



Environmental, Social & Governance 2024/5

Making this bit of the world as good as it can be!

Contents

- 4 About Welch Group
- 6 Highlights
- 8 Pillar 1 - Promoting health, safety and wellbeing
- 10 Pillar 2 - Inclusive skills and training
- 12 Pillar 3 - Environmental performance
- 14 Pillar 4 - Supply chain innovation
- 16 Pillar 5 - Community first
- 18 Our ESG future roadmap



Moorfield Road, Duxford, Cambs CB22 4PS

+44 (0)1223 843011

hello@welchgroup.co.uk

A special message...



from our Managing Director, Chris Welch

Environmental, Social and Governance at Welch Group

'We've always believed in doing things the right way - not just the easy way. As a fourth-generation family business, we understand the responsibility we carry - not only to our people and customers, but to the planet and future generations.'

'Our first ESG report brings together the actions we're already taking - from investing in wellbeing and skills development, to reducing emissions and supporting local causes. I'm really proud that ESG isn't a new initiative or a buzzword for us - it's a natural extension of our long-standing values, now with clearer focus and much more accountability.'

'We've shaped our approach around five pillars: health, safety and wellbeing; inclusive skills and training; environmental

performance; supply chain innovation; and putting community first. These reflect what matters most to our business and our stakeholders right now, and will guide us as we move into the future.'

'Welch Group has always been about people, progress and pride in our work. Our ESG strategy gives us the framework to build on that - with purpose, transparency and ambition.'

'I invite everyone who reads this report and works with us to join us on our journey.'



TAKE A LOOK AT OUR ESG PAGES AT: WWW.WELCHGROUP.CO.UK TO FIND OUT MORE

About Welch Group

Trusted for generations. Excellence in logistics since 1934.

We've been at the heart of UK logistics for over 90 years. From our beginnings in haulage in Cambridgeshire in 1934, to our role today as a trusted logistics partner. Offering warehousing, specialist movements, crane hire, truck and van servicing, contract logistics and installations, we've grown through innovation, reliability and relationships that last.

Our story is built on so much more than moving goods - it's about delivering excellence through people, purpose and progress.

We take pride in the heritage that shaped us and the values that guide us: to insist on excellence, empower each other, innovate with purpose, respect our heritage, and have fun along the way. These values are now woven into our daily culture, decision-making and long-term vision.



As we move into a new era of sustainable business, we're focused on making a bigger, more positive impact - economically, environmentally and socially. That means growing responsibly, leading by example, and collaborating with customers, partners and our wider industry to help shape a better future.

Our ambition is to be a lighthouse for the industry - sharing innovations, piloting low-emission technologies, investing in AI, and leading the logistics sector's journey to net zero. At the same time, we're committed to building a business that balances profitability with purpose.



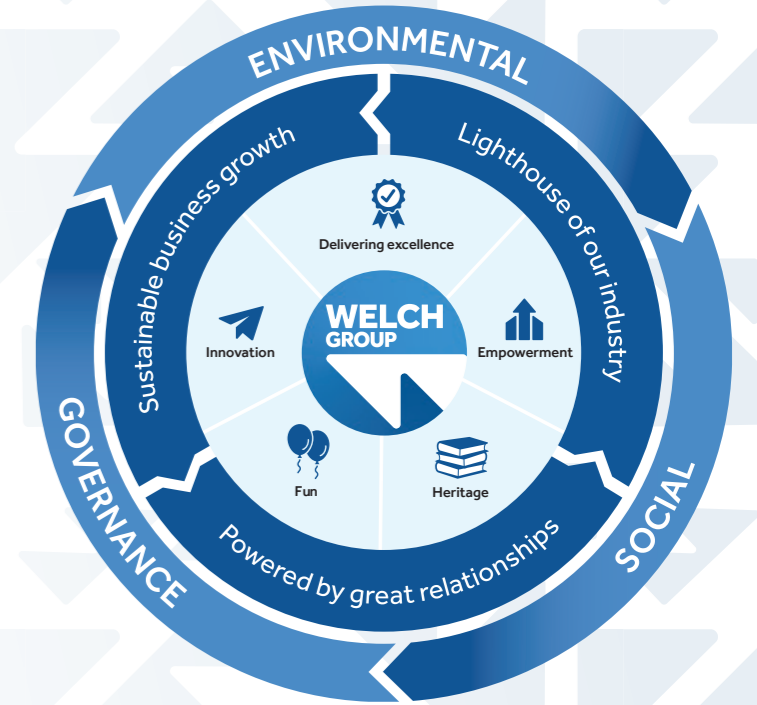
People are at the core of our success. Whether it's through inclusive training, health and wellbeing initiatives, or community partnerships, we aim to create an environment where every colleague and stakeholder can thrive and contribute to something bigger.

Our ESG strategy captures and structures this ambition, under five key pillars: **health, safety and wellbeing; inclusive skills and training; environmental performance; supply chain innovation; and putting community first.**

Powered by great relationships and a shared commitment to excellence, Welch Group is not only ready for the future - we're helping to shape it.

Our ESG journey is a natural extension of who we are: responsible, forward-looking, and always striving to make this bit of the world as good as it can be.

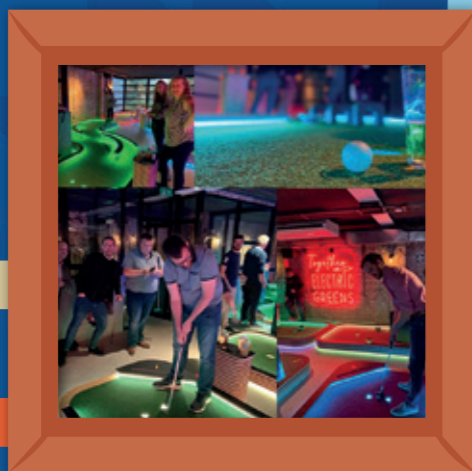
Welch Group: values at our core



"WELCH GROUP IS NOT ONLY READY FOR THE FUTURE - WE'RE HELPING TO SHAPE IT."

Making this bit of the world as good as it can be!

A few highlights from our ESG journey



“Without good people who feel motivated to work for us as a team, our business would struggle to succeed.”

Keeping everyone well, energised and feeling included is essential. From our core values to our shared objectives, our responsibility to the wellbeing of our people is fundamental to our work.”

David Welch
Head of Operations



Promoting health, safety and wellbeing

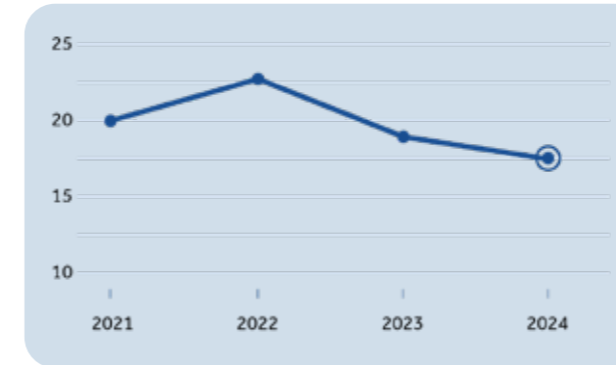
Our overall goal for health, safety and wellbeing

As the Group grows, we aim to be increasingly vigilant on behalf of our staff, with rigorous systems and processes in place that we can rely on to monitor and engage with them on about their welfare.



Status 2024/5

- **Mental health support** (EAPs, therapy access, mental health days) - Death in service benefit added in June 2024. Launched the “HelpatHand” App provided by Unum. Part of the RHA PAMAssist Program.
- **Financial wellbeing** (pension support, financial literacy) - Pension advice, alternative provider and opt out. (Better return for employees.)

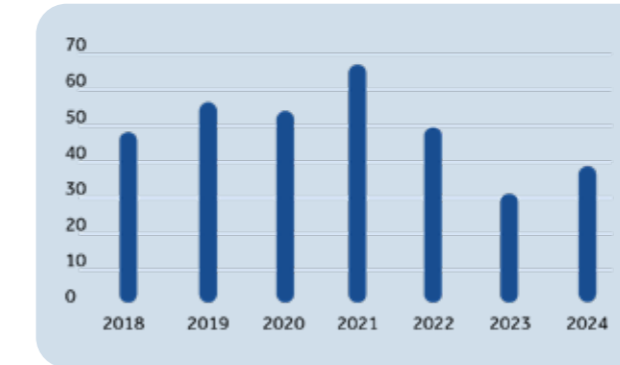


Absenteeism - downward trend since 2021 despite an almost 10% rise in annual turnover

Case study

As our industry moves to Net Zero operations, our emphasis is on preparing our staff to continue to work safely. Our Truck and Van repair and servicing team is already well-versed in how to keep safe around our new electric vehicles.

- **Employee engagement initiatives** - Committees which employees can sit on: H&S Committee, Quality Reps Committee. Lots of opportunity for Customer/Collaboration Open Days.
- **Action taken in response to employee feedback** – Initiation of ‘near miss and hazard alert’ cards and process. Trial of new ‘Open Door Director’ policy.



Staff retention - leavers numbers show downwards trend over the last 6 years (Covid-19 blip in middle)

Objectives 2026 and beyond

- Formalise our existing good practices by creating policies and quantifiable record-keeping.
- For example, in terms of work-life balance, flexibility and leave, a number of our older employees have recently moved to more part time employment models to suit their needs. We have also supported employees by changing their roles within the business to suit changes in their personal circumstances or ambitions for career progression.



“People are at the heart of how we operate.”

How we develop as an organisation depends on our collective skills sets and our ability to equip ourselves for future business. To continue to deliver excellence, training is key in every area of our operation.”

Chris Welch
Managing Director



Inclusive skills and training

Our overall goal for inclusive skills and training

Welch Group’s training and development commitments are a solid representation of our aim for excellence at every level. Our continued investment in the growth of our people is a given, and will manifest in new apprenticeship opportunities through to new learning partnerships.



Status 2024/5

Key statistics

- 4 apprenticeships
- 9 new starts (YTD July)
- 165 staff offered training – 100%
- 198 e-learning courses completed (YTD July)
- 10 minutes spent per e-learning course (average)

A sample of the variety of e-learning courses completed

- Keeping Your Data Safe
- Manual Handling
- PPE (Personal Protective Equipment)
- Spills & Hazardous Waste
- Fire Warden: Roles & Responsibilities
- Dealing with Stress
- Equality and Diversity
- Workstation Ergonomics

Apprenticeships: the catalyst to our future workforce

We invest carefully in nurturing new talent through our comprehensive apprenticeship scheme that spans roles in driving, HGV maintenance, traffic operations, and warehousing.

Our apprentices benefit from four days of hands-on work in their chosen department and one day of paid training, while earning full wage (not reduced rates), with guaranteed permanent roles upon qualification.

Training partnerships: Generation Logistics Silver Partner Status

From school-leavers to career changers, Generation Logistics is opening doors, raising awareness and inspiring fresh talent to join our industry. Through our Silver Partner Status we’re playing our part in building the next generation of skilled, motivated people who will keep our sector moving and help drive it towards a more sustainable future.

Total staff offered training: **100%**

Case study

We are always ready to open up our facilities to support inclusive training. We’re recognised by the Employability Partnership for our participation in the Work Experience Programme, and this year hosted a Women in Logistics Open Day (pictured on the left).

Objectives 2026 and beyond

- **Increase** apprenticeships by 50%
- **Maintain** 100% staff training record
- **Increase** e-learning courses completed by 25%
- **Maintain** our Generation Logistics Silver Partner Status
- **Find new** collaborations to improve training opportunities for all staff



REECE'S STORY

“I STARTED AT WELCH GROUP AS A CUSTOMER SERVICE APPRENTICE AND NOW I MENTOR THE NEW APPRENTICES MYSELF. WELCH HAS GIVEN ME THE CHANCE TO BUILD A CAREER, NOT JUST A JOB.”

“When it comes to the circular economy, one of our biggest recent changes is our investment in and utilisation of net zero vehicles and processes.”

Leaving a cleaner, greener planet for the next generation is personal for us, and drives all our sustainability initiatives. Our next goal is to quantify the progress we make, tracking carbon and cost savings, informing future positive change.”

Chris Welch
Managing Director



Environmental Performance

Our overall goal for environmental performance

Rather than having a net zero division, instead our whole organisation will work as carbon and energy efficiently as possible.



Status 2024/5

Activity	Investment	Outcome
Procurement of 3 new electric trucks since 2023 (increased electric fleet by 300% since 2023)	£600,000	Carbon saved: 31.36t
Installation of public use supercharger at Duxford HQ	£60,000	14Mwh shared
Six-bay charging solution for Bedford Depot	£648,000	KW provided: 1,000
Staff hours spent committing to E-transformation	904 hours	Value: £35,448
On-site solar panel installation	£160,000	KW saving: 28,838
Partnership with Auditel - carbon accounting - PAS 2060 carbon recording process	£16,500	Time value: £5,640
Use of HVO	£38,916	Carbon saving: 85t
LED lighting in Truck Centre	£13,425	Saving: 250KW
ISO accreditation	£4,272	Hours value: £13,986

Increased electric fleet by **300%** since 2023

Case study

Through the Zero Emission HGV and Infrastructure Demonstrator (ZEHID) programme, we're part of eFreight 2030, a forward-thinking consortium working to prove that electric HGVs can handle the rigorous demands of frontline logistics.

Alongside partners like Renault Trucks UK, VOLTEMPO, Fleete Group and DYNAMON, we're also developing a nationwide network of 1MW charging hubs to ensure that infrastructure keeps pace with the demands of the fleet.

Objectives 2026 and beyond

- Six-bay charging solution for our Duxford Depot
Investment: £700,000, KW provided: 1000
- Monitor, analyse and modify all our environmental statistics, including carbon consumption, electricity production and water consumption. This will enable us to more effectively quantify our status and targets in years to come.



“We’re proving that a 90-year-old logistics company can lead on zero-emission freight.”

From eFreight to advanced innovation programmes, we’re backing the technology and ideas that will define the future of transport.”

Jamie Sands
Head of Solutions



Supply chain innovation

Our overall goal for supply chain innovation

Using the knowledge and expertise we have already gained, we now want to accelerate the transition to a smarter, cleaner logistics industry. Share news, insights, products – and our energy for innovation, and through collaboration, move the industry closer to its net zero targets.



Status 2024/5

- **Department for Transport - Freight Council Seat** - Chris Welch is the only SME operator sitting on the DfT’s Freight Council overseen by MP Lillian Greenwood.
- **Route/ Load optimisation (reducing road miles)** - Collaborating with Qargo and Optimise on incorporating the road freight optimisation solution.
- **ubl CoolRun Pods** - We’ve enjoyed supporting this modular chilled transport solution provider with product development, testing, warehouse storage, and a high-profile launch day event.

- **Catapult Connected Places, Freight Innovation Fund – Freight Innovation Cluster** - Over the past two years, we’ve supported the Freight Innovation Fund as an industry partner, opening up our operations as a testbed to help SMEs accelerate innovation in freight.

FIC’s goal is to create an ecosystem of places and solutions, powered by collaborative innovation, that will become the backbone of the UK freight industry.

Our contribution to FIC now includes the involvement of our MD, General Managers and front-line staff, ensuring that partners are supported effectively.



Total spend: **£47,872**

Total hours: **880**

Case study - Santa Pod speedway test day

This event wasn’t about racing. It was about being seen.

Matt Moore, our Head of Commercial, got to take our amazing Renault E-Tech T Range down the Drag Strip at Santa Pod. To prove: electric trucks aren’t the future, they’re out there, now, doing the work.

Two artics: One electric, one diesel. Head-to-head. Quarter mile. It was back on the road the next day, hauling freight.

We did this to bring people in, because once you see it in action, the change stops feeling hypothetical.

Objectives 2026 and beyond

TwentyForty - new ways to do business

This year, TwentyForty has been founded by Jamie Sands, Welch Group’s Head of Solutions, in response to the growing need for turning our knowledge into meaningful action, from policy making to grassroots ops.

As Jamie says, ‘the infrastructure fairy isn’t coming. No one’s building this for us. It’s up to us to make it happen.’

One of our key objectives for 2026 and beyond is to grow the TwentyForty offering, both in terms of new business and information dissemination, and move the decarbonisation of the UK haulage industry forward to its targets.



WE HAVE SPEARHEADED THE CREATION OF A UK-WIDE MAP OF AVAILABLE CHARGING POINTS FOR eHGVS.



“Since Welch’s was founded 90 years ago, we have been giving time and money to the organisations in the communities around our depots.

We’ll always do our bit towards making these places as good as they can be!”

Chris Welch
Managing Director



Community first

Our overall goal for our community involvement

It’s in-built that we continue to contribute at every opportunity to the communities around our depots, and to our workforce. We also aim to be able to set quantifiable targets each year for community support, and nurture ongoing partnerships - new and existing – making our work more meaningful.



Status 2024/5

A selection of our activities and contributions:

- Free MOT Tests (raffle prizes)
- Sawston fun run and walk - sponsor
- Icknield primary school visit (with vehicles)
- Duxford Youth Club - supporting our local youth club to ensure young people have a place to go.
- Employability partnership certificate re: work experience.
- Shelford Feast - a week of music, beer, comedy and community. The event has raised nearly £400k since it started in 1994.
- Christmas tree recycling - Duxford depot collected 4,000 Christmas trees and £100k in donations for Arthur Rank. Bedford raised £22,400 for Sue Ryder.
- The Dx Club (Duxford Primary School Breakfast Club)
- Foxton Bowls Club - where Welch’s first site was, so it means a lot to still be active in the local community. (Also hosted our ‘Long Servers Party’ there this year.)
- Break charity coffee van and skydive
- Form The Future Ambassador (local school talks)
- Dunstable and Leighton Truck Convoy - this year marks a decade of delivering dreams and raising much-needed funds for some fabulous causes. Over the past 9 years the event has raised nearly £200k.
- Whittlesford United FC
- Saffron Walden FC
- White Lion Sawston Beer Festival

Total spend: **£21,817.50** Total hours: **501**

Case study

Form the Future empowers young people to explore their skills and interests, understand their future employment options, and make informed career decisions that are right for them. Chris has been an ambassador for 2.5 years now, with other team members supporting activities like Open Days and Careers Carousels.



Objectives 2026 and beyond

- All things being equal with our business, we propose to increase our total annual spend on community activities by 10% to £24,000 or more, and to contribute a total of 550 hours of staff time.
- We will continue to support the organisations locally that we have forged such strong ties with over the decades, and seek out new relationships too as our moves to net zero gain momentum.
- The great work we have begun with Form the Future and Break will carry on, and we’ll enjoy exploring new opportunities for collaboration with them.

WE COMMISSIONED
AND BOUGHT OUR
BEAUTIFUL EVIE
SCULPTURE TO
SUPPORT BREAK’S
GREAT WORK WITH
YOUNG PEOPLE.



Our ESG future roadmap

This roadmap is about shaping a better future for both people and planet. By 2026 we'll be embedding ESG into daily practice; by 2033 we'll lead with an almost totally net-zero fleet, thriving partnerships, and stronger communities; and by 2040 we'll be fully aligned with the UK's net zero vision - leaving a lasting legacy of sustainability, innovation and shared success.

KEY TO DIVISIONS

- █ Group
- █ Contract Logistics
- █ Truck & Van
- █ Transport
- █ Net Zero
- █ Warehousing
- █ Specialist Movements
- █ Installations

2025

We've identified five pillars that represent the foundation of our ESG strategy:

- Health, safety and wellbeing
- Inclusive skills and training
- Environmental performance
- Supply chain innovation
- Putting community first

Defining these pillars today gives us the bedrock of our ESG strategy. We now commit to making this report the driving force of a living process that will stay true to our core values years into the future.



2026

By 2026, we'll have expanded our charging infrastructure across depots, increased investment in community partnerships, and embedded carbon measurement into every decision.

Our goal is to formalise ESG policies across wellbeing, training, and supply chain innovation, ensuring consistent, measurable progress that aligns with the UK's 2030 milestones for decarbonisation and sustainable growth.



2033

By 2033, we aim to operate a predominantly zero-emission fleet, powered by renewable energy and supported by nationwide charging networks.

Our partnerships in innovation clusters will continue to push boundaries, while community investment and skills programmes grow. We aim to align with the UK's 2030 net zero transport goals and continue to be a sector leader in sustainable logistics.



2040

Looking to 2040, our ambition is full alignment with the UK's national net zero commitment. Welch Group will operate entirely carbon neutral, with supply chains built on smart technology, renewable energy, and circular economy principles.

ESG will be embedded in every aspect of our business, leaving a lasting positive legacy for our communities and our planet.





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