

Minor, Weir and Willis

Environmental and Social Responsibility Snapshot

2024 - 2025





Sant Mehta Chairman of MWW

At MWW, we recognise that sustainability and social responsibility are not optional extras, they are central to the way we do business and to the long-term resilience of our sector. That is why ESG is not treated as a peripheral issue, but as a board-level priority influencing every strategic decision we take and defining the values by which we operate.

Since our last report, we have made significant investments to strengthen our group for growth and ensure we are well-positioned for the future, whilst we have also deepened our commitment to transparency, accountability and continuous improvement.

The year has not been without challenges. From the impacts of El Niño to geopolitical pressures and the lack of alignment on global sustainability standards, we have been reminded that resilience requires both adaptability and open-mindedness.

Despite the challenges, progress has been substantial. We have improved our greenhouse gas accounting processes, enabling targeted future reductions. We have invested in energy and transport efficiency and we have strengthened our supply chain through responsible sourcing and diversification. These achievements reflect the dedication of our colleagues across the business. Their commitment and belief in our shared purpose underpin every step we take.

Looking ahead, we know sustainability cannot be achieved in isolation. Progress depends on collaboration. We therefore welcome dialogue and partnership with customers, suppliers, peers and stakeholders as we work towards a more sustainable, fair and resilient future together.



Net Zero Emissions



Waste



Environment and Water



Ethical Trading



Community Engagement



Our People

Company Overview

MWW is a family-owned business which has grown into one of the UK's largest fresh produce suppliers. We supply major retail, food service, food manufacturing and public sector businesses in the UK and mainland Europe.

MWW provides a full range of services within the fresh produce supply chain, acting as grower, importer, packer, service provider and logistics supplier for our customers.

We deliver on our commitments and we operate with high ethics. Throughout our business, our aim is to operate at the highest standards for all of our stakeholders. The common thread is strong values and an exceptional team.

60+ Years
supplying fresh produce

80+ Products
we supply

45+ Countries
makeup our supply chain



1963



2024

Our Strategic Approach to ESR

We have a responsibility to protect the environment and contribute positively to the communities in which we operate. In this regard, we are led by the UN's Sustainable Development Goals, which form the foundations of our approach to environmental and social responsibility. Our strategic approach to tackling these issues can be broadly categorised by the following:

1

Identify the challenge

- As a responsible business, we have a duty to protect the environment and contribute positively to the societies in which we operate
- Understand how, where and to what extent our operations and value chain impact the environment and local communities

2

Unravel its complexity

- We produce and procure a wide range of products within complex supply chains
- Understand the breadth and complexity of the value judgements required

3

Develop a pragmatic approach

- Identified 6 key pillars
- Understand customer and legal requirements
- Prioritise research and testing
- Recognise data collection is a journey from secondary to primary data
- Understand our leverage and sphere of influence
- Be adaptable

4

Transparency and reporting

- Establish reporting mechanisms
- Communicate progress and challenges transparently
- Respond to data requests

MWW Emissions

We are committed to achieving net zero emissions in our own operations and value chain by 2050. We have committed to set science based targets with the Science Based Targets initiative (SBTi) to align our targets with the goals of the Paris Agreement.

Reducing emissions in our operations is an immediate priority in our sustainability strategy. Crucial to this is having accurate data on greenhouse gas emissions in our operations and the value chain, so we have recently updated our carbon data collection process, enhancing both coverage and efficiency across our UK operations. We are currently working towards a full corporate emissions inventory to aid the SBTi target-setting process.



Reducing emissions from energy purchase:



Altitude solar installation (1,000 kWp) – 23% of energy consumption self-generated in 2024 , rising to 30% in the first 6 months of 2025.



Internal Energy Management system installation



LED upgrades at Altitude and Honeybourne

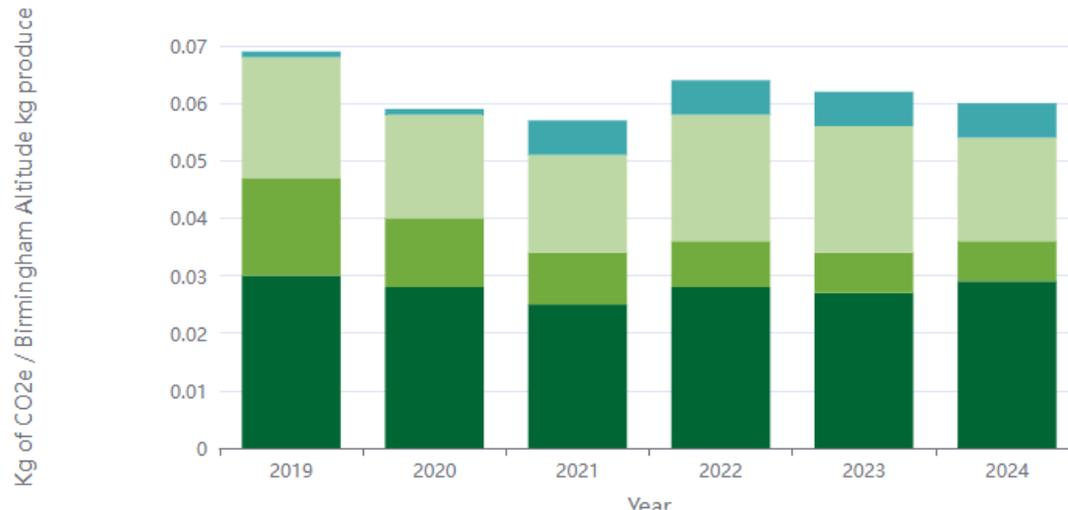


Installed EV charging points



Micro-metering in our packhouses

■ Scope 1 Normalised
 ■ Scope 2 Normalised
 ■ Scope 3 Normalised
 ■ Outside of Scopes Normalised



Reducing Emissions from our Fleet

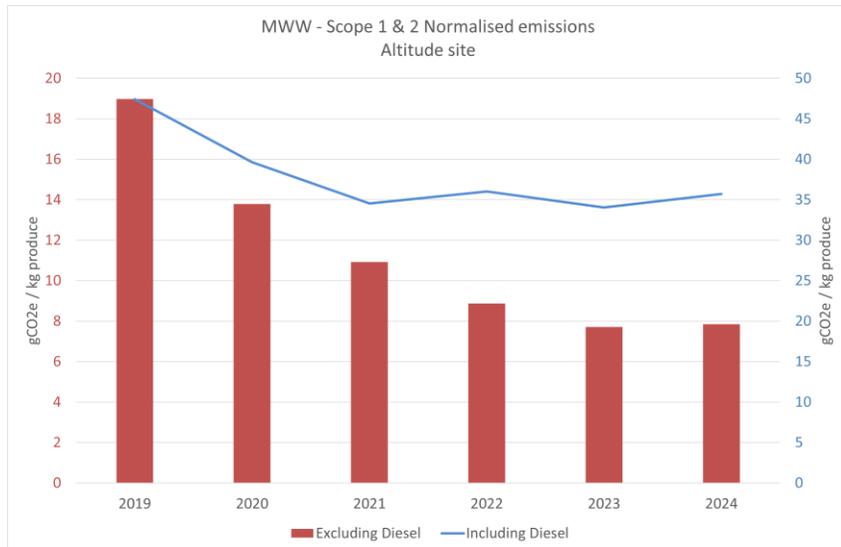
The Reality of Diesel

Transparency is central to our sustainability strategy. Despite significant investments in reducing emissions, short-term fluctuations occur due to changes in our business structure and operations.

Most of our scope 1 and 2 emissions come from our fleet. Reducing these emissions is challenging in the short term due to the limited availability and high cost of diesel alternatives. As a result, in the short term we focus on maximizing fleet efficiency and minimizing fuel consumption.

In recent years, we increased outbound transport using our fleet rather than outsourcing, temporarily raising scope 1 emissions. However, this will be reflected in a reduction of scope 3 emissions as we gain better visibility of our supply chain.

This shift gives us greater control over logistics, enabling long-term carbon reduction.



Transport Emissions Reduction Initiatives

- **HGV Investment** – we have invested in four new trailers and two new Volvo FH460 trucks, with top of the range fuel efficiency to help reduce our diesel consumption and reduce our emissions
- **Driver Efficiency Software** - we have installed Lightfoot and Dynafleet in our van and HGV fleets to help optimise the way our drivers behave behind the wheel and track the environmental impacts of our fleet
- **AI Route Optimisation** – we have used AI to optimise driver routes to reduce operational costs and boost efficiency
- **Digipal** - We have switched to using Digipal pallets at MWW, which are 10kg lighter than traditional wooden pallets. Based on our current run rate of approximately 80,000 pallets per year, we are saving an estimated 5,586 kgCO₂ annually.

These initiatives have **improved our miles per litre by 2.6%** (Jan-Jul 2024 to Jan-Jul 2025) and helped secure a Top Supply Chain Projects Award in 2024 from Food Logistics and the Supply and Demand Chain Executive.



Scope 3 Update

Complexity

We source over 80 products from over 45 countries. Mapping each product's emissions from farm to fork is an immense challenge.

Data journey

We must first start with secondary data to give us accurate estimates of the emissions associated with each stage of the supply chain. In due course, this data will be overwritten by primary data which we have begun to collect in our supply chain.

Targeted emissions reduction strategy

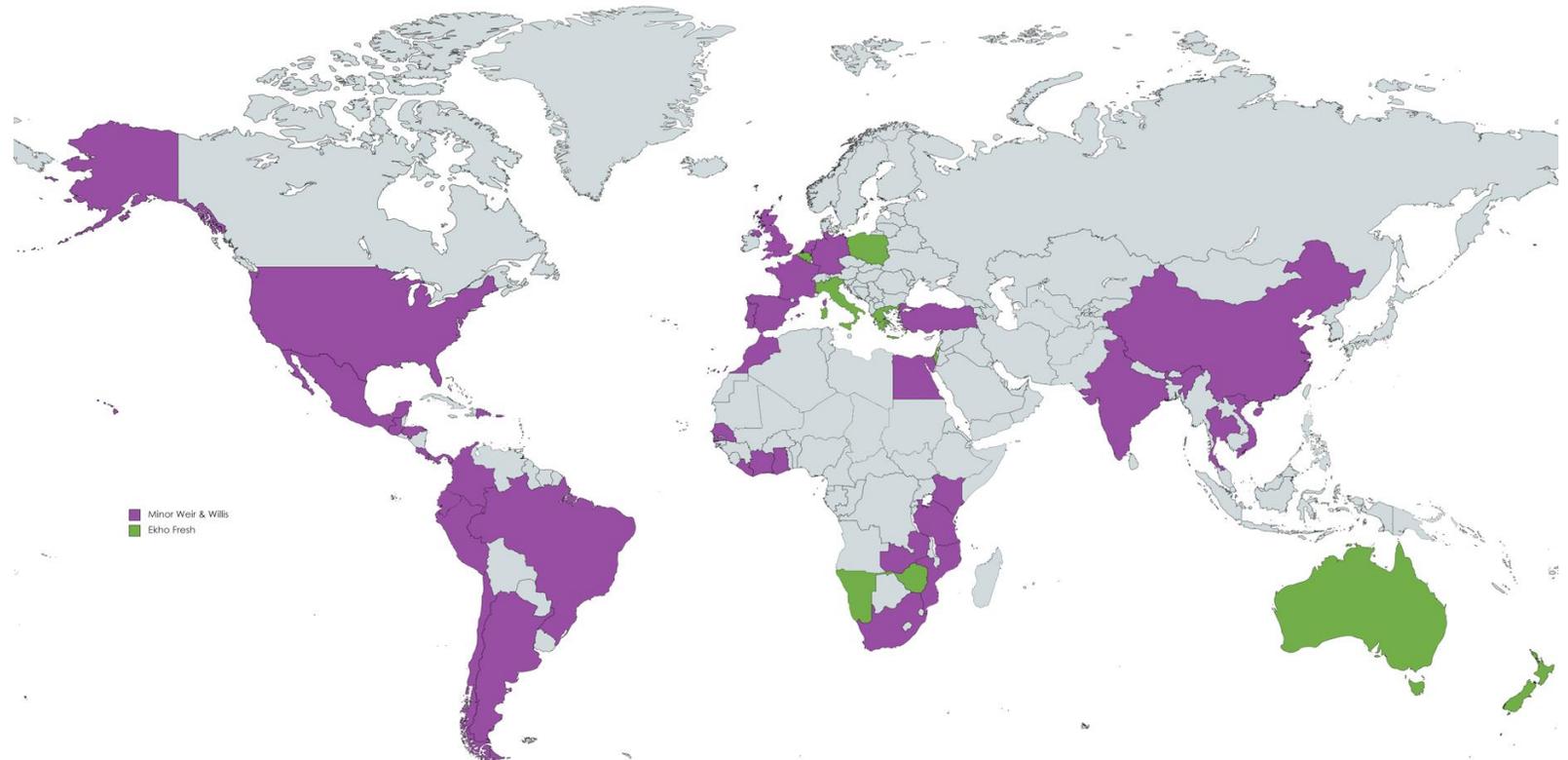
Emissions hotspots in our supply chain can be matched with areas of leverage to prioritise targeted emissions reduction strategies, embracing opportunities for supply chain collaboration.



- MWW has joined the BRC Mondra Coalition as a Raw Produce Partner
- Mondra is the only digital footprinting platform that enables collaborative supply chain decarbonization, from source to shelf



- Parveen Mehta, our Operations and HR director, has been appointed to the Board of Directors of the BCIC
- BCIC is a nonprofit that supports, informs and represents its members and local industry through the transition to net zero



Waste

Our waste management strategy is informed by SDG 12 and WRAP's Target, Measure, Act principles. In addition, we have been ISO14001 certified since 2012, providing a framework to prioritise sustainable waste management practices, including the waste hierarchy outlined below. We are always searching for waste to minimise our waste and welcome collaboration in this area.

Food waste

Redistribute

We work with several organisations that redistribute our surplus produce to charities and community groups. We recently reached the milestone of **5 million meals with FareShare**. This ensures our produce gets to those who need it most.

Innovate

We work with innovative companies that transform our food waste into different products. In the last year, we have developed a new partnership with Syntects. They are pioneers in sustainable insect farming, transforming our food waste into Black Soldier Fly Larvae, a sustainable protein source for animal and pet feed.

Valorise

Once we have exhausted other options, food waste is sent to anaerobic digestion sites to generate clean energy.

Packaging waste

Reduce

- We have achieved a 200 tonne annual reduction in primary plastic packaging
- For example, we have successfully transitioned to using 20-micron films on selected products
- We have re-engineered cardboard packaging and SKU mix on returnable trays to improve lorry fill

Reuse

- We now send plastic corners from Altitude to another of our sites to be reused by creating pallets for our customers
- We reuse plastic and cardboard crates on several products internally and into our customers

Recycle

- All customer plastic packaging is recyclable
- Investment in bailers to facilitate efficient recycling
- 322% increase in plastic recycling since 2019

Environment and Water

Regenerative Agriculture

We continue to embrace regenerative agriculture on our farms, by:

- Limiting soil disturbance
- Maintaining soil cover
- Fostering agricultural diversity and rotation
- Keeping living roots in the soil
- Integrating livestock and arable uses



Adopting these practices has improved the sustainability and resilience of our farming. From a greenhouse gas emissions perspective, regenerative farming has helped us keep more carbon in our soils and reduced the need for artificial inputs and diesel. Our UK and Spanish & Kenyan farms have maintained their LEAF Marque accreditation, further demonstrating our commitment to resilient and sustainable farming.

In the supply chain, we are requesting high-risk growers to carry out LEAF and/or Rainforest Alliance, and are supporting our suppliers with other sustainability certifications, such as Planet Proof.

Environmental Risk Mapping

Given the increasing risk to agriculture from extreme weather events and slow-onset climate change, we conduct environmental risk mapping across 100% of our fruit and vegetable suppliers.

We are engaging with audit development with our highest risk suppliers. We are also asking these suppliers to complete a sustainability self-assessment to help reduce their risk and understand their environmental management.

We aim to reduce the number of high risk suppliers by supporting with actions at source.

- 1 Environmental Performance – Yale’s EPI
- 2 Environmental Potential – Yale’s EPI
- 3 Water Risk – WWF Tool
- 4 Sustainability Audit Status



Human Rights

We continue to maintain our extensive ethical compliance program, measuring the compliance of our own operations and supply chain against our standards and customer requirements. As a minimum, we require all suppliers to link to us on SEDEX and complete the associated SAQs allowing a full risk assessment. This risk assessment is carried out for all suppliers with our bespoke risk calculator, with further actions, such as third-party audits and assessments requested where the need is greatest. Here is some of our progress over the last year:

634
SMETA
Audits

2,000+
Improvements
Made

Worker Voice Tools

We have carried out extensive work using the &Wider worker voice tool in our supply base, to:



- Gather anonymous worker insights on human rights and working conditions
- Empower our teams with additional information for risk assessment, tracking, and engagement
- To date we have involved 9 suppliers, completed 32 call cycles reaching out to over 1,600 employees globally



Egyptian Suppliers Ethical Trade Forum



Training and Capacity Building

We continue to collaborate with the wider industry both in the UK and overseas. We remain active members of FNET and participate in industry forums such as the Spanish Ethical Forum. We have recently agreed to sponsor the Egyptian ethical forum to share best practice, promote ethical business practice and encourage transparency.

Supporting Tools

We continue to support suppliers by creating guidance documents, promoting adherence to ethical standards and providing tools to support and encourage continual improvement:

- **Access to Ethical Workbook:** we have reviewed and updated our farm-level step-by-step approach for smallholders to embedding policies, procedures and requirements for SMETA.
- **Promoting Gender Equality:** released a Gender support document, offering a step-by-step approach to breaking down the subject of gender, its impact within a business and how to use gender due diligence tools to advance policy and decision making.

Supporting the next generation



We continue to deliver fresh produce daily to over 960,000 children in thousands of schools across the country as part of the Schools Fruit and Vegetables Scheme.

Broadway
Academy



We partner with Broadway Academy to provide students with valuable insights into our industry and the opportunity to learn essential career skills. We support through workshops focused on CV writing and interview techniques.



Kidsfruit is a project created by MWW to provide fresh products to thousands of children and staff in hundreds of schools and clubs across the country. Kidsfruit goes beyond supply and delivery, to help educate children about nutrition and encouraging them to try a diverse range of new healthy fruits and vegetables.



We are proud to continue our investment for the fourth year into Bonterre CIC's Innovation Garden project, a transformative initiative that provides children who struggle in traditional school settings with hands-on learning experiences in agriculture and horticulture.

magic
breakfast
fuel for learning

MWW partner with Magic Breakfast, whose aim is to make sure that no child in the UK is too hungry to learn. We pack breakfast supplies – which now include perishables – at our Honeybourne packhouse. We then distribute them nationwide via our depots to schools signed up to Magic Breakfast. MWW also provides fresh produce to a portion of these schools.



Top Barn Produce collaborates with Heart of Worcestershire College SEN department, Maggs Day Centre, and Worcestershire Federation of Young Farms, where students prepare weekly lunchtime meals at the Worcester Day Centre for the homeless.

Supporting Local Communities



Our People

Eden Boys' School

Since 2022, we've proudly partnered with the Eden Boys' School Foodbank, providing weekly donations of fresh produce to support families in need across our local community. From fruit and vegetables to essential groceries, our contributions help ensure access to nutritious meals for those facing difficult circumstances.

Beyond this, we also support the Birmingham Crisis Centre and Homeless One with annual donations of urgent food items. These organisations offer vital assistance to individuals and families affected by domestic violence and homelessness, and we're honoured to play a small part in their work.

These efforts form a key part of our ESG commitment and reflect our dedication to supporting vulnerable communities across Birmingham and the region. We're proud to continue these partnerships and remain focused on making a meaningful difference — one delivery at a time.



Encouraging Learning

As part of our commitment to the **Investors in People** initiative, we are proud to support our employees and their families by funding educational opportunities. One recent success story is Maala Padda, the five-year-old daughter of one of our employees, who has made exceptional progress in maths thanks to company-funded tuition through Kumon.

Over the past 6-months, Maala's development has been remarkable, she is now working a full year ahead of her age group in maths, showing increased confidence, strong problem-solving skills, and a genuine love for learning. Kumon provides structured learning in both maths and English, helping children build strong foundations in key subjects. While Maala has focused on maths, this programme also offers valuable support in literacy, further enhancing academic development.

Seeing how this initiative is positively impacting our employees and their families reinforces our belief in the importance of investing in education. By providing opportunities for growth, both professionally and personally, we are helping to shape brighter futures.

This is just one example of how investing in people can make a lasting difference!

Employee Spotlight

We regularly support career and skills development, here's a spotlight on one of our employees:

"In 2018, I began a journey that would shape both my career and personal growth. Starting with a Level 3 apprenticeship, I progressed to Level 5 the following year, and in 2022, I enrolled in the Level 7 Senior Leader Apprenticeship — the final stage of this development path. After 3-years of hard work, study, and reflection, I'm proud to have completed the programme with a Distinction. It's a milestone that marks not just the end of a qualification, but the success of a truly transformational experience.

This achievement wouldn't have been possible without the support of many people. Thank you to MWW for investing in my potential, and to the Senior Management Team for your guidance and encouragement throughout.

As someone who believes in lifelong learning, I see this as just the beginning. Next up an MBA! Thank you to everyone who's been part of this journey." **Karina Makarkina** / Buyer



Creating a Supportive Work Environment

Menopause in the Workplace

A quarter of women who go through menopause experience serious symptoms and many feel unable to discuss menopause-related symptoms.

In September, we held a session with Menopause in the Workplace to help raise awareness about menopause, how to manage symptoms and access support both within MWW and from external resources. We are committed to fostering a supportive and inclusive workplace where every colleague feels valued and understood.

One employee who attended the session said: “I found it incredibly insightful. It has given me a much deeper understanding of this important issue, and I feel more empowered to support others.”



Mental Health First Aid – Champions Course

In August 2024, a group of 12 MWW leaders came together for a Mental Health First Aid (MFHA) Champions Course. This course is part of the management development program, designed to equip leaders from various departments with the skills to recognize and address mental health issues in the workplace.

The training was delivered by Sara Goodman, founder of Little Blue Boat Training, whose expertise and engaging teaching style left a lasting impression on all attendees.

The course has boosted our leaders' confidence in supporting colleagues facing mental health challenges significantly.

This training is just one step in our broader strategy to create a supportive, inclusive and healthy workplace. We invest in the well-being of our employees and strengthen our company as a whole.

Our decision to run the MFHA Champions Course aligns with several of the company's core objectives:

- **Creating a Supportive Work Environment:** By training mental health champions, we ensure that leaders can recognise early signs of mental health issues and provide crucial support, promoting a culture of care and empathy.
- **Enhancing Employee Well-Being:** Equipped with practical skills, our leaders can now better manage mental health crises, helping to prevent issues from escalating and ensuring a healthier, more productive workforce.
- **Reducing Stigma:** Openly addressing mental health in the workplace helps to break down stigmas, encouraging more employees to seek help when needed.
- **Improving Retention:** We want our employees to feel supported and engaged with the company's broader social and ethical priorities, which in turn, boosts employee retention.

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