

Sustainability continued

Environment

Material issue 3: Productivity and efficiency

Improving productivity and operational efficiency remains a key priority across the Group. During the year, we progressed a number of initiatives designed to support safer, more efficient and lower-impact operations.

The continued rollout of fleet telematics enables detailed monitoring of vehicle performance and usage, helping to reduce fuel consumption, optimise routes, lower accident risk, and reduce insurance costs. By year end, 100% of the Group's fleet was equipped with telematics.

Our P&H division implemented a route management application, Podfather, enhancing the digital customer journey. The app provides real-time delivery updates, enabling small merchant customers to manage stock more effectively and improving the overall customer experience for next-day deliveries. Integrated planning and route optimisation ensure jobs are allocated efficiently, taking into account time windows, customer requirements and vehicle capacity. This improves service levels while reducing wasted miles and associated emissions.

The division also introduced a pallet wrapping machine, which has improved operational efficiency and reduced manual handling injuries. These machines allow a single operator to wrap pallets while undertaking other tasks, significantly reducing physical strain on employees. In addition, they use plastic far more efficiently, enabling approximately 2.5 pallets to be wrapped using the amount of plastic previously required to wrap one pallet manually.

Looking ahead to 2026, the Group will introduce a focus on minimising miles per delivery and will continue to engage in ways to drive productivity and efficiency, empowering the colleagues to come up with suggestions, solutions and share ideas.

Health and safety

The health, safety and wellbeing of our colleagues remain our highest priority. As people is one of our 3Ps strategic pillars, in 2025, we strengthened our approach through investment in capability, enhanced governance, and development of a sustainable Group-wide Health & Safety Management System.

Through ongoing investment in our 3Ps we remain committed to our goal of Everybody Safe, Every Day.

Our main achievements:	As a result, performance improved across several key measures:	Looking ahead to 2026:
<ul style="list-style-type: none"> › Safety Board provided leadership, oversight, and alignment across all divisions › Integrated safety expectations, behavioural standards, and wellbeing principles into management level programmes › Group-wide audits focused on governance, leadership visibility, cultural maturity, and control effectiveness › Rolled out a new digital safety management system to improve reporting, action tracking, and visibility of risk 	<p>26.7% reduction in total accidents</p> <hr/> <p>58.8% reduction in Lost Time Accidents¹</p> <hr/> <p>26.7% reduction in days lost</p> <hr/> <p>33.3% reduction in RIDDORs²</p> <hr/> <p>22.3% increase in safety observations</p>	<ul style="list-style-type: none"> › Embed the digital safety system › Strengthen leadership capability › Improve investigation closeout and continue developing a proactive safety culture

1. Lost Time Injury Frequency Rate (LTIFR) is a standard health and safety performance metric used across the construction and builders' merchant sector. It measures how often work-related injuries occur that result in an employee being unable to return to their normal duties for at least one full shift following the day of the incident.

2. RIDDOR refers to the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' and covers reporting of specific serious workplace accidents, occupational diseases and near misses ('dangerous occurrences') to the Health and Safety Executive.