



second
nature

Sustainability Report 2025

WSH
we love this business

Contents

Introduction	3
Introduction from the chairman	3
Key achievements	4
About WSH	5
WSH principles	6
Second Nature: Our sustainability strategy	7
Role of food and hospitality	8
Shaping a more sustainable industry	9
Milestones	10
Our pillars	11
What matters	12
Evolving our targets	13
Step Up	14
Reducing our impact on the environment	15
Spotlight Stories	21

Progressive Partnerships	25
Driving innovation with our partners	26
Spotlight Stories	31
Inclusion by Design	37
Creating inclusive workspaces	38
Spotlight Stories	41
Nurturing and Growing Talent	46
Helping our people grow and succeed	47
Spotlight Stories	51
Appendix	55
Target trackers	56
Supporting information	60



Introduction from the chairman

We are three years into delivering Second Nature; our company-wide environmental and social sustainability strategy, and continue to make progress across the board. I'm especially proud that our continued investment in our people, a founding principle of the business, continues to bear fruit as evidenced by our NPS scores and ultimately our tremendous revenue growth.

We are a growing business and as we continue to delight and service our clients, we are determined to reduce our overall environmental impact. Despite significant business growth and a related increase in total emissions (+36%), emissions intensity (CO2e per GBP revenue) only increased 0.5%. This is despite working in an elevated inflationary environment with some acute challenges in a number of categories and commodities. We know it's not one single initiative that drives change but a combination of many actions and initiatives. We will continue our efforts to switch to certified ingredients, procure foods from farms transitioning to more regenerative farming practices and promote plant forward menus, supported by an engaged and highly committed chef community.

We are especially proud to be setting a new milk standard for the UK catering sector, moving almost half of our fresh milk volumes to RSPCA Assured in close collaboration with our dairy processor, farmers and the RSPCA. The second phase is now underway and, in addition to raising animal standards through our work with the farms supplying us, we are actively working with our farmers to understand and map their environmental and biodiversity impact.

During 2025, we hosted our first Supplier Connect event in London's iconic Science Museum. On one of the warmest summer evenings of the year, we came together with our supplier partners to share our vision on how we see supply chains evolving to shape the future of hospitality. The key themes discussed were the demand for better data, increased transparency and integrity and the continued, pressing need for meaningful sustainability action to deliver value to our clients and customers. The response was magnificent, reassuring us that we are on the right track and that together the hospitality industry can be the catalyst for change.

Through the year we spent a great deal of time and resource engaging our colleagues, clients, suppliers and other key stakeholders in a Double Materiality Assessment (DMA) to better understand what social, environmental and governance topics matter the most to them. The outcome, alongside a comprehensive review of our current targets, and upcoming regulatory changes, was then used to update our Second Nature strategy to ensure we remain ambitious and continue to inspire change in the hospitality industry. As a result, this is the last year we will report on 2023 targets. As of 2026, the updated strategy will shape and guide our work.

People make up the foundation of our business and none of the above would be possible without attracting and retaining the best people in the industry. We know our teams value sustainability and that it's important for them to work for an employer that shares their values. Since the launch of Second Nature, employee retention in one of our bigger businesses has gone up, and our employee attrition is now significantly below industry average, driven by initiatives focusing on inclusion, clear career development tools, relevant training and development as well as our comprehensive benefits program. Across all our businesses where we have measured employee engagement for the second or third year, the Net Promoter Score has increased.

With that, I end this the same way I opened the 2024 foreword. Other businesses may still choose to dial back on sustainability commitments, but we continue to drive forward, knowing that it makes a difference to our customers and clients, our people and the communities we serve.

Alastair Storey, Chairman



2025 key achievements

We continue to make progress across all areas of Second Nature as we roll out more of our key initiatives across our businesses.

Our ambitious targets can only be achieved by collaborating closely with our different stakeholders, which is reflected in a stronger focus on supplier engagement, talent management and net zero transition planning, underpinned by improved data quality.

Second Nature achievements

- 1 Awarded Ecovadis Bronze, placing WSH in the top 35th percentile of companies assessed for sustainability
- 2 Completed Double Materiality Assessment, engaging 120+ stakeholders in line with EU CSRD requirements

step up

 **171**

team members completed ISEP certified environmental sustainability training

+18,000

e-learning sessions completed on food, waste, packaging, energy and environmental impact

 **SBTI**

reverification was initiated

 **+100**

chefs trained in sustainable nutrition

 **+6,000**

locations record food waste weekly

progressive partnerships



WSH first Supplier Connect Summit brought partners together to improve supply chain standards

+1,200

team members were trained to recognise Modern Slavery risks

100%

of strategic suppliers have signed the Supplier Code of Conduct



6 dairy farms achieved RSPCA Assured animal welfare standards



1ST farm engagement day brought farmers together to improve welfare and environmental impact

inclusion by design

30%

of leadership roles (C-1) were held by females



6 businesses achieved their gender pay gap target



ISEP certified training attended by as many females as males (51%, 49%)



TRIBE launched to support all types of families



Portico achieved Investors in People Gold and BaxterStorey UK achieved Inclusive Employer Silver accreditation

nurturing & growing talent

38%

of management development programme participants were female

↓ 6PPT

reduction in employee attrition in our largest business over three years



employee engagement improved, measured through Net Promoter Score



Perkbox launched to support employee reward and recognition

About WSH

WSH is a family of leading, premium catering and hospitality businesses. Our success is driven by delivering fantastic food and service using fresh, locally sourced, seasonal ingredients prepared and served by our highly skilled and motivated teams.

Founded over 25 years ago, we are the UK's largest independent catering company for business and industry, education and events with a growing presence in Ireland, Belgium, Denmark, France, the Netherlands and Norway.

Each day, our team of around 30,000 people serve millions of customers, from client restaurants to school lunch halls, coffee shops and hospitality suites across c. 4,000 locations. By engaging suppliers, employees and customers in sustainable practices, we want to lead by example and influence the wider hospitality sector.

The performance data within this Sustainability Report covers our fiscal year 2025 and focuses predominantly on UK and Ireland.



WSH principles

Principles that guide our work

1 PEOPLE ARE AT THE HEART OF EVERYTHING WE DO

We are ambassadors for our industry, championing long and successful careers. We provide the essential skills needed to create the next generation of hospitality leaders. We connect our people with some of the best role models in the industry, including our chef partners. We create inclusive workplaces where everyone can thrive.

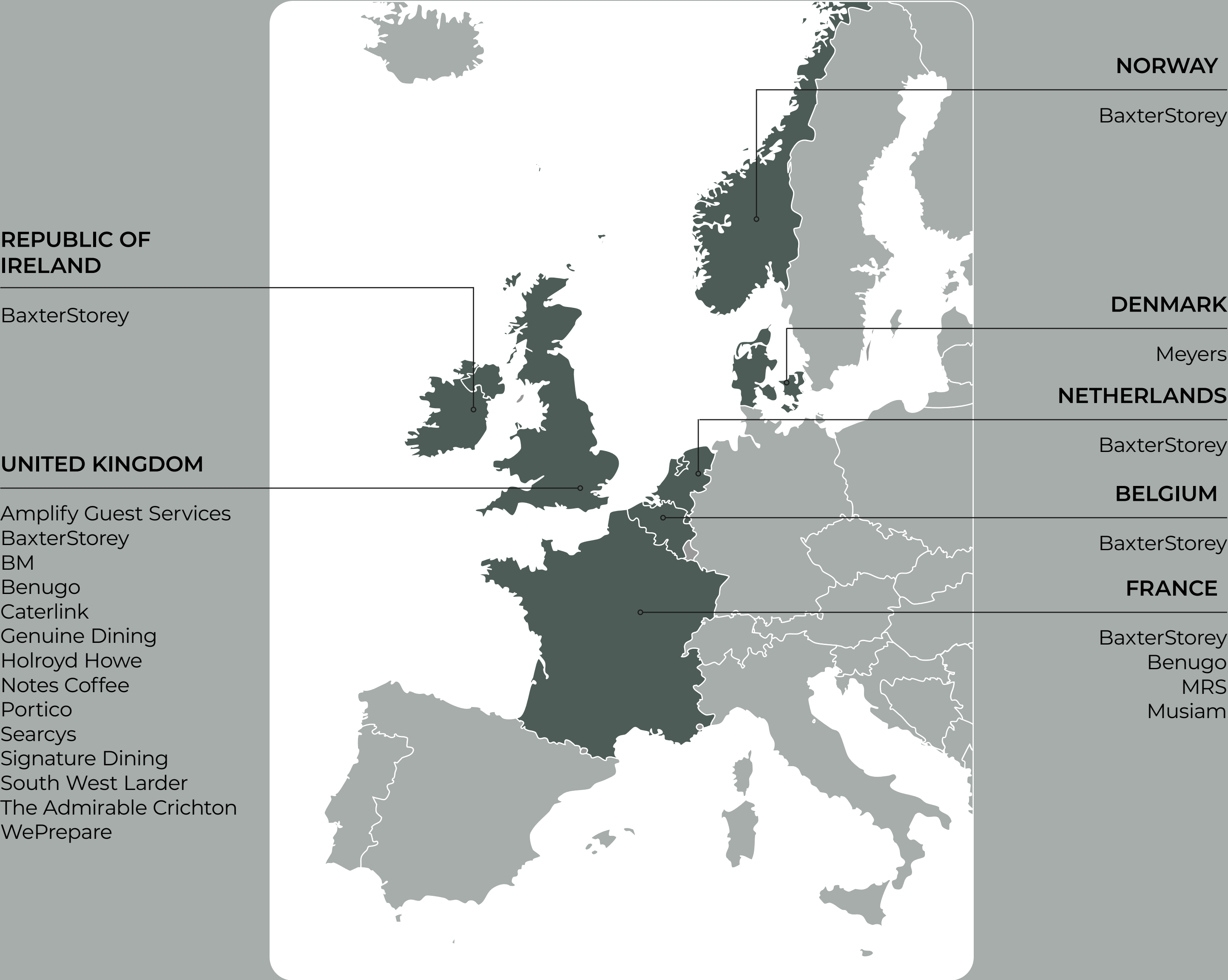
2 WE'RE A RESPONSIBLE BUSINESS

We founded our business on the principle of fresh, seasonal, local produce, and that commitment still stands today. We choose only to work with responsible partners. We are committed to delivering our ambitious ESG targets.

3 WE'RE HOSPITALITY SPECIALISTS

WSH has a footprint of diverse hospitality businesses operating throughout the UK, Ireland and Europe employing around 30,000 team members. Each of our businesses are independent, agile, and entrepreneurial.

Where we operate



Our sustainability *strategy*

second
nature



The role of food and hospitality

SCALE OF SOCIAL AND ENVIRONMENTAL IMPACT

Food brings people together, with every meal offering an opportunity to do better. The food industry has a significant impact on people's health, the environment, and the communities we serve. As a hospitality business, we make choices every day about how that responsibility is used, from the people we employ, the suppliers we work with, and the food and services we deliver.

The global food industry produces around one-third of global greenhouse gas emissions, with food service accounting for around 15% of the UK's carbon footprint. Most of this sits outside day-to-day operations, across the Supply Chain, meaning progress will come from changes across farming, transport, and energy production.

It is also putting nature under pressure, driving biodiversity loss and threatening many species already at risk of extinction. Despite years of focus, food waste remains a major challenge. Between 30-40% of all food grown and produced globally is wasted, with the hospitality industry responsible for around one fifth of that.

WHERE HOSPITALITY CAN MAKE A DIFFERENCE

Considering these challenges, hospitality can be a powerful driver of positive change, starting with what we put on the plate.

What people eat matters. Shifting towards more plant-rich diets is one of the most effective ways to cut environmental impact while improving public health. Globally, studies show this could reduce food-related emissions by over 50% and help

prevent up to 15 million premature deaths each year. This means eating more fruit, vegetables, nuts and legumes, and reducing red meat and sugar by more than half [1].

Through menu design and everyday food choices, hospitality can play a practical role in reshaping the food system for the better, with both people and planet in mind, without compromising the quality of the food experience.

PEOPLE AT THE HEART OF THE INDUSTRY

Delivering change depends on the people who work across the industry. Hospitality is one of the largest employers in Europe, providing work for nearly 12 million people across the EU and 3.5 million people in the UK [2,3]. Yet the industry experiences some of the highest employee turnover rates, making it harder to find and retain talent. At the same time, expectations are changing, and many people increasingly expect their employers to prioritise sustainability as part of how they do business.

As workforce expectations continue to evolve, acting with integrity is becoming increasingly important for attracting, motivating and retaining people who will shape the future of the industry.

REFERENCES

1. EAT-Lancet Commission (2024 update): Healthy Diets from Sustainable Food Systems
2. UK Hospitality (2025): Facts and Stats, Hospitality in Numbers
3. HOTREC (2025): Facts & Figures, European Hospitality Sector



Shaping a more sustainable industry

Second Nature, is designed to address the challenges impacting the food industry and support a future food system and culture that is fair, inclusive, and resilient.

It builds on our success of delivering great hospitality, combining fantastic service with freshly cooked, nutritious, delicious food using fresh, seasonal produce from regional supply chains.

By engaging suppliers, employees, and customers in sustainable practices, our Second Nature framework supports consistent progress across the WSH family and positions us as a trusted and influential partner in shaping a more sustainable industry.

What guides our approach:

Acting with integrity has always been part of who we are. As we continue to grow, we remain;

PEOPLE FIRST

Everything we do begins with our people. Their skills, creativity and care shape every meal we serve and every client relationship we build. By developing, supporting and empowering them, we elevate food experiences and delight our clients and customers.

DRIVEN BY PASSION

Our approach to sustainability mirrors how we deliver exceptional hospitality; Bringing people together through delicious food and memorable experiences, while constantly raising standards for quality, inclusion and responsibility.

A DRIVER FOR CHANGE

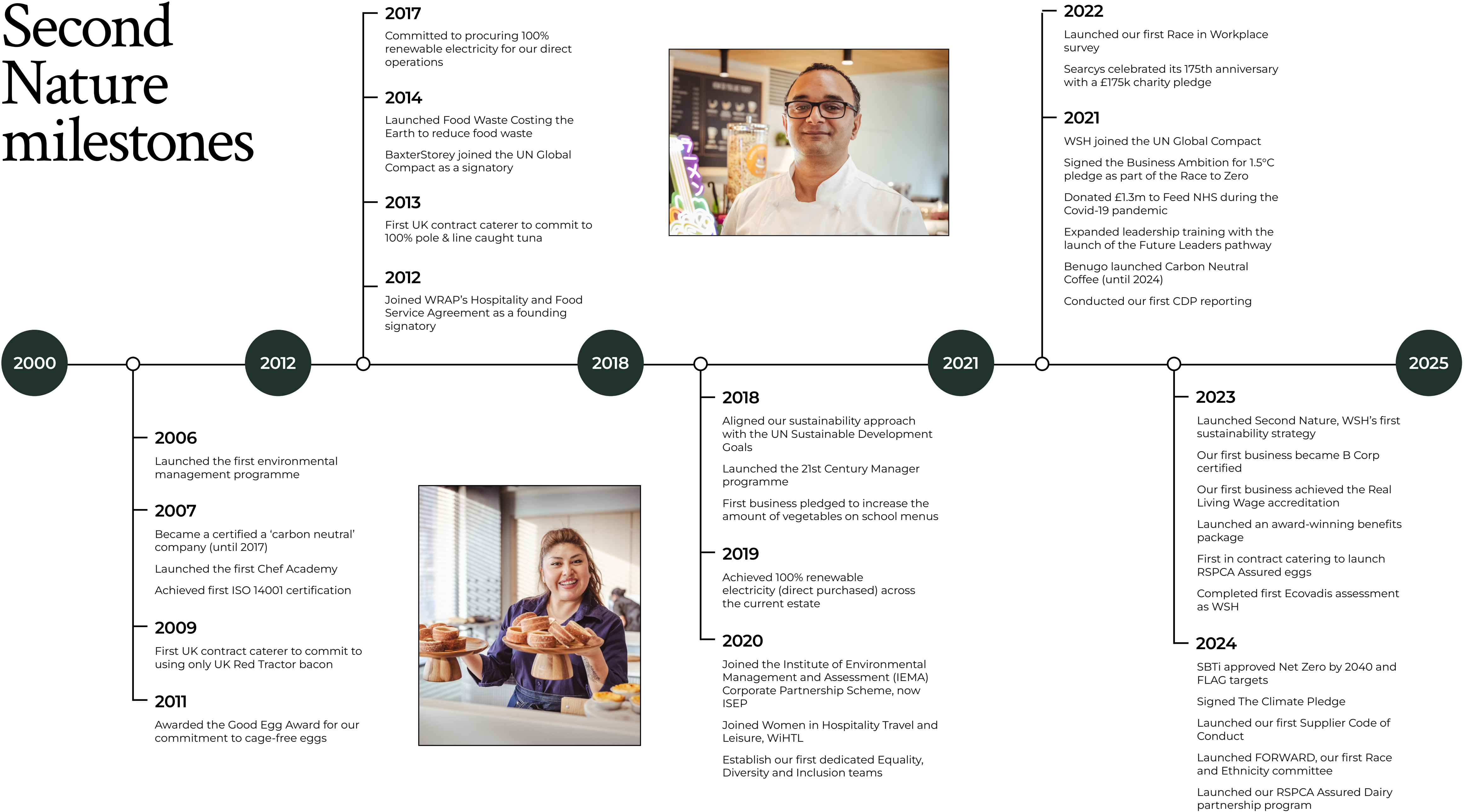
As the food system evolves to meet the realities of climate change, social inequality and resource scarcity, we strive to lead the wider industry in our approach to moving forward through collaboration, innovation and proof of what works.

A LEADER BY DOING

Our leadership is built on measurable progress, supplier engagement and evidence of impact. We lead by example, proving that commercial success and lower environmental impact can go hand in hand when you put people and food first.



Second Nature milestones



Our pillars

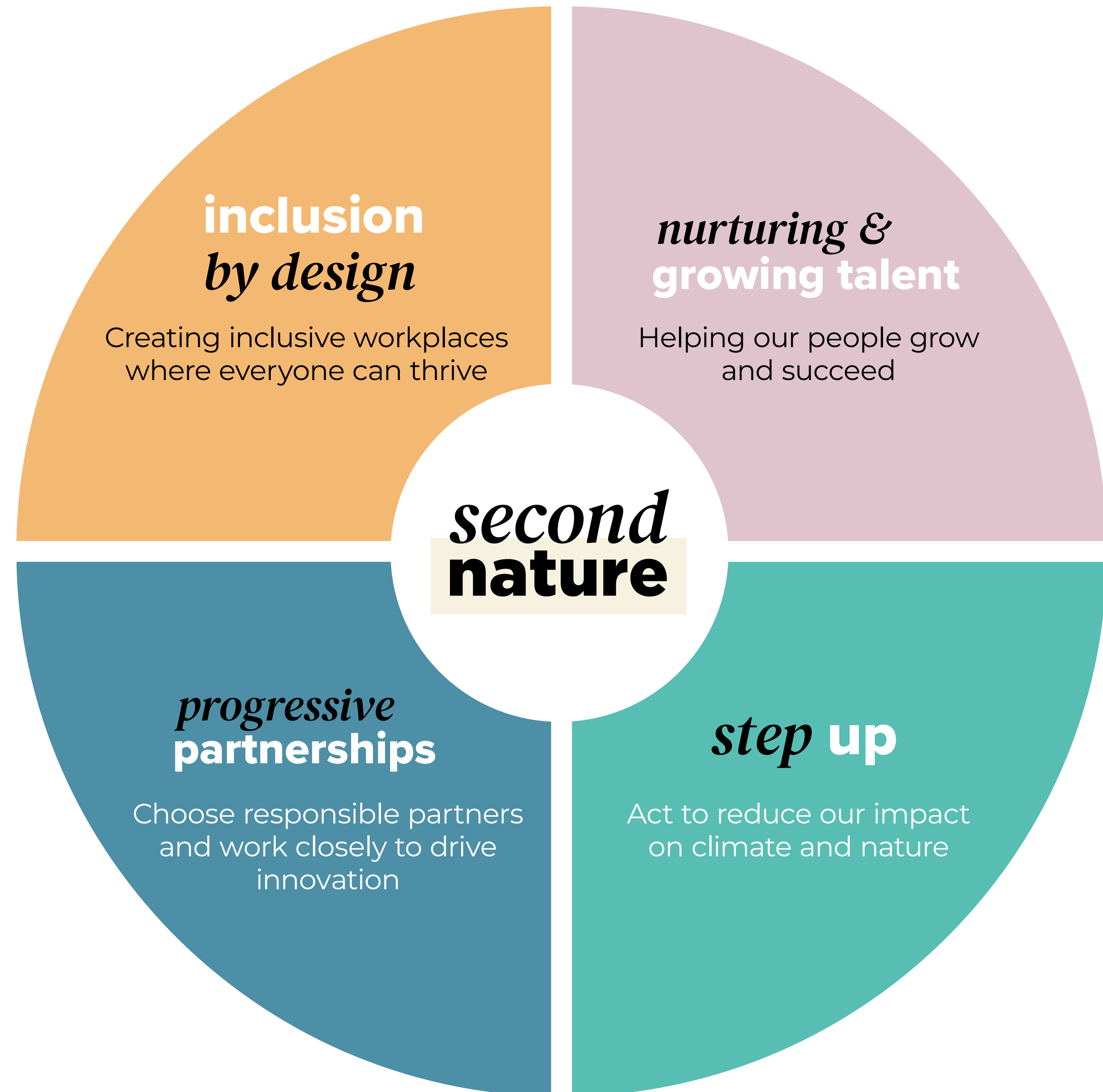
Second Nature provides a clear, evidence-based framework for how we act on climate, nature and inclusion, whilst building talent and supply chain resilience across our family of businesses. First established in the UK in June 2023, it now guides sustainability activities across Europe, creating a shared vision whilst allowing flexibility for local context.

Second Nature aligns with recognised international standards and frameworks, including the Global Reporting Initiative (GRI), the UN Sustainable Development Goals (SDGs), and the Sustainability Accounting Standards Board (SASB). It also prepares us for reporting aligned with the European Sustainability Reporting Standards (ESRS) and International Sustainability Standards Board (ISSB).

Each pillar brings together the topics that matter most across our business and broader communities. Together, they provide a clear structure for how we turn insights into action, guiding our work across all regions, supported by strong governance. The WSH ESG Board, chaired by the WSH Chief Sustainability Officer, oversees the Second Nature strategy and holds accountability for our performance.

Working groups across the four pillars turn agreed priorities and initiatives into actions and lead on reporting requirements. A senior functional manager or Director leads each working group, sponsored by a WSH Board member.

To aid the ESG board's decision making and enhance understanding of key topics, third party subject matter experts are regularly invited to share insights and provide perspective, covering topics ranging from carbon literacy, modern slavery to inclusion and diversity.

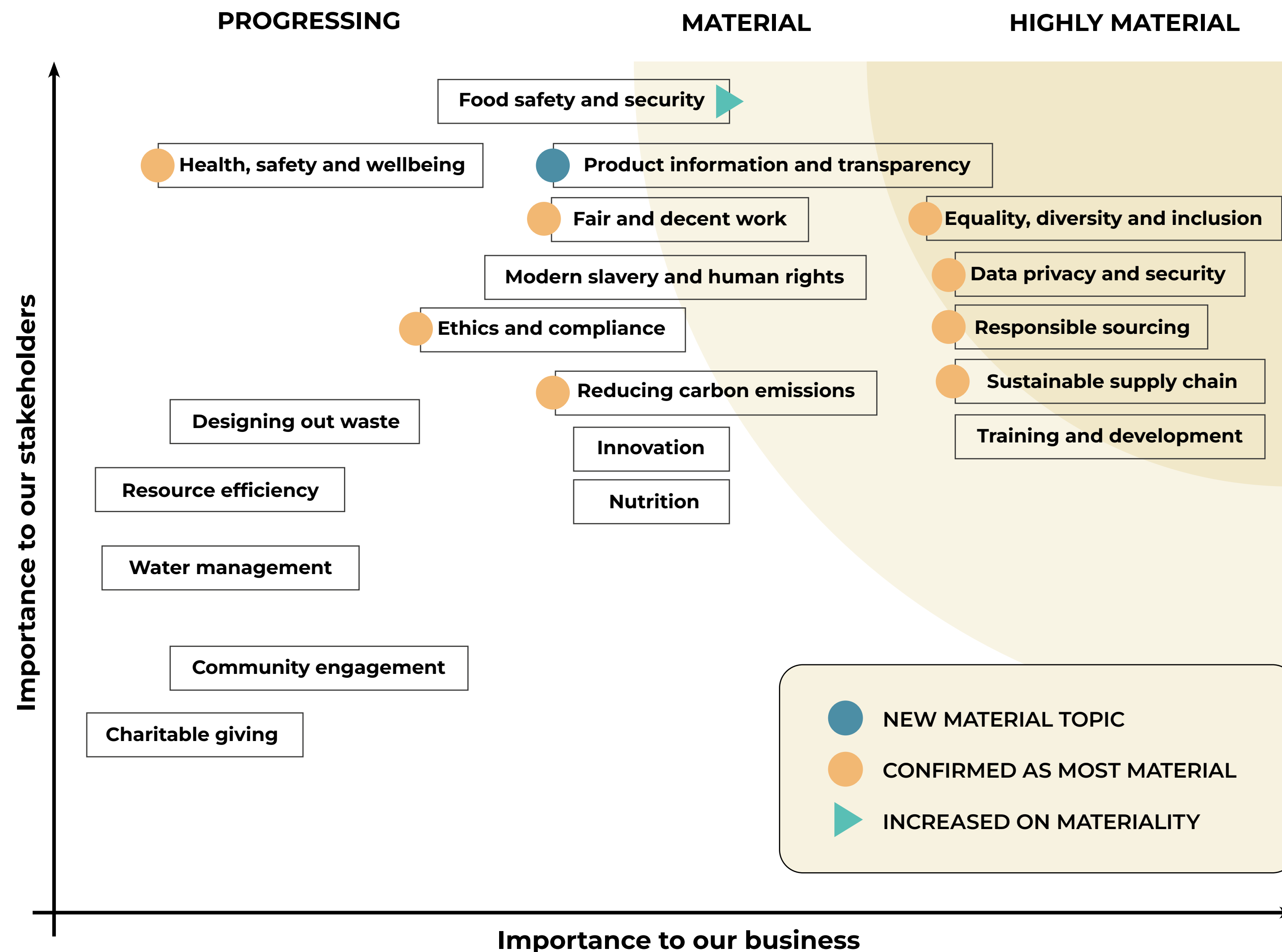


What matters most

To ensure Second Nature focuses on priority issues, we undertook a Double Materiality Assessment (DMA) in 2025 as part of our preparation for the European Corporate Sustainability Reporting Directive (CSRD).

The assessment considered both the impacts our business has on people and the environment, and the sustainability-related risks and opportunities that affect our performance and long-term resilience. We engaged more than 120 internal and external stakeholders across 19 environmental, social and governance topics, drawing on their perspectives to test priorities, challenge assumptions, and strengthen decision making.

The outcome confirmed that Second Nature remains the right strategy for WSH, whilst sharpening our focus on the areas where we can have the greatest impact. The material topics identified through the DMA now form the foundation of our four pillars and directly inform our targets, actions, and governance.



Evolving our targets

When we launched the Second Nature strategy in 2023, our initial focus was on the UK and Ireland. Two years later, as our business continues to grow across the UK and Europe, it was time to ensure those targets reflected our wider impact and evolving priorities.

The updated framework builds on our existing approach, creating a strategy that is consistent, relevant, and practical across all our regions.

The review was informed by our Double Materiality Assessment (DMA), which confirmed that Second Nature remains the right strategy for WSH, while identifying opportunities to strengthen our targets, improve data quality, and sharpen accountability.

WHAT HAS CHANGED

We stay true to our belief that great hospitality, great food, and great service should have a positive impact on people and the planet. We remain committed to sourcing fresh, seasonal ingredients, supporting local suppliers, creating inclusive workplaces, and achieving Net Zero by 2040.

What has changed is how we measure and deliver these commitments. The framework is now;

- **Broader in scope:** expanded from 26 to more than 30 targets that reflect the scale of our family of businesses.
- **Tailored for each business:** targets are now set at entity level, recognising that each business operates in a unique context and starts from a different point.
- **Backed by stronger data:** improved data collection and analysis lead to better decision making and reporting.
- **Wider in focus:** greater emphasis on circularity, biodiversity, and nature-positive action.
- **More inclusive:** goals extended to cover representation beyond leadership teams, menopause and additional external accreditations.
- **More collaborative:** deeper engagement with SMEs, farmers and external experts to build resilient food systems.
- **More robust in carbon metrics:** Net Zero and Forest, Land and Agriculture (FLAG) targets re-baselined using the latest best in class carbon accounting practices and moving to a recognised third-party carbon accounting platform.



The updated targets came into effect in 2026. By updating our targets, we are better equipped than ever to deliver on our commitments. For us, continuous progress is part of who we are. It is our *Second Nature*.

Reducing our *impact* on the environment

step up



Introduction

Step Up is our commitment to climate action, spearheaded by our Net Zero by 2040 target.

One of our main levers to reduce emissions is engaging team members at all levels, including chefs, operators, sales, marketing, and procurement. Both our Chef and Step Up Academies place a great emphasis on the concept of holistic ‘sustainable diets’; diets that consider both nutrition and environmental impact. By training our teams to buy, design, cook, present and communicate food and beverages that are both healthy, delicious and from suppliers that share our ambition to reduce emissions, we believe we can drive long-term change.

In 2025, by delivering in excess of 18,000 training sessions and up-skilling initiatives to our teams, the appetite and desire to drive change has continued to grow across our business.

Key achievements



+18,000

e-learning sessions completed on food, waste, packaging, energy and environmental impact



SBTi

reverification was initiated



171

team members completed ISEP certified environmental sustainability training



+100

chefs trained in sustainable nutrition



+6,000

Food waste recorded weekly across more than 6,000 locations

Overview of our approach

The global food system accounts for 80% of global biodiversity loss to date, generates 30-40% of global greenhouse gas emissions, and is responsible for wasting as much as one-third of all food grown or produced. Our ability to serve our customers freshly prepared food, accessing regional and seasonal supply chains, relies heavily on a healthy climate and natural environment.

Our approach is focused on three areas:

- 1 **Reducing emissions**
with a target to become Net Zero by 2040 across our value chain, supported by short-term and medium-term targets
- 2 **Championing circular principles**
by prioritising re-use ahead of single-use, recycled and recyclable packaging, and acting to reduce food waste
- 3 **Championing nature and biodiversity**
with a goal to reduce ecosystem degradation and promote regenerative agriculture practices, an area we are placing additional focus on from 2026 onwards

Taking action to reduce our environmental impact and support the transition to more resilient food and farming systems is essential to our future success.

Our existing SBTi approved Net Zero by 2040 and FLAG targets set our overall ambition and direction, and we are proud signatories of the Climate Pledge. Following a change in carbon accounting methodology in 2024, we have re-submitted our targets to the SBTi for reverification, with a new baseline year of 2023.

We are committed to transparent reporting in line with the Greenhouse Gas Protocol using a third-party carbon accounting platform to determine actionable decarbonisation strategies. We have reported in accordance with the Climate-related financial disclosure since 2023 and, in 2024, were commended by the UK FRC (Financial Reporting Council) for reporting in line with industry best practice and leading carbon accounting. We calculate and report both non-FLAG and FLAG-emissions within our disclosure.

The majority of our absolute emissions sit in Scope 3 and relate to the way the ingredients and foods we serve are grown and produced. We work hard to reduce the environmental impact of our operations, partnering with farmers and suppliers to understand how to farm with less impact, as well as through the recipes and menus our chefs and food teams prepare.

We are early adopters in this space and continue to deploy some of our early initiatives across the business like 'Food Waste Costing the Earth', a programme that focuses on reducing food waste through reporting and data-led strategies.

ISO14001, the international standard for environmental management systems, remains central to our sustainable operations, and we have been certified since 2007.



FLAG emissions:

GHG emissions and removals from Forestry, Land use/Land-use change, and Agriculture, including soil carbon changes, livestock methane, fertiliser emissions, deforestation emissions, and land-based carbon sequestration. FLAG emissions account for over 20% of global GHG emissions, making them a major part of climate strategies. They involve complex, land-based carbon dynamics distinct from fossil emissions and therefore require dedicated accounting and reporting frameworks.



We were the UK's first food and hospitality business to certify as carbon neutral for Scope 1 and 2 and maintained this certification for a decade, before shifting focus towards robust reduction and removal plans in 2023.

Our aim is to procure only renewable electricity for our direct operations, a target we first achieved in 2020. We have since grown significantly and remain committed to transitioning newly acquired businesses to renewables as soon as feasible, with a target date of 2027 for full compliance. Our operations inherently produce significant volumes of waste, including food, cooking oil, packaging, effluent, administrative waste, and surplus equipment. To address this, we continuously educate teams on food waste reduction, supported by weekly reporting.

We design for circularity by focusing on reusable and refillable packaging, reducing waste sent to landfill and promoting the reuse or repurposing of materials (e.g. repurposing items for dining areas and donating uniforms to charities).

Nature and climate impact are inseparable, and by taking action to reduce greenhouse gas emissions, we reduce our impact on nature and biodiversity. We are committed to deforestation-free commodities and are working diligently to transition to verified, physically deforestation free supply chains. We champion farmers, brands and suppliers who practice or are in the process of transitioning to more regenerative, low-impact agricultural practices. We aim to finalise our nature and biodiversity strategy in 2026, formalising our ambition and goals.

2025 update

Driven by significant organic growth as well as acquisitions, we see an uplift in absolute emissions (+36%) with economic emissions intensity slightly increased at +0.5% (from our 2023 baseline).

We recognise that our spend-based methodology and use of average emission factors are a limitation in accurately reflecting the full impact of our reduction initiatives, especially in an inflationary, high growth scenario where the transition to lower emissions intensity suppliers and categories is not yet fully captured.

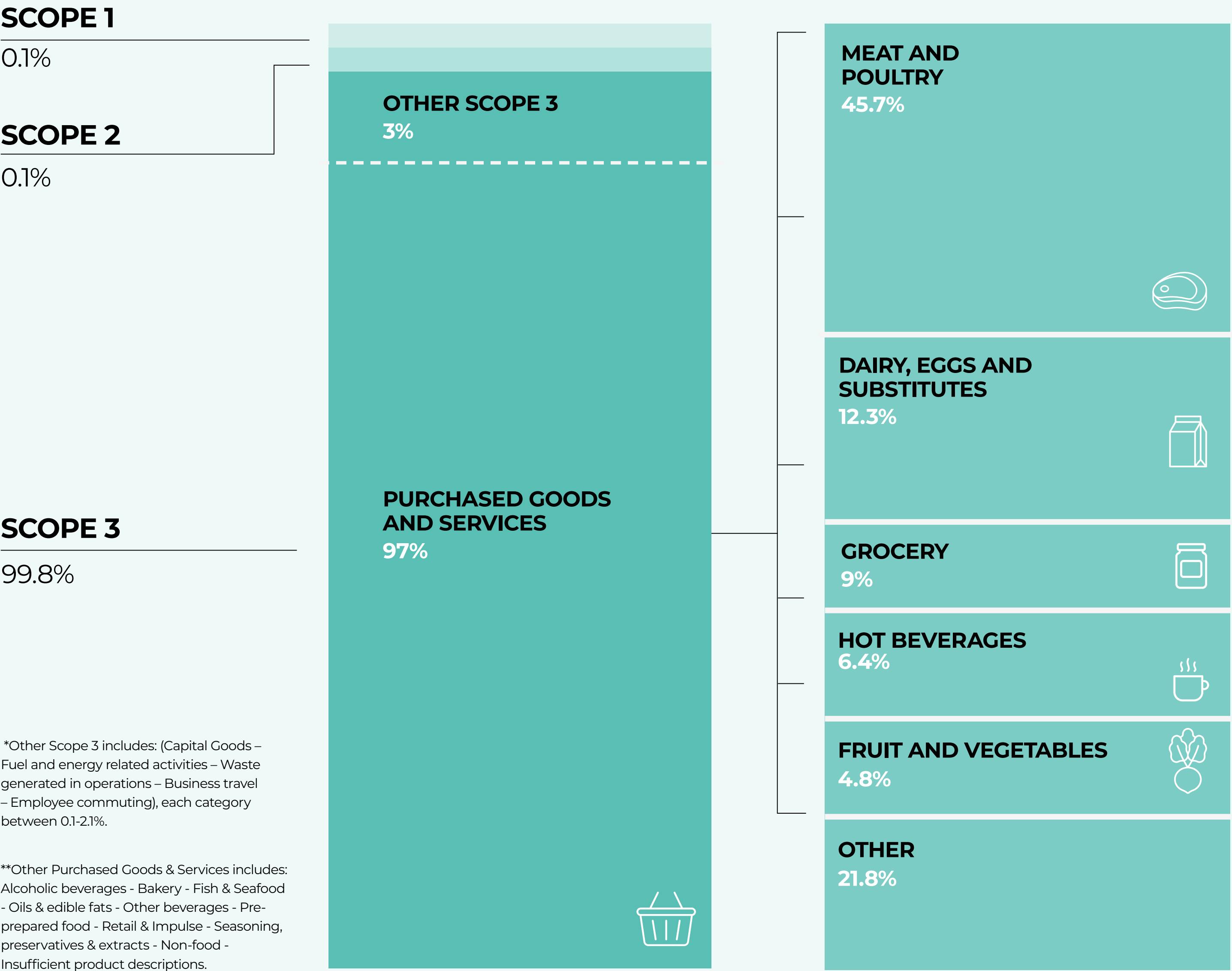
58% of the increase in absolute emissions relate to the first full year of inclusion of Genuine Dining Group emissions, together with the move to higher quality primary data for WSH France as well as Business Travel.

Scope 1 and 2, covering emissions categories fully under our control, continue to reduce, driven both by an increase in the use of renewable electricity, a change in operational boundaries to operations solely under direct control, as well as more energy-efficient behaviour training being rolled out.

In line with most foodservice and hospitality businesses and driven further by our Scope 1 and 2 decarbonisation, Scope 3 emissions now comprise more than 99%, of which 97% comes from Purchased Goods & Services, reiterating the importance of working collaboratively with our suppliers to address farm-level, production and distribution emissions.

Going forward, emphasis will be on moving to mass-based and activity-based product-level data with a phased approach, including high quality, product-specific emission factors. As we deploy best practices across the estate, and with the transition to activity-based data, we are confident absolute emissions and emissions intensity will reduce.

WSH 2025 Corporate Carbon Footprint (CCF) breakdown:



ADDRESSING WASTE

In 2024, we over-achieved our initial target of reducing food waste by 20% (vs. 2019) across participating locations but didn't stop there. Since then, we have continued to roll out our award-winning 'Food waste costing the earth' programme which now sits across more than 80% of our UK and Ireland sites.

In our experience, reported food waste numbers slightly increase when new sites join the programme and establish their baseline. As focus moves to prevention, intensity will start to reduce again.

Since Second Nature was first launched, we have worked diligently to reduce single-use packaging and champion more circular principles following the waste hierarchy; focusing on prevention, re-use, recycling, recover and disposal in that order. Our first choice will always be to use reusables, but due to the nature of our business, we need to also consider the responsible use of take away food and drink packaging, balancing customer convenience and environmental impact.

We are committed to:

- 1 Championing circular packaging solutions (e.g. reusable/refillable options)
- 2 Reducing the proportion of single-use food and drink packaging filled on-site year on year
- 3 Educating teams to prioritise reuse and challenge excessive packaging use
- 4 Using paper only from certified, deforestation-free sustainable sources

ASSURANCE STATEMENT

Following both qualitative and quantitative considerations, the Simply Sustainable verification team has agreed that WSH's 2024 scope 1, 2 and 3 GHG inventory passes verification at a materiality threshold of 5%, with a verified difference of less than 0.1%. This verification has been carried out following the relevant requirements of the ISO 14064-3:2019 standard for conducting independent limited verification of WSH's FY25 emissions-related data and calculations used to calculate WSH's GHG inventory.



For a full overview of Step Up targets, go to the *Second Nature Target Tracker*





“We are ambitious,
committed and believe
in driving change.”

GUIDO FOLCHI, STEP UP PILLAR LEAD

Spotlight *Stories*



Regenerative farming and the future of food

Food systems account for roughly a third of global greenhouse gas emissions, with livestock responsible for around 60% of that impact. To reduce the environmental and biodiversity impact of global food production, the way we farm needs to change.

As a food and hospitality business, our impact is largely driven by the food we use. More than 99% of our Corporate Carbon Footprint (CCF) sits in Scope 3, our value chain, with 97% coming from Purchased Goods and Services (PG&S). Within this, animal protein is the single largest source of emissions for our business.

For us to decarbonise our business and progress our net zero by 2040 target, we need our most emissions-intensive suppliers and the farmers supplying them to shift the way they farm.

SHIFTING HOW WE FARM

By transitioning to lower-impact and regenerative farming, an approach that focuses on improving social health, enhancing biodiversity, and managing land in a way that restores it over time, the negative impacts will reduce.

In practice, this includes better management of land and manure, alongside improvements in feed and animal welfare, each with differing levels of emissions-reduction potential and cost-effectiveness.

Recent UK modelling shows that improving existing grass-based beef management practices could reduce the carbon footprint of beef production between 18%-26%.

WORKING ACROSS THE VALUE CHAIN

We are working with our suppliers and farmers to support this transition, including supporting dairy farmers to baseline their environmental and biodiversity impacts so they can build action plans to help them move towards net zero.

We are already partnering with suppliers moving in this direction and continue to introduce new and innovative producers into our value chain to help scale change across the sector. We were one of the first caterers to introduce Wildfarmed flour, and it's great to see they are now becoming more mainstream and introducing products for consumers.

Within our business, we engage with chefs and operations teams, as well as our clients. By transitioning to lower-impact and regenerative farming, an approach that focuses on improving social health, enhancing biodiversity, and managing land in a way that restores it over time, the negative impacts will reduce.

BUSINESS VALUE OF REGENERATIVE FARMING

Most of our clients have their own carbon reduction targets, and as a key supplier to them, we are part of their carbon footprint. By moving to, and sourcing lower-impact ingredients, we deliver on our target, but we also contribute to them achieving their targets which ultimately builds strong, long-term relationships.

While there may be an initial cost and commitment in supporting the transition, this is offset over time through more resilient supply chains, greater predictability, and reduced exposure to future carbon costs, including potential carbon taxes.

The benefits go beyond carbon, as these practices tend to support wider environmental and social benefits. For farmers, it can mean a closer connection to the land and visible signs and sounds of recovery, such as biodiversity returning to farms.

LOOKING AHEAD

Our focus now is on scaling what works. This means expanding relationships with suppliers already transitioning to more regenerative practices, continuing to introduce innovative producers, and supporting more farmers as they baseline their environmental impact and develop clear transition plans.

This work will be formalised through our wider transition planning, with a continued focus on how the products we buy are grown, farmed, and produced.

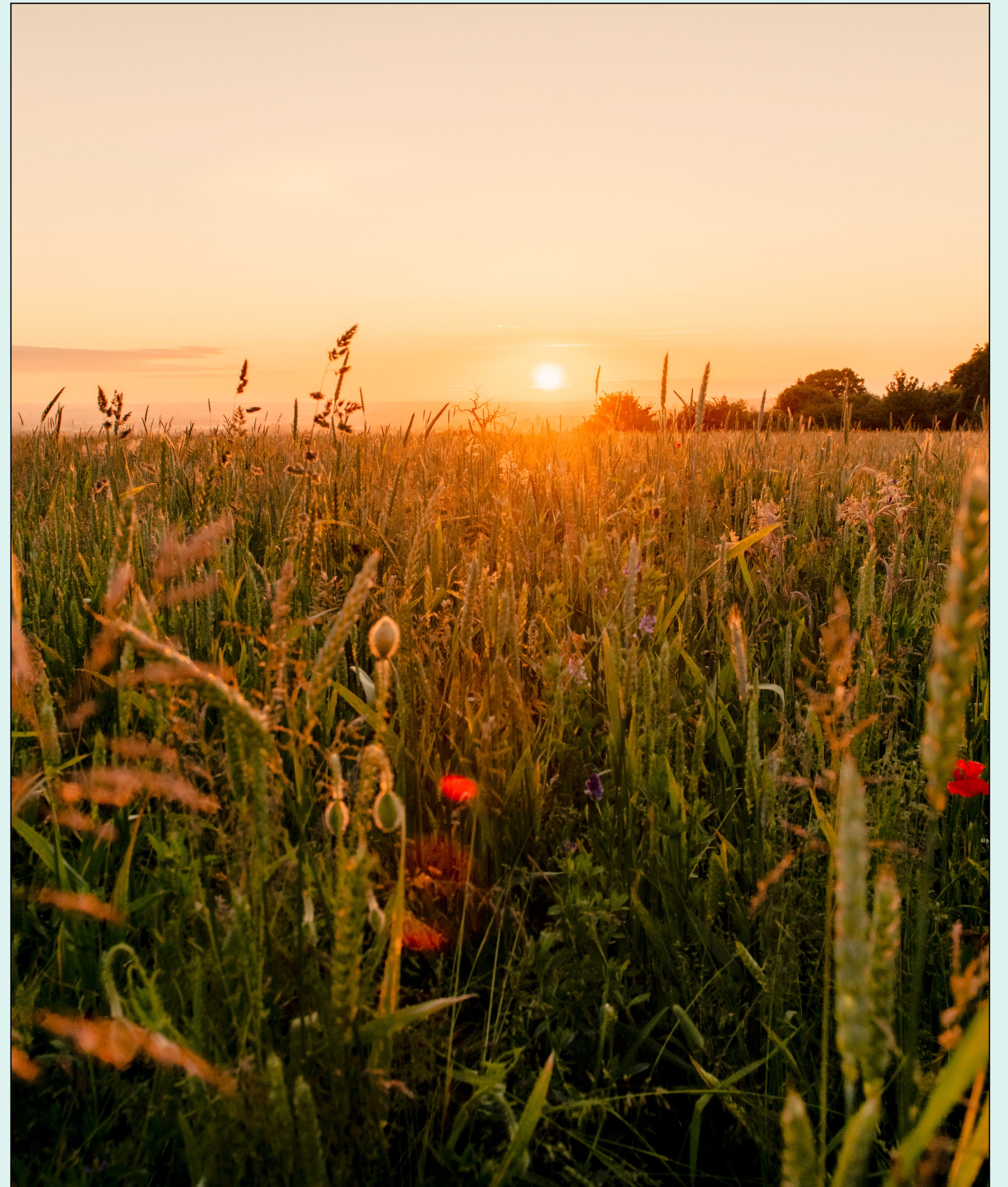


Key takeaway

Decarbonising food starts on the farm - and scaling change depends on working with suppliers to shift how it's produced.

“We see our role as helping to drive the transition to a new way of farming - supporting farmers and producers leading the way, giving them a platform to scale, and using our reach to promote change across the wider industry.”

KEVIN DUNFORD, HEAD OF FOOD PROCUREMENT AND UK AG



What's next

1

Carbon assessing recipes and menus

As part of our 'sustainable nutrition' movement, we will continue to optimise recipes for nutrition and environmental impact, ensuring meals and menus make it easy for our customers to choose.

2

Promoting seasonality to reduce footprint

Eating what's in season means supporting local farmers, producers and communities, with fresh produce harvested and used at its nutritional peak, and often shorter transport distances.

3

Reducing impact from animal protein

Our approach focuses on three key areas: switching to more regeneratively reared or low-impact meat, swapping meat for plant, and support farmers to commit to net zero.

4

Relaunch Food Waste Programme

Update and roll out our food waste programme supported by relevant technology, training and reporting to prevent food from being wasted in the first instance.

5

Driving circularity in packaging

Promote reusables, prioritise recycled, recyclable and renewable materials.

Driving
innovation with
our partners

progressive
partnerships



Introduction

Progressive Partnerships perfectly encapsulates our ethos of serving freshly cooked, nutritious, delicious food using fresh, seasonal produce from trusted suppliers. We partner with suppliers who share our focus on responsible sourcing and work diligently to deliver innovative solutions to our clients and customers.

We constantly look for ways to improve standards and increase supply chain resilience. We work in collaboration with existing suppliers, farms, manufacturers and producers, providing training and support to small and medium size enterprises (SMEs) as we strongly believe in supporting local communities.

One of the highlights of 2025 was working in close partnership with our dairy producer, their farmers and external expertise to move to RSPCA Assured as our new standard and create a new route to market for high welfare fresh milk.

Key achievements

progressive partnerships



WSH first Supplier Connect Summit brought partners together to improve supply chain standards

+1,200

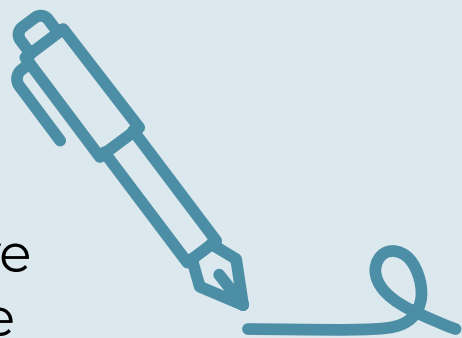
team members were trained to recognise Modern Slavery risks



6

dairy farms met RSPCA Assured animal welfare standards

100%



of strategic suppliers have signed the Supplier Code of Conduct



1ST

farm engagement day brought farmers together to improve welfare and environmental impact

Overview of our approach

We believe in using our position to drive positive change across our supply chain and are proud of our longstanding commitment to fresh, seasonal sourcing.

Going forward, we aim to increase spend with SMEs and extend our drive to improve and enhance accreditation standards in coffee and tea.

Our founding principles have always ensured we champion environmental performance in procurement; looking beyond

cost to see the full value of what we buy, supporting the transition to more resilient farming practices. Our decentralised approach to sourcing is a unique selling point for WSH, offering plenty of choice for our brands.

We have set ourselves ambitious targets, aiming to source materials only in accordance with our high standards. However, given the complexities of modern global food production and supply chains, there will be times when this is not realistically possible, either because of supply chain disruption or differing customer requirements. We are committed to full transparency in instances where we have not met our targets.

Food and hospitality industries are unfortunately susceptible to different forms of unsustainable and unethical practices, such as modern slavery. We are committed to taking action to prevent modern slavery and have robust procedures and processes in place to ensure our practices and standards are upheld.

The WSH Supplier Code of Conduct (SCOC) was created to strengthen our commitments across our minimum standards and supplier expectations. It outlines our ambition to raise the bar on supplier sourcing standards and animal welfare, and our suppliers are expected to be members of SEDEX with a completed Self-Assessment Questionnaire (SAQ) in place, and affiliate with WSH to give us access to ethical audit data.

We use different ways to capture critical supplier information across our vast and extensive supply chain, covering food, beverages and non-food goods and services. All our suppliers will be requested to complete our SAQ through an online platform; others will be captured at the point of onboarding with additional checks conducted by our supplier assurance team. We use a risk-based approach where suppliers identified as high risk are put through our supplier auditing processes.

In 2025, we bolstered our approach to non-food and services risk, launching a new digital risk module within our onboarding process. This takes suppliers through a dynamic SAQ process specific to the category – read how it supports our approach to ethical sourcing in the Modern Slavery section.



Our approach is focused on two areas:

- 1 **Responsible sourcing:**
We focus on reducing environmental impact and improving animal welfare using externally recognised farming and food accreditation schemes, for example RSPCA Assured, Red Tractor, Bord Bia, Organic and Forest Stewardship Council (FSC).
- 2 **Ethical supply chain:**
We assess and ensure human rights are respected across our supply chain by partnering with experts like SEDEX, the largest data platform for ethical supply chain assessment, and Unseen, a leading UK modern slavery charity.

2025 update

2025 was our “Year of the supplier”. A key highlight was the Supplier Connect Summit, attended by 280 of our most valued and strategic partners. Without them, we are not able to reach our targets. This is explored in more detail in the spotlight story later in the chapter.

It has also been a year of data transformation. Significant time and resources have been invested in capturing, cleaning supplier data, and setting up and improving existing reporting. Whilst it has slightly slowed down progress in some areas, it was an essential step to take. With reliable data and reporting in place, we feel we are in a good position to close most of the remaining gaps in 2026.

We have grown significantly over the year. As we continue to onboard and upgrade suppliers, the number of suppliers required to sign up to the SCOC has increased by more than 10%. All strategic suppliers remain committed to our standards with a signed Code of Conduct in place. Expanding to include new suppliers across strategic and valued partners, 94% of the value is covered. As we continue to refine and tighten our onboarding procedure, and launch the updated SCOC 2.0 first half of 2026, we expect compliance to be back at 100% by the end of the year.

WORKING TOWARDS HIGHER SOURCING STANDARDS

Animal welfare is one of our focus areas and we are proud to be amongst the leaders in our industry by moving to RSPCA Assured fresh milk and eggs. We have been working in close collaboration with one of our dairy producers, six dairy farms, and RSPCA Assured throughout 2025 to ensure a successful

transition. All six farms have now achieved the RSPCA Assured standard, and this segregated milk is now being delivered to our locations on a regular basis. In December, almost half of the milk we used was certified at farm level, setting a new, higher welfare standard for fresh milk in contract catering.

In addition to the move in standard, we have initiated conversations around baselining the environmental impact of the approved farms as part of committing to setting a net zero target with them.

Following on from our successful launch of RSPCA Assured eggs in 2024, for the second consecutive year, 94% of all eggs we use are now certified with unforeseen Supply Chain issues driving the gap to our target.

The other two areas where we are moving to higher standards are meat, fish and seafood sourcing. By year end, almost 60% of our fresh meat was sourced to an externally recognised higher welfare standard, which, although behind our target, represents a significant improvement on the prior year result of 37%.

Across our regional supply chain of predominantly small- or medium-sized catering butchers, significant work has been carried out to improve standards, with over 1,000 products transitioned. Whilst the number of partners and products adds complexity, it remains important to us to stand by our unique selling proposition of choice and continue to support our SMEs. A good example was hosting our first ever supplier webinar, focused on welfare standards and decarbonisation in the meat supply chain. Four of our businesses are performing above the average result and, for our lowest scoring business, we’ve taken proactive steps by making supplier partner changes following a thorough tender process. The positive impact this has on the overall target percentage will be seen in 2026.



Acknowledging a welfare gap on sausages, a large-scale sausage project was run across the supply chain in 2025, resulting in two new partners and fourteen new sausage options assured to an externally recognised higher welfare standard. These launch in 2026, ensuring continued improvement against this target.

We are also making good progress towards the frozen meat target, due in 2027. 51% of all our frozen meat was sourced to an externally recognised higher welfare standard, doubling from the previous year.

Our fish and seafood portfolio is vast and diversified, particularly across our business and industry and commercial brands, where client and customer expectations require frequent menu, and therefore species, changes. As these decisions are made, we rely on training, communication and data to ensure that we continue to achieve the MCS Good Fish Guide level, acknowledging that throughout the year, changes are made which need to be reflected in our sourcing plans. In addition to the guide rating, we track six different assurance schemes and standards across a large number of products. Like many food businesses, this target remains a real test for our data processes, which we have improved during 2025.

These improvements have helped maintain our position of more than 80% certified or MCS Good Fish Guide level 1-3, achieved through a combination of chef engagement, supplier support and procurement leadership. Our education businesses, with smaller seafood supply chains, achieved 90%+ on this target.

We are also transitioning to uniforms manufactured with certified cotton (where cotton is used). Our supplier partner now offers a comprehensive range of uniforms, including maternity wear, from certified sources. As of year-end 2025, 50% of uniforms replaced and issued to our team members were certified.

EXPANDING OUR MODERN SLAVERY STRATEGY

Following the launch of the new SEDEX SAQ in 2024, it became apparent that many businesses struggled to complete the new questionnaire. To support our suppliers and improve completion rates, we decided to extend the deadline for completion to 2026 and engaged with SEDEX to provide dedicated support for lapsed or new suppliers. We can already see the positive impact, with 38% of strategic and valued suppliers registered with a completed SAQ in place, and a further 12% in the process of completing it.

As part of our ambition to strengthen resilience, we also launched a new online platform to manage supplier risk, ensure compliance, and safeguard quality across various non-food categories. This includes packaging, uniforms, equipment, cleaning and waste services, transport, technology and Software as a Service partner, temporary staff agencies and marketing and digital services.

With increasing legislation around environmental impact, labour rights, and ethical sourcing, the platform is crucial for understanding supplier risk and maintaining our standards. It allows us to gather supplier insights on health and safety standards, subcontracting, modern slavery, cyber security, and data protection.

We hire on average 2,000 temporary workers each month, an area identified as high-risk through our Ethical Risk assessment, conducted in 2024. By leveraging the risk assessment, implementing more thorough right-to-work checks, and streamlining our agency partnerships, we have significantly reduced ethical risk across temp agencies.

All active agencies on our Preferred Supplier List have completed our ESG questionnaire, passed our risk assessment criteria and met our standards, including benchmarked hourly

rates to ensure fair pay for temporary workers. Throughout this exercise, we reduced the number of suppliers by one third, improving our position.

Encouraged by the positive response, we extended our outreach to strategic subcontractors across other higher risk non-food categories and worked with them to provide training and support, an exercise we will continue in 2026.



An independent review by the City Corporation assessed the WSH 2024 Modern Slavery Statement using a scoring framework aligned to the Modern Slavery Assessment Tool (MSAT). This awarded a score of 108 and identified WSH as a higher-performing organisation with a strong overall statement.



For a full overview of Progressive Partnership targets, go to the *Second Nature Target Tracker*



“We couldn’t get to where we are without our suppliers. And we won’t get to where we’re going without moving forward together.”

TARA HENRY, HEAD OF PROCUREMENT

Spotlight Stories

- ➔ Working towards deforestation-free supply chains
- ➔ The future of the hospitality industry



Working towards deforestation-free supply chains

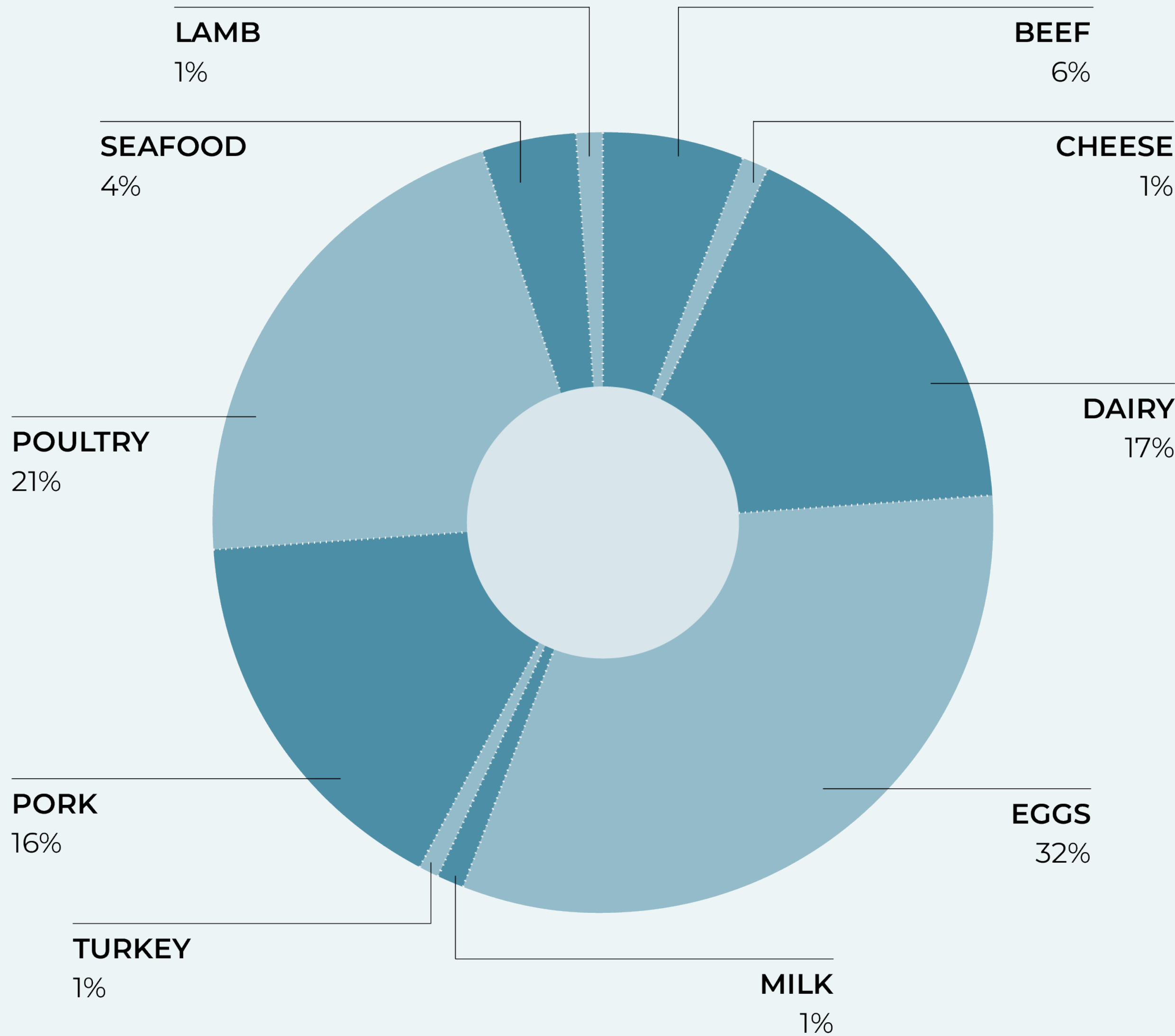
Responsible sourcing is central to how we work with our suppliers. In hospitality, the choices we make every day, from the ingredients we buy to the products we use, influence global supply chains, including those linked to deforestation risk. As part of our wider commitment to deforestation-free supply chains, we spent 2025 prioritising deforestation risk in our soy and palm oil supply chain.

UNDERSTANDING OUR SOY FOOTPRINT

Conversion of forests and natural habitats into farmland is a significant driver of global warming, biodiversity loss and negatively impacts the rights and livelihood of indigenous populations. Deforestation linked to production of soya for animal feed, so called embedded soy, is likely to be the biggest risk for us, and why we decided to address soy first.

In 2025, we took an important first step by baselining our UK soy footprint. This exercise covered approximately 80% of our spend across meat, fish, eggs and dairy, with a strong supplier response rate of 97% (representing 71% of suppliers by number). Using Round Table on Responsible Soy (RTRS) conversion factors alongside livestock rearing location data and soy origin where available, we estimate our 2024 UK soy footprint at 4,719 tonnes.

WSH 2024 UK Soy footprint split



While 77% of suppliers (by spend) are signatories of a national soy initiative, less than 0.5% of our soy footprint is currently verified to be deforestation-free. This highlights the current gap in traceability and verified data across complex supply chains. Using the information we have collected, we are now prioritising improved transparency, supplier engagement, and targeted action in the highest risk areas.

As part of this work, we have joined the UK Sustainable Commodities Initiative (UKSCI) and its Foodservice working group, collaborating with peers to support the transition towards physically deforestation-free and conversion-free soy. In the meantime, we support responsible soy production through RTRS credits covering our 2024 soy footprint.

PROGRESS ON CERTIFIED PALM OIL

Alongside soy, we are in the process of completing the transition to certified palm oil, minimum mass balance, supporting the production of certified oil palm even if certified and non-certified physical product are mixed. We do not use palm oil as a direct ingredient. Where it is present, it is a component within an ingredient or product used in our production kitchens or in a nominated product produced for WSH.

Across our central production units, 51% of ingredients containing palm oil already use certified palm oil, predominantly certified to Roundtable on Sustainable Palm Oil (RSPO) minimum mass balance. For nominated products, 47% contain no palm oil at all, and all known nominated products that do contain palm oil (less than 2%) use palm oil certified to a minimum of RSPO mass balance. Remaining products are being mapped and gaps addressed on an ongoing basis.

IMPACT AND BUSINESS VALUE

Mapping our indirect and direct soy and palm oil use helps us strengthen transparency across complex supply chains and build a clearer picture of where action is needed. By working collaboratively with suppliers, industry peers and subject matter experts, we are supporting the transition to physical deforestation-free supply chains, helping to build more resilient eco-systems, improve supply predictability and reduce our corporate carbon footprint.

NEXT STEPS

Transitioning to deforestation-free soy and palm oil supply chains will take time, collaboration and continued focus. With better data and improved transparency, supported by digital solutions, we will now work with priority suppliers to build detailed action plans on how to move to verified deforestation-free soy including supporting with training and up-skilling through our network and partners. We plan to repeat and report the soy mapping regularly, next time early 2027.



“Short term, we have made a decision to support responsible soy production through RTRS credits whilst working with our suppliers to move to physically deforestation-free soy.”

ANNELIE SELANDER, CHIEF SUSTAINABILITY OFFICER

Creating the hospitality industry of the future

Across the hospitality industry, expectations are rapidly evolving. From responsible sourcing and labour standards to data quality, traceability and environmental performance, change is reshaping how supply chains operate. If suppliers cannot meet their own targets, the wider value chain cannot deliver on its ambitions.

The WSH Supplier Connect Summit was created as a response to that shared challenge. It brought partners together to recognise progress to date, thank suppliers for their collaboration over the years, and set a clear direction for what comes next. The focus was on shared responsibility and clarity on the role each part of the supply chain plays in shaping the future of hospitality.

BRINGING THE SUPPLY CHAIN TOGETHER

More than 280 partners joined from across the UK, Ireland and Netherlands. The room reflected the full breadth of our supply chain; from food and beverage suppliers to farmers, manufacturers and processors to distributors as well as digital partners and third-party accreditations schemes, alongside colleagues from across the WSH family.

Founder Alastair Storey opened the Summit with senior leaders from across WSH participating in panels and supplier-focussed sessions throughout the day. Hearing directly from the most senior voices across our business reinforced that sustainability, responsible sourcing, and partnership are core to how the business operates. For suppliers, their presence and participation built confidence that expectations are mutual, consistent, and backed at the highest level.

TURNING COMPLEXITY INTO CLARITY

The day focused on critical enablers; sourcing standards, product-level data, digital systems, accreditations, and emerging regulatory requirements. The aim was to explain what suppliers can expect next, why it matters, and what will be required from them.

Discussions acknowledged that suppliers are starting from different places. Larger organisations often have dedicated teams and systems, whilst many SMEs are navigating complex requirements with limited time and resources. Support, coaching and shared learning, particularly for SMEs, were positioned as essential to building long-term capability, resilience, and long-term progress.

The day itself was designed to bring to life the best of hospitality. Panels and interactive breakout sessions encouraged open conversation and shared learning. Food remained central; grounding discussions in quality, sourcing and innovation. Suppliers heard about different challenges and opportunities across sectors, whilst seeing strong alignment around shared ESG priorities.

IMPACT AND BUSINESS VALUE

The Summit left suppliers with clear expectations, a strong understanding of priorities, and confidence in the direction of travel. That clarity helps them plan and invest with confidence, enables better decision-making, and encourages earlier collaboration and innovation.

Delivering the same message at the same time strengthens relationships and helps us move forward together, ultimately improving resilience across the supply chain. This is essential to delivering trust, transparency and quality, meeting our sustainability targets, and supporting long-term growth.

LOOKING AHEAD

The topics discussed are complex and meaningful change takes time. The Supplier Connect Summit was designed as the start of an ongoing conversation. With continued engagement, coaching and support planned between Summits, and a commitment to return in two years, the task is now for suppliers to turn ambition into action.



Key takeaway

The future of hospitality is down to all of us.



“Creating an opportunity for all our suppliers to hear the same message about our future goals consistently with clarity was an investment for us in a number of ways. If it drives meaningful change as we believe it will, it was absolutely worth it.”

TARA HENRY, HEAD OF PROCUREMENT

What's next

1

Launch and baseline new targets

A key task for 2026 will be to baseline and develop action plans to progress our new targets around SMEs, coffee and tea sourcing, and increase recycled materials in uniforms and shoes.

2

Support target progress outside of the UK and Ireland

Following the launch of Second Nature in France, Denmark, Netherlands, Belgium and Norway, we will set baselines, build actions plans, leverage learnings and synergies to drive progress at speed.

3

Relaunch UK & Ireland policies including SCOC edition 2

Following the successful launch of our first Supplier Code of Conduct in 2024, we are updating and strengthening it to ensure our suppliers are as committed as we are.

4

Increase data access and increase data literacy

We will continue to support data-led decision-making by providing our internal stakeholders with relevant data points, reports, KPI dashboards, and data literacy to ensure insights are translated into action.

5

Foster engagement between accreditation bodies and suppliers

We believe in working in partnership to influence better practices across our supply chain, from farm to kitchen, and will continue to act as the mediator between standard setters, users and end-users.

6

Drive to close final gaps

We are making strong progress against our targets and are committed to closing remaining gaps in 2026, using data to drive action at entity level.

Creating *inclusive* workspaces

inclusion
by design



Introduction

Our vision for workplaces where every individual, regardless of gender, race, background, or ability, is recognised, encouraged to develop, and feel they belong sits at the heart of Inclusion by design pillar.

By delivering our initiatives, we are laying the foundation for a more equitable and resilient hospitality industry where everyone can thrive. By creating a culture of belonging and providing fair and equitable opportunities, we help people perform to the best of their talents, ensuring diversity and inclusion are represented at all levels of our business.

In 2025, we are pleased to see our continued investment in people bear fruit as evidenced by our NPS scores.

Key achievements

inclusion *by design*

30%

of leadership roles (C –1)
were held by females



6

businesses achieved their
gender pay gap target



ISEP certified training
attended by as many
females as males



TRIBE launched
to support all types
of families



Portico achieved Investors in People Gold
and BaxterStorey UK achieved Inclusive
Employer Silver accreditation

Overview of our approach

Our approach to inclusion, equity, and diversity starts with creating a culture of belonging and ensuring that diversity and inclusion are represented at all levels of our business. This means everyone is treated equitably; respected and recognised for who they are as individuals.

Our approach covers three areas, each supported by measurable and timebound targets:

- 1 Gender balanced leadership roles:**
Encouraging diversity of thought and providing role models for young talent
- 2 A diverse workforce:**
Striving for fair representation of regional ethnic demographics in leadership roles and teams
- 3 Gender pay gap:**
Assessing and taking action to improve the gender pay gap

Our people policies and procedures lay the foundation to attract, retain and develop a diverse and inclusive workforce that reflects the communities we are a part of and the clients and customers we work with.

We believe in recruiting our people based on merit and, in doing so, ensuring a diverse and inclusive perspective is applied at all stages of the process. This includes job advertisements, standardised application reviews, diverse interview panels and flexible roles. When we use recruitment agencies, we actively insist they provide a broader range of candidates from underrepresented groups.

We organise yearly leadership development for our senior leadership teams to ensure they understand and embrace the importance of inclusion. We appreciate that every person brings unique insights, perspectives, and backgrounds that will help cultivate a culture of trust and respect across our businesses.

We run Employee Resource Group (ERG) networks across our various businesses to celebrate lived experiences, focused on protected characteristics including gender, race, LGBTQIA+ and neurodiversity. These networks allow our employees to share their perspectives and shape actions that raise awareness and educate peers, managers, and leaders. TRIBE, our newest ERG, champions all working families and parents no matter what stage you are in your journey to parenthood or definition of family.



2025 update

We are a family of diverse businesses that believe we can achieve and learn more by coming together. Since the launch of Second Nature, our ERGs and two people pillars have worked together to progress our targets.

Access to data, especially gender and ethnicity data, is one of the areas that benefit both pillars. Because of its sensitivity, progress has been slower than we would have liked, with less than 20% disclosing across disability, veteran, gender, ethnicity, and sexual orientation. We continue to work towards our target of 70%, with a focus on new joiners, a clear explanation of why we need it, and how we use it to make positive changes.

We are pleased that our target on gender representation in management roles keeps progressing. Across our UK businesses, five businesses have achieved their individual targets.

Gender pay gap continues to be a priority area. We see more businesses progressively improving either both or one of their mean and median gender pay gaps, with a further 3 businesses having achieved their target, making it six in total. Businesses in sectors with a higher proportion of part-time roles, especially at lower levels, tend to have a higher uptake of females which can impact the pay gap. Whilst our assessment suggests that part-time roles suit those wanting flexibility to balance work and caring responsibilities, the concentration of females can distort the gender pay gap results.

We are carrying out further analysis of gender pay gaps across multiple businesses as early insights show variation across sectors and roles. In some areas, progress is clear. In others, structural imbalances remain. We have engaged an external expert to deep dive into gender pay data and interview

female employees to understand what barriers they perceive. Understanding the root causes, such as representation in senior operational roles, allows us to take meaningful action. Once concluded, the findings will help shape action plans to address any remaining gaps.



For a full overview of Inclusion by Design targets, go to the *Second Nature Target Tracker*



“We have lots of different talented chefs, but our customer base is also very broad and wide-ranging, so for us to be able to tailor our food offer to any community is really key.”

DENISE ALLEN, UK AND IRELAND HR DIRECTOR.

Spotlight *Stories*

→ Chef Academy



Chef Academy

Hospitality is a long-term career for many people. But progression has not always been clear or accessible. Across the industry, females and people from ethnic minority backgrounds are still underrepresented at executive and head chef levels. At the same time, the industry faces a skills gap, and high turnover continues to put pressure on kitchens.

To attract and retain diverse talent, we need to create clear pathways for progression to senior leadership. That requires structure, investment, and a culture where everyone can thrive.

THE CHEF ACADEMY

The Chef Academy launched in 2007 to invest in chefs' development and build capability at every level. It is a structured culinary and leadership development programme spanning five levels, from kitchen porter to head of food.

Early levels focus on building core skills in the kitchen. Around 30% of Level 2 participants progress from kitchen porter or kitchen assistant roles into chef positions. For many, this is the first clear step into a long-term career.

As chefs progress into Levels 4 and 5, the focus shifts to leadership, mentoring, and running kitchens. All chefs moving into regional senior roles are expected to complete Level 5 training. Since its launch, 984 chefs have graduated. A further 99 will join in 2026, taking the total beyond 1,000.

At senior levels, chefs complete Advanced Nutrition Essentials training, strengthening their understanding of nutrition, menu design, and responsible food practices. They also work towards Food for Life Served Here (FFLSH) certification, a Soil Association award that recognises caterers serving freshly prepared food, free from artificial additives, sweeteners, and trans fats, using ingredients that are ethically and sustainably sourced.

Chef Partner Josh Eggleton has joined as an ambassador for Level 5 Culinary Arts and Culinary Leadership, bringing additional mentoring and industry expertise.

REALISING INCLUSION AT EVERY LEVEL

The Chef Academy reflects our wider Inclusion by design commitments. At Levels 2 and 3, participation is 55% male and 45% female. At senior Levels 4 and 5, it is 75% male and 25% female. That gap reflects the wider sector and something we are actively working to close.

One way we are doing that is creating more visibility. Women are highly represented across Academy communications, and female alumni mentor and advocate for the programme. Our chef partners delivering training are 75% female, and the Academy team itself is evenly split between men and women.

Leadership training covers inclusive behaviours and equity in the kitchen, and half the Academy team are trained Mental Health First Aiders. We have also partnered with a neurodiversity specialist to strengthen understanding across kitchens, are adapting uniforms to support women who are pregnant or experiencing menopause, and have signed the Halo Code, committing to support colleagues with Afro and textured hair.



IMPACT AND BUSINESS VALUE

Since restarting the Chef Academy after Covid in 2022, 63% of graduates have been promoted within two years. Retention among Academy chefs is estimated at around 90%. In a sector known for high turnover, stability protects knowledge, reduces recruitment costs, and strengthens client confidence.

Performance outcomes are equally strong. Last year, 85% of participants achieved a distinction. For Level 2 and 3 apprenticeships, the distinction rate stands at 80% compared to a national average of 54%.

By increasing representation at senior levels and building capability internally, the Academy supports our ambition for more gender-balanced management teams and long-term business resilience.

WHY IT MATTERS

When progression is visible and leadership is inclusive, more people see a future for themselves in the industry. That matters for both fairness and performance.

We have seen that more diverse kitchens are more creative kitchens. Different lived experiences bring new ideas to the plate. This creativity drives innovation, stronger teams, and better experiences.

Recognition matters too. The Chef Academy has been shortlisted for Training Programme of the Year at the Springboard Awards, reflecting the impact it is already making across our kitchens.

Building on that momentum, the Academy will continue to develop inclusive culinary leaders who raise standards, remove barriers to progression, and make kitchens inclusive places where more people can build long-term careers.



Key takeaway

The Chef Academy creates structure and culture that drive inclusion, retention and long-term stability.



“Creating an inclusive kitchen culture and environment is so important. Different lived experiences and heritage bring creativity to the plate. Different ideas and ways of thinking directly impact profit. Hospitality is a beautiful career, but people from underrepresented groups need to see others like them in leadership. Knowing there is a career pathway is key.”

DENISE ALLEN, UK AND IRELAND HR DIRECTOR.

What's next

1

Data collection

Our focus on improving uptake of people data continues through a combination of communication campaigns, system support, and training and awareness.

2

Deep dive into gender pay gap

We are determined to better understand barriers and lived experiences, which will help us create robust action plans for implementation in 2026 and 2027.

3

Learning from each other

By learning from each other, we look to scale our impact and will expand our certified Neurodiversity training, apply for Menopause Friendly Accreditation, and create additional senior talent pools.

Helping our
people *grow*
and succeed

nurturing &
growing talent



Introduction

Everything we do begins with our people. Their skills, creativity and care shape every meal we serve and every client relationship we build. By developing, supporting and empowering them, we elevate food experiences and delight our clients and customers.

Our efforts to nurture and grow talent sit at the core of our success, providing the essential skills to promote long and successful careers. We aim high and strive to be the employer of choice in the hospitality industry by providing fair and decent work and supporting our colleagues to thrive inside and outside of work.

In 2025, we are proud that more than 30% of participants on our management programs are female, and to be recognised for our continuous focus and effort on investing in our teams and providing inclusive, equitable training.

Key achievements

nurturing & growing talent

38%

of management development programme participants were female

↓ 6PPT

reduction in employee attrition in our largest business over three years



employee engagement improved, measured through Net Promoter Score



Perkbox launched to support employee reward and recognition

Overview of our approach

Success in the hospitality industry doesn't come without its challenges, one of the major issues being high staff turnover. It is critical for our brands to prioritise talent management, so they remain an attractive choice for meeting both current and future team members' evolving expectations.

Nurturing and growing talent is all about helping our people grow and succeed, both in and outside of work. We have high ambitions and are immensely proud to have grown to a position where we now employ around 30,000 people across the seven countries we operate in.



Our approach can be broken down into two key areas, within which we have set targets to measure our progress:

- 1 **Supporting our colleagues to thrive** by promoting holistic wellbeing, providing financial, nutritional and wellbeing advice and championing living wages
- 2 **Providing equal development opportunities**, with a specific focus on delivering training and upskilling to under-represented groups, and promoting internal mobility with clear career pathways

We operate an award-winning Rewards and Benefits programme, supported by leadership and management programmes. We have significantly increased our investment in learning, wellbeing and inclusion to ensure colleagues feel supported, valued, and able to grow.

As of 2026, we will extend our focus around menopause awareness and encourage our businesses to become externally accredited.



2025 update

2025 has been a year of external recognition, with a number of our businesses winning People Awards or achieving third party accreditations.

We always knew our targets would be hard to achieve, and whilst we continue to make good progress, we recognise that there is more to do to ensure we reach them within the deadlines we have set. However, we are encouraged by the real impact of the initiatives and activities delivered to date.

SUPPORTING OUR TEAMS

We are committed to championing fair and decent pay. In the UK, we aim to pay all employees, both directly employed and on client contracts, the Real Living Wage.

We review living wage gaps monthly, reporting both the percentage and financial impact across business units. Whilst we have not yet reached our ambition, we have greater clarity on the gap and what is required to close it over time. Throughout the year we have made progress, with four businesses now paying the Real Living Wage and one achieving full accreditation.

When employees feel included and listened to, they tend to feel more engaged and committed to their workplace and colleagues. Formal feedback helps us understand how we are performing, if we are making progress, and where there are still gaps. Most of our businesses now conduct an annual employee engagement survey, and we can see the positive impact it's having on employee retention and attraction.

Following the launch of the Aviva Wellbeing Hub in 2023, we have now launched Perkbox, an employee wellbeing and benefits app, to further award and recognise employees and support their development outside of work.

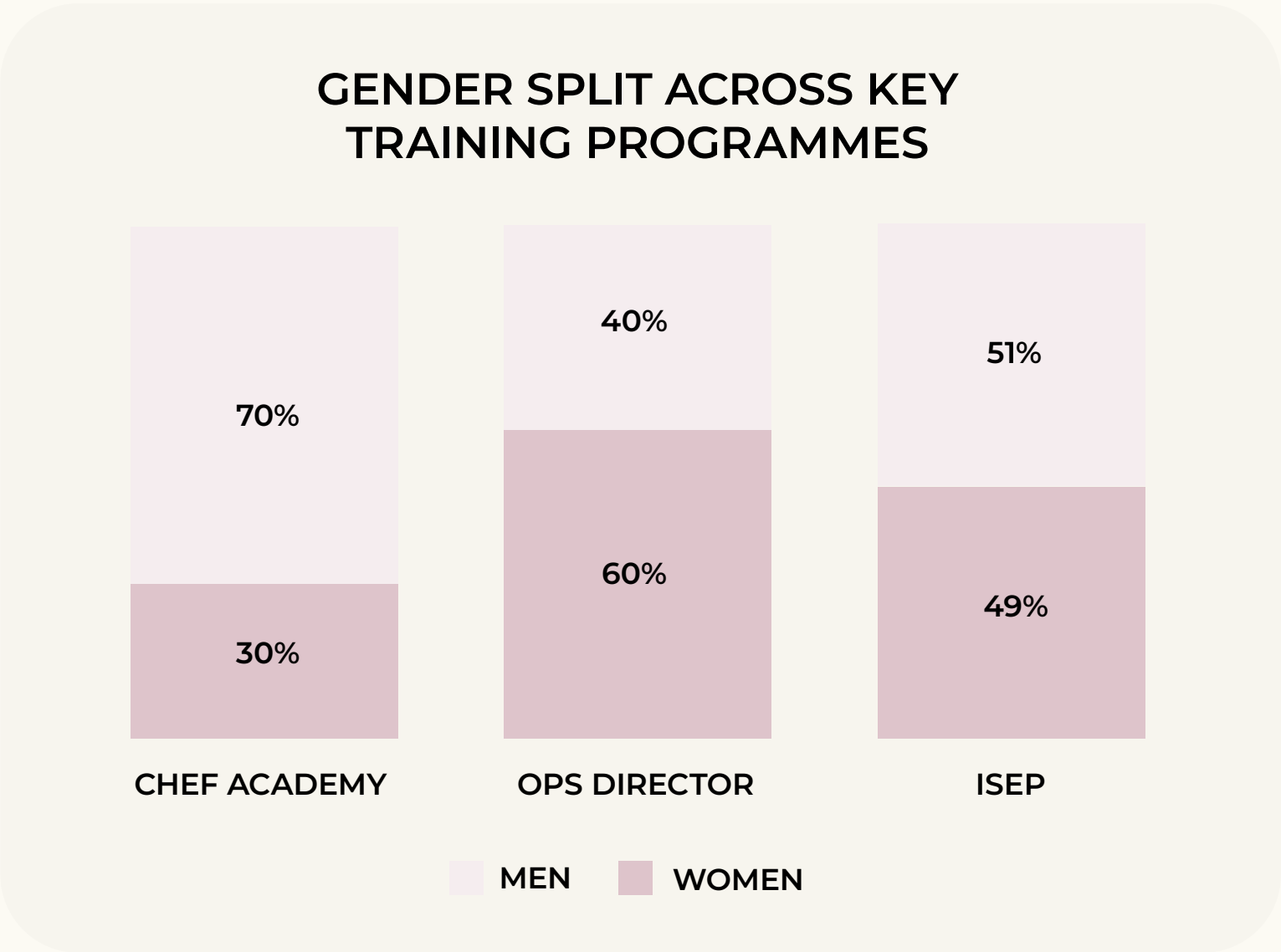
MORE ROOM TO BLOOM

We are committed to equal training opportunities and fair representation of under-represented groups across our different management programmes, as well as running specific training modules around inclusion, neurodiversity and sustainable nutrition. We continue to grow our menopause champion trainers and are increasingly asked by clients to work with them to deliver menopause action plans and training.

For the first time since setting the target, we have more female than male participants in the Ops Director Programme and are proud that the ISEP Environmental training programme are attended by as many females as males for the second year in a row.

The hospitality industry offers an entry into work life for many people, providing important experiences and a professional network. At WSH, we have always supported young talent, and a large part of our talent pool comes from our Apprenticeship programme. The programme reflects WSH's commitment to diversity, with 21% of apprentices identifying as BAME, 10% from non-white British backgrounds, and 5% declaring a disability. By the end of 2025, we had 102 apprentices in the UK across four year groups with a 95% retention rate, well above the national benchmark of 67%.

Increasing internal mobility is a key advantage of ours as we look to develop and promote future leaders from within. We have introduced the Careero platform in pockets of brands



to support with career development plans and promote cross-fertilisation between support functions and brand roles, and within or between businesses to further develop people, spread knowledge and drive our culture. The impact is tangible, with internal mobility rates above 30% across close to half of our businesses.

Read more

For a full overview of Nurturing and Growing Talent targets, see the Second Nature Target Tracker



“External accreditations reflect our commitment to helping our people grow and thrive, enabling everyone to develop and achieve their full potential, however the voices of our people are more powerful.”

DENISE ALLEN, PEOPLE DIRECTOR WSH UK & IRELAND

Spotlight Stories

- ➔ Step Up Academy
- ➔ Business case for retention



Step Up Academy

EMPOWERING EVERY COLLEAGUE TO LEAD

Hospitality is built on the skills, passion, and expertise of our people. Every experience we deliver is a direct result of the confidence and capability of our teams. The same is true of sustainability.

As expectations continue to rise, progress depends on whether our people feel equipped and empowered to respond. Without shared understanding and practical skills, sustainability risks being a bolt-on rather than being integrated into everyday business decisions.

BUILDING CAPABILITY AT EVERY LEVEL

The Step Up Academy is WSH’s sustainability learning and development programme. It is designed to give colleagues the knowledge, confidence, and belief to embed sustainable thinking into everyday decisions.

It began with short, practical toolbox sessions that made sustainability relevant to day-to-day roles and evolved into a structured learning pathway that supports colleagues at different stages of their careers.

This includes a suite of environmental e-learning modules, a one-day workforce sustainability course, a two-day Environmental Sustainability Skills for Managers (ESSM) programme, and a five-day Foundation Certificate, delivered in partnership with the Institute of Sustainability and Environmental Professionals (ISEP).

Together, these programmes build carbon literacy, environmental understanding, and leadership capability across the business, helping us to get to a place where every job is a green job.

CREATING A COMMUNITY OF CHAMPIONS

What sets the Academy apart is its focus on empowerment. Rather than telling people what to do, it starts with the “why”, helping teams understand how food, resources, and emissions connect to quality, cost, and resilience. Individuals leave the programme confident to lead conversations, improve processes, and influence decisions across their teams.

IMPACT ACROSS THE BUSINESS

Since its launch at the end of 2023, more than 280 colleagues have completed the ESSM course, with participation evenly split by gender, creating a growing network of colleagues equipped to drive sustainability from within their roles.

The Academy strengthens collaboration between operating companies, helps attract and retain talent, particularly for young people who increasingly expect employers to take sustainability seriously, and enhances WSH’s position as a trusted partner and advisor to clients. We’re also reducing cost and risk by building resilience into operations and supply chains through an improved understanding of efficiency, waste, and energy.

LOOKING AHEAD

The next phase of the academy focuses on progression and long-term development. In 2025, applications opened for a Level 4 sustainability apprenticeship, which has already received strong interest. We do not need a bigger sustainability team to deliver change; we need a sustainability community driven by thousands of ideas and actions from across the business.

“The single biggest way we can make real change is making every job a green job. We don’t need a bigger sustainability team. We need a sustainability mass movement.”

MIKE HANSON, SUSTAINABILITY DIRECTOR



➔ Key takeaway

When people are empowered to lead, sustainability becomes a part of how we operate.

Business case for retention

Across hospitality, attracting and retaining talent is one of the biggest commercial pressures facing the industry. High turnover increases recruitment costs, disrupts day-to-day operations, and makes it harder to deliver consistent service.

Our approach focuses on culture, opportunity, fairness, and belonging. By listening to our people, creating inclusive environments and building clear development opportunities across our businesses, we strengthen both engagement and long-term performance.

HOW WE MEASURE ENGAGEMENT

Over the past three years, we have rolled out our Cultural Assessment survey, delivered through the Happiness Index platform, across most of our businesses. By asking consistent questions across regions, we gain a clearer understanding of engagement, inclusion, development, and career progression. This helps us see what is working, where teams feel supported, and where action is needed.

In our Food and Beverage teams, recent results show improved engagement scores linked to inclusion and development work. This provides reassurance that the actions being taken are having a positive impact on day-to-day experiences.

We will continue to extend this approach across the group to strengthen how we track retention drivers and our progress over time.

CLEAR PATHWAYS FOR PROGRESSION

Career opportunities are one of the strongest reasons people stay. For this reason, we have set an ambition that around 40% of manager roles should be filled internally. Monitoring internal mobility helps us understand where talent is progressing and where further encouragement is needed.

Performance and development approaches are being introduced in a number of businesses, giving colleagues clearer goals, regular feedback, and structured career conversations.

Digital learning platforms now support over 1,000 managers, with plans to extend access further. From short, practical modules to more in-depth training and assessments, colleagues can build skills in ways that suit their role and career ambitions.

WHERE PROGRESS IS VISIBLE

Across the group, we have achieved Learning and Performance Institute Gold accreditation and Inclusive Employer Silver accreditation. These reflect progress and reinforce our reputation as a responsible employer.

This year, we have seen the biggest improvement in ‘how likely you are to recommend working here to a friend or relative’ which increased from 7.6 to 8.4 (out of 10).

IMPACT AND BUSINESS VALUE

The average cost of hiring an employee is estimated to be £6,100 [4]. Retention reduces these costs and avoids the disruption that comes with constant turnover.

We have increased our investment in rewards, wellbeing, and leadership development to give people clear reasons to build their careers with us. Stronger development pathways mean more managers are promoted from within, which develops future leaders and keeps knowledge in the business.

Better data also changes how we lead. Engagement results give clearer insight into how teams are feeling and where action is needed. Visibility of pay gaps and living wage

progress increases accountability and supports better decision making. In hospitality, the experience is delivered by people. Keeping skilled colleagues in the business protects the quality our clients expect and supports consistent performance across our sites.

LOOKING AHEAD

Over the next year, we want every part of the business to benefit from the same level of insight, inclusion, and opportunity. Retention will remain a core measure of success as we build workplaces where talented people choose to stay and grow.

“Retention doesn’t happen by accident. When people feel included, fairly treated and able to see a future here, they stay. Our job is to create the conditions where that becomes the norm across every part of the business.”

DENISE ALLEN, PEOPLE DIRECTOR WSH UK & IRELAND



Key takeaway

When people feel valued, supported and able to progress, they stay and the business tends to perform better.

4. CIPD (2025): Recruitment statistics in the UK

What's next

1

Continue to progress the Real Living Wage

We will build on the positive momentum we are seeing and continue to leverage data to drive progress.

2

Promote internal mobility

Following the launch of Carrero, we will continue to promote non-confidential roles internally and encourage conversations to ensure career pathways are used to increase internal mobility.

3

Promote Menopause Action Plans

We will continue to drive Menopause awareness, launching a Menopause Toolkit to all businesses and encouraging them to actively promote and disclose Menopause action plans (MAP).

Appendix



Second Nature 2025 Target Tracker

NB: SCOPE COVERS WSH UK & IRELAND ONLY UNLESS OTHERWISE STATED

* C-suite minus 1 except BaxterStorey where it includes operations directors and equivalents in support functions (sales, finance, IT, HR)

**Regional ethnic diversity as defined by the UK Government and the Office for National Statistics

	TARGET	2025 STATUS	STANDARDS ALIGNMENT
INCLUSION BY DESIGN	Increase marginalised gender representation in leadership roles* to 40% by 2026	On plan	SDG 5.
	Increase the representation of employees from mixed & multiple ethnic backgrounds** in leadership roles by 2027 (to reflect regional population demographic)	On plan	SDG 10. SDG 16.
	Continuously assess and take actions to improve our gender pay gap	On plan	SDG 1. SDG 5. GRI 405.

SDG: UN Sustainable Development Goals
GRI: Global Reporting Initiative

Second Nature 2025 Target Tracker

NB: SCOPE COVERS WSH UK & IRELAND ONLY UNLESS OTHERWISE STATED

*Regional ethnic diversity as defined by the UK Government and the Office for National Statistics

	TARGET	2025 STATUS	STANDARDS ALIGNMENT
NURTURING AND GROWING TALENT	All employees to have access to medical, financial and nutritional advice	Achieved 2024	SDG 3. SDG 10.
	Strive towards paying all employees, whether directly employed or on client contracts, the real living wage	On plan	SDG 1. SDG 8. SDG 10.
	Increase % of underrepresented groups* on management development programmes to 30% by 2025	In progress	SDG 4. SDG 5. SDG 10. SDG 16. GRI 405
	Increase internal mobility within the businesses to ensure a proportion of manager roles are filled internally by 2025	In progress	SDG 8.

Second Nature 2025 Target Tracker

NB: SCOPE COVERS WSH UK & IRELAND ONLY UNLESS OTHERWISE STATED

* Exception applies for religious diets
**Deadline extended to 2026 in 2024

	TARGET	2025 STATUS	STANDARDS ALIGNMENT
PROGRESSIVE PARTNERSHIPS	100% of shell hen eggs RSPCA Assured sourced by end of 2023	In progress	SDG 12. SDG 17.
	Ensure 100% of our seafood is responsibly sourced and certified to an independent environmental standards scheme by end of 2023	In progress	SDG 14. SDG 15. SDG 17.
	100% of WSH strategic and valued partners signed up to the SCoC by the end of 2023	In progress	SDG 17. GRI 414.
	Source 100% of cotton for our uniforms from certified sustainable sources, such as the Better Cotton Initiative, by end of 2024	In progress	SDG 12. SDG 17.
	By 2025, 100% of liquid milk directly contracted with UK dairy farmers who are meeting RSPCA Assured standards and committed to achieving Net Zero	In progress	SDG 12. SDG 17.
	Achieve an equivalent of Global Business Benchmark for Animal Welfare rating (BBFAW) Tier 3 or above for key categories by end of 2026*	Removed	SDG 12. SDG 17.
	Achieve Red Tractor standards for all fresh meat by end of 2025 and frozen meat by end of 2027	In progress	SDG 12. SDG 17.
	Achieve no deforestation across deforestation-linked commodities, latest by end of 2025	In progress	SDG 15.
	100% RSPO certified palm oil within nominated lines and manufacturing and processing facilities by end of 2024	In progress	SDG 12. SDG 15. SDG 17.
	100% FSC certified wood and paper products used for manufacturing and processing facilities by end of 2025	In progress	SDG 12. SDG 15. SDG 17.
	Ensure 100% of WSH strategic and valued partners are registered on SEDEX with a fully completed questionnaire and have a human rights policy in place by the end of 2026**	On plan	SDG 8. SDG 10. SDG 17, GRI 414.

Second Nature 2025 Target Tracker

NB: SCOPE COVERS WSH UK & IRELAND ONLY UNLESS OTHERWISE STATED

* Covers WSH International Investments Limited. Basline year changed to 2023 in 2025

** Packaging that when subtracted will not impact product quality and where a low-impact alternative is available

	TARGET	2025 STATUS	STANDARDS ALIGNMENT
STEP UP	Achieve net zero across our entire value chain by 2040 compared with a baseline of 2023*	In progress	SDG 7. SDG 12. SDG 13. GRI 305.
	Reduce our absolute scope 1 and 2 greenhouse gas emissions 80% by 2030 and 90% by 2040, from a 2023 baseline year*	On plan	SDG 7. SDG 13 GRI 305.
	Reduce Scope 3 economic intensity greenhouse gas emissions 77% by 2030 and 97% by 2040, from a 2023 base year*	In progress	SDG 2. SDG 12. SDG 13. GRI 305.
	Reduce absolute scope 3 FLAG greenhouse gas emissions 72% by 2040, from a 2023 base year*	In progress	SDG 2. SDG 12. SDG 13. SDG 15, GRI 305.
	Submit Net Zero and FLAG targets for validation by SBTi latest by end of May 2023	Achieved 2023	SDG 17. GRI 305.
	Reduce food waste by 20% by 2024 from a 2019 baseline pro-rated	Achieved 2024	SDG 12. GRI 306.
	Zero waste to landfill (from directly controlled sources) by 2030	On plan	SDG 11. SDG 12. GRI 306.
	Eliminate all avoidable** single use-packaging by 2030	On plan	SDG 12. GRI 301. GRI 306.

Supporting information

DECENTRALISED APPROACH

WSH is a collection of leading brands operating independently in the UK and European food and hospitality sectors. While Second Nature and the targets expressed as part of it are valid for all brands, starting points, pace and completion dates will reflect the specifics of each business.

STANDARDS APPROACH

We use internationally recognised industry standards and definitions to set our minimum expectations. In areas where, for different reasons, this is not possible (for example, local legislation, market maturity and so on), given our heritage and strong foothold in the UK, we use UK standards to describe our ambition level.

Where this is the case, we aim to be fully transparent and will provide information about equivalent local standards to relevant stakeholders. From 2026, standards will be set by region to ensure they are relevant and represent the region in which we operate.

WSH ACQUISITIONS – ESG APPROACH

Second Nature commitments cover businesses acquired by WSH. We recognise that acquisitions are likely to impact our actual status, positively or negatively, and we intend to report any impact transparently.

We aim to include acquired businesses in our annual ESG reporting when we have a complete financial year of data, at the latest. Once an acquisition is concluded, we aim to complete the ESG assessment within six months.

If a business is not compliant at the time of an acquisition, they are expected, as a minimum, to reach the standards

expressed here over time. While our ambition is to bring acquired businesses up to the WSH ESG standards as promptly as possible, we reserve the right to restate results should they significantly impact our performance in a negative manner.

SUPPLIER DEFINITIONS

- Strategic partner: Actively contributes to Second Nature’s Progressive partnerships targets and Net Zero ambitions; these are also known as Tier 1 suppliers.
- Valued partner: Works collaboratively with us to support Second Nature’s Progressive partnerships progress; these are also known as Tier 2 suppliers.

DATA DISCLAIMER

We intend to report relevant, verified and accurate data, prioritising primary data sources where possible. However, recognising that preliminary data is not yet widely accessible, we accept averages, assumptions, proxies and estimations to calculate baselines and measure progress. As our data availability and quality improve, we reserve the right to review and evolve how we collect, calculate and report data. Where there are significant changes in methodology or outcomes, we will do our utmost to signpost this.

ABOUT THIS REPORT

Unless otherwise noted, this report conveys information pertaining to WSH International Investments Limited, with a specific focus on subsidiaries in the UK and Ireland. Data in this report aligns with our financial reporting and covers the period of 26th December 2024 to 31st December 2025, unless otherwise noted.

For further information or questions regarding the 2025 WSH Second Nature Report, contact **Annelie Selander, Chief Sustainability Officer**, at aselander@wshsupport.com.

Visit: <https://www.wshlimited.com/> for further information about WSH.

Publication date:
15th June 2026

