can work comfortably and put in place adjustments needed such as rise and fall table desks, back rests and foot stools.



- + Our risk assessment approach takes into consideration the health and well-being of our people with the inclusion of a stress assessment and specific people section which is required to be considered for each and every risk assessment completed meaning it is always on our minds.
- + The Health & Safety Committee provides a forum of inclusion from all areas of the organisation which encourages open and transparent dialogue to deal with real workplace issues and consensus-based solutions.
- + We ensure that all health systems are accessible to 100% of colleagues. (GRI 403-3)
- + In 2024 our RIDDOR reportable number of accidents was 0 from 90 accident reports overall across the Group. (GRI 403-9)
- + We have set a target of reducing accidents by 20% in 2025, compared to 2024, and a target of 0 work-related illness cases in 2025.

- ✓ Colleagues completing mandatory Health & Safety training
- ✓ Logistics, factory and production colleagues took part in Slips & Trips training, and Risks & Responsibilities training
- ✓ Colleagues with access to all health systems



HEALTH & SAFETY COMMITTEE

(GRI 403-4)

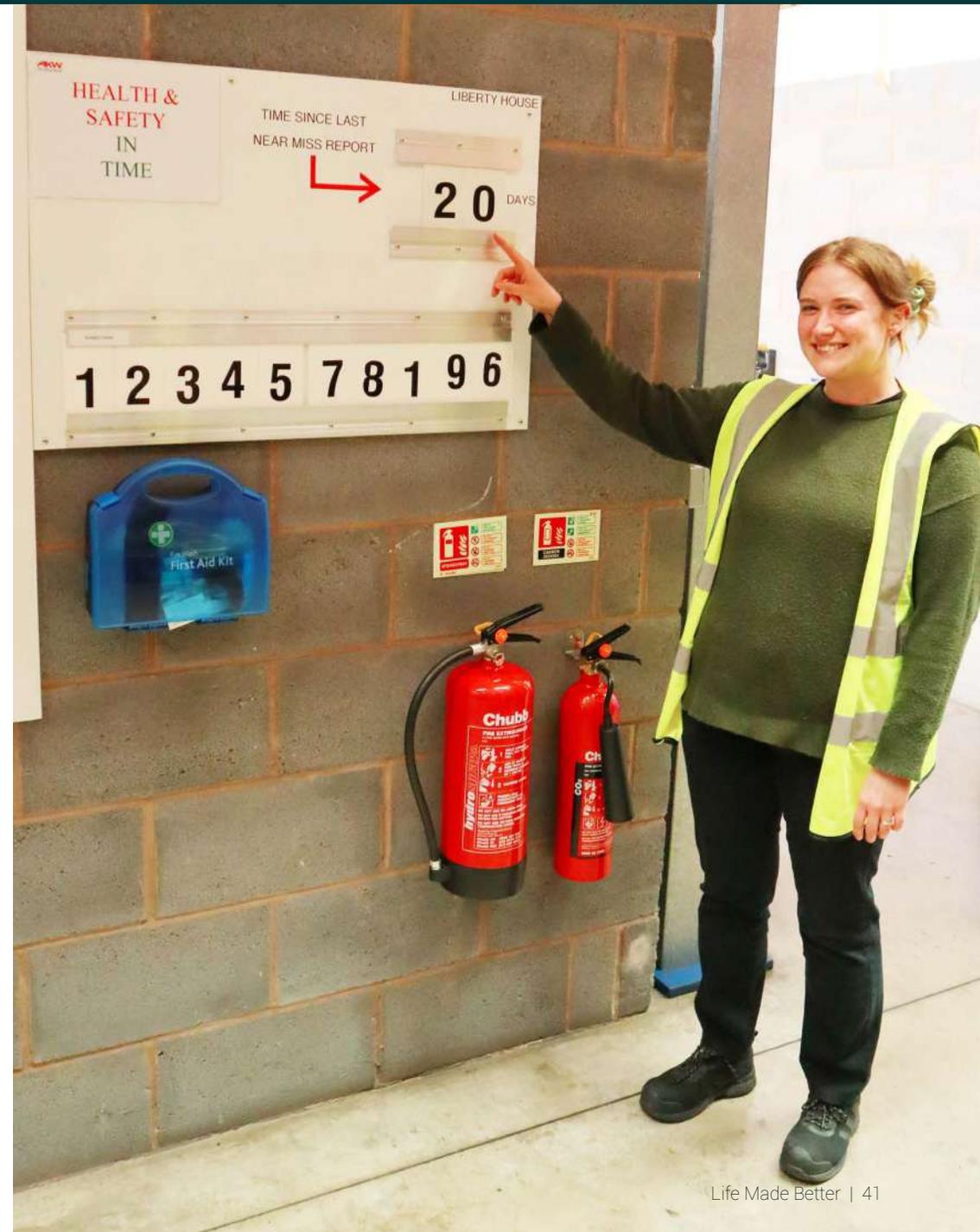
Our Health & Safety Committee delivers on spreading the message throughout the business about health, safety and well-being in the workplace:

- + Having diverse and flexible representation from all areas of the business
- + Discussing real issues and reaching consensus on the way forward
- + Allowing input from those who face risk in their work daily
- + Building plans for continuous improvements
- + Key communications that might otherwise not be as visible
- + Planning our next moves
- + Meeting on regular basis - at least once per quarter
- + Sustainable Health & Safety

EMPLOYEE HEALTH & SAFETY EMERGENCY ACTION PLAN

Static sites across the Group have developed bespoke emergency evacuation plans that promote a 'Get Out - Stay Out' approach supported by building sweep systems carried out by fully-trained fire marshals and fire wardens. This way we can be confident that in the event of an emergency, we can account for all people that might have been inside any of our buildings.

Other forms of emergency action planning include spill and chemical spill containments which is in place across the Group with trained colleagues and specialist spill containment equipment available to protect from the risk of fire, slips and falls, and environmental damage caused by uncontrolled and unplanned release of liquids and chemicals.



RISK ASSESSMENTS

(GRI 403-2)

To assess any potential risk, AKW and DLP sites carry out regular risk assessments, using a comprehensive guide which considers all areas of risk. The Health & Safety Manager is responsible for coordinating risk assessment activities, with all assessments freely available to colleagues.

Risk assessments are carried out on all significant hazards identified, and all new equipment, procedures, processes, and machinery are subject to assessment before full implementation.

AKW / DLP have a series of risk assessments in place across the Group totalling in the region of 125 assessments. These risk assessments under continuous review throughout each year and include task related assessment as well as specific risk assessments for individuals and a program of dynamic risk assessments.

- + Safe Systems of Work are derived from our risks assessment program, and we ask the people who work in the hazard areas to contribute their work-based knowledge to participate and create applicable safe operating procedures that are relevant.
- + Safety inspections and thorough examinations of workplace equipment as required under LOLER and POWER regulations form part of our commitment to safety and our KPI suite.
- + COSHH risk assessment and training are provided for areas of high-risk activity that involve the use of chemicals and the byproduct of production processes such as the creation of dusts and fumes.
- + Personal Protective Equipment is provided for all colleagues where and when they need it from eye protection to full-body protective overall and clothing, we take the protection of our people seriously and provide all PPE provisions free of charge.





MENTAL HEALTH & WELL-BEING

(GRI 403-3; 403-6)

- + **Employee Assistance Programme** - Employee benefit which provides colleagues and their household dependents with free and confidential support and practical advice on issues that might impact well-being and performance.

Some of those benefits include access to a 24/7 Helpline offering a range of support including: finances, health, family advice, child and dependent care, bereavement, stress, anxiety, depression. EAP also includes short-term online counselling therapy and support with life management.

- + **My Rewards Well-Being & Discounts platform** - Through the 'My Rewards' Well-Being Centre, colleagues have the opportunity to save money on their retail, grocery, hospitality, travel and fitness purchases with cashback on transactions and discounted gift cards available to order, along with access to resources which support financial well-being.
- + **Promoting Health & Well-Being** - Through the 'My Rewards' platform our colleagues can benefit from discounted gym memberships, virtual GP and second medical opinion appointments and also have the opportunity to take part in a cycle-to-work scheme designed to promote a more active commute and encourage green transport.
- + **Stress Management** - We have measures in place to identify and manage stress, including group stress management training and a free helpline available to support with stress management.

SOCIAL DIALOGUE POLICY



Aims to ensure all colleagues have access to structured representation mechanisms and the freedom to join an employee forum, if they wish to.

BUSINESS COMMITTEES & GROUPS



We have representation structures in place across the business to ensure all colleagues' voices are heard, some of those include Health & Safety Committee, Governance Group, Social Committee.

ENGAGEMENT SURVEY



We plan to introduce the Gallup Q12 Engagement Survey in the autumn of 2025. This will become an annual feature of our Investing in People strategy to supplement other forms of colleague communication.

CAREER CONVERSATIONS



A professional development-focused discussion that any colleague can initiate with their line manager.

INTERNAL COMMUNICATION & ENGAGEMENT

AKW recognise the importance of creating and facilitating a dialogue between the senior leadership team and our colleagues. From Town Hall meetings hosted by the CEO to monthly team department meetings, we create opportunities to celebrate successes, share ideas, voice concerns, and keep everyone up to date with business progress and activities.



INTERNAL COMMUNICATIONS

Town Hall meetings, People HR communications, ESG newsletters, emails, video messages, face to face discussions. Multi-channel approach to communication ensures we can reach all colleagues, regardless of the department they are in.



INTERNAL SYSTEM

People HR is a simplified system where all colleagues can access their personal information and access important company information.



FEEDBACK OPPORTUNITIES

Employee Benefits Survey (October 2022). The purpose of this survey was to get feedback on colleague benefits packages in place, and to find out what additional benefits would be helpful.

INTERNAL COMMUNICATION & ENGAGEMENT

We regularly conduct learning and development focused surveys; a recent survey focused on obtaining colleague data on IT skills to help identify suitable Microsoft training courses for our teams. We received a 40% response rate on this survey and are enrolling participants on appropriate training courses.

An example of improvements and new benefits implemented as a result of this survey include a request for discounted gym membership, which the business subsequently secured for colleagues from Nuffield Health as a direct result.

KEY SOCIAL DIALOGUE COMMITMENTS

AKW aims to ensure 100% of colleagues have access to structured representation mechanisms and the freedom to join an employee forum, if they wish.

By 2026, it is our goal to reach a 75% colleague satisfaction rate where management respond to feedback, which we will measure through annual surveys.

It is our commitment to achieve a minimum of 85% participation rate by 2026 in engagement surveys and attendance at colleague forums.

In line with our commitment to transparent social dialogue and in accordance with GRI 402-1, we observe a minimum notice period of 30 calendar days (4 weeks) for individual consultation processes involving fewer than 20 colleagues. Should a collective consultation be required, we comply with statutory notice periods of 30 calendar days for 20–99 employees and 45 calendar days for 100 or more colleagues.





MAKING LIFE BETTER FOR OUR PLANET

GHG EMISSIONS & ENERGY

(GRI 403)

Environmental sustainability is central to our business strategy, and as a bathroom and kitchen manufacturer and provider, we acknowledge that our operations can have a negative impact on the environment. We are proudly working on a continuous sustainability improvement plan to address environmental issue areas.

As a manufacturer, GHG emissions represents our company's largest negative environmental impact, which is why we're focusing on decarbonisation and putting plans in place to achieve net zero.

An environmental policy has been implemented which covers important areas such as waste management, energy consumption, greenhouse gas emissions, water usage and materials.

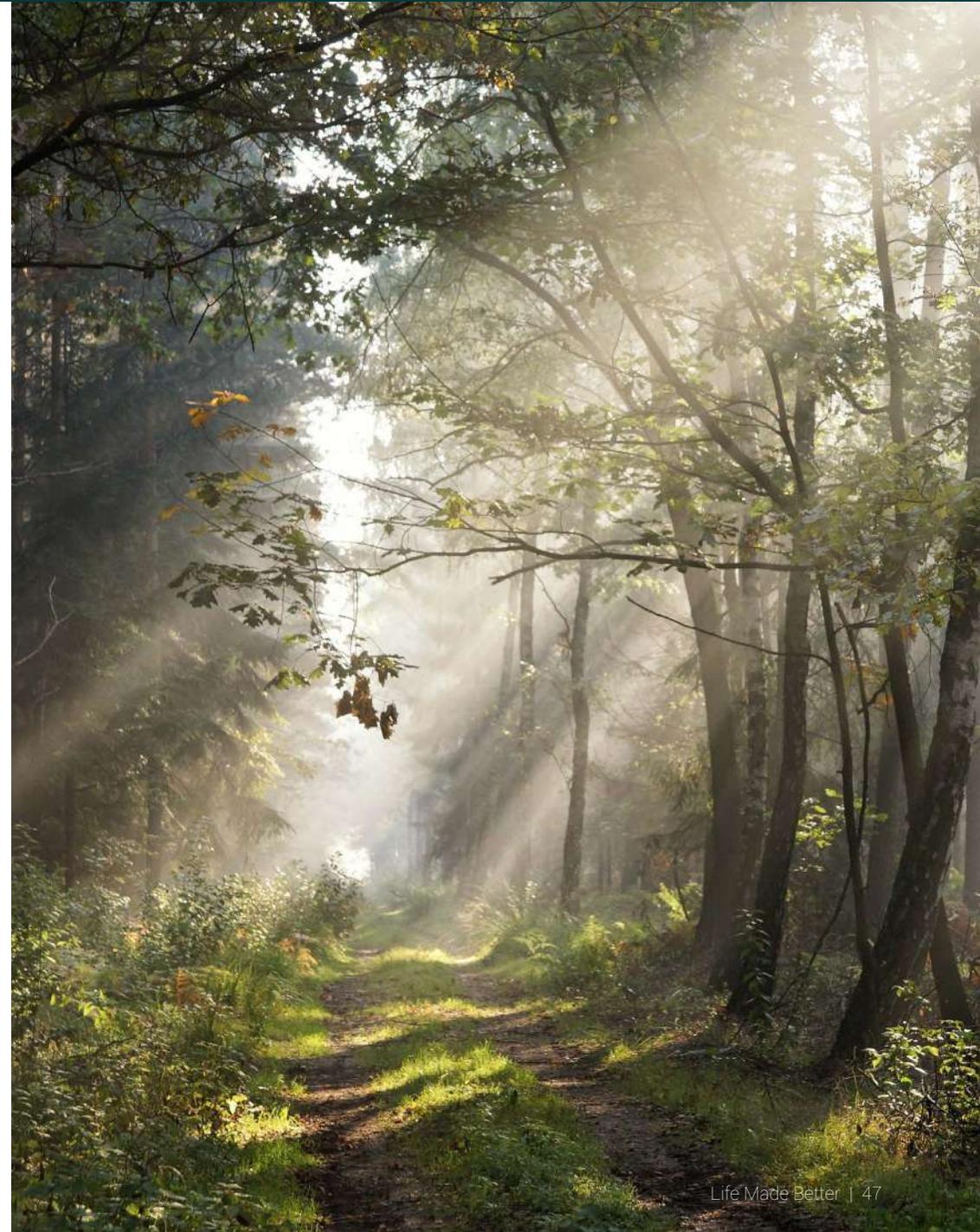
METHODOLOGY NOTE

AKW reports on GHG emissions in accordance with the Greenhouse Gas Protocol's reporting standards, including Scope 1, 2 and limited Scope 3 standard.

The emissions reported cover AKW sites in Droitwich Spa, and our group supplier, DLP, located on the Isle of Man.

AKW KEY COMMITMENTS:

- + Reduce Scope 1 and 2 emissions by 90% by 2040 compared to 2021 levels
- + Address Scope 3 emissions by collaborating with suppliers and partners to achieve a 75% reduction by 2040
- + Increase the sourcing of renewable energy by 60% by 2030



CARBON REDUCTION MEASURES & TARGETS (GRI 305)

Scope 1- Natural Gas Usage & Company-Owned Vehicles

Natural gas is used at our AKW Droitwich Spa sites and contributes to our Scope 1 emissions. We're committed to replacing 25% of natural gas with a renewable energy source by 2026; we monitor natural gas usage across our operations and recognise this as an area where we can improve.

At our site on the Isle of Man, we use kerosene oil which also contributes to our Scope 1 emissions; we regularly monitor usage and are also looking into finding a renewable alternative for this by Q4 2026.

Scope 1 company vehicle emissions for 2024 produced 249 tonnes of CO₂. To address this, we're focusing on opportunities to increase our hybrid vehicle use from 85% to 100% and look for opportunities to acquire electric cars.

In 2024, our combined Scope 1 emissions were 297 tonnes in our operations across AKW and DLP sites. (GRI 305-1)



Scope 2: Energy Consumption & Renewable Energy

(GRI 305-2)

We're committed to reducing emissions from energy consumption. We utilise ESOS (Energy Saving Opportunity Scheme) which helps to identify the areas where we use the most energy and areas where we could improve.

One recommendation we implemented in 2023 was the use of LED lighting across head office sites, which helped to reduce electricity consumption. In 2025, we will replace lighting at DLP with LED lighting to further enhance savings.

Our Middlewich facility has also been built to BREEAM standards to promote energy efficiency. We regularly send out internal communications to our colleagues on our energy-saving efforts to improve awareness and encourage energy-saving measures in head office locations.

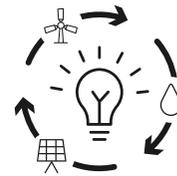
Scope 3: Emissions Reduction

(GRI 305-3)

Scope 3 emissions represent a significant share of our carbon footprint. We are working to reduce these by improving data accuracy, engaging suppliers, and targeting key areas such as purchased goods, logistics, and product use. Our actions include prioritising low-carbon materials, enhancing freight efficiency, and increasing use of sustainable logistic solutions, all in support of our wider climate commitments.

- + We are committed to reducing our Scope 3 emissions by collaborating with suppliers and partners to achieve a 75% reduction by 2040.

IN 2024...



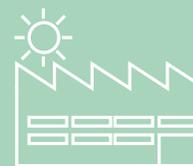
100% of our electricity usage at AKW Droitwich Spa sites came from renewable energy sources, the emissions from this usage were 7 tCO₂e from transport and distribution.



We consumed a total of 2,420,083 kWh across AKW Droitwich Spa sites and DLP on the Isle of Man. The total emissions from energy consumption were 338 tCO₂e, this includes energy used in buildings and company-vehicle use.



82% of our electricity consumption across DLP and AKW came from renewable sources.



We opened a new site in Middlewich, Cheshire which benefits from solar panels, where we expect one third of the site's electricity to be powered from. This will increase our use of renewable energy further in 2025.

PURCHASED SERVICES

We're partnered with XPO Logistics (a division of DPD UK) to fulfil customer deliveries. DPD has set a target of achieving net zero by 2040 with a third of their final-mile fleet now electric, they are on track to meet this goal.

In 2024, we measured our downstream delivery emissions as a result of these deliveries, where we used a total of 908 tCO₂e.

We will continue to work with DPD and XPO as they expand their electric fleet to support our Scope 3 carbon reduction targets. In 2024, XPO Logistics delivered 20% of AKW parcels using all-electric vehicles, which contributed to savings of 1.6 tonnes of CO₂e.

As a result of investment in electric vehicles, our logistics partner helped to reduce our carbon emissions by 1.6 tCO₂e. DPD continue to invest in its all-electric fleet which is now over 32% of our final-mile delivery fleet.



EMPLOYEE COMMUTING

We have been focusing on encouraging sustainable transport solutions amongst our workforce and have implemented a Cycle-to-Work scheme which is designed to encourage colleagues to cycle to work, if they are able to do so.

In 2021, we also implemented hybrid and remote working policies across the business which has helped reduce our colleague commuting emissions.

In December 2024, we rolled out an internal commuting survey to capture data regarding colleague commuting patterns and emissions. We will re-issue this survey annually and implement measures each year to encourage more sustainable transport solutions which should reduce colleague-related transport emissions.

In 2024, total commuting emissions were 164 tCO₂e, equating to 0.65 tCO₂e per colleague. We will continue to monitor and report on commuting emissions and seek opportunities for reduction.

Currently, 85% of leased company vehicles are hybrids, with plans to increase this to 100%.

Employee commuting emissions have been scaled based on responses from 49% of AKW employees who completed the survey.



BUSINESS TRAVEL

Emissions from business travel were estimated at 24 tCO₂e in 2024. This is the first year we have included forms of transport beyond leased vehicles, which may account for the rise in emissions, alongside essential inter-site travel.

Business travel emissions have been calculated using data from company car mileage (leased), flights, trains, and taxis. Individual mileage claims have not been included.

UPSTREAM TRANSPORT AND DISTRIBUTION

In 2024, we reported partial emissions for upstream transport and distribution, totalling 144 tCO₂e.

To lower these emissions, we are working to optimise logistics operations by improving container utilisation, consolidating shipments, and selecting efficient port-to-port routes from our key manufacturing locations.

This calculation includes emissions from our primary freight forwarder and inter-site transport. However, due to data limitations from some transport suppliers, certain emissions could not be included in this year's scope.



SOURCE	2022 tCO ₂ e	2023 tCO ₂ e	2024 tCO ₂ e
 AKW DROITWICH SPA CARBON EMISSIONS			
Natural Gas	29.7	41.3	37.4
Business Travel (Company Vehicles)	9.5	226.1	249.4
Total Scope 1	39.2	267.3	286.8
Electricity (Market)	6.6	6.3	6.5
Total Scope 2	6.6	6.3	6.5
Employee Commuting	120.9	130	119.6
Upstream Transport and Distribution	76.6	91.9	102.1
Business Travel	16.8	21.6	24
Downstream Transport and Distribution	653.7	735.4	907.9
Total Scope 3	868	978.9	1153.6
Total Emissions	913.8	1252.5	1446.9

Scope 3 emissions for 2022 and 2023 have been estimated using 2024 data as a baseline. The estimates are based on reasonable assumptions regarding operational output, transport activity, and business growth trends



SOURCE	2022 tCO ₂ e	2023 tCO ₂ e	2024 tCO ₂ e
 DLP IOM CARBON EMISSIONS			
Kerosene Oil	6	9.7	9.7
Total Scope 1	6	9.7	9.7
Electricity (Market)	35.7	20.6	34.7
Total Scope 2	35.7	20.6	34.7
Upstream Transport and Distribution	33.8	38	42.0
Employee Commuting	50	49.4	44.8
Downstream Transport and Distribution	32	36	40
Total Scope 3	115.8	123.4	126.8
Total Emissions	157.5	153.7	171.2

Scope 3 emissions for 2022 and 2023 have been estimated using 2024 data as a baseline. The estimates are based on reasonable assumptions regarding operational output, transport activity, and business growth trends

WASTE REDUCTION

(GRI 306)

Waste Reduction is a significant focus area for AKW (GRI 306-1); we track various waste streams across AKW and DLP, and ensure we have good waste segregation practices and training in place, with waste segregated into dry recyclables and general waste which is sent to energy recovery and utilised for energy production.

At our site on the Isle of Man, we're working to reduce waste-to-landfill through adopting further lean manufacturing principles and converting non-recyclable waste into energy.

In 2025, we plan to roll out environmental training to our management teams, warehouse, production and quality departments across AKW and DLP to educate colleagues further on best practice for waste management.

This approach has allowed us to divert waste away from landfill at AKW in Droitwich Spa, with most of the waste recycled and the remaining utilised for energy production.

We are shifting towards more sustainable packaging options such as biodegradable cardboard for our shower trays, screens and waste pumps, where 98% of single-use plastic has now been removed.

In 2025, we plan to replace the plastic film used to protect shower trays with a cardboard biodegradable alternative, which will result in further savings of 2.4 tonnes of plastic per year.



WASTE REDUCTION

We are also making packaging improvements to our electric shower accessory kits, which will reduce the amount of plastic used in the packaging of these products by 75% from March 2025.

In 2022, we set a waste-to-landfill reduction target for Droitwich Spa head offices and achieved an 86% reduction by diverting waste to 'energy recovery'. (GRI 306-4)

In 2024, AKW in Droitwich Spa became a zero waste-to-landfill business, having previously faced the challenge of being unable to find a solution for recycling ceramics. We found an innovative recycling solution where we now recycle ceramics, diverting this away from landfill. We are now working on becoming zero waste-to-landfill at our other sites by 2027, using the same approach.

At AKW in Droitwich Spa, our waste provider - WMS - manages this in line with legislation and best practice.

We have put several measures in place to achieve zero waste-to-landfill and continue reducing waste at our other sites. Some of those include training of our operations staff on best practice when it comes to waste management, while optimising the use of a waste segregation map and training to maximise recycling efforts, which has seen the benefit of a 77% increase in recycling across other head office buildings.

To further reduce our waste, we also engage in social initiatives to extend product life cycles. Our partnership with Warrington Disability Partnership (WDP) has allowed us to donate over £300,000 worth of products to their Disability Trading Centre which supports the charity and extends product life cycles. We also donated a kitchen display from our showroom which was being replaced, diverting this away from landfill. (GRI 306-2)



MAKING LIFE BETTER FOR OUR PLANET



SPARE PARTS AVAILABILITY

To enable our customers to prolong the life of products, we have continued working on solutions to provide product spare parts to customers. Our aim is to offer convenience and promote long product life cycles which we also aim to do through our lifetime warranty products.

Furthermore, if we have any products which are discontinued, we utilise the component parts of the product and reuse these for spare parts for customers.

SUSTAINABLE PRODUCTS

We focus on building products which are made to last with lifetime warranty options to promote long product life cycles.



MAKING LIFE BETTER FOR OUR PLANET



SITE	WASTE TYPE (TONNES)	2022	%	2023	%	2024	%
 WASTE GENERATION, RECYCLING, & DISPOSAL TO LANDFILL OR ENERGY RECOVERY							
DROITWICH SPA	Recycling	92.3	52.7%	165.3	67.7%	86.8	49%
	On-site (baled polythene)	4.3	2.5%	5.6	2.3%	4.5	2.6%
	Off-site (Energy Recovery Plant)	67.5	38.5%	71.4	29.3%	85.6	48.4%
	Waste-to-Landfill	11.2	6.4%	1.7	0.7%	0	0%
ISLE OF MAN (DLP)	Wood Recycling	24	17%	17.6	12.4%	15.7	15.2%
	Off-site (Energy Recovery Plant)	114.8	81.2%	117	82.4%	86	83%
	On-site (baled polythene)	2.5	1.8%	7.5	5.3%	1.9	1.8%

MAXIMISING WATER EFFICIENCY

(GRI 303)

We're committed to reducing water within our operations and supporting our communities with innovative, water-efficient products to help conserve water.

We have reduced water usage by 21% since 2021 at our head offices in Droitwich Spa, with plans for continued reduction through educating colleagues on water conservation.

The total water consumption for AKW in Droitwich Spa and DLP Limited on the Isle of Man was 976m³.

WATER-SAVING PRODUCTS

We're highly invested in the development of bathroom products that promote water saving to enable customers who are environmentally conscious or looking to reduce utility bills to make more informed decisions. We have several products within our portfolio which aim to promote water-saving initiatives.

Our electric shower range includes eco-settings for water and energy conservation, alongside an automatic shutdown feature to prevent overuse. Our low-flow toilets and shower heads maintain user experience while significantly reducing water use, supporting conservation and lowering utility costs.

WATER & ENERGY COST SAVING GUIDE

Launched in 2022, the guide provided interesting statistics about water and energy consumption in the home, and offered tips to help educate households, landlords, housing associations and specifiers about how to save money on utility bills and reduce our environmental impact over time.





RE PROUD UNICEF
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 ces and opportunities
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 eard and to feel valued

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MAKING LIFE BETTER FOR OUR COMMUNITIES

MAKING LIFE BETTER FOR OUR COMMUNITIES



CHARITY PARTNERSHIPS & INITIATIVES

(GRI 413)

We are deeply committed to supporting our communities where ultimately, we aim to make life better for as many people as possible.

When setting out to find charity partners to collaborate with, it's important we find charities which align with our values and give back to the people who use AKW products.

WARRINGTON DISABILITY PARTNERSHIP



Since 2022 we have proudly partnered with Warrington Disability Partnership (WDP), a user-led charity dedicated to improving the lives of disabled individuals, their families, and carers across England and Wales.

WDP's mission to promote independent living through peer counselling, access to equipment, education, transport and employment resonated strongly with our organisational ethos. Our partnership is guided by WDP's needs, allowing us to support their various initiatives and provide assistance when and where it matters most.

Key contributions to date include sponsoring WDP's Disability Awareness Day. Held annually within the grounds of Walton Hall and Gardens in Warrington, this event stands as the world's largest not-for-profit, volunteer-led disability exhibition. By sponsoring and participating in this unique gathering, we have been able to support WDP in raising awareness and promoting inclusion within the disabled community.



MAKING LIFE BETTER FOR OUR COMMUNITIES



Our collaboration has also extended to fundraising initiatives, such as hosting two annual charity golf days, which have collectively raised over £15,000.

These funds have supported WDP with hosting their much-loved Santa's Grotto Fundraiser, which offers a fully accessible festive experience for local families. Additionally, the funds have also contributed towards the purchase of a fully accessible static caravan which will be utilised as a sustainable revenue stream for the charity.

Beyond financial contributions, we have proudly donated over £371,000 worth of AKW product to WDP. These items are sold through WDP's Disability Trading Company, a social enterprise which reinvests profits into the charity's unfunded services. This circular model ensures that surplus or discontinued products gain extended life cycles while directly benefitting those in need, aligning with our commitment to environmental sustainability.

Our colleagues have also contributed hands-on support, volunteering at WDP's Disability Awareness Day and Santa's Grotto events, where they got in the festive spirit as workshop elves. These efforts highlight our dedication not only to financial aid, but also to creating personal connections and uplifting community spirit.

Looking ahead, we are excited about our plans for 2025 and beyond; together with WDP, we aim to amplify our impact, delivering even greater social value and supporting initiatives that leave a lasting positive legacy in the communities we serve.



BLACKPOOL COASTAL HOUSING



We are excited to have recently partnered with Blackpool Coastal Housing where we have made a monetary donation and assisted with a Helping Hands volunteering project.

At the end of 2024, we made a donation to the BCH team which enabled them to purchase birthday presents for some of their tenants who have previously been in care.

Three AKW volunteers also supported BCH's Positive Transitions pathway service which supports care leavers with finding and arranging new tenancies. Three members of our Sales division spent their working day painting and wallpapering a flat for a new tenant, with BCH encouraging the tenant to choose their favourite colours and patterns to help them feel more at home.

In 2025, we will support BCH by providing outdoor clothing and shoes for tenants who often take part in outdoor activities as a community; this will be a much-needed resource and enable them to participate in activities which promote positive well-being.



SANCTUARY HOUSING



We're proud to support our customer, Sanctuary Housing, by delivering impactful social value across their care homes and the wider community.

As part of this partnership, AKW joined Sanctuary's 'Match My Project' platform, an innovative online tool that connects community organisations in need of resources with businesses that can offer support.

Our primary support to Sanctuary Care is through our Helping Hands Volunteering Scheme, with colleagues regularly volunteering at Sanctuary care facilities throughout the UK.

A key highlight are our annual festive fun days, which have taken place at homes in Worcester, Droitwich Spa, Iffley and Cheltenham since 2023. Activities include gingerbread house decorating, greetings card making, puzzles and festive quizzes which help to bringing seasonal fun and connection to residents and staff alike.

In addition, we hosted a Pancake Party with colleagues assisting care home staff in preparing and serving pancakes on Shrove Tuesday which was another great opportunity to engage with residents and spread some joy.

Through our partnership, we have also supported the Worcester Snoezelen Project, one of Sanctuary's charity partners and donated several new grab rails for installation in their accessible bathrooms in 2024.



FUNDRAISING & PRODUCT DONATIONS

As a manufacturer of accessible bathrooms, kitchens and mobility aids, we feel that it's our responsibility to go beyond serving just our customers with products that will help them live more independently, by donating products to communities who are in need.

AKW Accessible Kitchen Donated to Band of Builders for 'Chris' Project - In 2023 we had the pleasure of donating a bespoke accessible kitchen to Band of Builders, a charity who partner with industry leaders to provide construction workers and their families with practical, financial and well-being support in their hour of need.

Prior to the project, former builder and father of seven, Chris, was diagnosed with an aggressive form of spinal MS and subsequently struggled to navigate the kitchen and had several falls when trying to use his oven. The Band of Builders team generously remodelled Chris' kitchen to make it accessible and wheelchair friendly.

AKW donated a brand-new, bespoke accessible kitchen worth approximately £20,000 which included an ActivMotion Rise & Fall worktop that housed an electric hob and sink, an oven with greater accessibility, and pull-down baskets and pull-out larder cupboards which make it easier for Chris to reach items he needs to prepare meals for his family.

The week-long project saw carpenters, plasterers, electricians, floor-layers, tilers and plumbers volunteer their time and tools to give Chris a kitchen which he can safely move around and cook for his family in. Projects such as this one reinforce our commitment to continuously make life better for as many people as possible.



MAKING LIFE BETTER FOR OUR COMMUNITIES



Product Donations for Warrington Disability Partnership - Since 2022, AKW have been proudly partnered with Warrington Disability Partnership and have donated more than £300,000 worth of AKW products to WDP's social enterprise - The Disability Trading Company. These products are sold on with all profits reinvested in the charity, further supporting their mission.

Riser Chair Donated to Age UK, Doncaster - Following a day spent volunteering with the Age UK Dementia Day Centre in Doncaster, AKW identified that the centre needed a riser armchair to make sitting and standing not only more comfortable for visiting clients, but easier and safer too.

We reached out to local mobility specialists Clark & Partners to see if they could assist in sourcing a chair for this more than worthy cause. The Sheffield-based team kindly agreed to supply a riser armchair from their collection which was subsequently donated to the centre on behalf of AKW, meaning that visiting clients can now sit in comfort.

Amy's Accessible, Stylish Showering Aids - Amy, who is in her 30s, was involved in an accident that caused her to be paralysed from the waist down, meaning her entire way of life has subsequently changed.

To help her to shower independently, AKW donated an Onyx Shower Seat and chrome-finished Grab Rails which Amy picked out herself and were installed in her new accessible wet room.

The contemporary design of these products was primary the reason behind her choice, as they prevent her new wet room from appearing overly cold or clinical, while still offering her the high level of functionality and safety elements she needs to be able to shower independently.



HELPING HANDS VOLUNTEERING SCHEME

At the end of 2022 we launched the Helping Hands Volunteering Scheme, which offers 300 volunteering days per year across the Group for colleagues to volunteer as part of their employment.

To date, we have been involved in a diverse range of projects, such as hosting Christmas parties for care home residents, assisting with animal care, supporting construction work, and sorting through charity shop donations.

We actively seek out opportunities to give back to the people who use AKW products, such as care homes, facilities and charities that work with people with disabilities, but we also encourage colleagues to give back and support causes which are personally important to them.

Our quarterly Social Committee meeting and Volunteering Scheme request form gives colleagues the opportunity to request support for new charities and get involved with a variety of projects as part of their employment.

By December 2024, AKW and DLP colleagues spent 152.5 days volunteering at meaningful projects with many more in the pipeline for 2025, and commitment across the Group to work hard to increase this figure in future years.

AKW Helping Hands
Volunteering makes a difference



AKW & DLP VOLUNTEERING PROJECTS:

Archallagan Trail Park, IOM - Twenty DLP colleagues laid 10 tonnes of stone along trails, with fourteen colleagues later returning to help groundskeepers clear bushes and overgrown land to build a new nature trail.

St. Richard's Hospice, Worcester - Three AKW colleagues spent a day sorting through donations at their warehouse, ready for restocking in regional charity shop branches.

Petty Pool Vocational College & Outdoor Centre, Cheshire - Eight AKW colleagues helped students with learning disabilities and difficulties build bird houses, and they assisted the maintenance team with painting fences throughout the grounds.

Wildgoose Rural Training & Nature Reserve, Worcestershire - Four AKW colleagues enjoyed hands-on animal care, helping students with cutting back greenery to clear a public walkway, repotting plants, making bio-degradable plant pots, and taking part in a wood-working session with students making decorative mirrors.

Curragh's Wildlife Park, IOM - Eleven DLP colleagues dismantled an existing indoor play frame for the resident Macaques, before installing a brand-new frame and play equipment for the primates. The team also donated materials to be repurposed into tabletops and feeding tables.



MAKING LIFE BETTER FOR OUR COMMUNITIES



Isle of Man Children's Centre, IOM - Ten colleagues from DLP constructed a boardwalk and installed a new door for the Centre's roundhouse building. Six team members later returned to the centre where they spent a day repairing an essential polytunnel and assisting with other tasks around the site.

Sanctuary Care, Worcestershire - Sixteen AKW colleagues visited three local care facilities in 2023, where they spent time befriending the residents while making greetings cards, building gingerbread houses and hosting a festive quiz, with a second group of volunteers returning to two more facilities the following Christmas.

Age UK Dementia Day Centres, Doncaster & Gateshead - Four AKW colleagues played sports with visiting clients, helped them take part in various arts & crafts activities, assisted carers with serving beverages, and befriended clients to learn more about their lives.

Moving Forward Project, Westlands Community Centre, Droitwich Spa - Six AKW colleagues manned the refreshments stall at a family fun day which allowed the event's organisers to focus on spending time catching up with local residents.

Worcestershire Animal Rescue Shelter, Malvern - Eight AKW colleagues helped with the building of a memorial garden used to walk the resident dogs in their care, and assisted staff with taking care of the animals by walking, feeding and cleaning out kennels.

Blackpool Coastal Housing - Three AKW colleagues supported BCH's Positive Transitions pathway service by helping to wallpaper and paint a property in a style chosen by the new tenant who has recently left care.



SUPPORTING CHARITIES & GOOD CAUSES

We work hard throughout the year to organise a broad range of internal and external fundraisers which aim to help as many charities as possible.

DONATIONS TO FOOD BANKS

To help those who need it most, AKW operate all-year-round food bank collection points at all head office locations, with DLP also arranging an annual Christmas Food Bank collection for the Isle of Man Food Bank.

Colleagues who are able are encouraged to give dried, canned or long-life food items, along with sanitary and hygiene products, which are then donated to a local food bank at regular intervals.

Several boxes have been collected so far and we're very grateful to colleagues who give generously to those in crisis.

CHARITY GOLF EVENTS

Since 2022, we have supported Warrington Disability Partnership with the organising, promoting and hosting of their annual Charity Golf Day which have successfully raised over £15,000 for the charity, with a third event planned for summer 2025.

In 2024, DLP supported the Lions Club of the Isle of Man and took part in the Lion Fleet Simpson's Memorial Trophy Golf Tournament, with all proceeds used to support to the Lions Club Charity initiative.



MAKING LIFE BETTER FOR OUR COMMUNITIES



ANNUAL EASTER EGG APPEAL

Colleagues from across AKW and DLP have annually collected and distributed Easter Eggs to a variety of local good causes, with 1,100 chocolate treats donated to 15 fantastic charities, care providers and hospitals since 2022.

The recipients so far have been:

- + Riverbank children's ward at Worcester Hospital
- + Acorns Children's Hospice in Worcester
- + New Hope Children's Charity for children with complex healthcare needs in Worcester
- + Arley House in Stourport-on-Severn for residents living with dementia
- + Westmead Residential Care Home in Droitwich Spa for residents living with dementia
- + Juniper House Residential Care Home for residents living with dementia
- + Worcester Snoezelen
- + Nineveh Ridge Care Farm in Kidderminster
- + Droitwich Spa Food Bank
- + Children's ward at Leighton Hospital in Crewe
- + Acorn Hollow Care Home in Northwich
- + Isle of Man Food Bank



CHARITY RAFFLES

In 2023, AKW took part in the High Sheriff of Worcestershire's Challenge which tasked us with fundraising £1,000 in aid of vulnerable children and young people living in our region.

Through organising an internal colleague raffle, we raised £1,135, a feat achieved with support from our suppliers and customers, who generously provided a variety of prizes. AKW then increased the donation to £2,000, with representatives presented with an award to acknowledge and thank us for our contribution.

The following year we held a second raffle, through which we raised £1,500 which was split equally between Cancer Research UK and Acorn's Children's Hospice in Worcester, causes voted for by AKW colleagues.

COFFEE MORNINGS & SEASONAL 'BAKE OFF' EVENTS

We have held a 'Festive Bake Off' and a 'Spring Bake Off' where all funds made have gone on to support Acorn's Children's Hospice and Dementia UK.

In 2023, AKW held a Festive Bake Off in aid of Acorns Children's Hospice in Worcester, with colleagues invited to bring in homemade bakes for blind judging by peers who donated to sample the treats on offer.

Over £130 was raised, with a Spring Bake Off then held in 2024 in aid of Dementia UK's Time for a Cuppa campaign. This time £174 was raised, with future events planned for 2025.

Every September colleagues across AKW and DLP also take part in Macmillan's annual Coffee Morning, with over £1,365 raised since 2022.



PRETTY MUDDY 5K RACE FOR LIFE

Since 2022, forty colleagues have raised over £8,800 for Cancer Research UK by braving the Pretty Muddy 5K Race for Life at Worcester Racecourse and Tatton Park, in which they must run, walk or jog a 5km track and master a series of grubby obstacles along the way.

CHARITY QUIZZES & FUNDRAISERS

In 2022 and 2023, AKW colleagues raised over £500 for Dementia UK by organising three charity pub quiz nights and a Grand National Sweepstake.

We also hold multiple charity dress-down days each year and take part in Save the Children UK's annual Christmas Jumper Day campaign, with colleagues across AKW and DLP donning their most fabulous festive outfits.

SPORT SPONSORSHIP

We aim to support our communities as diversely as possible and are proud to support a football team, rugby team and support training sessions of Goalball.

- + Conway Borough FC Juniors
- + Chippenham RFC; AKW sponsor player and colleague Sam Tingey
- + South Wales Goalball Venue Hire – the team's main cost is venue hire as it requires a complex tactile court, extra time is needed to set up the court and take it down which means there are high venue costs per hire



SOCIAL VALUE REBATES

Commercial Foundation - www.commercialfoundation.co.uk

Established in 2015, the Commercial Foundation provides opportunities to young adults aged between 16-25 who've experienced barriers to finding work, or accessing education or training.

The Foundation's #NoLimits programme helps broaden skills, build confidence and develop self-esteem, by providing real-time, on-the-job work experience at their digital print studio. Volunteers gain experience producing high-quality digital print products and merchandise, and fulfilling orders from a range of clients – including us at AKW.

More than 130 young adults have volunteered so far, and more than 95% have found employment or accessed further training and education since.

Aster Foundation - www.aster.co.uk/corporate/about-us

AKW supports the Aster foundation through social value rebates, the foundation supports its communities through delivering short-term initiatives and longer-term impact programmes which focus on the bigger causes and effects of poverty, including mental wellness and social connectivity, removing barriers to employment, and improving financial exclusivity.

Mears Foundation - www.themearsfoundation.org.uk/about-us

The Mears Foundation is the independent charitable arm of Mears Group and supports its communities through providing tools and resources needed to become stronger and more self-sufficient.

AKW are a friend of the foundation which means we support the foundation financially.





METHODOLOGY & AUDIT

(GRI 2-3)

This report has been prepared in accordance with the GRI Standards and reflects AKW's commitment to transparent and responsible reporting. It covers the financial year from 1st January - 31st December 2024.

The reporting scope aligns with the Group's financial consolidation perimeter, as set out in the Articles of Association. Data has been collected from primary sources where possible and reviewed by relevant department heads to ensure accuracy and completeness.

The report includes data regarding AKW in Droitwich Spa and DLP on the Isle of Man. We have not included AKW in Middlewich (Contour Showers Ltd) within the reporting scope due to its recent acquisition and operational move during 2024.

The Sustainability Manager led the preparation of this report with input from Marketing and key departments including HR, Health & Safety, Quality Control, Procurement, Finance, IT, and Compliance. Data collection combined centralised systems, environmental software, Sedex reporting and manual processes.

An internal review was conducted to verify the integrity of the information presented. This report forms a baseline for future reporting cycles and potential external assurance.

CHALLENGES & LIMITATIONS

As AKW's first sustainability report, several limitations and areas for future improvement were identified:

Scope of Reporting - In 2022, AKW acquired Contour Showers Ltd and relocated operations to a new site in Middlewich during 2024. As this facility only opened during the reporting year, limited environmental data was available and has therefore been excluded from the scope of this report.

AKW International has also been excluded from the 2024 report due to insufficient data availability.

Data Availability for GHG Emissions - Due to low market maturity, only a small number of suppliers were able to provide greenhouse gas (GHG) emissions data.

We have taken a scaled-up approach to some colleague survey data due to low response rates.

In 2022 and 2023, we had not yet commenced reporting on any Scope 3 emissions. To provide a benchmark, we have retrospectively estimated Scope 3 data for those years based on partial data collected in 2024, supported by reasonable assumptions relating to operational output, transport activity and business growth.

Reporting & Data Collection - This report was written by the Sustainability Manager, with collaboration across key departments.

Each section was reviewed by the relevant departmental manager to ensure accuracy and completeness.



KPI TABLES

KPI TABLES



INDICATOR	2022	2023	2024	2025 TARGET
 COMMUNITY SUPPORT				
Volunteering Days	4	71	80	25+%
Monetary Donations	-	-	£30,746.73	5+%
Charities & Causes Supported	-	16	31	5+%
Value of Products Donated	-	-	£439,858.12	No Target

INDICATOR	2022	2023	2024	2025 TARGET
 PEOPLE				
Colleagues	263	276	253	No Target
Voluntary Attrition Rate	19%	11%	11%	10%
Average Training Hours Completed Per Colleague	-	-	5.2	7

KPI TABLES



INDICATOR	2022	2023	2024	2025 TARGET
 DIVERSITY, EQUITY & INCLUSION				
Women in Management (%)	-	26%	27%	28%
Colleagues Trained in DE&I (%)	1%	12%	100%	100%
Confirmed Cases of Discrimination and Harrassment	0	1	0	0
Colleagues Trained in Anti-Discrimination and Harassment (%)	1%	1%	100%	100%

KPI TABLES



INDICATOR	2022	2023	2024	2025 TARGET
 HEALTH & SAFETY				
Colleagues Trained in Health & Safety * (%)	0%	0%	100%	100%
Accidents / Incidents **	104	206	90	20% ↓
Cases of Work-Related Illness	0	0	1	0
Audits on Health & Safety †	2	2	2	2
Sites Certified to ISO 45001 for Health & Safety (%)	100%	100%	100%	100%
Cases of Workplace Stress or Mental-Health Concerns	0	0	1	0
Lost Time Incident Rates (Days Lost)	38	25	98.5	20% ↓

* 100% relates to all employees having some H&S training

** Reportable accidents from 2022-2024 equates to 0.50% (RIDDOR) *Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013*

† 1 x ISO audit & 1 internal overall site audit

KPI TABLES



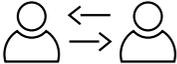
INDICATOR	2022	2023	2024	2040 TARGET	% CHANGE FROM 2023 -2024
 ENVIRONMENTAL					
Total GHG Emissions (TCO2)	1071.3	1406.2	1618.1	No Target	15% ↑
Scope 1 Emissions (TCO2)	45.2	277	296.5	75% ↓	7% ↑
Scope 2 Emissions (TCO2)	42.3	26.9	41.2	75% ↓	54% ↑
Scope 3 Emissions (TCO2) †	983.8	1102.3	1280.4	50% ↓	16% ↑
Energy Consumed from Renewable Sources (%)	58%	57%	30%	80% ↑	47% ↓
Water Consumption (m ³) *	1060	997	976	10% ↓	2% ↓

* DLP water consumption not recorded accurately until 2024, 2022 and 2023 figures are assumptions based on 2024 data.

† Scope 3 emissions for 2022 and 2023 have been estimated using 2024 data as a baseline. The estimates are based on reasonable assumptions regarding operational output, transport activity, and business growth trends.

KPI TABLES



INDICATOR	2022	2023	2024	2025 TARGET
 PROCUREMENT				
Suppliers Who Acknowledged Supplier Code of Conduct (%)	-	-	-	100%
Key Suppliers Who Completed Virtual Audit (%)	-	-	71%	100%
Selected Colleagues Trained in Modern Slavery (%)	-	-	100%	100%
Suppliers Who Completed Onboarding CSR Questionnaire (%)	100%	100%	100%	100%

KPI TABLES



INDICATOR	2022	2023	2024	2025 TARGET
 ETHICS				
Colleagues Trained in Information Security (%)	-	-	100%	100%
Confirmed Corruption and Bribery Breaches	0	0	0	0
Customer Due Diligence (CDD) Compliance Rate (%)	100%	100%	100%	100%
Colleagues Trained in AML Compliance (%)	-	-	100%	100%
Confirmed IT Security Breaches	0	1	0	0



GRI CONTENT INDEX

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
The organisaton and its reporting practices	GRI 2: General Disclosures 2021	2-1 Organisation details	Page 7
		2-2 Entities included in the organisations sustainability reporting	AKW Medi-Care Ltd (Droitwich Spa sites), DLP Limited
		2-3 Reporting period, frequency and contact point	Page 77 Contact: ljones@akw-ltd.co.uk
		2-4 Restatements of information	None
		2-5 External assurance	None
		2-6 Activities value chain and other business relationships	Page 7, Page 17
		2-7 Employees	Page 27

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Governance	GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Page 10
		2-13 Delegation of responsibility for managing impacts	Page 10
		2-16 Communication of critical concerns	<p>AKW Medi-Care Ltd provides multiple channels for raising concerns related to potential or actual violations of our Code of Conduct, internal policies, or applicable laws. Employees, partners, and stakeholders are encouraged to speak up through our confidential reporting methods, available via email. All concerns are reviewed promptly in line with legal requirements and AKW Medi-Care Ltd's formal investigation procedures.</p>

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Strategy, Policies & Procedures	GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Page 10
		2-23 Policy commitments	AKW Medi-Care Ltd publicly discloses its policies on Modern Slavery and Human Trafficking statement.
		2-24 Embedding policy commitments	AKW Medi-Care Ltd publicly discloses its policy on Modern Slavery and Human Trafficking statement.
		2-25 Processes to remediate negative impacts	AKW Medi-Care Ltd publicly discloses its policy on Modern Slavery and Human Trafficking statement, www.akw-ltd.co.uk/modern-slavery-and-human-trafficking-statement/
		2-26 Mechanisms for seeking advice and raising concerns	AKW Holdings Limited group of companies provide clear channels for raising concerns about suspected or actual breaches of policy, the employee handbook, the code of conduct, or legal requirements. Procedures and responsibilities are outlined in our policies. Concerns can be reported to Human Resources, a Line Manager or Supervisor, or the Compliance and Information Security team.
		2-27 Compliance with laws and regulations	Page 22 - 25
		2-28 Membership associations	BMA Member

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Material Topics	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 11
		3-2 List of material topics	Page 12 - 13 (Report Chapter)
		3-3 Management of material topics	Page 11
Corruption	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 21 - 22
		205-2 Communication and training about anti-corruption policies and procedures	Page 22
		205-3 Confirmed incidents of corruption and actions taken	Page 21, Page 84
Energy Consumption & GHGs	GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 49
		302-4 Reduction of energy consumption	Page 49
Water Consumption	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 59

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Energy Consumption & GHGs	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 48
		305-2 Energy indirect (Scope 2) GHG emissions	Page 49
		305-3 Other indirect (Scope 3) GHG emissions	Page 49 - 52
		305-5 Reduction of GHG emissions	Page 49 - 52
Waste	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 55 - 56
		306-2 Management of significant waste-related impacts	Page 55 - 57
		306-3 Waste generated	Page 55 - 58
		306-4 Waste diverted from disposal	Page 55 - 58
		306-5 Waste directed to disposal	Page 55 - 58
Social Dialogue	GRI 402: Labour / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 45

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Employee Health & Safety	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 38 - 42
		403-2 Hazard identification, risk assessment, and incident investigation	Page 39 - 42
		403-3 Occupational health services	Page 43
		403-4 Worker participation, consultation, and communication on occupational health and safety	Page 41 - 43
		403-6 Promotion of worker health	Page 39 - 43
Career Management & Training	GRI 404: Training and Education 2016	403-9 Work-related injuries	Page 40, Page 81
		404-1 Average hours of training per year per employee	Page 30, Page 79
		404-2 Programs for upgrading employee skills and transition assistance programs	Page 29 - 30
Diversity, Equity & Inclusion	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 32
	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 32, Page 80

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Community Support	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 60 - 75
Supply Chain Labour Standards	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 18
		414-2 Negative social impacts in the supply chain and actions taken	Page 18
Information Management & Data Security	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 24 - 25



GENERAL ENQUIRIES

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v1 06/25



GENERAL ENQUIRIES

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