



Impact Report 2022





WELCOME

We are extremely proud to be setting out on our B Corp journey and hope, in time, to become a leader and champion of the certification within our industry, and among our customers.

In this, our first Impact Report, we aim to bring to life the many initiatives that we have implemented across our business during 2022, using the B Corp framework to give our work structure, focus and purpose.

In spite of the volatility of current economic trends, our business remains robust, sustainable and profitable. Financially, our results are strong. In the year ending May 2022, **our revenue increased by 14.2% to £62.6 million**, up from £54.8 million in 2021 and our headline operating profit was **£2.8 million**, increasing from £1.9 million for 2021.

Through the power of the B Corp movement, business is redefining its position as a force for good through the implementation and development of social, environmental, and governance best practices.

Our business is already benefitting from the guidance provided by the path towards B Corp certification and we are looking forward to continually evolving and improving our performance.

Angela Carus
Managing Director

Highlights of our first Impact Report include:

13 B Corp certified customers



Shunt vehicles all now running on HVO 100% *reducing the carbon emissions on these vehicles by 90%*



Outside of British nationals, we have colleagues of 16 different nationalities and who represent **38.5% of our workforce**



16.5% increase in female colleagues

22.6% of our colleagues, 289 people, took part in our free health check programme



100% waste oil in our garage is recycled

785,683kgs of surplus food donated to food distribution charity FareShare





15 colleagues benefitted from our Apprentice Programme

£32,105 invested in empowering future generations via the apprentice levy



33%, 750,000 plastic labels, removed from the business



53.4%, 382 responses, received in our first-ever colleague survey



Cycle to work scheme reintroduced



Introduction of holiday purchase scheme – on average 72 additional days bought each year



Free gym sessions across both sites



All lighting switched to 100% LED

12,839, training hours



100% cardboard and waste recycled – 320.52 tonnes



We have raised £6,302.40 in total this year, divided between six charities

About us

Founded in 1964, Boughey Distribution operates a fleet of 140 vehicles and 250 trailers, and manages 1.1m sq ft of ambient warehousing at its two sites in Nantwich and Crewe, Cheshire.

With particular experience and expertise in the ambient grocery sector, the company provides storage, distribution and specialist valued-added services to the food industry including consolidation, e-fulfilment and contract packing.

Boughey works with a number of the UK's largest retailers including Tesco, Aldi and Sainsbury's and prides itself on the long-standing relationships it has developed with customers, often running into decades.

A strong commitment to on-going investment in facilities, vehicles and systems development contribute to securing the best levels of service for customers.

A team of 800 colleagues is led by Managing Director, Angela Carus, and one of her priorities is ensuring that colleagues know that they are valued by the company and that this is highly visible.

Also top of her agenda are keeping pace with the industry's ever-evolving requirements to support business growth and establishing Boughey as an industry leader in environmental responsibility.

**1.1m sq ft
warehousing**

140 Vehicles

250 trailers

boughey.co.uk



ENVIRONMENTAL

Our ambition

In partnership with parent company, NWF Group, we developed a sustainability framework comprising four strategic objectives, one of which is **Respect the Environment**, with the priority objective being to reduce carbon emissions and waste across our value chain and champion environmental stewardship.

Specifically, our ambitions are to:

- Invest in clean fleet
- Mitigate our carbon emissions
- Drive efficiencies across our operation
- Responsible use and protection of the natural environment



INVESTMENT IN CLEAN FLEET

Vehicle replacement

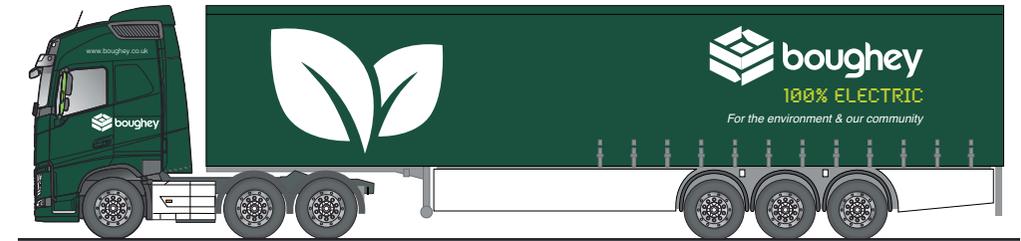
We operate a fleet of 140 vehicles. To remain up-to-date with the latest emissions technology and to ensure optimum fuel efficiency, we operate a five-year fleet replacement policy on lease agreement.

140 vehicles
5-year replacement
programme

In 2021, we invested £11 million in the renewal of all the vehicles in the fleet to Volvo's new generation FH model, with vehicles arriving on a rolling two-year programme.

Before selecting the new model, our Fleet Engineering Team monitored the performance of our current fleet by conducting comparative fuel trials across three different vehicle manufacturers, including Volvo.

The design of the Volvo model incorporates enhanced aerodynamics which also helps to improve MPG.



Electric vehicle trial

Following discussions with our vehicle supplier Volvo during 2022, we will take delivery of our first electric vehicle in April 2023.

Although the UK doesn't currently have the infrastructure in place to support LGV electric vehicles, we took the decision to trial a vehicle, with a 180-mile range, to undertake shorter, more local journeys.

We will monitor performance and efficiency with a view to investing in further electric vehicles.

First electric
vehicle – 180-mile
range

Investment in new fuel solutions



Shunt vehicles
- HVO 100%

We are committed to exploring the use of alternative fuel solutions. Our shunt vehicles, which move trailers into position at our two sites 24/7, are all now running on HVO 100%, reducing the carbon emissions on these vehicles by 90%.

Improving fleet utilisation

During 2022, we took the decision to start replacing our fleet of 250 curtain-sided trailers, working with a new supplier, SDC Trailers. As part of the renewal programme, we are looking into the opportunity of investing in more double deck trailers. We currently operate seven of these trailers.



7 double deck trailers

Extended length trailers

We hold one of the 2,000 Government issued licences to trial extended length trailers which accommodate two to four additional pallets. As part of the trial, the company has been operating ten of the trailers and, up until August 2022, we provided detailed performance feedback to the DfT.



10 extended length trailers

An example of the extended length trailer efficiency is for customer Arla Foods. We deliver five/six times per day for Arla including to remote locations and use of the trailers is saving four/five vehicle collections per week.

Incubator project – Windfall Logistics

In July 2022, we signed a partnership with FMCG supply chain specialist, Windfall Logistics of St Albans, to provide an enhanced service for around 100 of our smaller food customers.

The link with Windfall Logistics provides the brands with a dedicated one-stop route to market service which includes access to trading accounts, consolidated and economic transportation, standardisation and automation of order placing; management of sales order processing, invoicing and credit control; and reduced procurement costs and order cycle times.

Prior to the new partnership, we were already the key transport and distribution provider for Windfall's existing customer base and the consolidation has facilitated many efficiencies. These include the need for fewer trucks being required across the whole account, therefore reducing carbon emissions to support the environmental agenda and satisfy retailer audits; and the reduction in fewer pallets due to combined ordering from Windfall as brands can be stored and transported on shared pallets.

More broadly, the partnership means more products delivered and less fresh air on trailers.

Potential pallets reduction 17.1%
Potential vehicles saved 241
Potential pallet utilisation improvement 34.8%

Improvements to MPG

Our Transport Compliance Team, comprising five people, trains, supports, mentors and monitors drivers.

This commitment to driver support has undoubtedly been a major contributor to driver retention and improving driver performance.

The Microlise fleet driver management system, which operates across our fleet, tracks critical driver and vehicle activity that negatively impacts on fuel consumption and, provides weekly driver performance grades. Using this grading system, our Compliance Team can identify specific driver training needs.



Reduction of LPG operated trucks

Within our warehouse operation, we have reduced LPG consumption by switching to lithium batteries for our forklift trucks. Switching to Li-Lon battery powered forklifts ensures the forklifts are energy efficient and they are much safer to use as the batteries are completely sealed and leak-proof.



WASTE MANAGEMENT

Increase in sustainable food disposal

1,869,925 meals

785,683kgs of surplus food to FareShare

Our food industry customers inevitably generate surplus ambient food due to forecasting issues, mislabelling or promotional items not selling as well as expected.

Instead of products heading to landfill, we have an agreement with a growing number of our customers for their surplus stock to be donated to FareShare, the UK's leading food distribution charity. We then transport the food to FareShare's 30 depots, free-of-charge for journeys of up to 30 miles, and at a small charge for deliveries over 30 miles.

In the last three years, our customers have donated 785,683kgs of surplus food donated to FareShare. This has created 1,869,925 individual meals for people facing food insecurity.

We also distribute surplus food to a number of charities based in our local area.

In 2022, we also started working with a network of local farmers to provide them with unsellable stock for livestock feed and biogas regeneration through anaerobic digestion.



Michelin Tyres – Four-part Life Cycle

We purchase Michelin tyres. Whilst the capital cost of the Michelin tyre is generally higher than other leading branded tyres, adopting the tyre's four-part life cycle and taking into consideration Michelin's superior handling characteristics and evenness of wear. The cost per mile from operating the tyre works out less than any competitor and the longevity of the tyre reduces our carbon footprint.

443 tyre casings returned to Michelin



The four-part life cycle comprises:

Part 1 – tyre is purchased new, fitted and operated until the tread depth is depleted to a pre-determined level of 3 to 4mm.

Part 2 – this tyre has the remaining tread depth cut to a deeper level of up to 8mm, giving extra mileage from the initial purchase.

Part 3 – the above tyre is replaced when the tread depth reaches 3 to 4mm and replaced with a Remix which is a bead-to-bead remanufacture of the original tyre by Michelin. This tyre has a similar tread depth to the new tyre originally fitted.

Part 4 – on reaching a further pre-determined tread depth of 3 to 4mm, the tyre is then recut as in Part 2 and is continued to be used until a depth of 3mm, again as before and then removed.

During 2022, we returned **443 tyre casings** to Michelin for recycling.

Recycling of trailer curtains

We work with a company that purchases worn trailer curtains for recycling. We also donate curtains to local farmers for use as silage sheeting.

100% of waste oil & contaminated fuel recycled

Waste vehicle oil



100% of waste oil and contaminated fuel is removed from our site by an approved fluids recycling company.

Waste vehicle battery



100% of all vehicle lead-acid batteries are collected from our site by a local waste management company and subsequently recycled.

100% of all vehicle lead-acid batteries recycled

Cardboard/plastic recycling

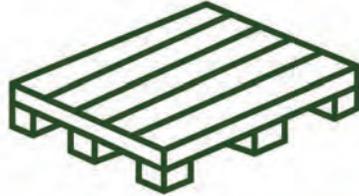
All our warehouses have dedicated cardboard and plastic waste bins. Accumulated waste is gathered daily, baled on site, collected by a waste management company and recycled. Last year, we recycled 237.90 tonnes of cardboard and 82.62 tonnes of plastic.



320.52 tonnes
of cardboard &
plastic recycled

Wooden pallet regeneration

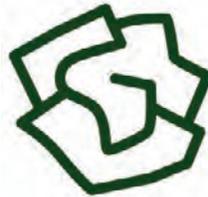
Our industry generates a vast quantity of wooden pallets used for both storage and distribution. To reduce the amount of pallets being sent to landfill, we are investigating both a recycling programme and the feasibility of repairing broken pallets.



Reducing office paper waste

We are committed to reducing paper waste and have implemented the electronic generation and signing of new colleague contracts.

We are now auditing other paperwork that can potentially be produced electronically, eg customer contracts and looking into investing in the infrastructure required to facilitate this.



Customers applying labels on inbound goods

As a result of flagging up to our customers the wastage produced by our company generating and applying their SSCC in-bound labels (18-digit identification number for shipping units such as pallets, containers or cartons) on their behalf, a number of customers are now generating their own labels. For us, this reduces plastic backing, cardboard waste, energy consumption for laser printers, printer replacement, repairs and colleague productivity.



Recycled cardboard pallets

We are currently investigating the potential introduction of cardboard pallets for cash and carry deliveries to reduce the use of wooden pallets. This would improve recycled material usage.

Decrease pallet wrap wastage

After reviewing the material used for pallet wrapping, our Packing Room has now switched to using Nanofilm 33 Green product which has facilitated reduced waste, increases sustainability and saves the company money. This material contains 30% recycled material.

The next step is to identify a more efficient pallet wrap machine with recycled properties to reduce waste and provide cost savings.

Pallet wrapping
contains 30%
recycled material



ENERGY CONSUMPTION

Reduction of 394,732 CO2e

All lighting at our older Wardle site has been switched to **100% LED**. Our newer site at Crewe which opened in 2020 also has **100% LED lighting**. This has resulted in a reduction of **394,732 CO2e** based on eight-hour usage.



Solar panel installation, Wardle

Following the completion of a roof survey at our 48-acre Wardle site in 2022, we will now go ahead with the installation of solar panels during 2023.

We anticipate that the installation will produce 846.87MWh of solar energy over the year which is circa 7% of the total site usage. This is expected to save 202.77 tonnes of CO2 emissions or the equivalent of 9,313 trees planted.

202.77 tonnes of CO2 emissions or the equivalent of 9,313 trees planted



SAVE THE PLANET

Replacement of plastic milk bottles with glass bottles

To reduce the amount of plastic waste into landfill, we have replaced plastic milk bottles with glass bottles.

NO MORE PLASTIC

2,500 plastic bottles avoided being sent to landfill



COLLEAGUES



CULTURE OF SAFETY

Road safety & defensive driving

We have commenced a programme with a third-party training provider, International Road Safety Training Ltd, for all of our 202 drivers to attend a course entitled Rollover, Skid & Jack-knife Prevention. The aim of this programme is to equip drivers with high-level knowledge to reduce accidents, improve driver retention and improve productivity.



202 drivers to attend Rollover, Skid & Jack-knife Prevention Course

Safety first approach

In 2022, we appointed a dedicated Inductions & Training Co-ordinator to formalise and register and monitor colleagues safety training, and to conduct an in-depth induction programme for new colleagues to promote retention, particularly in our warehouse operation.

As well as improving retention the aim of the new programme is to reduce accidents, improve productivity and ensure all managers attend relevant safety courses. The new role is already paying dividends.



INVEST IN PEOPLE

Free-of-charge hot drinks



Following a review of colleague facilities, we introduced free-of-charge hot drinks for all colleagues in early 2022 which has had a very positive effect on morale.

£29,000 worth of hot drinks for colleagues

Catering facilities

Early in 2022, following an audit of on-site catering facilities, we introduced an additional and popular catering unit located on our lorry park at the Wardle site, for use by both colleagues and visiting drivers.



Toilet facilities for females

As a result of an audit of toilet facilities, we added an additional toilet block for female colleagues at our Wardle site.



Outside seating areas

To support colleague mental health by providing outdoor spaces for them to sit and enjoy fresh air and sunshine during breaks, we have created three new dedicated spaces with tables and seating across our Wardle site.



Team of the month

To promote teamwork and camaraderie, and to support leadership and coaching skills for managers, we have introduced a successful Team of the Month performance-related competition at our site in Crewe which is now being rolled-out at our site in Wardle.



Managers – environmental and social actions

As part of the annual review process for our team of 30 managers, we have introduced specific objectives for them to drive social and environmental actions.

Colleague Survey

We introduced our first-ever colleague survey and received 382 responses, a 53.4% response rate. The survey results and resulting actions were communicated to colleagues.



Colleague benefits

We have introduced:

- Free gym sessions, available to all colleagues
- Cycle to Work Scheme (reintroduced)
- Holiday Purchase Scheme



Site communication boards

We have installed new communication boards across our two sites to cover news relating to:

- Health & Safety
- Quality Control
- 'You Said, We Did' – an information board incorporating a Suggestions Box and direct feedback on suggestions made by colleagues
- Sports & Social Events



Company values

During 2022, we developed a series of values to reflect the culture of our business which were communicated across the business.

The values are:

Support - we support the success of our customers, suppliers, colleagues, and community

Integrity - we trade under proper principles and with the wellbeing of our people at heart

Agility - we operate with curiosity and flexibility, and readiness to embrace innovation

Pride - we live true to our heritage, aspiring to ethical practices within our people, and our partners

Ambition - we strive to apply our expertise tirelessly, in the pursuit of shared and sustainable growth

5
new values
launched



Recognition cards

A series of recognition cards have been developed for Directors to send personal messages to colleagues. These include a welcome card for new colleagues and a series of cards to note personal contributions, achievements and milestones. In many cases, colleagues also received retail vouchers to accompany recognition messages.



HEALTH CHECKS



289
colleagues
health checks

During October, the Cheshire East Health and Wellbeing Bus visited both our Wardle and Crewe sites.

The NHS bus offers free-of-charge 20 to 30-minute health checks to colleagues over the age of 18. NHS staff have been specifically trained to undertake a range of health checks to identify the risk of developing early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia over the next ten years.

At both sites, the bus received a great reception with a total of 289 colleagues taking the opportunity to attend health checks, with a number of colleagues being referred for further checks as a result of their assessments. Due to the success of this year's programme, the HR Team plan to organise a return visit of the bus this year.

Health & Wellbeing Programme 2022:

- Total checks completed: 289, Females: 103, Males: 186
- Blood Pressure referrals to pharmacies: 20 (high BP)
- Atrial Fibrillation: 4 (received fast track letters to GP)
- Tacca Cardia (fast pulse rate): 10
- Brady Cardia (slow pulse rate): 6
- Mental Wellbeing (IAPT): 19
- Mentell: 8
- Healthy Eating: 53
- Smoking Cessation: 27
- Alcohol: 20
- Physical Activity: 54

CULTURE IN QUALITY

Alongside our commitment to upholding and improving quality standards audited by our BRCGS annual assessments, we have developed a continuing evolving and robust culture in quality.

In our more recent audits conducted in the second half of 2022, both our Wardle and Crewe sites, and our Co-Pack Facility were awarded 'AA' grades.

3 'AA' BRCGS
grades

TRAINING

During 2022, our commitment to training extended to 12,839 hours.

Initiatives included:

- Launch of a dedicated training room
- Development and launch of an induction programme for new starters which begins with a comprehensive two-day induction. Inductees also receive a welcome pack of Boughey branded items which includes a water bottle, pen, credit card size site map, emergency contacts card and a Welcome to the Team card personally signed by our team of Directors.
- Commitment to driver training to support retention delivered by a dedicated compliance/training team.
- Warehouse to Wheels – a programme offered to warehouse colleagues to train as drivers. The programme is fully-funded by the company.
- Through our contribution to the Apprenticeship Levy, 15 colleagues have benefitted from our Apprentice Programme.
- In 2023, we will introduce a Personal Development Programme across our business.

12,839
training hours

CUSTOMERS



BUILDING STRONG PARTNERSHIPS

Throughout 2022, we completed a number of projects with the aim of securing and strengthening partnerships with our customers.

These were:

- Introduction of new customer contracts.
- Development and issuing of Standard Operating Procedures to customers.
- Review of the layout of our Co-Pack Facility and E-Fulfilment facility to improve performance and increase throughput.

In 2023, we will:

- Implement a new customer service system to improve performance and provide our customers with increased visibility.
- Develop an online portal to provide customers with increased self-management including the ability to input orders, access report and KPIs, and view live data.



CUSTOMER SURVEY

We conducted our first-ever customer survey by contacting 94 of our customers to request responses to the question *How likely are you to recommend Boughey's services to another customer?* and provide a rating between 1 and 10 relating to this question.

A score of 9 or 10 denoted that a customer would recommend our services to another customer (promoter), a score of 7-8 meant a customer may or may not (passive), while a score of 6 or below indicated that a customer would not recommend our services to another customer (detractor).

The response rate was **36.2%** and we achieved an overall rating of **8.3**.



COMMUNITY



Charity donations

As well as donating customer surplus food to a number of local charities, during 2022, the company directly donated a total of £5,140 to charitable causes.

£5,140

Sponsorship support

During 2022, we provided £54,477 of sponsorship support to local organisations. One of our objectives for the year was to build closer links with our local community to support improved awareness of our company. We operate in the heart of the Nantwich/Crewe community, with 90% of our 800 colleagues residing in this area.

£54,477

Charity, sponsorship and help-in-kind support we've provided to local organisations included:

Brine Leas Academy – student mock interviews

Five of our Directors/Managers supported thirty Year 13 students from Brine Leas Academy in Nantwich by conducting mock interviews with them to support their preparation for university and workplace interviews.

Donation of Easter eggs to local charities

We donated Tony's Chocolonely Easter eggs to three local charities: Chance based in Crewe, and The Real Junk Food Project and Digmoor Community Foodbank, both of Skelmersdale.

Tony's Chocolonely, one of our customers, is a company committed to changing the chocolate supply chain with a mission of ensuring 100% slave-free being the norm in the chocolate industry.



Visit by Calveley Primary Academy School

Thirty children from Calveley Primary Academy, a neighbouring school, received a glimpse into future working life when the school paid a visit to our Wardle site. The children enjoyed a tour of one of our warehouses, watched pallets being unloaded from a trailer and enjoyed a presentation made by Richard Whiting, the Chief Executive of NWF Group, our parent company.



Visit by local councillors to Crewe site

A group of councillors from Crewe's Shavington-cum-Gresty Parish Council visited our Crewe Warehouse. Hosted by Directors, the councillors received a presentation about our business, details of the development of our Crewe site and a tour of the warehouse.



Cycleway Challenge

Five colleagues completed the tough Hadrian's Cycleway Challenge to raise £9,080 for Transaid and their work in sub-Saharan Africa to provide safe and sustainable transport solutions where they are needed most.

The team completed the spectacular 157-mile coast-to-coast ride from Whitehaven to Tynemouth, climbing 1,200m in just two days during September. The team raised £4,290 themselves which was doubled by the company to make £8,580, and then on top of this, our vehicle supplier Thomas Hardie Commercials made an additional £500 donation.



Nantwich Town Ladies FC

For the 2022/23 season, we have sponsored substitute warm-up coats at Nantwich Town Ladies Football Club.

Our Managing Director, Angela Carus was joined by former England goalkeeper, now football broadcaster, Rachel Brown-Finnis, to present the new kit to players and club officials at their weekly training session.



Nantwich Food Festival 2022

For the first time, we sponsored this popular, local food festival. Over three days, the festival brought in over an estimated 40,000 people from all around the UK and featured live music, countless exhibitors and celebrity chefs. The event is organised by over a hundred volunteers from around the local area.



Nantwich Town FC

Following forging links with Nantwich Town Ladies Football Club, we have signed a wider sponsorship agreement with Nantwich Town FC as their community sponsor.

Visit by local fundraiser, Alfie Simcox

We arranged a VIP visit for nine-year-old Alfie Simcox of Crewe who has become something of a celebrity in the trucking world. From a very young age, Alfie has had a passion for trucks and over the last few years, he has been spending his free time high above the M6 photographing lorries as they drive by.

He has turned his passion for trucks and photography into raising thousands of pounds for charity by producing calendars of his images.

We invited Alfie and his parents to join us for a tour of both Crewe and Wardle. The visit also included a trip for Alfie in one of our vehicles. He was also presented with a number of gifts on his arrival including a model Volvo truck and a Boughey jacket featuring his name. He also received a souvenir booklet featuring photos from his visit.

Crewe Alexandra FC Sponsorship

For the start of the 2022/23 football season, we signed a significant new sponsorship agreement with Crewe Alexandra FC for the 2022/23 season which includes the naming rights for the main stand at the Mornflake Stadium.

As well as adding our name to the main stand, the sponsorship package includes support for the Crewe Alexandra in the Community coaching team and branding of club mascot 'Gresty'.



GOVERNANCE



Policies & procedures/internal controls

Following a review of our HR policies and procedures, and internal controls, we are implementing the following:

- Providing colleagues with details of the latest employment legislation.
- Improving engagement and interactivity with colleagues regarding legislation, and ensuring increased visibility of this on company noticeboards.
- Introducing our new company values to the colleague code of conduct.
- Development of an interactive colleagues handbook.

Leadership

Our Board comprises four Directors, one woman and three men.

The management team is committed to communicating, bringing to life and referencing our recently introduced company values in day-to-day activity.



Anti-corruption & bribery

Training relating to anti-corruption and bribery issues is regularly conducted to ensure that colleagues are familiar with the company's policy and procedures.

Labour practices & human rights

Our reporting on labour practices and human rights has been updated to improve the quality of reporting, to include KPIs on injury rates, number of colleagues covered by social benefits, number of colleagues trained on discrimination, and the percentage of colleagues covered by collective bargaining agreements.

Sustainable procurement policies

We are developing a standard sustainable procurement policy to integrate commitments and/or operational objectives on all material sourcing risks that the company faces.

This will be communicated to internal and external stakeholders through a formal dedicated document, for example Sustainable Purchasing Policy.

Industry Awards

In 2022, we were shortlisted for three major industry awards:

Motor Transport Awards – Haulier of the Year
UKWA Awards – Infrastructure Award (new Crewe warehouse)
UKWA Awards – Value Added Services Award

Shortlisted for
3 industry
awards

Supplier Code of Conduct

A supplier Code of Conduct has been developed and distributed to suppliers to outline the company's expectations of supplier practices on the following topics:

- Responsible environmental management
- Implementation of safe working conditions
- Treatment of their colleagues with respect and dignity
- Ethical business practices.

The Code of Conduct also includes information on how its contents will be monitored and reviewed and how any violations will be handled.





OUR GOALS FOR 2023



Create a culture of safety

- Increase driver training hours per year per employed driver by 10.5 hours
- Reduce the number of accidents per 1 million km travelled by 4.5
- Reduce our lost time frequency rate to less than 25 all-year
- Achieve zero RIDDOR's
- Increase health and safety training by 3.5 hours per colleague

Invest in people

- Increase training hours per FTE (excluding health and safety) by 3.5 hours per colleague
- Learning & Development expenditure (excluding apprenticeships levy) to raise to £50,000
- 80% of colleagues to have completed a performance appraisal
- Increase apprentice spend by £50,000
- 20 colleagues to complete an apprenticeship
- Reduce our voluntary labour turnover by 20%
- Improve colleague Happiness Index rating by 30%
- Introduce free-of-charge sanitary products
- Launch 'Meat-free Mondays' – the option for colleagues to purchase meat-free meals to off-set harmful greenhouse gases generated by agriculture and to promote good health for colleagues
- Development of menopause support policy
- Launch of culture survey to determine Happiness Index
- Introduce transport to work shuttle bus service between the town of Crewe and our site in Wardle, a round-trip of 16 miles

Build strong partnerships

- Achieve an overall ODIF of 98%
- 80% of customers to have completed a customer-based survey
- Reduce customer churn by 5%
- 50% of suppliers to have signed-up to our supply chain policy

Respect the environment

- Increase our MPG to more than 10.65%
- 99% of all fleet to meet EURO 6 standards
- Average age of the fleet to be no more than three years old
- Reduce our scope 1 and 2 emissions to 23,000 tCO2
- Reduce our office and warehouse scope 1, 2 and 3 carbon emission intensity, tCO2 by 2%
- Increase our use of renewable energy by 5%
- Empty running km as a % of total km to be less than 12%
- Complete a minimum of two environmental audits
- Less than 70t of food waste to go to landfill