



AKW[®]
Life Made Better

 **DLP**[®] limited

AKW
International

SUSTAINABILITY REPORT 2025

ABOUT THIS REPORT

At AKW, we're 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 with reference to the GRI Standards, using the GRI Content Index to guide and structure sustainability disclosures in line with recognised best practice. 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 all four operational sites: AKW Droitwich, AKW Middlewich, DLP, and AKWI, for the reporting period January to December 2025. The report has been reviewed and approved by AKW's leadership team, reaffirming leadership's commitment to embedding sustainability into the core business strategy. While the report aims to provide transparency across all sites, the depth and availability of data may vary by sustainability topic as measurement processes continue to be enhanced.

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.



£76,378.94

Donated to Support Charities & Causes



64

Charities & Causes Supported



£572,529.23

Worth of Product Donated to Charities & Causes



245.5

Days Colleagues Have Spent Volunteering



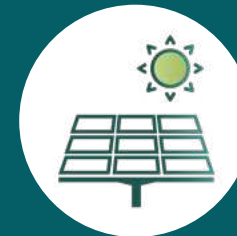
£36,353.00

Spent Paying Colleagues to Volunteer During Work Hours



7.5 Tonnes

Plastic Saved Through Waste Reduction



70%

Electricity from Renewable Sources

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; an 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 a 75% reduction in Scope 3 emissions by 2040
- + Support our customers, people, and communities with the resources needed to thrive
- + Strengthen procurement measures to prioritise supply chain decarbonisation

GOVERNANCE

Sustainability sits at the heart of our business objectives and is embedded in how we make decisions, engage with stakeholders, and build long-term relationships.

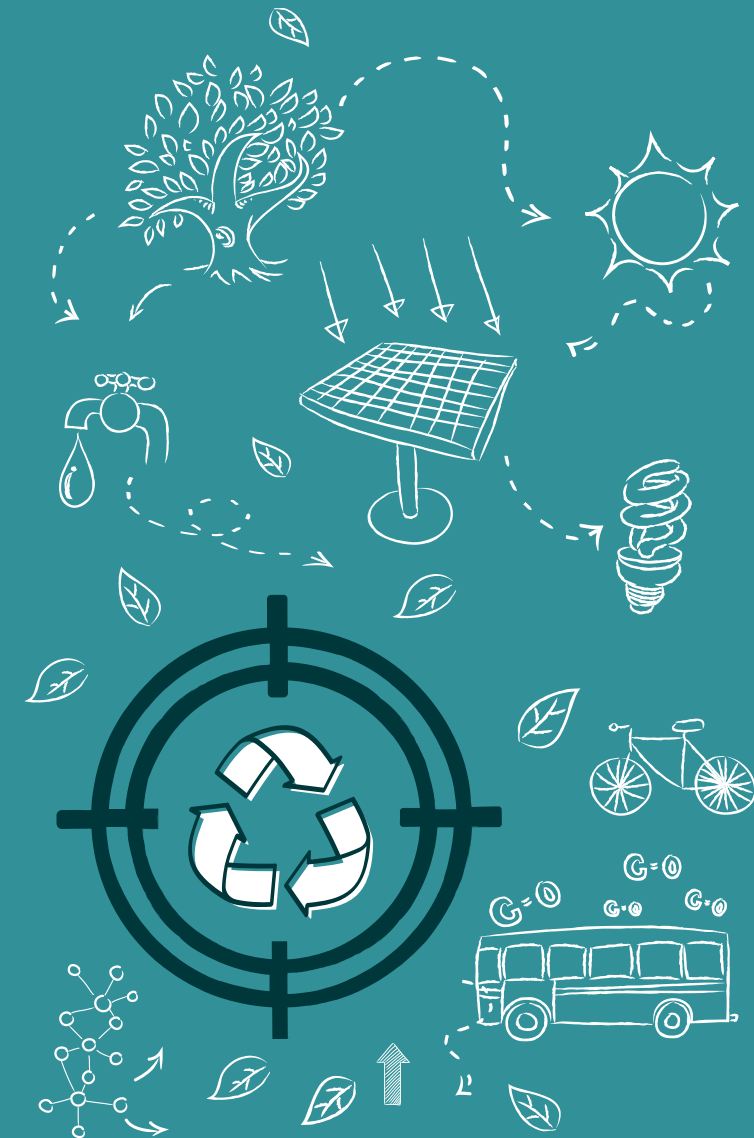
Our Board of Directors provides clear strategic, operational and commercial direction, ensuring alignment with our sustainability ambitions while maintaining effective oversight of risk across the organisation. The Executive Directors, as the organisation's highest governing body, are ultimately

accountable for this direction and for ensuring that governance is applied consistently across all areas of the business.

The Board is structured to maintain an appropriate balance of skills, experience, independence and diversity, enabling well-informed decision-making and effective change. To support this, responsibilities are delegated to specialist committees with relevant expertise, allowing for more focused oversight while strengthening performance, efficiency and organisational resilience.

Board members are appointed through a structured and transparent process, with careful consideration given to professional experience, technical expertise, diversity of background, and a clear commitment to ethical leadership and responsible business practices. This ensures that the Board maintains balanced oversight and remains aligned with the organisation's values and long-term strategic priorities.

New members are identified through a combination of internal succession planning and external search where appropriate. All candidates are assessed against defined criteria, including leadership capability, industry knowledge and relevant experience, to ensure the continued effectiveness and integrity of the Board.

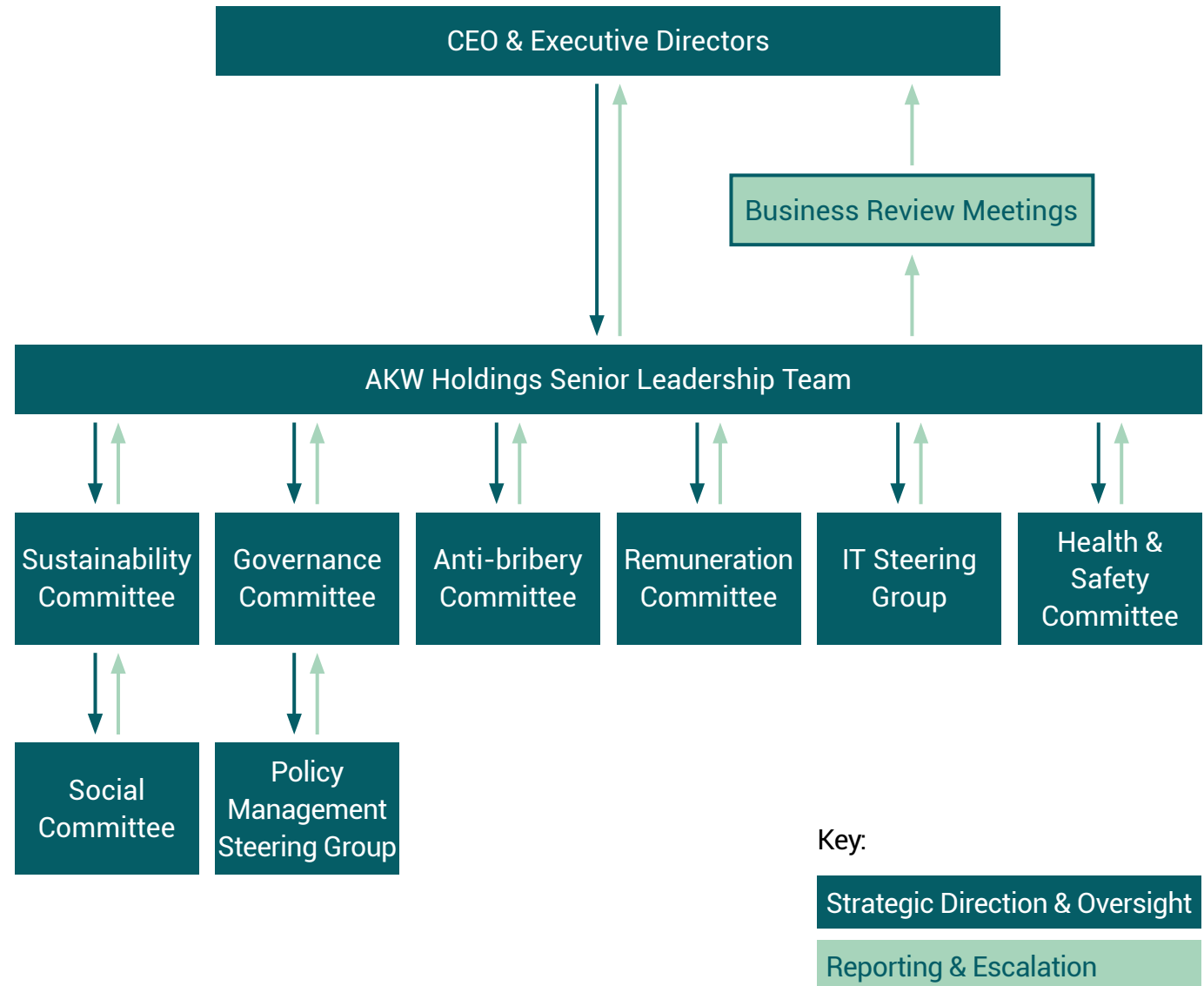


GOVERNANCE STRUCTURE

The CEO and Executive Directors set the organisation's strategic direction and operational priorities. This guidance is communicated across the business directly and through the Senior Leadership Team, who embed it into the day-to-day operations.

Where key areas of focus have been identified, dedicated committees have been established, each sponsored by a senior leader. These sponsors ensure clear, consistent communication between the executive team and committee members, maintaining alignment with Group objectives.

Monthly Business Review Meetings chaired by the CEO provide a structured forum for senior leaders to discuss with the Executive Directors, the key issues, monitor progress and review outcomes arising from committee activities.



MATERIAL TOPICS & RISK FACTORS

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 2025, 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 41
	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 38
	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 47
	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 33
	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 34
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 23
	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 26





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 18
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 51
	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 61
	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 66
	Customer Health & Safety	Product safety concerns, such as faulty fixtures, non-compliant materials, or chemical exposure, could lead to reputation damage, legal action, and customer dissatisfaction.	MAKING LIFE BETTER FOR OUR PLANET , Page 41

ALIGNMENT WITH UN SDGs



THEME	SDG	AKW COMMITMENT	SUMMARY OF TARGET
LABOUR & HUMAN RIGHTS	 <p>10 REDUCED INEQUALITIES</p>	Enhance equality, inclusion and fair opportunity across our organisation and communities	Remain an age-friendly employer and become a Disability Confident Leader by 2027
	 <p>3 GOOD HEALTH AND WELL-BEING</p>	Maintain the highest levels of health and safety across the Group through strong leadership, communication and continuous improvement	Report 0 significant workplace accidents for 2026
FAIR BUSINESS PRACTICES	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	Maintain the highest standards of ethical conduct and business integrity	Report 0 cases of corruption and bribery for 2026
SUSTAINABLE PROCUREMENT	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Work with our suppliers to ensure continuous improvement in sustainable procurement	100% of key suppliers to confirm their awareness and understanding of the Supplier Code of Conduct

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	In 2026, source electricity at DLP from a renewable source, and replace natural gas with bio gas
	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 partnerships and product donation support</p> <p>Leverage social value partnerships to improve quality of life within our communities</p>	<p>Complete 150 volunteering days in 2026</p> <p>Partner with and fundraise for two charities in 2026</p>
	8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustainable economic growth across the Isle of Man and 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.

We therefore recognise that responsible procurement is critical to managing our wider sustainability impacts. We are committed to maintaining a robust and ethical supply chain that delivers high-quality products while upholding high standards of social responsibility, environmental performance and regulatory compliance.

OUR SUPPLY CHAIN

Our operations comprise office-based environments, warehouses and manufacturing sites.

DLP, located in the Isle of Man, designs and manufactures some of our products on site and includes the machinery and equipment required to support these activities.

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

The AKWI site is used solely as an office facility.

SUSTAINABLE PROCUREMENT POLICY

Our Sustainable Procurement Policy sets out the Group's commitment to actively managing its social and environmental impacts, while promoting fairness, equality, and ethical behaviour across our supply chain. The policy underpins our approach to responsible sourcing and reflects our ambition to build transparent, resilient and traceable supply chains.

Key environmental considerations include prioritising renewable energy solutions and applying circular economy principles to optimise resource efficiency and reduce waste. Through strategic procurement decisions, we seek to minimise the consumption of primary resources and favour materials and services with lower environmental impacts.

To strengthen oversight and accountability, a governance panel and policy management framework will be introduced in 2026. This framework

will provide additional assurance that appropriate initiatives are in place, being monitored effectively and align with our sustainability objectives.

Proactive risk management and the implementation of sustainable procurement initiatives enable us to offer our customers confidence that they are working with a responsible supplier committed to transparency throughout its supply chain.

In 2024, the Group set a target to train 100% of buyers on Modern Slavery by 2026. This target was achieved ahead of schedule in 2025. Modern Slavery training is mandatory for all buyers and is refreshed annually to ensure ongoing relevance, awareness and effectiveness.

SUPPLIER CODE OF CONDUCT

We recognise that the purchasing of raw materials and products from overseas represents the largest proportion of our carbon emissions. As a result, our supply chain plays a central role in our decarbonisation strategy. We are committed to reducing Scope 3 emissions by 75% by 2040, relative to 2021 levels, which includes emissions associated with our supply chain.

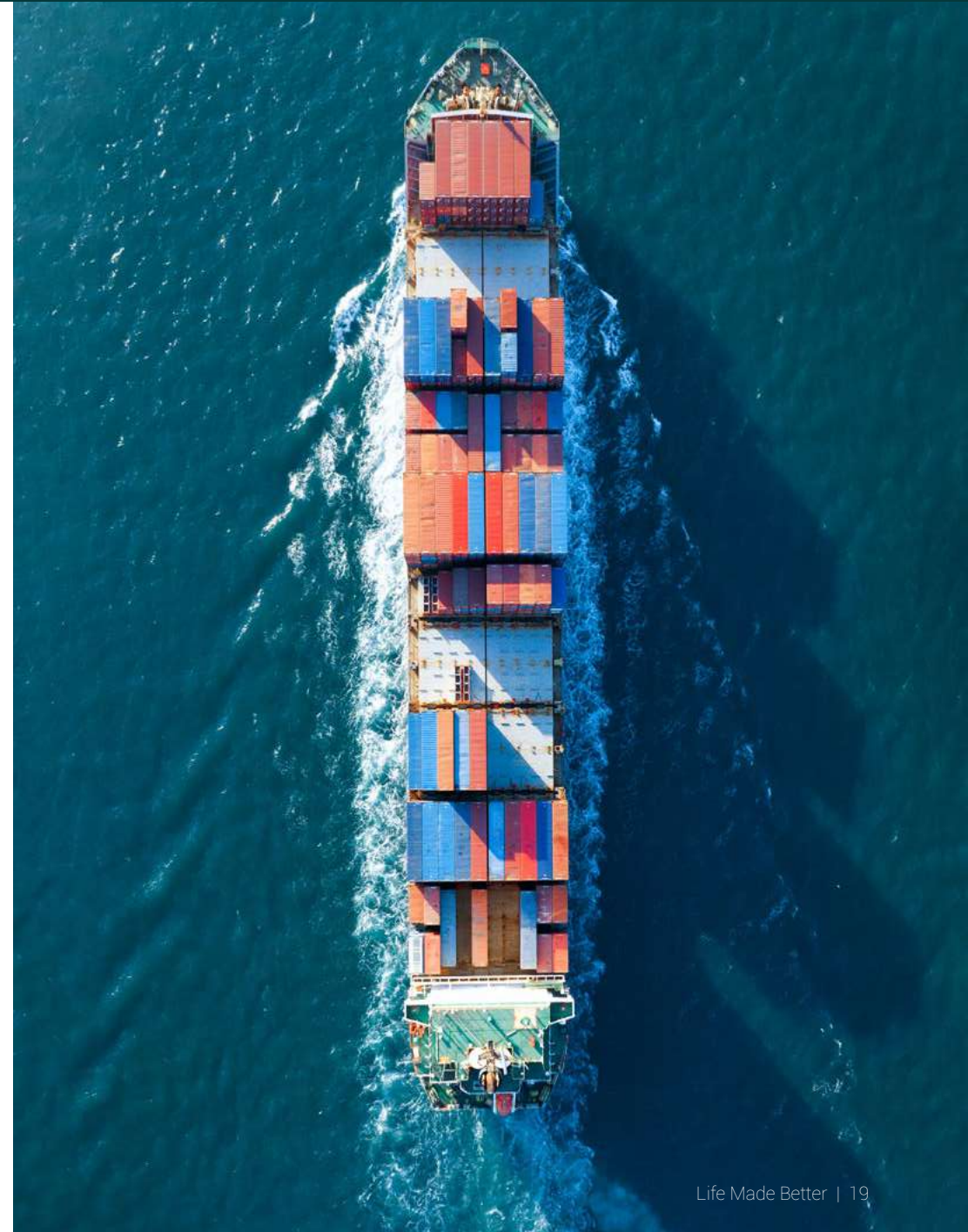
In 2025, we rolled out our Supplier Code of Conduct to our top 20 key suppliers who have the greatest impact on our supply chain.

Following this rollout, we achieved our target of 100% of key suppliers formally acknowledging the Supplier Code of Conduct.

The Supplier Code of Conduct is reviewed annually to ensure it remains ambitious, current and fully aligned with our company values. Updated versions are issued to key suppliers each year for acknowledgement.

The Code sets clear expectations for suppliers to comply with all applicable laws and regulations in the countries in which they operate.

By the end of 2026, 100% of key suppliers will confirm their awareness and understanding of the Supplier Code of Conduct requirements, further strengthening alignment and accountability across the supply chain.



SEDEX CSR ASSESSMENTS

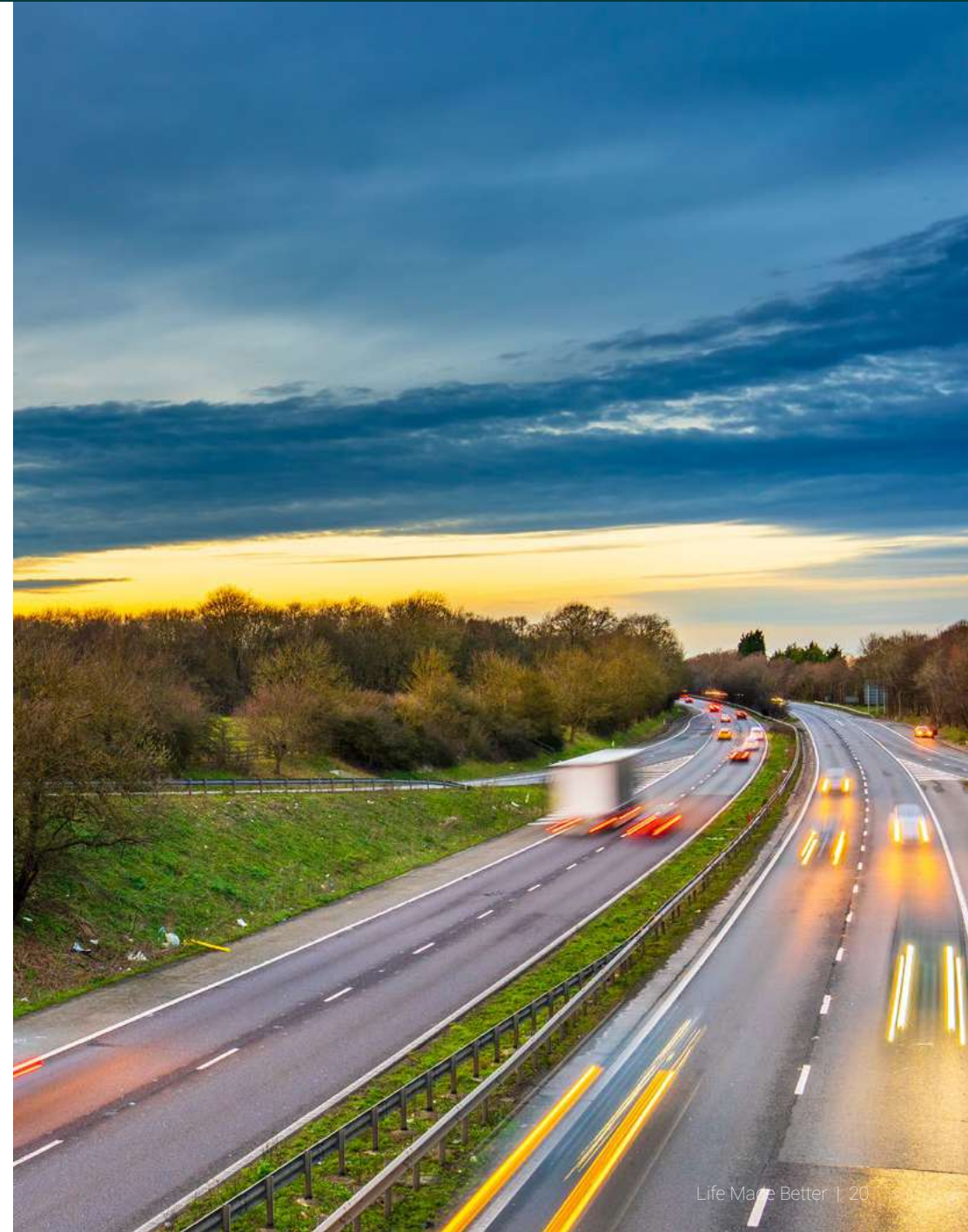
To enhance our supplier due diligence processes, all potential suppliers are required to complete third-party audits conducted through SEDEX (Supplier Ethical Data Exchange), a globally recognised platform for sharing ethical supply chain data.

SEDEX audits assess a wide range of environmental and social factors, including labour standards, environmental performance and business ethics. Audit outcomes are monitored by the procurement team to identify potential risks and opportunities for improvement.

In 2025, 100% of key suppliers completed a SEDEX assessment. By the end of 2026, SEDEX risk ratings for 100% of key suppliers will be reviewed internally, with any high-risk issues documented and prioritised for action.

Where appropriate, on-site supplier visits may be undertaken to verify compliance with environmental and labour standards.

Supplier vetting and appraisal is an ongoing process, supported by continuous monitoring and periodic reassessment to ensure alignment with our ethical and sustainability standards.



SUPPLY CHAIN DECARBONISATION

As a manufacturer of accessible bathrooms, kitchens and daily living products, we recognise that purchased goods and services represent the largest proportion of our carbon footprint. Reducing emissions across our supply chain is therefore a critical focus of our decarbonisation strategy.

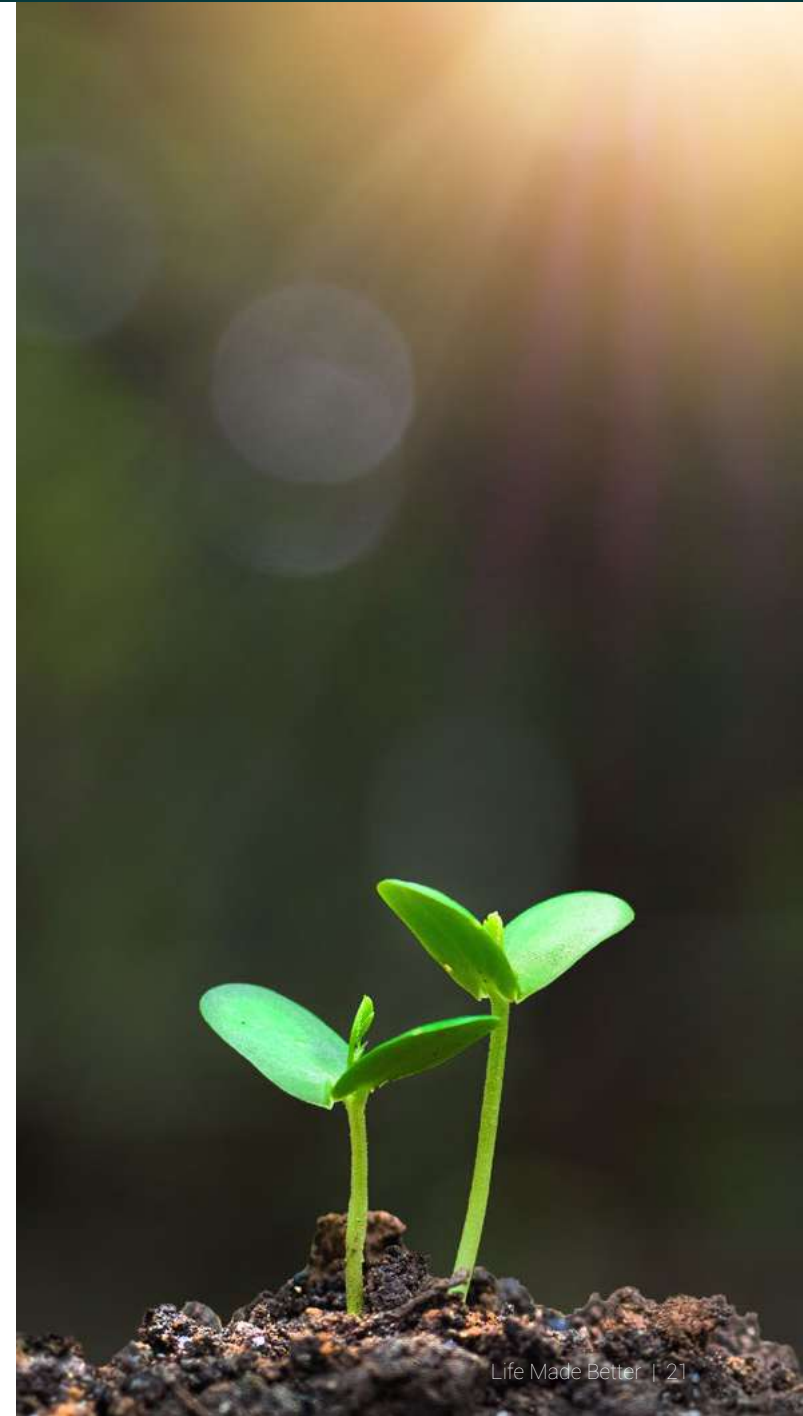
We continue to calculate and refine our Scope 3 emissions associated with the procurement of goods and services, improving data quality and coverage year on year. In recognition of the scale of these emissions, we have set a long-term target to achieve a 75% reduction in Scope 3 emissions by 2040.

Progress towards this target is underpinned by close collaboration with our supply base. Suppliers are actively engaged in identifying and delivering incremental improvements in carbon performance, aligned with evolving government policy and regulatory requirements.

Supplier partnerships play a key role in delivering tangible emissions reductions. Notably, our collaboration with XPO Logistics has supported the introduction of 40 new delivery vans, which operate more efficiently than the previous fleet and

have contributed to lower downstream transport emissions. XPO continues to expand its use of electric vehicles and increase the adoption of more sustainable materials, further reducing the overall carbon footprint associated with our products.

To strengthen transparency and data accuracy, in 2025 we introduced a carbon data capture form for our top 20 suppliers by spend. Suppliers were requested to provide information on the greenhouse gas emissions associated with the production and delivery of goods supplied to the Group. For 2026, we have set a target to obtain data from at least 50% of the suppliers approached, with follow-up actions in place for non-responses to drive continued engagement and improvement.





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

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 2025, 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

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 2025, 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 2025, we carried out our annual 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 2025, 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 2025, 100% of our key suppliers completed a Sedex audit. Our 2026 target will be for our key suppliers to renew this questionnaire to ensure any new risk is recorded.

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 2025, 100% of selected colleagues renewed their modern slavery training compliance, and we have set a target of 100% of management and selected departments completing refresher training in 2026.

INFORMATION SECURITY

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.

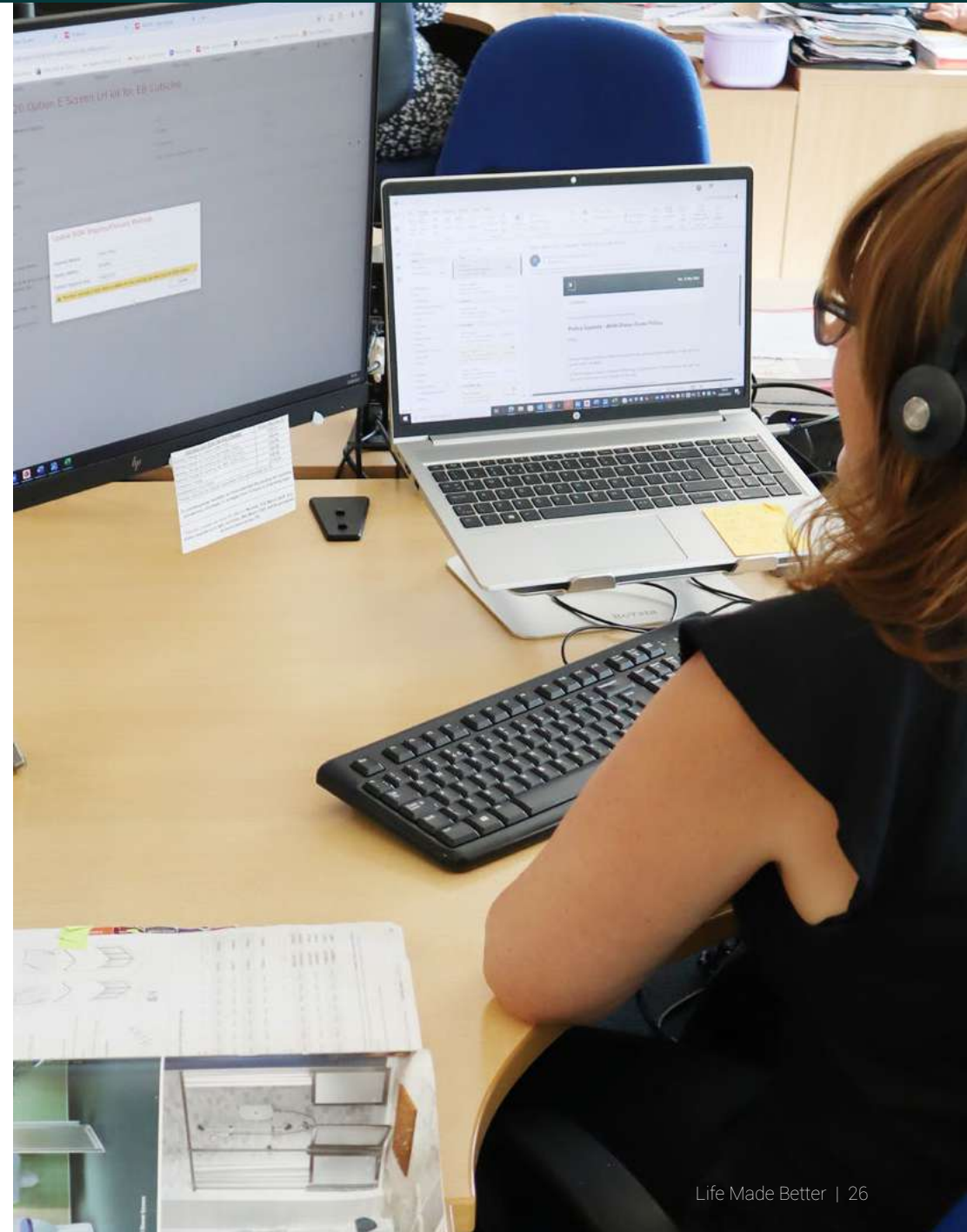
We have established a strong security framework and measures to ensure we can mitigate any threats including cyber-attacks and data breaches.

In 2025, 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 2025, 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 2026.



CYBER ESSENTIALS SCHEME

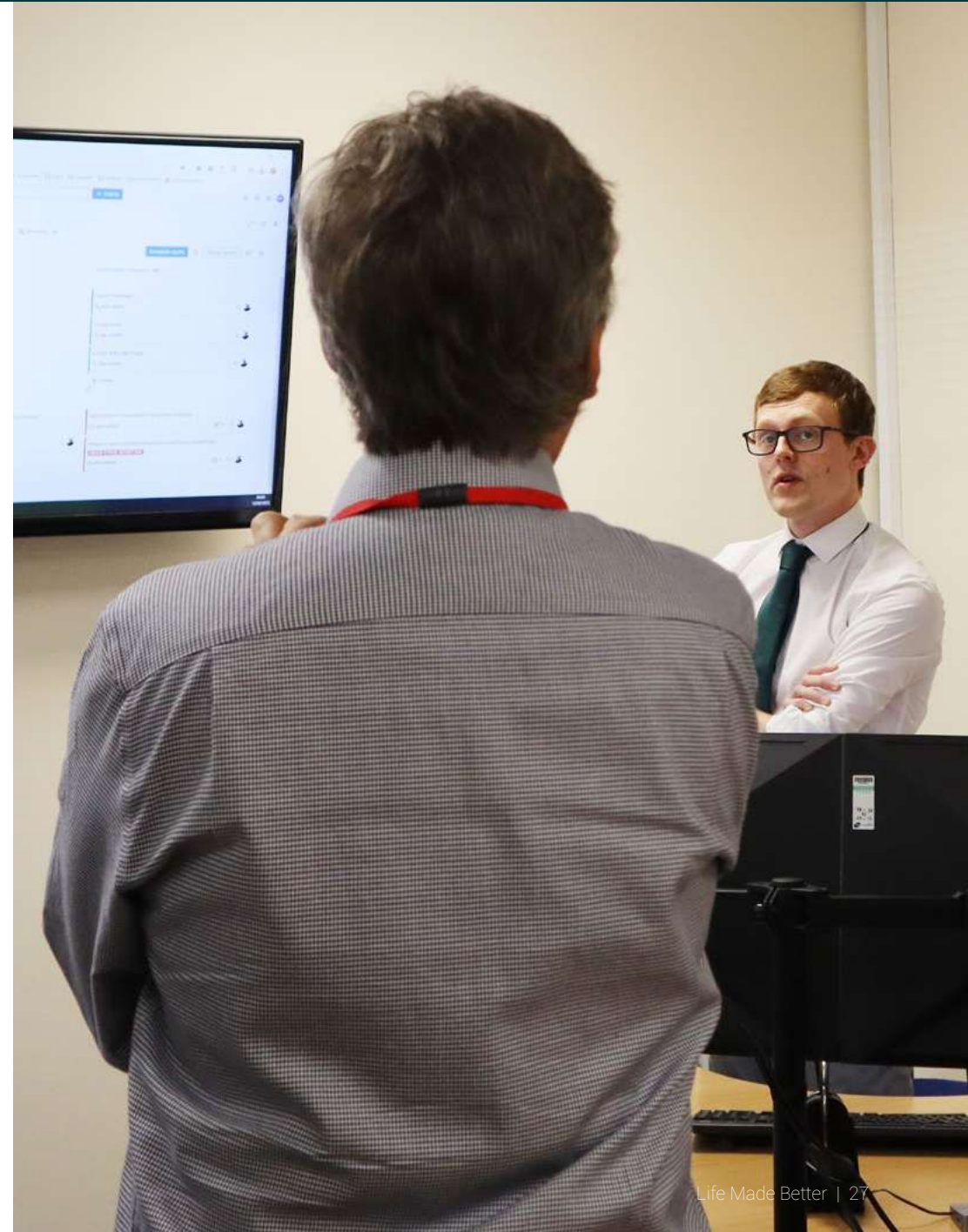
AKW and DLP comply with the Cyber Essentials Scheme which is a UK government-backed scheme designed to put effective technical controls in place to protect against common cyber-attacks, which helps us reduce our risk of common cyber-attacks through enhancing security and demonstrates our commitment to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



**Total Number of
Colleagues
(as of 31/12/2025):**

291

WORKFORCE IN NUMBERS

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

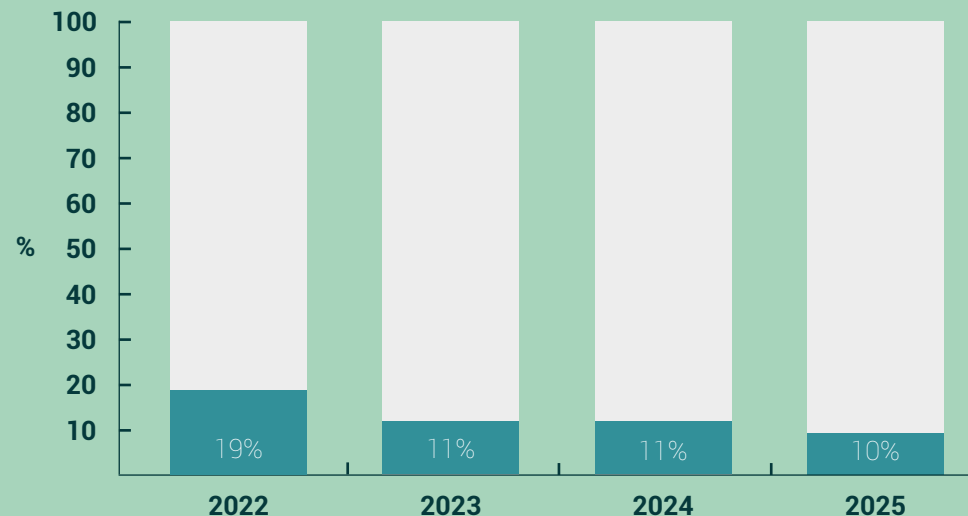
In 2025, AKW's recorded workforce was 291 colleagues, which represents an increase of 38 people or 15% compared to 2024.

VOLUNTARY ATTRITION RATE

In 2025, our voluntary attrition rate for the Group was 10%. This has stayed at a similar low level to previous years and is a downward trend from 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.



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.

- ✓ **Objective Setting Conversations** - Introduced in 2025 for senior individuals with leadership responsibility, the aim of these conversations is to provide structure to support the organisation's strategic plan. In 2026, we are aiming for objective setting to be applied to 100% of colleagues.
- ✓ **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** - In 2025, work was undertaken to upgrade our recruitment platform, designed to offer improved access for all candidates. The new platform will launch in 2026.

To support bias reduction, we include a statement in every job listing and offer special assistance for those who need it.

As part of our commitment to equitable employment practices, we operate an anonymised recruitment process at the initial stages of hiring.

Recruiting managers do not have access to candidates' personal details during early screening. Instead, applications are assessed solely on relevant experience, qualifications, and skills. By removing identifying information at this stage, we reduce the potential for unconscious bias and ensure decisions are based purely on merit.

This approach helps to:

- + Promote fairness and equal opportunity
- + Remove barriers that may disadvantage candidates from underrepresented groups
- + Strengthen diversity within our talent pipeline
- + Build trust and transparency in our recruitment practices



☑ **Training** - In 2025, all interviewers received training on the topic of inclusive hiring and the reduction of unconscious bias.

Every year all colleagues complete equality and diversity training. This helps create a workplace where all of our team feel valued and respected, leading to higher levels of engagement, motivation and overall job satisfaction.

☑ **Age-Friendly Employer** - This pledge affirms 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.

We offer IT skills training to all colleagues to help them to keep up to date with evolving technology which is one way we support an inclusive and multi-generational workforce.

☑ **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 striving to become Disability Confident Leaders which is the highest level that can be achieved.

As part of this project, we held Disability Confident training for Managers in 2025, with a second session planned for 2026. Our aim is to become a Disability Confident Leader by 2027.



ENHANCING TALENT

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 2025, 100% of AKW colleagues completed mandatory training modules, with specific departments completing training relevant to their roles, this includes the Finance department who completed Preventing Money Laundering Essential and Preventing Bribery in

Business modules, and Surveyors, who completed Asbestos Awareness training.

In 2025, colleagues completed an average of 5.3 hours of training per person which included optional training courses.

In 2025, 6.4% of colleagues completed training on modern slavery.

- ✓ **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.

We are committed to the development and growth of our people and are creating a pipeline of talent within the next 12 months, with structured training to enhance the organisation's ability to adapt to changes and challenges and support growth.



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 training to encourage knowledge in diversity, equality and inclusion. Each year, colleagues are required to refresh their learning, and should they not be able to demonstrate knowledge has been retained, then they are required to repeat learning rather than refresh.

In 2025, we sent out an anonymous survey to colleagues to collect further information on gender, disability, sexual orientation and ethnicity across our workforce, this data is also collected as part of the induction process. 61% of colleagues took part in the survey and by Q4 2026, we will produce a DE&I insights report highlighting key trends and one practical action we can implement within existing resources.

An insights report was prepared in 2025. A practical action is to upgrade our ATS (recruitment platform)

to introduce anonymised recruitment at shortlisting stage. This will reduce bias and discrimination because it removes identifying details which can trigger unconscious stereotypes, allowing candidates to be judged solely on their skills and experience.

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

- + **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 2025.

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. This training is refreshed each year, remains a priority and is included within all new starter inductions.

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 2025.

- + **Women in Management** - 37% of management positions across the AKW Group were occupied by women in 2025. This can be broken down into 38% at DLP, 28% at AKW Droitwich, 100% AKW Middlewich and 67% AKWI. Women in management includes the number of female managers or heads of department.



DE&I ACTIONS

☑ **DE&I, Anti-Harassment & Anti-Discrimination Training** -

Training is included in the induction programme for new starters and was rolled out to all existing colleagues in 2024.

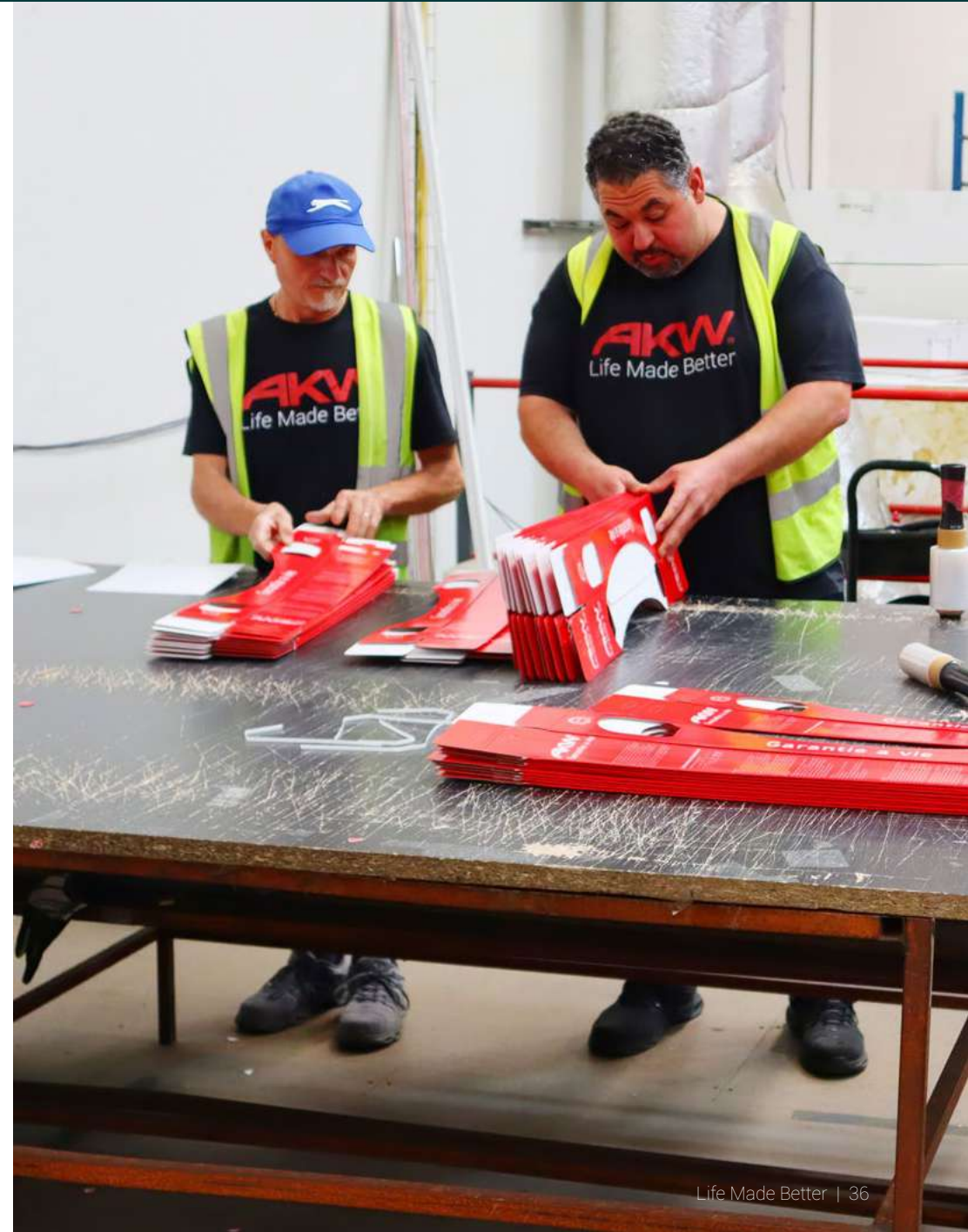
Training modules included DE&I, Bullying & Harassment, and Neurodiversity at Work. 100% of colleagues completed mandatory training in both DE&I topics and Bullying & Harassment and will repeat training annually.

☑ **Disability in Employment**

Awareness Training - In 2025, 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 colleagues.

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.

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.

DE&I TARGETS

2026 Targets:

- + We will continue our execution of the DE&I data collection survey which is gathered at point of application for all UK-based individuals
- + 100% of colleagues to complete refresher training 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

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, paternity or Neonatal Care Leave with eight colleagues benefitting from this in 2025.
- + Work has been undertaken to harmonise maternity leave provisions across all entities within the AKW Group, while ensuring full compliance with applicable local laws and jurisdictional requirements.



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, 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.

To ensure our compliance with local labour laws, such as the guaranteed minimum income, we liaise closely with our payroll partners for the country-specific expertise.



COLLEAGUE HEALTH & SAFETY

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

- + 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 2025, 100% of colleagues completed mandatory Health & Safety training.
- + In 2025 100% of logistics, factory and production colleagues took part in Slips & Trips training, and Risks and Responsibilities in Health & Safety training.
- + We have set a target of providing 100 Health & Safety training days in 2026.
- + 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 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.
- + In 2025, our RIDDOR reportable number of accidents was 1 from 66 accident reports overall across the Group.
- + We have set a target of reducing significant accidents to zero in 2026, compared to 2025, and a target of 0 work-related illness cases in 2026.

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



HEALTH & SAFETY COMMITTEE

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 a 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

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 and DLP have a series of risk assessments in place across the Group totalling in the region of 125 assessments. These risk assessments are 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 risk 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 PUWER 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

+ 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

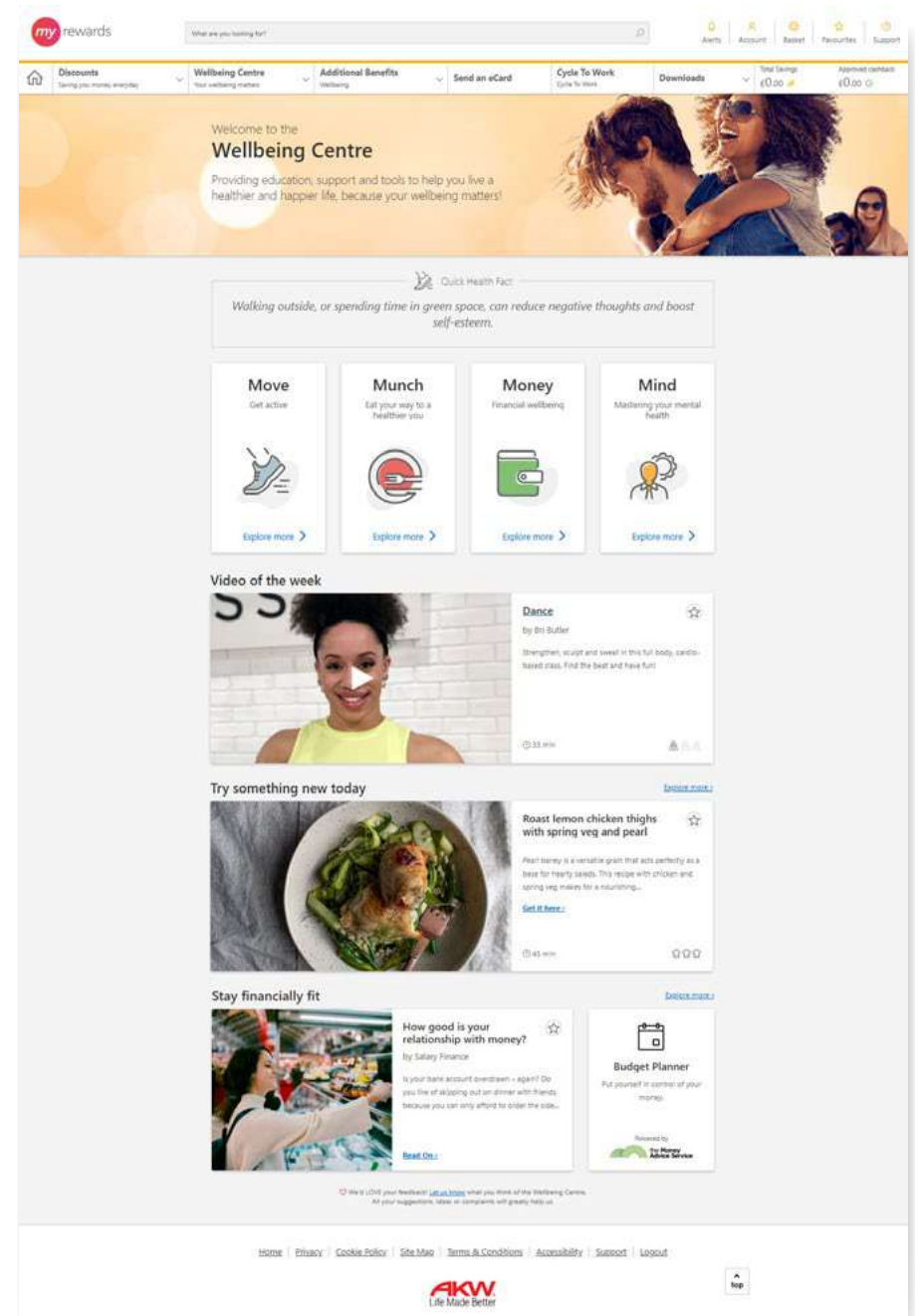
cards available to order, along with access to resources which support financial well-being.

+ 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. In 2026, we will be introducing a healthcare cash plan designed to provide financial support for a range of healthcare appointments.



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 and an ESG Panel.

ENGAGEMENT SURVEY



In 2025 we delivered our first Gallup survey across the Group, which had a 78% participation rate and will be sent out to colleagues each year.

OBJECTIVE SETTING



Introduced in 2025 for senior individuals with leadership responsibilities to provide structure that supports our strategy.

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 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; a 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 details and access important company information.



FEEDBACK OPPORTUNITIES

Regular training is provided to colleagues including mandatory training modules and additional training courses including our Future Leader programmes, IT skills and career focused training. Colleagues are provided with a feedback survey after training sessions which gives them opportunity to comment on the training delivered, and make any recommendations for training improvements.

INTERNAL COMMUNICATION & ENGAGEMENT

In 2025, our organisation participated in a Group-wide employee engagement survey delivered by Gallup, a global analytics and advisory firm specialising in workplace performance and employee engagement. This initiative supports our sustainability strategy by strengthening internal engagement, which is a key driver of long-term organisational resilience, employee wellbeing, and responsible business practices. Our Group participation rate was 78% with an overall engagement score of 3.58. This score reflects the level of colleagues' emotional commitment to the organisation and their willingness to contribute to its success.

We have set a target participation rate of 85% and strive for an overall improvement of the overall engagement score, reflecting our commitment to continuously

strengthening colleague voice and organisational culture, and we will repeat the survey annually to track progress and drive ongoing improvement.

We regularly conduct learning and development focused surveys; in 2024 we obtained 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 in response to this, we set up a number of Microsoft training courses targeting areas where colleagues wish to improve, which were completed in 2025.

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.



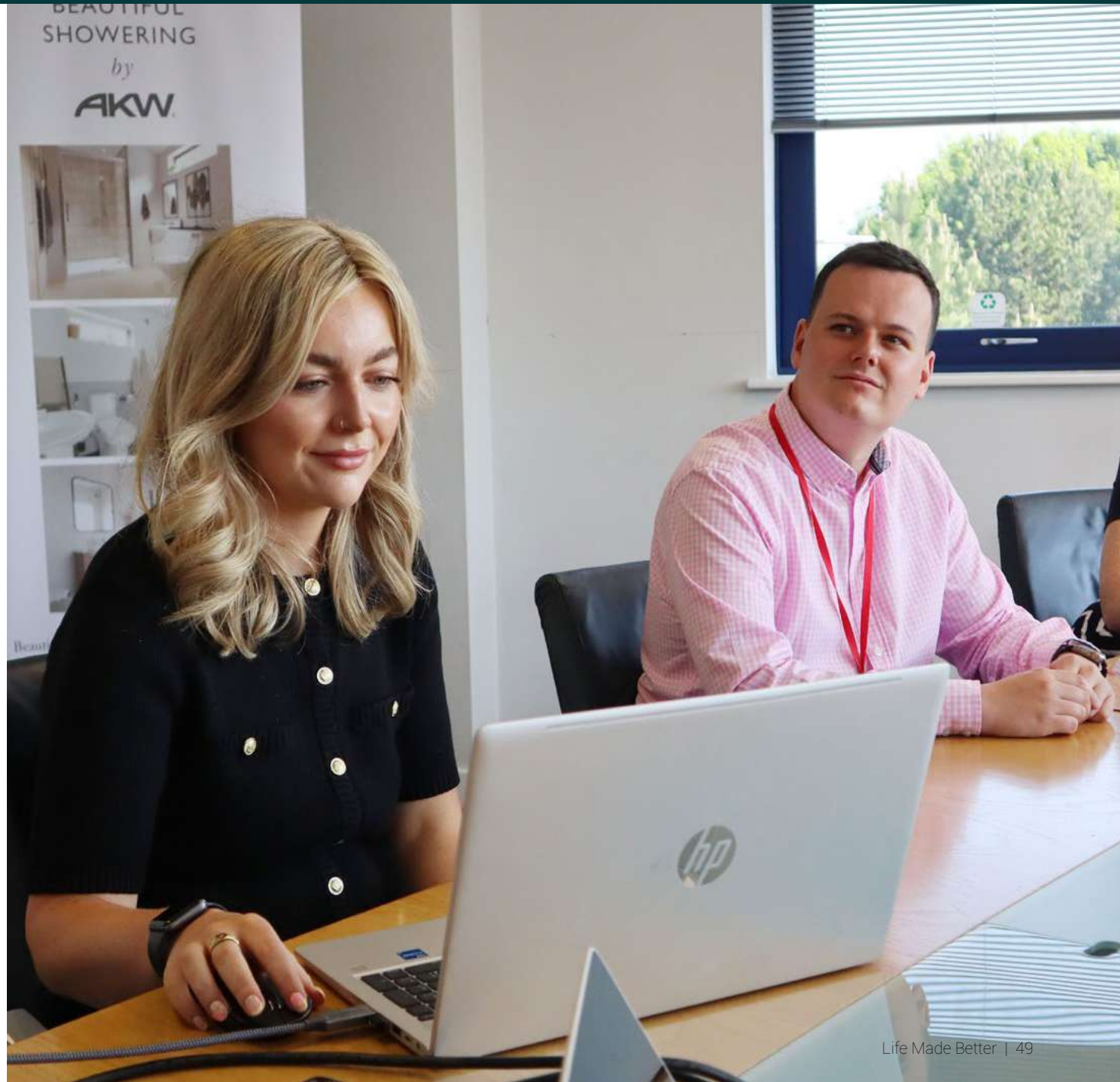
KEY SOCIAL DIALOGUE COMMITMENTS

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

Environmental sustainability is central to our business strategy, and as a bathroom and kitchen manufacturer and supplier, 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 Middlewich, AKW International based in Belgium and our Group supplier, DLP, located in 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

Scope 1- Natural Gas Usage & Company-Owned Vehicles

Natural gas is used at our AKW Droitwich Spa and DLP sites and contributes to our Scope 1 emissions.

AKW Droitwich and AKW International vehicle fleets are leased, so are reported on within Scope 3's business travel, however the two vehicles at DLP that are company-owned emit a very small amount of our overall emissions.

In 2025, Kerosene oil usage decreased slightly by 8% which is likely a result of less heating used in the buildings.

In 2025, our combined Scope 1 emissions were 58.9 tonnes in our operations across all sites.



Scope 2: Energy Consumption & Renewable Energy

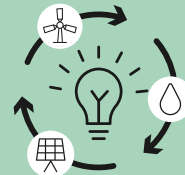
We're committed to reducing emissions from energy consumption. We utilise ESOS (Energy Saving Opportunity Scheme) which helps to identify the areas where we use the most energy and areas where we could improve.

In 2025, lighting was upgraded to LED energy-efficient lighting at DLP, which will save 9.4 tonne of CO₂e per year. All of AKW Group sites now benefit from LED lighting.

At the end of 2025, our DLP site finalised a project which removed an energy intensive shrink-wrapping machine which was previously used to package all shower trays manufactured at DLP. This was removed from the building and replaced with biodegradable cardboard boxes, reducing plastic and bringing down electricity use.

In 2026, we will be replacing DLP's electricity with a purchased renewable option, which will eliminate all associated emissions with electricity, other than transport and distribution, and will result in operational net zero emissions across Scope 2.

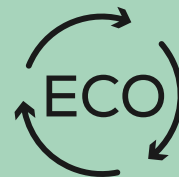
IN 2025...



70% of our electricity usage across all sites came from renewable energy sources.



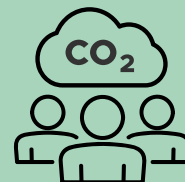
We consumed a total of 1,016,321.56kWh across all four sites. The total emissions from energy consumption were 96.92 CO₂e this includes all energy used in buildings.



We installed LED lighting at our DLP site which will save over 9 tonnes of CO₂e per year.



In 2026 we will open a new site in Droitwich Spa, Worcestershire, which benefits from solar panels, where we expect 1/3 of the site's electricity to be powered from. This will increase our use of renewable energy further in 2027.



Emissions per employee: 229 tCO₂e.

AKW Droitwich, Middlewich and AKWI already benefit from purchased renewable energy, while AKW Middlewich uses a hybrid approach of solar panels and purchased electricity with 13% of electricity powered by solar panels in 2025.

AKW Middlewich is BREEAM-certified and helps to enhance our energy efficiency with renewable electricity, LED lighting, EV charging points and solar panels. In 2026, AKW in Droitwich Spa will relocate to a new site which will also benefit from a BREEAM certification where we expect energy efficiency and efficient use of office space to improve, with solar panels installed and EV charging points.

We regularly send out communications to promote energy efficiency both for office and home workers, which focus on energy use, appliance efficiency, smart printing and resource use.

In 2026, we will introduce mandatory training to key departments across AKW which focuses on green technology and carbon zero.

In 2025, overall Scope 2 emissions (market-based) were 37 tonnes in our operations across all sites.

Key Focus Areas to Support GHG Emissions Reductions

Investing in renewable energy:

- + Energy efficiency upgrades
- + Increase hybrid vehicle and encouraging sustainable business travel

Management Systems:

- + All our sites operate high standards of environmental management, AKW Droitwich is ISO 14001 certified, in 2026 DLP will become ISO 14001 certified, followed by AKW Middlewich

PURCHASED SERVICES

Purchased goods and services emissions increased from 56,785.33 tCO₂e in 2024 to 63,615.30 tCO₂e in 2025, representing a 12% increase. This rise is primarily attributable to the introduction of backtracked historical data from 2024 into our new reporting system, which has enabled a more comprehensive capture of upstream and downstream activities, including emissions from raw materials, upstream transport, downstream transport, and building leasing, which were not fully recorded previously.

In addition to improved data coverage, the increase reflects actual business growth between 2024 and 2025. Higher sales and expanded operations have led to increased purchases of materials, greater transportation requirements, and higher overall resource use, contributing to a more complete representation of our environmental footprint.

We are partnered with XPO Logistics (a division of DPD UK) to fulfil customer deliveries. DPD has committed to achieving net zero by 2040, with a third of their final-mile fleet now electric, and they are on track to meet this goal. In 2025, our measured downstream delivery emissions from these deliveries amounted to 883 tCO₂e, representing a 2.7% reduction

from the previous year, demonstrating the impact of using more sustainable transport partners. Notably, XPO Logistics delivered 24.5% of AKW parcels using all-electric vehicles, resulting in savings of 1.9 tCO₂e.

We will continue to work with DPD and XPO as they expand their electric fleet, supporting our Scope 3 carbon reduction targets and driving further reductions in downstream delivery emissions. By combining enhanced data capture with sustainable logistics partnerships, we are establishing a more accurate baseline for future reporting while actively managing the environmental impact of both purchased goods and delivery operations.

Scope 3: Emissions Reduction

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.



COLLEAGUE 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 2025, total commuting emissions were 194.4 equating to 0.65 tCO₂e per colleague. We will continue to monitor and report on commuting emissions and seek opportunities for reduction.

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



BUSINESS TRAVEL

Our company fleet is made up of cars and vans and we are focused on increasing our use of hybrid vehicles within our fleet. Our company fleet is made up of 65% hybrid vehicles and we are progressing towards a fully hybrid fleet.

Business travel emissions increased from 24 tCO₂e in 2024 to 242.54 tCO₂e in 2025. This increase is primarily attributable to improved data capture and expanded reporting coverage during the reporting year.

While flights, rail travel and other transport modes were included in the 2024 methodology, the organisation has strengthened its internal tracking and data consolidation processes in 2025, resulting in a more comprehensive and accurate representation of business travel activity.


In addition, the increase may partially reflect genuine growth in travel activity,

including a higher number of customer visits, site meetings and business development activities associated with organisational growth. This has contributed to increased flight activity and higher business mileage during the year.


As a result, the 2025 figure represents a more complete and representative baseline for future business travel emissions reporting. The organisation continues to improve travel data collection processes to ensure greater consistency and comparability in future reporting periods.






SOURCE	2023 tCO ₂ e	2024 tCO ₂ e	2025 tCO ₂ e
 AKW DROITWICH SPA CARBON EMISSIONS			
Natural Gas	41.30	37.40	37.20
Total Scope 1	41.30	37.40	37.20
Electricity (Market)	0	0	0
Total Scope 2	0	0	0
Employee Commuting	130	119.60	119.60
Business Travel	21.60	24	142.10
Downstream Transport and Distribution	735.40	907.90	916.30
Fuel and Energy Related Activities	24.50	23.90	15.10
Waste Generated in Operations	4.85	0.98	0.67
Purchased Goods and Services	1,912.16	915	1,646.24
Total Scope 3	2,828.51	1,991.38	2,840.00824
Total Emissions	2,869.81	2028.78	2,877.20824

The significant increase in business travel emissions from 2024 to 2025 reflects improved and more complete data capture enabled by the implementation of a new business-travel CO₂e reporting platform.

SOURCE	2023 tCO ₂ e	2024 tCO ₂ e	2025 tCO ₂ e
 DLP IOM CARBON EMISSIONS			
Natural Gas	13.70	18.70	12.77
Kerosene Oil	9.70	9.70	8.91
Total Scope 1	23.40	28.40	21.68
Electricity (Market)	20.60	34.70	38.01
Total Scope 2	20.60	34.70	38.01
Employee Commuting	49.40	44.80	39.65
Business Travel	NM	NM	20.59
Downstream Transport and Distribution	32	36	40
Fuel and Energy Related Activities	15.90	12.50	14.43
Waste Generated in Operations	1.10	0.50	0.42
Purchased Goods and Services	38,938.10	45,312.30	51,906
Total Scope 3	39,036.50	45,406.10	52,020.99
Total Emissions	39,080.50	45,469.20	52,080.68

NM: Not Measured



SOURCE	2023 tCO ₂ e	2024 tCO ₂ e	2025 tCO ₂ e	2025 tCO ₂ e
 AKWI CARBON EMISSIONS			AKW MIDDLEWICH CARBON EMISSIONS	
Electricity (Market)	0	0	0	0
Total Scope 2	0	0	0	0
Employee Commuting	NM	NM	19.60	15.60
Downstream Transport and Distribution	NM	1,297.75	1,316.92	0.60
Fuel and Energy Related Activities	NM	0.75	1.30	4.90
Purchased Goods and Services	NM	7,228.14	7,950.18	1,312.10
Total Scope 3	NM	8,526.64	9,288	1,333.20
Total Emissions	NM	8,526.64	9,288	1,333.20

NM: Not Measured

MAKING LIFE BETTER FOR OUR PLANET



WASTE REDUCTION

Waste Reduction is a significant focus area for AKW; 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, waste-to-landfill has been eliminated through adopting further lean manufacturing principles and converting non-recyclable waste into energy.

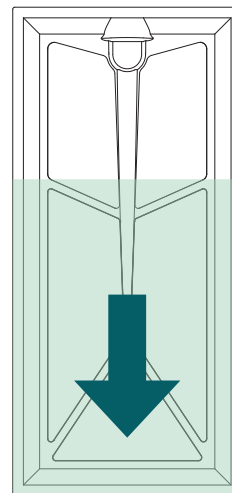
This approach has allowed us to divert waste away from landfill at AKW in Droitwich Spa, with most of the waste recycled and the remaining utilised for energy production.

Reducing waste is a key consideration within the product development process, we aim to make sure we explore all packaging options for our products, the ultimate goal is to

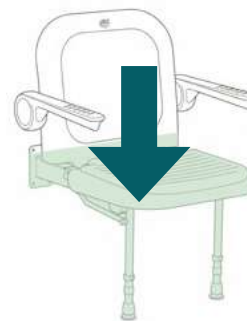
eliminate packaging, however where this isn't possible, we are finding new innovative ways of packaging products to replace plastic with biodegradable alternatives.

In 2025, we removed an energy intensive shrink-wrap machine previously used to package trays, this has been replaced with biodegradable cardboard packaging. This adjustment will save 5.2 tonnes of plastic per year.

This now means we have removed the majority single-use plastic from shower trays, screens, waste pumps and shower accessory kits. In 2025, we removed plastic from our 2000 and 4000 Series shower seat range and have plans to implement this change across the whole product range, once plastic is removed from the entire range, this will result in savings of 2.6 tonnes of plastic removed from packaging per year.



From 2025, **5.2 tonnes** of plastic waste will be saved from shower tray packaging.



Removing single use plastic from our shower seat range will save **2.6 tonnes** of plastic waste per year.



MAKING LIFE BETTER FOR OUR PLANET



In 2026, environmental training will be rolled out to management teams, warehouse, production and quality departments across AKW and DLP to educate colleagues further on best practice for waste management.

AKW Droitwich, AKW Middlewich and DLP continue to send zero waste to landfill. We have various waste streams which enable us to recycle using innovative solutions. There is a very small amount of office waste which is collected at AKWI based in Belgium.

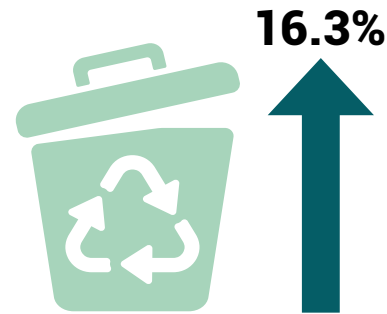
At AKW, our waste providers WMS and Suez manages this in line with legislation and best practice, while DLP use a local waste management supplier in the Isle of Man.

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.

From 2024 to 2025, recycling has increased by 16.3% across AKW Droitwich and DLP. Our site at AKW Middlewich opened in 2024 and did not report during this period, however, Middlewich remain aligned with the Group's wider recycling efforts with 71.2% of waste sent for recycling over energy recovery.

To further reduce our waste, we also engage in social initiatives to extend product life cycles. Our partnership with Warrington Disability Partnership (WDP) and other charity partnerships have enabled us to donate over £159,000 worth of product in 2025; to date we have donated over £570,000 worth of product to charities and good causes. Donations to WDP are directed to the Disability Trading Centre which supports the charity and extends product life cycles.



Recycling increased across AKW Droitwich & DLP sites



AKW Droitwich, Middlewich & DLP continue to send zero waste to landfill



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)	2023	%	2024	%	2025	%
 WASTE GENERATION, RECYCLING & DISPOSAL TO LANDFILL OR ENERGY RECOVERY							
AKW DROITWICH SPA	Recycling	165.3	67.7%	86.8	49%	81.9	55.6%
	Off-Site (Energy Recovery Plant)	71.4	29.3%	85.6	48.4%	62.7	42.6%
	Waste-to-Landfill	1.7	0.7%	0	0%	0	0%
	Food Waste	NM	NM	NM	NM	2.6	1.8%
AKW MIDDLEWICH	Recycling	NM	NM	NM	NM	87.3	69.9%
	Off-Site (Energy Recovery Plant)	NM	NM	NM	NM	35.3	28.3%
	Food Waste	NM	NM	NM	NM	2.3	1.8%
DLP, ISLE OF MAN	Recycling	25.1	17.6%	17.6	17%	39.5	43.2%
	Off-Site (Energy Recovery Plant)	117	82.4%	86	83%	51.9	56.8%

NM: Not Measured

MAKING LIFE BETTER FOR OUR PLANET



SITE	WASTE TYPE (TONNES)	2023	2024	2025
 WASTE STREAMS				
AKW DROITWICH SPA	Wood	25.9	23.8	33.3
	Cardboard	29.6	30.9	24.5
	Plastic Film	5.6	4.5	5
	Metal	21.3	7.4	5.7
	Alli	0	3.08	0.2
	WEEE	4.2	4.9	2.3
	Food Waste	NM	NM	2.6
	Energy Recovery	71.4	85.6	62.7
AKW MIDDLEWICH	Cardboard	NM	NM	11.8
	Dry Mixed Recycling	NM	NM	0.61
	Energy Recovery	NM	NM	35.3
	Wood	NM	NM	72.4
	Food Waste	NM	NM	2.3
DLP ISLE OF MAN	Cardboard	NM	4.9	15.24
	Wood	17.6	15.7	20.954
	Plastic	7.5	1.9	3.04
	Electrical Waste	0	0	0.34
	Energy Recovery	117	86	51.954

NM: Not Measured

MAXIMISING WATER EFFICIENCY

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

Water usage has decreased by 2.5% from 2024 to 2025 across AKW Droitwich Spa and DLP. From 2025 onwards, we will include AKWI and AKW Middlewich in the reporting scope.

The total water consumption for the AKW Holdings Group in 2025 was 1136m³.

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.





MAKING LIFE BETTER FOR OUR COMMUNITIES

CHARITY PARTNERSHIPS & INITIATIVES

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 three annual charity golf days, which have collectively raised over £24,000.

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 narrow boat which will be utilised as a sustainable revenue stream for the charity.

Beyond financial contributions, we have proudly donated over £416,000 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 2026 and beyond; together with WDP, we aim to amplify our impact with more golf days, charity dinners and awareness days ahead, we aim to align and strengthen our partnership even further.



Barnsley College

In 2025, AKW partnered with Barnsley College to support construction students through a series of product donations designed to enhance practical learning. In July, AKW donated £48,000 worth of plumbing parts and sanitaryware, followed by a further £9,000 of kitchen products in November to extend this support.

In 2026, AKW plans to continue these contributions, providing additional high-quality products to further enrich students' learning and create a more interactive, hands-on experience.



Citizen Housing & Wates

In December 2025, AKW gladly supported the WPS Citizen Project Team, comprised of colleagues from social housing provider Citizen Housing, and property developer Wates who partnered for a Christmas social value project to deliver gifts to vulnerable children living in Citizen properties in the Midlands.

AKW were proud support the generous initiative, with Sustainability Manager Lauren Jones and Business Development Manager Craig Hateley teaming up to purchase, wrap and deliver 50 gifts for children aged between 1-16, who otherwise may have had little or no gifts to open on Christmas Day.



MAKING LIFE BETTER FOR OUR COMMUNITIES



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 building and decorating gingerbread houses, crafting festive greetings cards, puzzles and organising quizzes which help to bring seasonal fun and connection to residents and staff alike.

Astley Hall Care Home



In 2025, AKW supported Astley Hall Care Home in Stourport-upon-Severn, where colleagues took advantage of the Helping Hands Volunteering Scheme and hosted a Halloween Party for residents. This included activities such as carving pumpkin lanterns, hosting a Halloween quiz, and serving tea and cake to the residents.

Earlier on in the year, AKW donated an electric care shower which has since been fitted in the downstairs shower room, replacing a previous model which resulted in improved showering facilities for the residents.



MAKING LIFE BETTER FOR OUR COMMUNITIES



Children's Hospices across London (CHaL)

In 2025 AKW gladly partnered with Children's Hospices across London (CHaL), a group of four hospices that support children and young people with life-limiting and life-threatening conditions and their families in London and in parts of the home counties.

In October, AKW supported a charity golf day held at Wokefield Estate Golf Club in Reading, Berkshire in aid of the charity, where a grand total of £10,217.50 was raised.

A team from AKW, including Group CEO Stephen Murphy, further supported CHaL by organising charity donations at the charities retail distribution units. The team assisted with unloading a delivery of donations before sorting and categorising items for resale at Shooting Star's high street charity shops.



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 Support Band of Builders with Toby's Project

- In July 2025, AKW donated a Tuff Form Wet Room Former to national construction charity Band of Builders, to support them with the completion of Toby's Project.

16-year-old Toby from Norfolk, was born 13-weeks premature causing Cerebral Palsy and dystonia which now requires 24/7 palliative care.

In order to create a safe and accessible downstairs bedroom and ensuite to facilitate the care Toby needs, the family had acquired DFG funding from the local council to complete an extension and renovation of their home,

with father Shaun carrying out the works himself, while also working full-time as an electrician.

Sadly on Christmas Eve 2024, father of six and grandfather of two Shaun took his own life. With the family processing immeasurable grief, all while living in a building site, Band of Builders stepped in to help mum Sarah with the completion of Toby's bedroom and wet room.



MAKING LIFE BETTER FOR OUR COMMUNITIES



AKW Donate Wall Panels to Broadlands

Pre-School Centre - In July 2025, AKW donated seven Marlbrook Wall Panels in White Marble finish to Broadlands Pre-School Centre, a community-based, non-profit pre-school situated in the Leckhampton area of Cheltenham, where staff provide a fun learning environment for children aged 2-5.

"As a charity, we rely on donations to be able to upgrade areas of the setting that would otherwise go undone due to rising costs and limited funding.

Our entrance gets a lot of footfall and some very sticky hands as you can imagine! The difference the panels have made to this area in keeping it easy to clean and looking bright and fresh is amazing. We even have some materials left over, so will be upgrading the walls in our children's bathroom too during the Christmas holidays.

Without your generosity, we would have been unable to complete this upgrade and we are very grateful! Thank you once again for all your support."



AKW Donate 300 Grab Rails to Citizen Housing

Residents in the West Midlands - AKW have helped Citizen Housing residents across the West Midlands with adaptations to their homes after donating 300 grab rails. Citizen's Maintenance Operations Team have already been installing the rails in homes of residents who need them.

One resident who benefitted is Ann Dodd who had them installed in her bathroom and at the front and back of her home. She said: *"I am ever so pleased with them, especially the ones in the bathroom - it's made a huge difference in helping me get in and out of the shower."*

Head of Property Services, Richard Podmore said: *"We're so grateful to AKW for this donation which will have a huge impact on our customers. We work with our partners to make a positive difference to our customers and communities and AKW are helping us to achieve this."*



AKW Support Bathroom Upgrade at Noo

Beginnings Animal Sanctuary - In autumn 2025, AKW gladly supported customer and contractor Trueden Disability Adaptations Ltd with a social value project to upgrade the accessible toilet and showering facilities at Noo Beginnings Animal Sanctuary in Faversham, Kent.

Noo Beginnings is a family-run animal rescue charity whose mission is to provide a forever home to rescued farmed animals and other sentient beings who need their help.

Several AKW products were installed at the sanctuary by the Trueden team, including a Navlin Doc M WC and wash basin, Tuff Form wet floor former, a variety of grab rails and a 2000 Series Shower Seat.



MAKING LIFE BETTER FOR OUR COMMUNITIES



AKW Support Bathroom Renovation at Ukraine Residential Care Home

Residential Care Home - In spring 2025, AKW were proudly part of a large-scale aid donation and renovation of a residential care home in the Ukraine which was facilitated by Yorkshire Aid Convoy.

Along with several other suppliers, AKW donated items to help improve the quality of life offered at a care home, where residents had not been able to bathe in years, with many lacking access to hot water, working toilets, heating, clean clothes and bedding.

Over 12 days, volunteers redecorated and furnished bedrooms with donated furniture, bedding and televisions, a new boiler was fitted to provide much-needed hot water, a kitchen was installed to provide residents and carers with a safe space to prepare food, a stairlift was provided to offer greater accessibility for residents who previously struggled up stairs, old toilets were replaced, and a walk-in bath as well as a level-access wet room were supplied to offer residents dignity they have been without for far too long.



Product Donations for Warrington Disability Partnership

Disability Partnership - Since 2022, AKW have been proudly partnered with Warrington Disability Partnership and have donated more than £416,000 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.

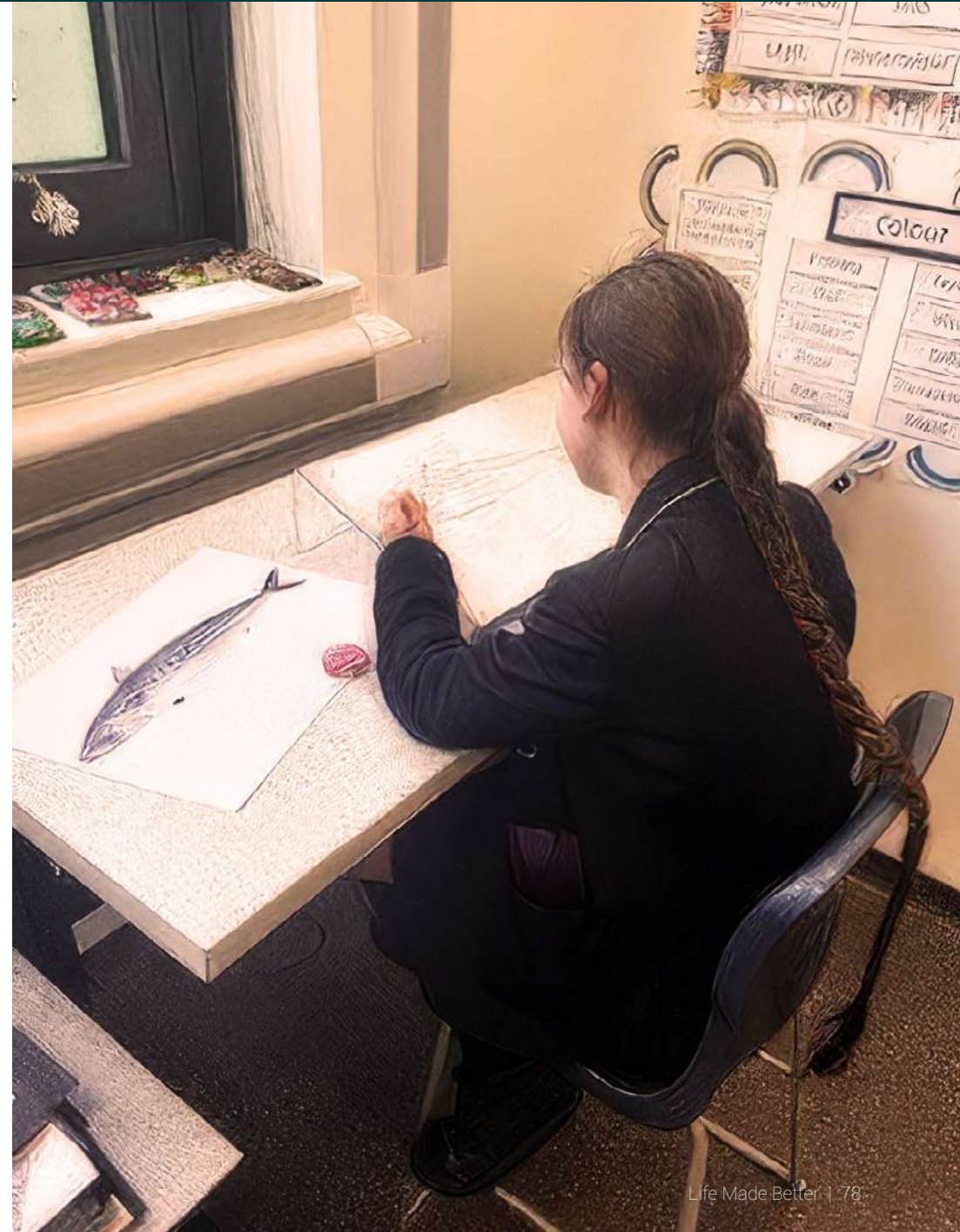
AKW Donate ActivMotion Rise & Fall Table to Ryecroft Secondary School

- In January 2025, AKW donated an ActivMotion Rise & Fall Table to Laurus Ryecroft Secondary School in Manchester, for student Ava, who is the daughter of AKW Surveyor Mark, and is studying for her Art GCSE.

Ava has Cerebral Palsy presented as right-sided Hemiplegia and has difficulties using her right arm and hand, which caused her to struggle when using the classroom table provided due to the height restriction it presented.

An AKW ActivMotion Rise & Fall Table, which adjusts height at the touch of a button, was donated to the school and has allowed Ava to work from both a seated and standing position. Furthermore, it will grow with her as she moves through school, and will allow other students with similar struggles to get the support they need both now and long after Ava has moved onto further study.

Ava said: "I love how the table allows me stand, but also lowers when I need to sit due to tiredness, I really like it - thank you!"



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 Halloween and Christmas parties for care home residents, advising students at career days, 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 2025, AKW and DLP colleagues spent 245.5 days volunteering at meaningful projects with many more in the pipeline for 2026, and commitment across the Group to work hard to increase this figure in future years. across the Group to work hard to increase this figure in future years.



MAKING LIFE BETTER FOR OUR COMMUNITIES



AKW & DLP VOLUNTEERING PROJECTS

Mears Foundation Fundraiser in Aid of Longfield Community Hospice - AKW and transport partner XPO logistics partnered up in January 2025 to support the Mears Foundation with fundraising for Longfield Community Hospice at their Christmas Tree Recycling event.

The volunteers spent time driving around the local area of Gloucestershire to collect used, real Christmas trees which the hospices then recycle, in return for a donation from each household. This event raised over £68,000, with volunteers across businesses and the hospice collecting nearly £4,000 trees from households across the Stroud district.

Westacre Careers Fair & Tudor Grange Careers Day - AKW were involved in two career days in 2025 with two colleagues spending the day at Tudor Grange Academy in Worcester and two volunteers support Westacre

school. The volunteers supported with activities such as careers speed dating, and hosted a careers stand.

The volunteers at Westacre presented to students giving insight into their careers along with fun and engaging activities designed to help the students learn more about the different job roles.

Community Events - AKW volunteers have supported a range of community events across 2025 including the North Devon Homes Fayre, which aims to offer a fun-filled day out for tenants and members of the community, Start up Stirling which was an event designed to support members of the local community through hardship, the first Felixstowe Disability Pride event in Suffolk, and Disability Awareness Day organised by Warrington Disability Partnership.



Replacing Boardwalks & Paths at Onchan Community Wetlands -

Colleagues from DLP volunteered with the Manx Wildlife Trust at the Onchan Community Wetlands. The team worked together to remove and replace a rotten wooden boardwalk with a new stone path, which is essential for visitors to gain access to this local area.

Painting Portacabins at Worcester Snoezelen -

Volunteers from AKW, Sanctuary Homes and OCM teamed up for two days in May 2025 to help Worcester Snoezelen redecorate their portacabins with colleagues spending their day sanding, prepping, priming and painting for a fantastic cause.

Restoring Poly Tunnels at The Children's Centre -

In May 2025, several volunteers from DLP returned to the The Children's Centre to support the team with a project to replace the polythene roof of one of their three large poly tunnels.

Fundraising & Animal Care at Worcester Animal Rescue Shelter (WARS) -

AKW volunteers returned to the much loved Worcester Animal Rescue Shelter to take part in fundraising and increasing awareness of the brilliant work the team at the rescue centre undertake for local animals in need.

Mucking in at The Animal Pantry -

Volunteers from AKW visited The Animal Pantry in April, June and July to support a range of activities, which included mucking out the animals, hand-feeding the lambs, grooming, painting and repairing cages.

Sorting Charity Shop Donations -

In March and October, AKW volunteers spent time at St Richard's Hospice and Shooting Star's retail distribution units, where they helped the teams unload and organise pallets of donated clothing, books, toys and multi-media for resale in their high street charity shops.



Christmas Parties at Gateshead Dementia Day Centre & Sanctuary Care Homes - Four colleagues across AKW spent a day volunteering at a local care home and a Dementia Day Centre in December, where they got the opportunity to help residents build gingerbread houses and make greetings cards to help get them in the festive spirit.

Halloween Celebrations at Astley Hall Care Home - In October 2025, AKW volunteers spent a day with residents at Astley Hall Care Home in Stourport-upon-Severn getting them in the spooky spirit. The ladies assisted residents with creating their own pumpkin lanterns, and then hosted a Halloween quiz, before helping staff serve tea and cake.

Supporting Children Today's Festive Fun Day - Colleagues from AKW in Middlewich supported a festive family fun day at Barons Quay shopping centre in Northwich in December 2025.

The event was organised by Children Today, a Cheshire-based charitable trust who provide specialised equipment and support to children and families in need, and involved our team wrapping Christmas presents and crafting with local residents.

Hands-On Help at Wildgoose Rural Training & Nature Reserve - AKW volunteers returned to Wildgoose Rural Training & Nature Reserve, a 6-acre smallholding and 36-acre nature reserve which provides opportunities for people interested in working with the land, nature and animals to get involved, receive training and have some fun.

Each of the volunteers spent their day working on various projects across the site; Jo helped students construct a house out of reeds to attract local Barn Owls to the area, with Nicole assisting students with crafting fairy mosaics, and Matt lending a hand in the mechanics workshop where he helped repair the brakes on a car!



Horse & Pony Care at Spirit of the Herd -

Colleagues from AKW visited Spirit of the Herd (SOTH) pony sanctuary, a not-for-profit rescue and rehabilitation home in Helsby, Cheshire, for horses and ponies with past issues relating to neglect, physical and mental abuse.

The volunteers spent a day helping to keep the ponies and horses fed, watered and in good health, by mucking out the stables and fields, filling sacks with manure for the charity to sell, refilling the ponies' water buckets, feeding and grooming the Shetland ponies, and filling hay nets for the ponies to feed on.

Restoring the Lemur Enclosure at Curragh's

Wildlife Park - Eight DLP colleagues spent the day in the Lemur enclosure completing urgent remedial work on the path in the enclosure, while adding posts and ropes to the play area.

Move it or Lose it Dance Classes - DLP's Allison led a 6-week dance and exercise class at Waverley Court retirement complex in Douglas in the Isle of Man.

The sessions aimed to get residents up and moving to promote a 'move it or lose it' attitude; they were a huge success with more residents signing up after each class!



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.

2025 marked a great year for the Group's food bank drive. A key highlight was supporting the EEM Christmas community event where we had the opportunity to support two amazing local causes: South Normanton Food Bank and Bassetlaw Food Bank. AKW and DLP also did their own food bank drives for Droitwich Spa and Isle of Man charities which included the Trussell Trust and the Southern Community Fridge.



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 £24,000 for the charity, with a fourth event planned for summer 2026.

In 2025, four AKW colleagues attended the Mears Foundation charity golf day. 20 teams took part and raised approximately £8,500 which was then matched by Mears Group.

AKW also supported a charity golf day at Wokefield Estate Golf Club in Reading in aid of Children's Hospices across London (CHaL) where £10,217.50 was raised, with a second event planned for 2026.



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

AKW hold regular 'Bake Off' events which see colleagues invited to bring in homemade bakes for blind judging by peers who donate to sample the treats on offer.

In 2025, the spring event raised funds for Dementia UK, with the winter fundraiser supporting Save the Children and Droitwich Spa Foodbank.

In the summer, DLP held a cake sale in aid of Alder Hey Children's Hospital, with both AKW and DLP also taking part in the annual Macmillan Coffee Morning in aid of Macmillan Cancer Support. Over £1,300 was raised from charity baking events in 2025.



Pretty Muddy 5K Race for Life

For four years running, AKW took part in the Pretty Muddy Race for Life in aid of Cancer Research UK.

Our first event in 2022 saw more than 20 colleagues cross the finish line at Worcester Racecourse, with over £3,350 raised by the team and many keen to take part again in 2023.

The following summer, AKW entered not one but two events, with six colleagues taking on the course in Tatton Park in Cheshire, and a further 11 braving the track in Worcester, for which the two teams raised over £3,300.

In 2024, 14 colleagues raced in Worcester with several faces returning for another go and £2,176 raised for charity.

July 2025 saw our fifth team undertake the challenge with nine volunteers raising over £1,700, meaning we've successfully fundraised a grand total of over £10,500 raised over four years!

Sports Sponsorship

We aim to support our communities as diversely as possible and are proud to support a variety of sports teams and athletes.

- + Hemsworth Miners Welfare Cricket Club - AKW sponsor player Martyn Gorton
- + Chippenham RFC - AKW sponsor player and colleague Sam Tingey



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 is 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.

Hopestead Homelessness Charity

www.hopestead.org



Hopestead are a charity partner of Flagship Housing, who are on a mission to end homelessness because everyone deserves a place to call home.

This is delivered through different streams:

- + Hope at Home - Ensuring those who move into accommodation have what they need to make it a home.
- + Hope Funds - Providing like-minded organisations with the time, skills and money to amplify their impact.
- + Building Hope - Partnering to find different ways of building and funding homelessness accommodation.
- + Voice of Hope - Campaigning for change to raise awareness of homelessness.



APPENDIX

REPORTING METHODOLOGY & DATA ASSURANCE

This Sustainability Report presents AKW Holdings' environmental, social and governance (ESG) performance for the period 1 January 2025 to 31 December 2025.

The report has been prepared with reference to the GRI 2021 Universal Standards and selected Topic Standards that reflect the organisation's material impacts. The accompanying GRI Content Index provides a comprehensive overview of disclosures addressed, including their location within the report and explanations for any omissions.

The report aims to provide a balanced, accurate and transparent account of AKW Holdings' sustainability performance, aligned with the GRI reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context and verifiability.

SCOPE & BOUNDARY

This report covers AKW Holdings' operations under direct operational control at the following locations:

- + AKW Droitwich Spa (UK)
- + AKW Middlewich (UK)
- + DLP (Isle of Man)
- + AKWI (Belgium)

Unless otherwise stated, all data relates to activities within AKW Holdings' operational control. Where relevant and available, impacts across the value chain are also considered.

Boundaries for each material topic, including whether impacts occur within the organisation or across the value chain, have been defined in accordance with GRI 3: Material Topics 2021 and are disclosed in the GRI Content Index. Any exclusions or limitations are clearly stated within the relevant sections of this report.

REPORTING STANDARDS & TOPIC COVERAGE

AKW Holdings has prepared this report with reference to the GRI 2021 Universal Standards and selected Topic Standards based on identified material topics.

The report includes disclosures relating to:

- + Climate change and greenhouse gas emissions
- + Energy consumption and efficiency
- + Water and waste management
- + Materials and circularity
- + Employee health, safety and well-being
- + Labour practices, diversity and inclusion
- + Business ethics, governance and responsible procurement

AKW Holdings has elected to early adopt elements of emerging GRI Standards, including GRI 103: Energy 2025. These standards are expected to supersede certain disclosures within GRI 302: Energy 2016 and GRI 305: Emissions 2016.

Where alignment to emerging standards has been applied, this is clearly indicated within the GRI Content Index. For transparency, relevant legacy disclosures have been referenced or addressed where applicable.

MATERIALITY ASSESSMENT

Material topics included in this report were identified through a structured materiality assessment process, which considered:

- + Engagement with internal stakeholders, including HR, Health & Safety, Sustainability, Procurement, Quality, Finance, IT and Executive Management
- + Review of customer, supplier and regulatory expectations
- + Sector benchmarking and ESG risk analysis
- + The significance and severity of impacts across AKW Holdings' value chain

The outcomes of the assessment informed both the selection of GRI Topic Standards and the overall structure and content of this report.

The assessment process is reviewed periodically to reflect evolving business strategy, stakeholder expectations and regulatory developments. AKW Holdings

also considered relevant aspects of the Sustainability Accounting Standards Board (SASB) framework to support comprehensive topic coverage.

DATA COLLECTION & SOURCES

Data included in this report was coordinated by the Sustainability Manager and collected from a range of internal sources, including:

- + Environmental management systems
- + Utility invoices and metering systems
- + Colleague engagement data, including surveys and HR records
- + Supplier documentation, including Sedex submissions
- + Governance, risk and compliance registers
- + Procurement, finance, IT and quality management systems

Data owners within each function are responsible for data extraction, validation and submission.

CALCULATION METHODS & ASSUMPTIONS

Greenhouse Gas (GHG) Emissions

- + Greenhouse gas emissions are calculated and managed using Gaia Carbon Accounting software, ensuring consistency, traceability and alignment with the GHG Protocol. The platform supports data validation, auditability and centralised reporting, with spend-based methodologies applied to Scope 3 purchased goods and services where activity-based data is not yet available
- + Emissions are calculated in accordance with the GHG Protocol Corporate Standard
- + DEFRA 2025 emissions factors are applied for fuel, electricity and waste
- + Scope 2 emissions are reported using the location-based method
- + Scope 3 emissions are estimated using spend-based methodologies where activity-based data is unavailable

- + Global Warming Potentials (GWPs) are based on the latest available IPCC assessment factors

Energy, Water & Waste

- + Energy consumption is derived from utility invoices, metered data and monitoring systems
- + Water consumption is based on utility bills and meter readings
- + Waste data is based on weight records provided by licensed waste contractors
- + Materials data is derived from internal inventory and procurement systems

ESTIMATION TECHNIQUES

Where primary data is unavailable, reasonable estimates are applied. Methodologies, assumptions and the proportion of estimated data are disclosed within relevant sections. Known limitations are transparently reported.

DATA QUALITY & INTERNAL CONTROLS

To ensure accuracy, reliability and consistency, AKW Holdings applies the following controls:

- + Cross-functional data validation
- + Reconciliation of environmental data with financial and operational records
- + Review of supporting documentation (e.g. invoices, logs, registers)

All data submissions are formally reviewed and approved by designated data owners prior to consolidation.

INTERNAL REVIEW & VERIFICATION

The Sustainability and Compliance teams conducted an internal verification of all ESG data included in this report. This process included:

- + Cross-site and cross-functional consistency checks
- + Alignment with GRI reporting requirements
- + Review of supporting evidence for policies, actions and KPIs
- + Assessment of assumptions, methodologies and limitations

The internal verification process provides a moderate level of confidence that the information presented is accurate, reliable and free from material misstatement. However, as no independent external assurance has been undertaken, this report should be considered internally assured.

AKW Holdings is committed to progressing towards external independent assurance in future

reporting cycles to enhance credibility and stakeholder confidence.

CHALLENGES & LIMITATIONS

Operational Limitations

- + Middlewich site data is fully available from 2025 following relocation in 2024
- + AKWI operates as an office-based entity; certain environmental data (e.g. waste, logistics) is managed externally

GHG Data Limitations

- + Supplier-specific emissions data is limited; spend-based estimates have been applied
- + Employee commuting data is partially estimated based on survey responses
- + Transition to activity-based Scope 3 reporting will continue in 2026

COMMITMENT TO CONTINUOUS IMPROVEMENT

AKW Holdings is committed to continuous improvement in ESG performance and reporting. Planned enhancements include:

- + Expansion of activity-based Scope 3 emissions data
- + Increased supplier engagement and data quality improvements
- + Strengthening internal controls and documentation
- + Integration of digital systems for real-time ESG monitoring
- + Evaluation of external assurance options

GRI DISCLOSURE OMISSIONS & RATIONALE

AKW Holdings has assessed all relevant GRI disclosures. Where disclosures have been omitted, this is in accordance with GRI 2021 requirements and is transparently explained below.

GRI DISCLOSURE	TITLE	OMISSION TYPE	REASON FOR OMISSION
2-21	Annual Total Compensation Ratio	Information unavailable	This metric is not currently monitored. AKW Holdings will assess feasibility for future reporting.
GRI 101	Biodiversity 2024	N/A	Operations are located in low biodiversity risk areas with no activities in or near protected sites.
Climate disclosures (New standards)	Climate Transition, Adaptation and Just Transition	Information unavailable	Formal climate transition and adaptation plans are under development and will be disclosed in future reports.
2-10 (Carbon credits equivalent disclosure)	Carbon Credits	N/A	AKW Holdings does not purchase or utilise carbon credits.
GRI 201	Economic Performance	Information unavailable	Detailed disclosures are not currently consolidated for reporting purposes.
GRI 202	Market Presence	Information unavailable	Metrics are not currently tracked in a consistent format.
GRI 203	Indirect Economic Impacts	N/A	No significant indirect economic impacts identified.
GRI 204	Procurement Practices	Information unavailable	Data collection processes are under development.
GRI 206	Anti-Competitive Behaviour	N/A	No incidents identified during the reporting period.
GRI 207	Tax	Information unavailable	Tax disclosures are not currently reported at this level.
GRI 301-3	Reclaimed Products and their Packaging Materials	N/A	No products are reclaimed.
303-1 to 303-4	Water Disclosures	N/A	Water use is limited and does not result in significant environmental impacts.
305-6	ODS Emissions	N/A	No ozone-depleting substances are used.
305-7	NOx, SOx Emissions	N/A	No significant air emissions from operations.
306-3	Significant Spills	N/A	No spills recorded during the reporting period.
403-7	Supply Chain Health & Safety	Information unavailable	Processes are under development.
405-2	Gender Pay Ratio	Information unavailable	Not currently reported in this format.
407-1	Freedom of Association Risk	N/A	No identified risks within operations or supply chain.
411-1	Indigenous Rights	N/A	No operations in relevant regions.
413-2	Negative Community Impacts	N/A	No significant impacts identified.
415-1	Political Contributions	N/A	No political contributions made.
416-1 / 416-2	Product Safety	N/A	No material risks or incidents identified.
417-1 / 417-2 / 417-3	Marketing & Labelling	N/A	No incidents of non-compliance identified.


KPI TABLES



INDICATOR	2023	2024	2025	2026 TARGET
 COMMUNITY SUPPORT				
Volunteering Days	71	80	94.5	150
Monetary Donations	NM	£30,746.73	£31,507.97	£35,000
Charities & Causes Supported	16	31	17	10
Value of Products Donated	NM	£439,858.12	£91,947.12	£50,000

Note: Product donation values were higher in 2024 due to increased opportunities to donate available products. The decrease in 2025 reflects fewer product discontinuations and therefore fewer items available for donation.


NM: Not Measured

INDICATOR	2023	2024	2025	2026 TARGET
 PEOPLE				
Colleagues	276	253	291	No Target
Voluntary Attrition Rate (%)	11%	11%	10%	9%
Average Training Hours Completed Per Colleague	NM	5.2	5.3	5.4

NM: Not Measured

KPI TABLES




INDICATOR	2023	2024	2025	2026 TARGET
 DIVERSITY, EQUITY & INCLUSION				
Women in Management (%)	26%	27%	37%	38%
Colleagues Trained in DE&I (%)	12%	100%	100%	100%
Confirmed Cases of Discrimination and Harrassment	1	0	0	0
Colleagues Trained in Anti-Discrimination and Harrassment (%)	1%	100%	100%	100%

Note: The increase in women in management from 2024 to 2025 reflects the shift to Group-level reporting. All entities within AKW Holdings were included in the 2025 calculation, whereas 2024 figures covered only part of the Group.

KPI TABLES



INDICATOR	2023	2024	2025	2026 TARGET
 HEALTH & SAFETY				
Colleagues Trained in Health & Safety (%)*	0%	100%	100%	100%
Number of Training Days	0	0	265	150
Accidents / Incidents	206	90	66	0 - Significant Accidents**
Cases of Work-Related Illness	0	1	0	0
Number of Health & Safety Audits	0	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	2	0
Lost Time Incident Rates (Days Lost)	25	98.5	47.5	<20%


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

** We will adopt Vision Zero in 2026 which is a 2 year plan to set a zero accident rate at all levels. In 2026 we aim to not have any significant accidents.

Significant accident means: Any accidents reportable to RIDDOR and no hospitalisations.

KPI TABLES



INDICATOR	2023	2024	2025	2040 TARGET
 ENVIRONMENTAL				
Scope 1 GHG Emissions (tCO ₂ e)	277	64.3	59	Net Zero
Scope 2 Market-Based GHG Emissions (tCO ₂ e)	27	31.9	38	Net Zero
Scope 3 GHG emissions (tCO ₂ e)	1102.3	64,732.1	65,482.2	75% ↓
Total Market-Based GHG Emissions (tCO ₂ e)	NM	64,828.2	65,579.1	75% ↓
Energy Consumed from Renewable Sources (%)	57%	30%	70%	100%
Water Consumption (m ³)	997	976	1136	No Target

Notes: The decrease in Scope 1 emissions from 2023 to 2024 reflects the transition from company-owned vehicles to leased vehicles, which are reported under Scope 3.

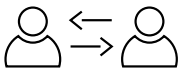
The increase in Scope 3 emissions from 2023 to 2024 reflects the addition of Purchased Goods and Services, which was not measured in earlier years (only business travel and partial distribution were included in 2023).

In 2023 and 2024, AKW Middlewich and AKWI sites were not included in some categories which is fully disclosed in the Methodology and Audit Statement.


NM: Not measured

KPI TABLES



INDICATOR	2023	2024	2025	2026 TARGET
 PROCUREMENT				
Suppliers Who Acknowledged Supplier Code of Conduct (%)	NM	NM	100%	100%
Key Suppliers Who Completed Virtual Audit (%)	NM	71%	100%	100%
Selected Colleagues Trained in Modern Slavery (%)	NM	100%	100%	100%
Suppliers Who Completed Onboarding CSR Questionnaire (%)	100%	100%	100%	100%

NM: Not Measured

INDICATOR	2023	2024	2025	2026 TARGET
 ETHICS				
Colleagues Trained in Information Security (%)	NM	100%	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 (%)	NM	100%	100%	100%
Confirmed IT Security Breaches	1	0	0	0

NM: Not Measured

GRI CONTENT INDEX



STATEMENT OF USE

AKW Holdings has reported the information cited in this GRI Content Index with reference to the GRI Standards for the reporting period 1 January 2025 to 31 December 2025.

GRI 1 USED

GRI 1: Foundation 2021

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
		2-1 Organisational details	Page 7
		2-2 Entities included in the organisations sustainability reporting	Page 7
		2-3 Reporting period, frequency and contact point	Page 91 Contact: ljones@akw-ltd.co.uk
		2-4 Restatements of information	None
Strategy, Policies & Procedures	GRI 2: General Disclosures 2021	2-5 External assurance	None
		2-6 Activities, value chain and other business relationships	Page 7, Page 18-21
		2-7 Employees	Page 29
		2-9 Governance structure and composition	Page 10-11
		2-10 Nomination and selection of the highest governance body	Page 10-11

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
		2-11 Chair of the highest governance body	Page 10
		2-12 Role of the highest governance body in overseeing the management of impacts	Page 10-11
		2-13 Delegation of responsibility for managing impacts	Page 10-11
		2-14 Role of the highest governance body in sustainability reporting	Page 10-11
Strategy, Policies & Procedures	GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	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.
		2-19 Remuneration policies	Page 10-11, Page 40
		2-20 Process to determine remuneration	Page 40
		2-22 Statement on sustainable development strategy	Page 10

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MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
		2-23 Policy commitments	AKW Medi-Care Ltd publicly discloses its policy 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/
Strategy, Policies & Procedures	GRI 2: General Disclosures 2021	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 23-27
		2-28 Membership associations	BMA Member
		2-29 Approach to stakeholder engagement	Page 11, Page 47

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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 12-14
		3-2 List of material topics	Page 13-14
		3-3 Management of material topics	Page 12
		102-4 GHG emissions reduction targets and progress	Page 51-54
		102-5 Scope 1 GHG emissions	Page 52
		102-6 Scope 2 GHG emissions	Page 53-54
		102-7 Scope 3 GHG emissions	Page 55
		102-8 GHG emissions intensity	Page 53
Energy Consumption & GHGs	GRI 103: Energy 2025	103-1 Energy policies and commitments	Page 51-54
		103-2 Energy consumption and self-generation within the organization	Page 53-54
		103-3 Upstream and downstream energy consumption	Page 55-60
		103-5 Reduction in energy consumption	Page 53

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Corruption & Bribery	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 23-24
		205-2 Communication and training about anti-corruption policies and procedures	Page 24
		205-3 Confirmed incidents of corruption and actions taken	Page 23, Page 100
Materials & Waste	GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 64-65
		301-2 Recycled input materials used	Page 63
Water Consumption	GRI 303: Water and Effluents 2018	303-5 Water consumption	Page 66

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Materials & Waste	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 61-62
		306-2 Management of significant waste-related impacts	Page 61-63
		306-3 Waste generated	Page 61-65
		306-4 Waste diverted from disposal	Page 61-65
		306-5 Waste directed to disposal	Page 61-65
Supply Chain Labour Standards	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 20
		308-2 Negative environmental impacts in the supply chain and actions taken	Page 20
	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 29
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 30
Working Conditions	GRI 402: Labour / Management Relations 2016	401-3 Parental leave	Page 39
		402-1 Minimum notice periods regarding operational changes	Page 49

GRI CONTENT INDEX



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 41-45
		403-2 Hazard identification, risk assessment, and incident investigation	Page 41-45
		403-3 Occupational health services	Page 46
		403-4 Worker participation, consultation, and communication on occupational health and safety	Page 44-46
		403-5 Worker training on occupational health and safety	Page 42
		403-6 Promotion of worker health	Page 42-46
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 42-46
		403-8 Workers covered by an occupational health and safety management system	Page 41-45
		403-9 Work-related injuries	Page 43, Page 98
		403-10 Work-related ill health	Page 43, Page 98

GRI CONTENT INDEX



MATERIAL TOPIC	GRI STANDARD	DISCLOSURE	LOCATION
Career Management & Training	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 33, Page 96
		404-2 Programs for upgrading employee skills and transition assistance programs	Page 33
		404-3 Percentage of employees receiving regular performance and career development reviews	Page 33
Diversity, Equity & Inclusion	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 10-11, Page 32
	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 35, Page 97
Supplier Environmental	GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Page 18
	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Page 68-89
	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 20
Information Management & Data Security	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 26-27



GENERAL ENQUIRIES

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