



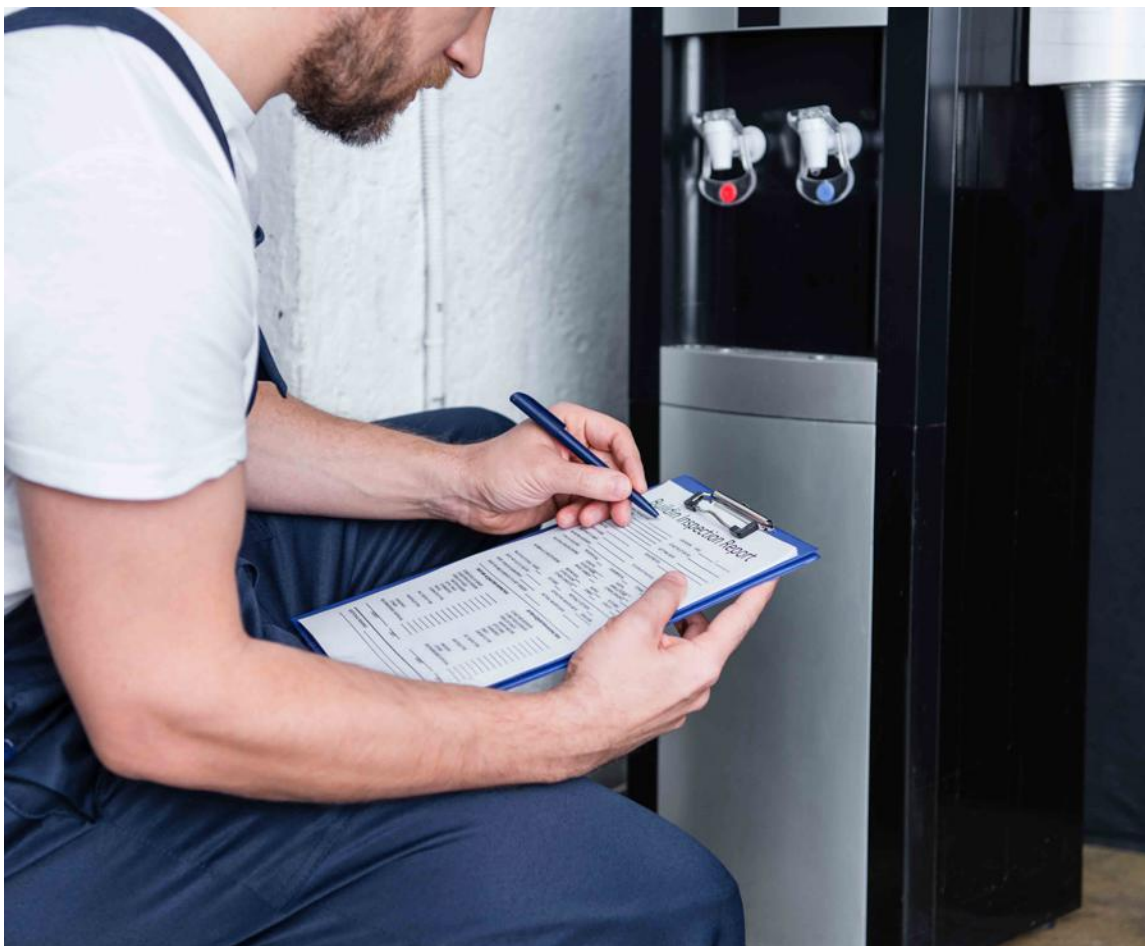
Commercial Water Production and Distribution

In 2024–25, Office Watercoolers Limited (OWC) operated in a competitive and evolving hydration market, marked by consolidation and increased competition. OWC responded by prioritising customer service, sustainability and flexible delivery, maintaining operational momentum and adapting effectively to fluctuating demand and supply chain pressures. This focus on high-quality service across all customer segments, regardless of size, provided stability and supported long-term relationships.

Balanced Strategic Framework

OWC's progress is guided by a balanced scorecard across six areas: Financial Performance, Growth and Business Strategy, Customer, ESG (Environmental, Social, Governance), People, and Health & Safety. This approach ensures sustainable growth and value for all stakeholders.





Performance and Growth

The company delivered strong results through profitable account development and strategic cost control, protecting margins despite rising costs. OWC enhanced planning and asset management and is preparing for future growth through product diversification (e.g., bottle fillers) and potential acquisitions. Technology upgrades, such as digital service portals and analytics, are underway to further improve client experience.

Customer Focus

OWC's national coverage and local responsiveness, enabled by five regional distribution centres, ensured consistent, timely service. Standardised onboarding and a shift towards mains-fed systems reflected client interest in sustainability and cost efficiency. Adherence to Water Dispenser & Hydration Association (WHA) standards reinforced OWC's reputation for quality and compliance.

ESG Commitment

OWC advanced its environmental goals through expanded recycling, energy monitoring and ongoing assessment of vehicle emissions. Community engagement continued via sponsorships and charitable partnerships. Governance was strengthened through WHA compliance, with sustainability central to procurement and investment decisions.

People and Culture

The company fostered an inclusive, wellbeing-focused culture, supported by flexible working, apprenticeships and cross-functional training. Succession planning and employee feedback informed improvements, while WHA membership provided access to industry training and best practice resources.

Health & Safety

Health and safety remained a priority, with site-wide assessments, ongoing training and high compliance. Participation in the Group's "Staying Safe Together" programme further embedded a strong safety culture across all locations.

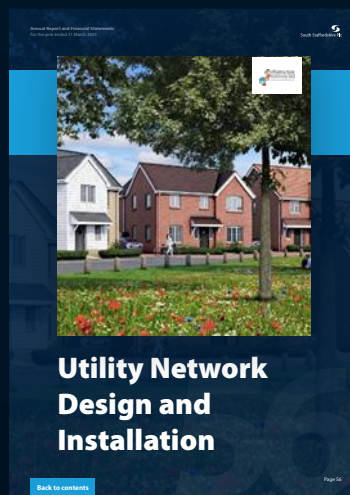
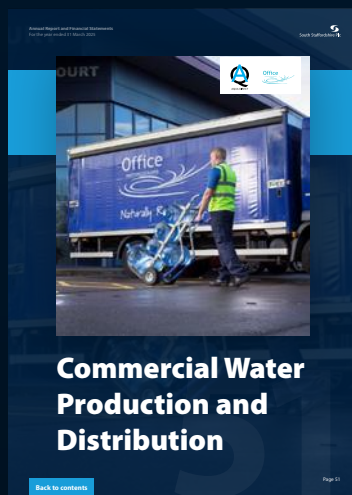
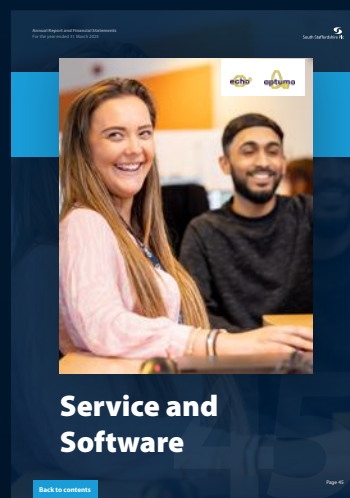
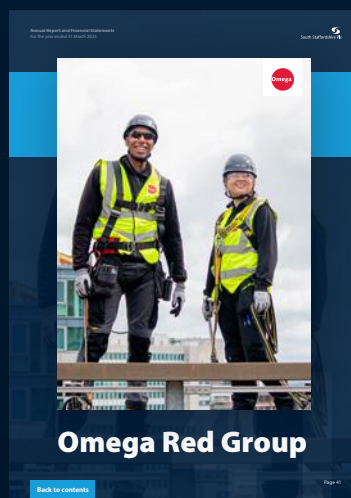
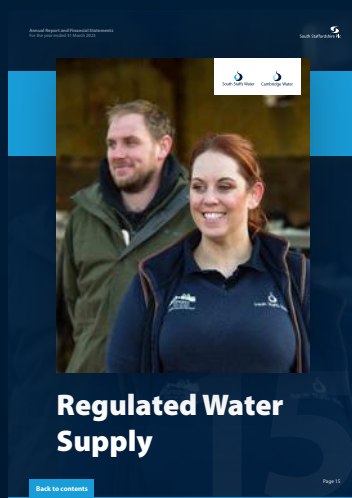


Outlook

OWC is well-positioned for future challenges and opportunities, with a clear vision and a balanced, values-led approach that supports continued growth and resilience in a dynamic market.

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