

Carbon Reduction Plan

Supplier name

Minor, Weir, Willis Ltd

Publication date

July 2026

Commitment to achieving net zero

Minor, Weir, Willis is committed to achieving net zero emissions by 2040. This includes net zero emissions for Scope 1 by 2030 and Scope 2 by 2035.

Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline year: 2019

Additional details relating to the baseline emissions calculations:

2019 is an appropriate reference point against which emissions reduction can be measured because:

- i) 2019 was the first year we completed full scope 1 and 2 emissions calculations; and
- ii) 2019 was prior to the introduction of our major strategies to reduce emissions.

Given its relevance to our business and our considerable leverage to implement strategies to reduce these emissions, we prioritised the collection of scope 1 and scope 2 emissions data in 2019. At the time, we lacked the facilities and the expertise to accurately collect scope 3 emissions data, given the complexity of our supply chain. This was an issue across the sector. Therefore, we do not have scope 3 emissions data for all categories for our baseline year. Since 2019, we have put considerable effort into collecting this data and evaluating the scope 3 measurement tools on offer.

The data in this Carbon Reduction Plan has been taken from all our sites, with available data. When reviewing the change in emissions between the baseline and reporting years, it is important to note that two of our sites, Ekho Fresh and Top Barn, were acquired after the 2019 baseline year. As a result, part of the increase in emissions between 2019 and 2025 reflects this operational growth rather than a decline in environmental performance. Both sites' emissions have been included in the 2025 reporting year figures to ensure full transparency.

Note: Data may be subject to change due to methodology, data improvements or newly available conversion factors added to the GHG emissions provided by the UK government.

Baseline year emissions:

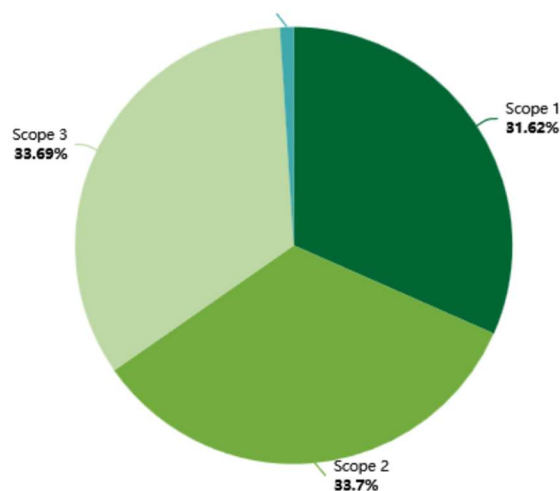
Emissions	Total (tCO ₂ e)
Scope 1	2,437.65
Scope 2	926.03

Scope 3 (included sources)	1,288.72
Category 1 – Purchased goods and services	1.24
Category 3 – Fuel and energy related activities	860.47
Category 5 – Waste generated in operations	77.25
Category 6 – Business travel	148.34
Category 7 – Employee commuting	201.42
Total emissions	4,652.40

Filter by Site:

All Sites	Birmingham Altitude	Chesham - FFS Depot	Ekho Fresh	Honeybourne	Marden - FFS Depot	MWWF	Peterborough - FFS Depot	St Helens - FFS Depot	Top Barn Produce Ltd
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Date Range
 Reporting year starts: January (Calendar Year)
 Filter by Year: 2019
☒ Scope 1 ☒ Scope 2 ☒ Scope 3 ☒ Outside of Scopes



Current emissions reporting

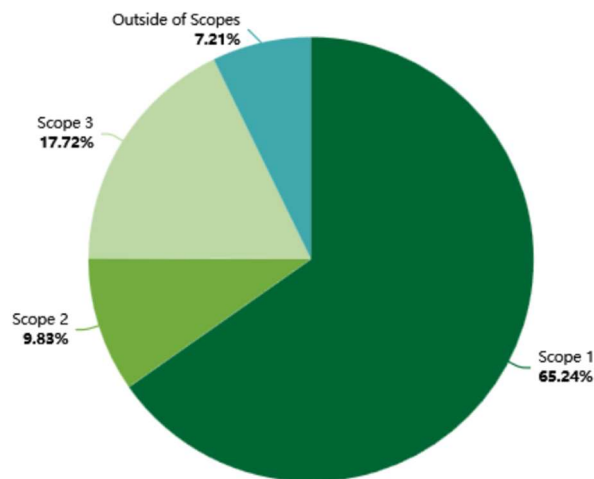
Reporting year: 2025

Emissions	Total (tCO2e)
Scope 1	4,373.64
Scope 2	733.65
Scope 3 (included sources)	2,003.19
Category 1 – Purchased goods and services	0.85
Category 3 – Fuel and energy-related activities	1,400.38
Category 5 – Waste generated in operations	245.31
Category 6 – Business travel	108.55
Category 7 – Employee commuting	248.10
Total emissions	7,110.48

Filter by Site:

All Sites	Birmingham Altitude	Chesham - FFS Depot	Ekho Fresh	Honeybourne	Marden - FFS Depot	MWWF	Peterborough - FFS Depot	St Helens - FFS Depot	Top Barn Produce Ltd
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Date Range
 Reporting year starts: January (Calendar Year)
 Filter by Year: 2025
☒ Scope 1 ☒ Scope 2 ☒ Scope 3 ☒ Outside of Scopes



Justification of selection of reporting year

MWW collects data relating to carbon emissions consistently. We allow a three-month grace period at the end of each quarter to allow for invoices to be received, which are vital to our calculations. We conduct quarterly data reviews to address gaps in our data and to enable us to manage the administrative burden of data collection and management effectively.

Business growth and increased production

Since the 2019 baseline year, our business has grown substantially, both organically and through the acquisition of additional sites, including Ekho Fresh and Top Barn. This expansion has been accompanied by a significant increase in production and operational activity across our estate. As a direct consequence, our absolute emissions have risen from 4,652.40 tCO₂e in the 2019 baseline year to 7,110.48 tCO₂e in the 2025 reporting year, an increase of approximately 53%.

This growth in absolute emissions reflects the expansion of our operations rather than any decline in our environmental performance. This distinction is demonstrated clearly by our normalised emissions data, which expresses total emissions relative to kilograms of production and therefore separates the underlying efficiency of our operations from the effect of business growth.

On a normalised basis, our emissions intensity has fallen over the period, from approximately 0.072 kg CO₂e per kg of production in the 2019 baseline year to approximately 0.063 kg CO₂e per kg of production in 2025. The normalised figures have remained consistently below the 2019 baseline level throughout the reporting period, with a clear downward trend from 2022 onwards. In other words, although we are producing more, we are generating fewer emissions for each kilogram of production, confirming that the carbon reduction measures implemented since 2019 are delivering genuine improvements in carbon efficiency even as the business continues to grow.

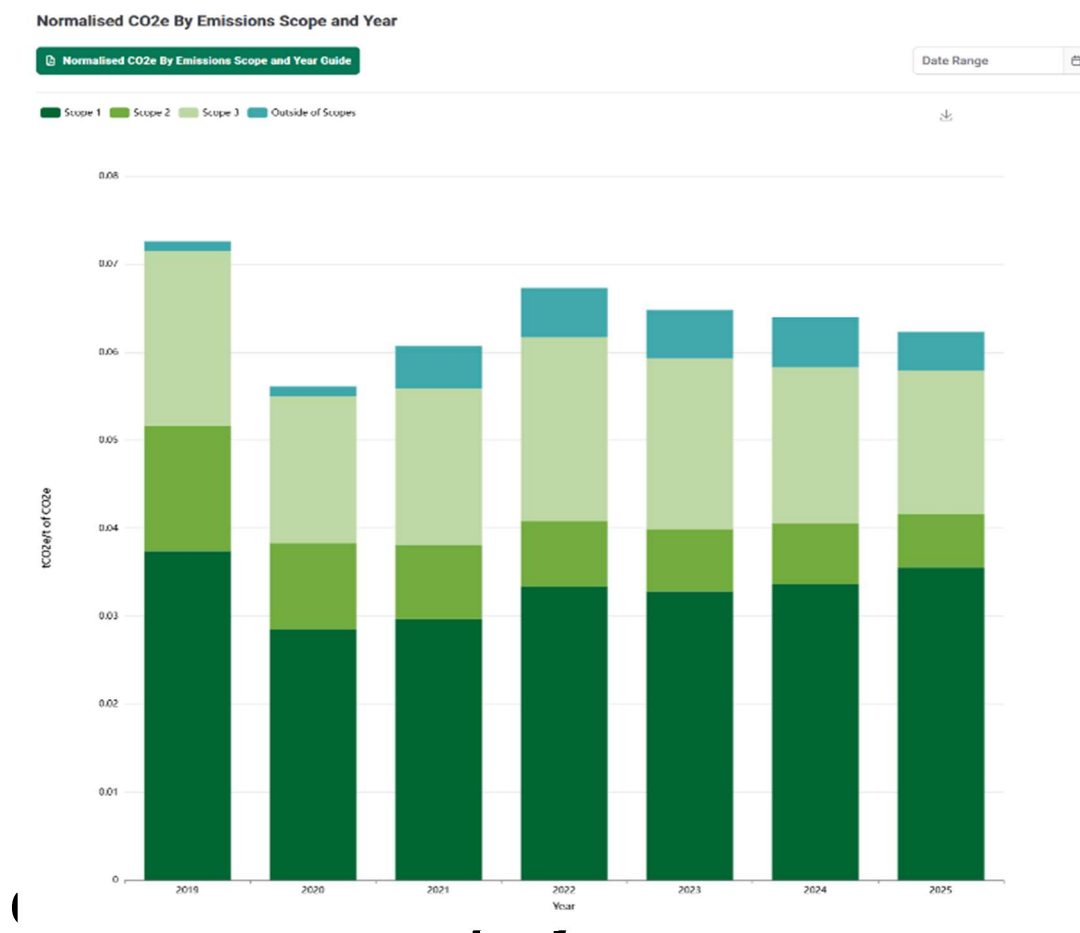
Emissions reduction targets

In order to continue our progress to achieving net zero, we have adopted the following carbon reduction targets.

We project that Scope 2 carbon emissions will decrease over the next five years to 604.20 tCO₂e by 2030. This is a reduction of 17.6%, assuming a compound reduction calculation. These targets form part of our wider commitment to achieving net zero emissions by 2040, supported by interim milestones of net zero Scope 1 emissions by 2030, net zero Scope 2 emissions by 2035 and net zero Scope 3 emissions by 2040. The projected Scope 2 reduction is measured against our 2025 reporting year figure of 733.65 tCO₂e and reflects the continued benefit of our investment in on-site solar generation and improved energy efficiency. As Scope 1 currently accounts for approximately two-thirds of our total emissions (around 65% in the 2025 reporting year), it is our primary reduction priority. Our Scope 1 reduction pathway will be driven primarily by the electrification of our fleet and equipment and the transition away from fossil fuels, while our Scope 3 emissions will be addressed through value-chain collaboration, as set out in our carbon reduction projects.

As our business continues to grow, we will monitor progress on both an absolute and a normalised/intensity basis, aiming to reduce our emissions intensity (kg CO₂e per kg of production) even as production increases. We will review these targets annually and update them as more complete Scope 3 data and improved measurement tools become available.

Progress against these targets can be seen in the Normalised/Intensity graph below for all sites:



Carbon Reduction Projects

Completed carbon reduction initiatives

The following environmental management measures and projects have been completed or implemented since the 2019 baseline.

Renewable Energy Generation and Monitoring

We have invested significantly in solar energy, installing a 1.1 MWp solar array at our main site. This generates clean, on-site electricity, directly displacing grid electricity drawn from fossil-fuel sources and reducing our Scope 2 emissions. To complement this, we have installed an internal energy management system to improve monitoring of energy consumption, alongside ongoing micro-metering projects across several sites. These systems allow us to identify inefficiencies and target reduction measures more precisely, ensuring energy savings are continuous.

Fleet and Transport Efficiency

Driver efficiency software has been installed across our van and HGV fleets to encourage fuel-efficient driving behaviours, while AI-powered route optimisation reduces unnecessary mileage and idling time. We have also invested in two new 2024 Volvo trucks and four new trailers, which offer improved fuel efficiency and lower emissions compared to older vehicles, and we have switched to Digipal pallets, which are lighter and more durable, reducing the fuel required to transport goods. Together, these measures lower fuel consumption and associated Scope 1 emissions across our logistics operations.

Environmental Management and Certification

We have held ISO 14001 certification since 2012, embedding a structured, externally audited environmental management system that ensures ongoing identification and reduction of our environmental impacts, including carbon emissions.

Waste and Resource Efficiency

Surplus food is redirected to charities wherever possible, and any unusable food is sent to anaerobic digestion facilities rather than landfill. This avoids the release of methane, a potent greenhouse gas, from decomposing organic waste in landfill, and in the case of anaerobic digestion, generates renewable biogas as a by-product.

Target-Setting and Value Chain Collaboration

We have committed to setting science-based targets with the Science Based Targets initiative (SBTi), providing a robust, independently verified framework for reducing our emissions in line with climate science. Scope 3 emissions are currently the subject of data gathering over a vast supply chain of over 45 countries. Once this data is made available and can be analysed, we will produce a detailed carbon reduction working collaboratively with other supply chain participants to accelerate the reduction of Scope 3 emissions, which typically represent the largest share of a business's total carbon footprint.

Facilities and Site-Based Measures

We have improved the efficiency and control of our lighting systems, reducing unnecessary electricity consumption. We have also installed EV charging points at our main site, encouraging and enabling employees to switch to electric vehicles for their commute, thereby reducing indirect transport-related emissions.

Sustainable Agriculture

Where applicable, we have adopted renewable agriculture techniques such as minimum tillage. This practice reduces soil disturbance, which helps retain and build soil organic carbon rather than releasing it into the atmosphere, supporting carbon sequestration within our supply chain.

Future carbon reduction initiatives

In the future we hope to implement further measures such as:

Strengthening Our Net Zero Pathway

We plan to join the SBTi formally to validate our net zero reduction pathway, ensuring our long-term targets are credible, science-aligned, and subject to independent scrutiny. Alongside this, we intend to align with the ISO 50001 standard for energy management, providing a systematic framework to continuously improve energy performance and reduce associated emissions.

Workforce Engagement

We will train our workforce to actively participate in the decarbonisation of the company. Engaging employees directly in emissions reduction efforts helps embed low-carbon behaviours into daily operations and supports the success of wider carbon reduction initiatives.

Reducing Commuting and Transport Emissions

We aim to introduce car-sharing schemes to reduce the number of individual vehicle journeys made by employees, thereby lowering commuting-related emissions. We also plan to transition away from diesel towards more sustainable fuel alternatives, and to electrify our vans, company vehicles, and forklift trucks, replacing fossil fuel combustion with electric power to significantly cut Scope 1 transport emissions. Where feasible, we will also convert other fuel-dependent equipment from fossil fuels to electric alternatives.

Expanding Renewable Energy Generation

We intend to increase the proportion of renewable energy we generate in-house, reducing our reliance on grid electricity. This includes investment in solar farms or wind turbine generation, which would support the electrification of our business by providing a low-carbon power source for our expanding electric fleet and equipment.

Refrigeration Efficiency

We plan to invest in solar refrigeration units, using renewable solar power to run refrigeration equipment instead of grid electricity or diesel-powered units, reducing both energy costs and associated carbon emissions from a typically energy-intensive process.

Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹³ and uses the appropriate government emission conversion factors for greenhouse gas company reporting.¹⁴

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements (where required), and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.¹⁵

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the supplier:

Sant Mehta

Chairman

Date: 14/07/2026

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¹³ <https://ghgprotocol.org/corporate-standard>

¹⁴ www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

¹⁵ <https://ghgprotocol.org/standards/scope-3-standard>
