



B U S I N E S S P L A N

2024 - 2025

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A B O U T

Woods Foodservice is a family-owned business that has supplied top end hospitality providers and restaurateurs for over forty years. With decades of experience, it has stayed ahead by continuously enhancing its offering, always supplying innovative produce and delivering excellent service. With unrivalled customer care, six days a week delivery service and an online ordering platform, it's proud to serve over 1500 customers across London, Brighton, Bristol, Manchester and Birmingham.



Top Supplier



Foodservice



Fresh Produce



F O R E W O R D

At Woods Foodservice, we believe that business should make a positive impact. By putting people first, we are focused on cultivating strong relationships with our employees, suppliers, customers and our wider community.

Sustainability is at the heart of what we do, and we are passionate about minimising our environmental impact. We have been Carbon Neutral since 2021 but are now going further with a renewed mission; To become the UK's leading Net Zero Contributor foodservice company by 2030. Initiatives such as increasing the fleet of our electric vehicles and solar panels are just some of the keys to achieving this. We look forward to partnering with all of our stakeholders to achieve this and their own environmental goals.

Part of our recent success has been driven by our investment in technology. This has increased the range of products we provide and deepened our supplier relationships. And, excitingly, we plan to open new distribution centres in culinary hotspots which will enable us to deliver an even higher level of service nationally. This is a huge step for the company, and I look forward to sharing more details on this in the near future.

Alongside our growth plans, we are equally focused on maintaining the quality of our service. To ensure we deliver this we have controlled expansion targets that ensure our customer experience is never compromised. This year our growth will be controlled to a minimum of 5% and a maximum of 10%.

L A N A B H I K H A





MISSION, VISION & VALUES

MISSION & VISION



Mission

To be the preferred, premium foodservice company for top end hospitality in London and nationally.



Vision

To be loved by chefs and known as the UK's most sustainable foodservice company.



VALUES



Innovation

Build a culture of creative thinking and promoting progressive ideas for new products, processes and practices.



Adaptability

Embrace change by always striving for better, leading by example and ensuring we stay ahead of the evolving industry standards.



Positivity

Have a positive impact through our relationships, services, operations and sustainability initiatives, to deliver long term ethical, environmental and profitable growth.



Sustainability

Take action on sustainability by collaborating with suppliers and customers to deliver real and lasting change which helps us achieve net zero contributor status by 2030.





OBJECTIVES

We are proud of the progress we have made and the premium reputation we have established during our 40 years in business. To ensure we remain at the top of our game and business growth, we want to be transparent with our goals and find synergies with all of our partners.



GOAL 1

PUT PEOPLE FIRST

G O A L I

Opportunity & Education

All Woods Foodservice colleagues will have the opportunity to create bespoke development plans to expand their skillsets, with the inclusion of further support or education if required. The Senior Management Team is also enrolled in vocational training, with the opportunity of fast-track progression.

- When current skills are not readily available within the business, we recruit highly skilled and experienced professionals to bridge the skill gap and to provide balance and insight.
- Within the next 5 years a board of directors will be created to share the responsibilities and accountability of the growing business, which is an exciting opportunity for current senior leaders.

Health & Wellness

- Multiple benefits within the wellness sector are provided to all colleagues, which they are encouraged to use. Care and empathy are at the core of this, with a focus on improved mental health facilities, and an encouraged 'open door' policy.
- A fundamental goal is creating a collaborative working environment between all personnel. By providing a safe and healthy environment with respect at the centre, we believe this will encourage all colleague levels to deliver excellence for our customers.

A photograph of a smiling male worker in a dark blue jacket and high-visibility orange vest, holding a large, rustic loaf of bread. He is standing in a warehouse with high orange shelving units in the background. In the foreground, a white box with the Savoursmiths logo is visible. The logo features a stylized wheat stalk icon and the text "MASTERS OF FLAVOUR & FABER" above "SAVOURSMITHS".

MASTERS OF FLAVOUR & FABER
SAVOURSMITHS

G O A L I



Effort & Exposure

- A shared understanding of the company goals and the effort required is paramount for success. All objectives and metrics will be included to facilitate this understanding.
- Improved staff exposure to represent the company will improve colleague recognition, confidence, as well as the business' reputation.
- Valued team members will be empowered to take on higher levels of responsibility, which will be key for overall business progression.

Experiences

- By implementing an equal programme of regular activities for all employees, our aim is to increase the level of enjoyment shared throughout the business. This will focus on inclusivity, inter-departmental engagements and industry relevant experiences being accessible to all.

Culture and diversity

- At Woods, we believe in creating a positive impact through all our relationships. It is therefore vital to ensure all staff are united by our values.
- To sustain our positive approach to diversity and inclusion, our aim is to maintain the Woods ethos whilst celebrating different backgrounds.

G O A L I

Morals & Ethics

Ensuring highly ethical and moral decisions are made at all times, with integrity and transparency at the forefront. All significant board resolutions will pass through legal representation prior to their implementation.

Employee Lifetime

By creating a purposeful and positive work environment, our aim is to increase the average colleague lifetime with Woods.

Social Responsibility

Locally, we are one of the most influential businesses in our borough. And we strive to make more of a difference in our community by donating more time and resources to relevant causes. We aim to build on partnerships with local educational institutions, providing work experience and recruitment opportunities to further make a difference.





GOAL II

PRIORITISE THE PLANET

GOAL III

With increased understanding of the environmental crisis facing our planet, it is clear that businesses are not only a part of the problem but must also be the solution. Woods is committed to fostering a sustainable business environment and improved business efficiencies. Part of this will be rebranding our company as Woods Sustainable Foodservice, in order to pave the way as a smarter sustainable business within the Foodservice industry.

For the past three years, we've been a Carbon Neutral company. We've done so by offsetting emissions and supporting low-carbon projects. While we are proud of the progress we have made, we believe we can achieve more by prioritising the planet and working towards becoming a Net zero contributor with the professional support of Greenly.

Climate change & greenhouse gases

The biggest opportunity for change is to be more climate positive. By directly seeking to reduce our carbon footprint rather than investing in carbon offsets, we believe we can make a lasting difference. Ensuring Woods tackles the root cause of the problem as opposed to mitigating it. We want to not only improve our green efficiencies and practices, but also become an industry leader and inspire change for others.

Clean energy & resource usage

At Woods, we leverage solar energy sources as much as possible. By using clean energy sources to generate electricity we reduce greenhouse gas emissions and deliver sustainable energy. With plans to grow the capacity of our solar panels, we aim to be increasingly self-sufficient with our energy needs and support our growing fleet of electric delivery vehicles.



Climate change & Greenhouse Gases



Water & Food Security & Waste Reduction



Clean Energy & Resource Usage



Sustainable Agriculture & Oil Degradation



Biodiversity & Overfishing

Water, food security & waste reduction

As a foodservice company we believe in the importance of food security and the reduction of food waste. Over 30% of food is lost or wasted each year, which is not only inefficient but also a social injustice, therefore we actively try to combat our contribution to this as much as possible. By reducing our food waste, we are able to decrease our source of greenhouse gas emissions and wasted natural resources, enabling us to aid in the reduction of global greenhouse gas emissions, establish food security, and encourage healthy food systems.

To further support our ambitions here, we have training programmes in place to educate staff on the importance of food knowledge and waste prevention. We are also expanding our Compliance team to include a new Quality Control role which will aid in the reduction of everyday food waste. Further training to staff of the importance of FIFO will also be provided, as well as additional knowledge regarding relevant gas emissions created which have an impact on our waste.

Where food waste is unavoidable, we work with local charitable foundations or waste collection providers in order to effectively manage the reduction of waste and its impact. Our priority will always be to donate surplus food when possible to support local charitable foundations.





G O A L I I

Sustainable agriculture & soil degradation

Not only do we want to be known as a sustainable foodservice provider, but we also want to ensure our suppliers have our same sustainable outlook. Soil is the production source of all our food, it purifies our water, regulates the atmosphere, and plays a crucial role in driving the carbon and nitrogen cycles.

To preserve and maintain this natural resource, we will also work collaboratively with suppliers who have a strategy or want to develop one on soil management.

Biodiversity & overfishing

All businesses heavily rely on biodiversity, whether for raw materials, ecosystem services, water regulation or indirectly through their supply chains. As biodiversity is one of the most crucial components for Mother Earth, it is essential this is preserved and that ecological initiatives are implemented.

Around 35.4% of the world's fish stocks are currently overfished*, and if this continues there will be less fish in the ocean for future generations as well as less biodiversity. With this in mind, Woods will strive to only purchase products from suppliers who have the same ethics and values, and those who responsibly source their products.

*Source: MSC International <https://www.msc.org>

Next steps

By re-evaluating our business strategy and through the implementation of further carbon neutral initiatives, we are confident in achieving our ambition of net zero status.

- ➔ Increased brand visibility & protection
- ➔ Efficiency in operational costs
- ➔ Enhance employee retention, inspiration & appeal
- ➔ Become an industry leader for change
- ➔ Inspire customer and supplier collaboration

With the support from Greenly, we are creating a sustainability strategy, which will include a detailed action plan for how we will reach our targets for achieving environmental, financial, and societal sustainability by 2030. Target and outline actions will be set for the the business, its employees, and its suppliers in order to fully achieve our sustainability goals, in areas of energy use, transportation and waste disposal.

While we will always explore more ways to continue our sustainability journey, we remain proud of the green initiatives we have already established within the Woods community:

- Reducing our energy consumption, water usage and waste
- Calculating our carbon footprint

G O A L I I I



We are currently reducing our carbon footprint through the following:

- **Food sustainability:** Where possible, we source our products from local suppliers with transparent business practices and environmental strategies.
- **Digital enablement:** Our investment in technology and user experience has reduced our paper usage by 50%.
- **Vehicle efficiencies:** By leveraging larger capacity vehicles and developing smarter routes, providing electric car benefits and ensuring all company cars are electric we are leading the industry in using clean transport.
- **Sustainability practices:** Our purchasing team works closely with suppliers to ensure the following ethical supply chain guidelines are adhered to:
- **Green supply chain:** Emphasising the environmental standards and any other impacts on business' operations and the operations of its suppliers could have on the planet.
- **Ethical supply chain:** Some people use the term "ethical supply chain" interchangeably with "sustainable" or "responsible supply chain" terms. This term suggests an emphasis on managing the social impacts and working conditions within the supply chain. We follow the CIPS Ethical Code of Conduct.
- **Responsible supply chain:** Ensuring a holistic approach to supply chain management is activated where organisations actively source and procure their products and services in an ethical, environmental, and socially conscious way.



5-step Sustainability Action Plan



Our commitment to sustainable and responsible investing has always been a foundational, core guiding principle, and we'll continue to focus on adding value for our customers while protecting the environment. As one of the leaders in the storage and distribution investment industry, we recognise the magnitude of our industry's responsibility to preserve natural resources. We're proud of our role in setting out a leading sustainability strategy.





GOAL III

INVEST IN PROGRESS

G O A L I I I

Progress is essential for us to achieve our business goals by not only planning for the future, but also maximising opportunities in the present. Our success to date has always been based on investing in people, products and processes and in order to maintain this mindset, and unlock our full potential, we will continue our journey by incorporating the following.

Collaboration

By creating purposeful, trusted relationships with like-minded businesses and professionals, we are able to share experiences, knowledge and best practices, allowing us to continue with innovative ideas to further develop our business.

Automation & efficiency

The inclusion of automated operational procedures allows efficiency improvements across the business. Our short-term focus will be to fully automate sales order processing and to ensure our accounts receivable processing system is streamlined. In the longer term, we anticipate the introduction of AI and robotic technologies to increase efficiencies, reliability and space utilisation.

Data, information & responsiveness

In order to continue to adapt and provide actionable insights, we will add more enhanced data analysis and reporting across the business.

Reliability & maintenance

Full operational disaster recovery plans are in place and will be constantly reviewed to provide full confidence that will continue to operate to our high standards, should there be disruption to the structure of the business.





GOAL IV

PROFIT-LED GROWTH

G O A L I V

At Woods, we always strive for excellence. By delivering value and exceeding expectations, we believe in unlocking business brilliance and supporting a loyal premium customer base. We are committed to reinvest in the business, ensuring maximum sustainability and efficiency, whilst employing more local residents of our local community.

Mission & vision

The management team will monitor and course-correct business operations closely on a quarterly basis to ensure our Mission and Vision is fully achieved.

Succession

The plan for succession is to build a board of directors over the next five years. This will include a Finance Director, an Operations Director, a Commercial Director, a Compliance Director and a non-executive Director for a more neutral viewpoint. Once these positions are appointed and established, our current Deputy Managing Director will progress into the Managing Director role and our current Managing Director will transfer to Executive Chairman.

Integrity

Our intention is to practice full ethical, moral and honest behaviours in all commercial decisions, to provide full confidence to all internal and external stakeholders.





G O A L I V

Market reach & funding

Within three years, we aim to settle emergency funding incurred during the Pandemic. With the expectation of our property portfolio to rise, this will enable us to raise further capital to grow, with the plan for us to further reinvest this into the business. Part of this reinvestment will be to support our expansions plan through hub depots in strategic cities across the UK to further our reach and achieve growth ambitions.

Quality & innovation

Our aim is to provide continuous advancements within all aspects of the business, from the culture in the office, to superior quality products and improved service capabilities to our customers.

Following a period of relative inactivity due to operational strains during the pandemic, a comprehensive new product development plan will be implemented. This will ensure our customers receive the highest quality products, excellent service and the latest innovations.

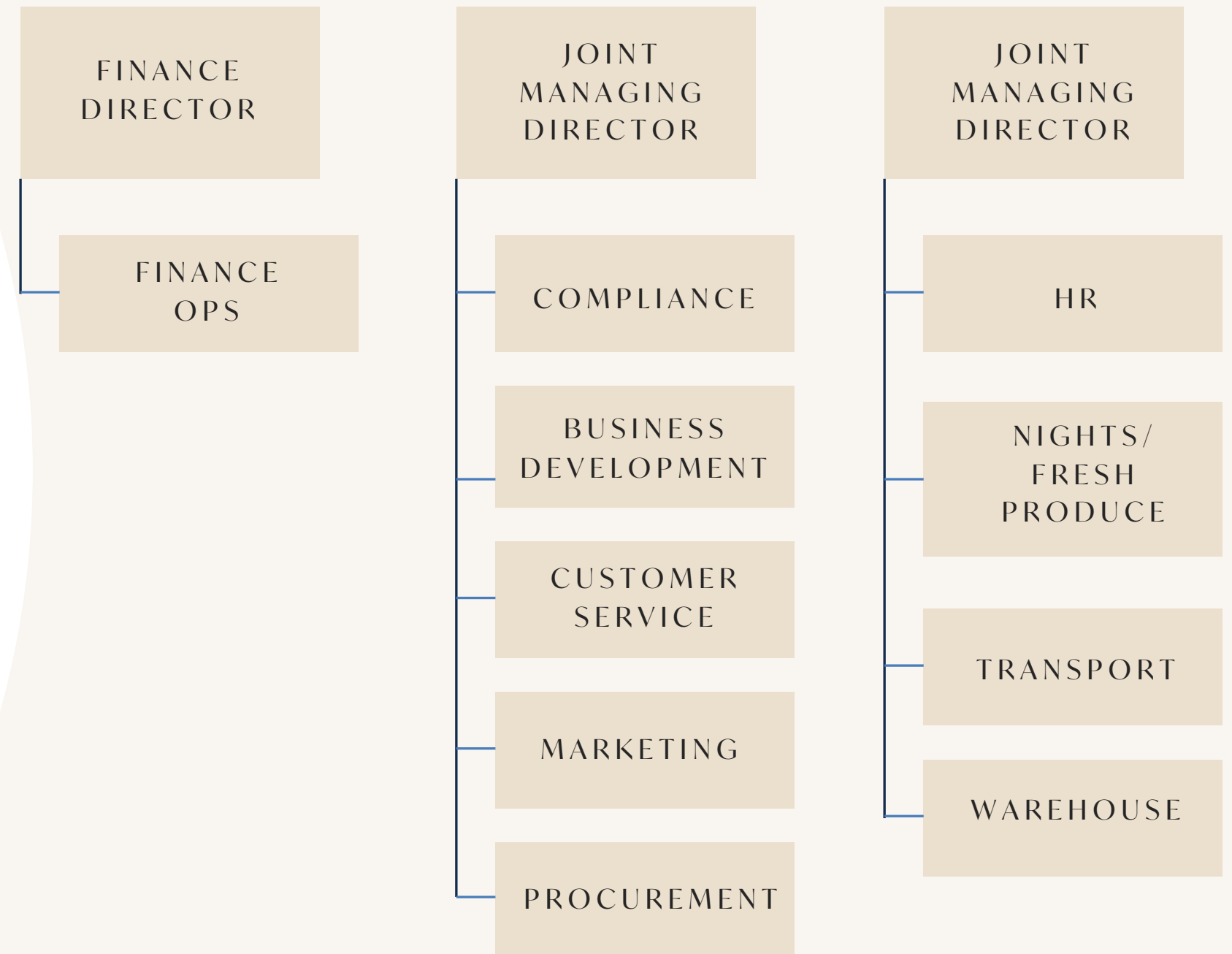


COMPANY STRUCTURE

Strong business leadership is a critical component for any successful company. As a people-centric company, we fully understand and value the importance of our colleagues and the demand to lead by example. In order to guide and inspire the business and our teams, we have strong leaders in place with years of experience within the foodservice industry.

COMPANY STRUCTURE

Woods has an organisational structure with clearly defined roles and responsibilities for each department in order to maximise performance. To shape the culture within the company, the Senior Management team is relied upon to build positive relationships, encourage cross-functional interaction, grow the skill-sets within their teams and achieve the required business results.





CONCLUSION

AFTERWORD

At Woods Foodservice, we have the leadership strategy and operational plan in place to make progress towards our mission and achieve our vision for the business. Through clear business objectives, improved policies and practices, and enhanced procedures, we will sustain our current success and strive for further brilliance in the future.

We will be able to deliver cutting edge technologies, improved sustainability practices and innovative product ranges, whilst still ensuring our customers remain a top priority and their needs are at the forefront of what we do.

With the full support from the whole Woods Team, we are looking forward to working with all of our stakeholders to deliver sustainable change within the foodservice industry.

DARREN LABBETT





B U S I N E S S P L A N

2024 - 2025