



# Product, People, Place

## 2022 Sustainability report

#creatingdreams



# Contents

CEO message / highlights	3
UK Holiday park industry	4
Highlights from 2022	6
Who we are	7
Our strategic pillars	8
Our sustainability priorities	9
Our commitment	10
Our governance and policies	11
Our governance structure	12
Our product	13
Our people	18
Our place	24
Looking ahead	33



# A message from our CEO

**Welcome to the first Willerby Sustainability Report. This document is significant because it's the first time Willerby has publicly reported the progress we are making on climate change and carbon, the investment we are making with our people, and our involvement in the local community.**

**Sustainability is integrated into the way we conduct our business. Everything we do revolves around our Products, People and Place and this is how we will continue to build a sustainable and successful business.**

## Product

At Willerby we are very proud to be the market leader and product innovator in the vibrant holiday home market in the UK. We continually challenge ourselves to be the best we can be, and in 2022 we launched the Willerby GreEN standard, reducing operational energy usage from our holiday homes by 28%. In 2023 we announced the 32A all-electric holiday home, another development to help reduce the carbon impact of our

homes. We will continue working with customers and suppliers to develop practical, sustainable solutions making Willerby homes "more sustainable as standard".

## People

The foundation of 75+ years of uninterrupted business is the skill and dedication of almost 1200 team members. We continue to grow our team with local talent, including through our apprentice scheme which we have significantly expanded in the last two years. Last year we piloted leadership training programmes to develop our people and this year introduced a pilot holistic health initiative embracing physical and mental health as well as nutrition. We will continue our quest to ensure Willerby is an inclusive employer, a more diverse and a safe and equitable place to work, where our people can fulfil their potential.

## Place

Our base is in Hull, at the heart of the Humber region. The Humber region is one of the UK's largest emitters of carbon and has an internationally recognised net

zero plan. Through our membership in the regional Oh Yes! Net Zero initiative, we are working with like-minded businesses and organisations to achieve that goal. This includes projects like our biomass boiler (installed in 2020) that continues to recapture waste from our production processes to generate heat energy. Building on our previous investments, we have an ambitious strategic plan to generate our own energy from renewable sources, making Willerby leaner and greener, and will continue playing our part in the Humber region's journey to net zero.

As we look back at the progress made in 2022, and to date in 2023, we are confident that we have good momentum to continue investing in our sustainability, and look forward to reporting on the following projects in our next Sustainability report:

- Installation of LED lighting throughout our sites which will reduce our energy consumption
- Adding solar panels to our head office which will provide energy for our electric car charging points

- Welcoming new senior leaders in our Procurement and Health & Safety teams who will further strengthen our processes and drive areas of improvement
- Close monitoring of our use of natural resources like water and energy to help us identify ways to reduce our usage

As a leadership team we are acutely aware of our responsibilities as the guardians of the Willerby Brand. This includes the effect we have as we create our customers' holiday dreams, the impact we have on the wellbeing of our people, our customers and suppliers, and the responsibility we have as a major employer in the Yorkshire and Humber region.



Peter Munk CEO Willerby

**“ Everything we do revolves around Product, People and Place and this is how we will continue to build a sustainable and successful business. ”**

Peter Munk CEO Willerby



# The UK holiday park industry in numbers...

**£9.3<sup>bn</sup>** / **8%**  
Visitor expenditure generated by UK holiday parks. Equivalent to £5.3bn Gross Added Value or 8% of UK Tourism's GVA

**6<sup>k</sup>** Holiday parks operating in the UK, sustaining a significant level of near year-round employment, in rural and coastal districts / **170<sup>k</sup>** campsites

**26.2<sup>m</sup>** / **74%**  
Number of nights spent at UK holiday parks and % of UK residents that are planning a UK overnight trip in the next 12 months, supporting tourism and employment in rural and seaside areas<sup>1</sup>

**380** / **5.4<sup>k</sup>**  
UK based dealers and people employed, channelling holiday homes, caravans and motorhomes from manufacturers to holiday parks and consumers

**200** / **10<sup>k</sup>**  
UK based manufacturers and people employed producing holiday homes, caravans and motor homes

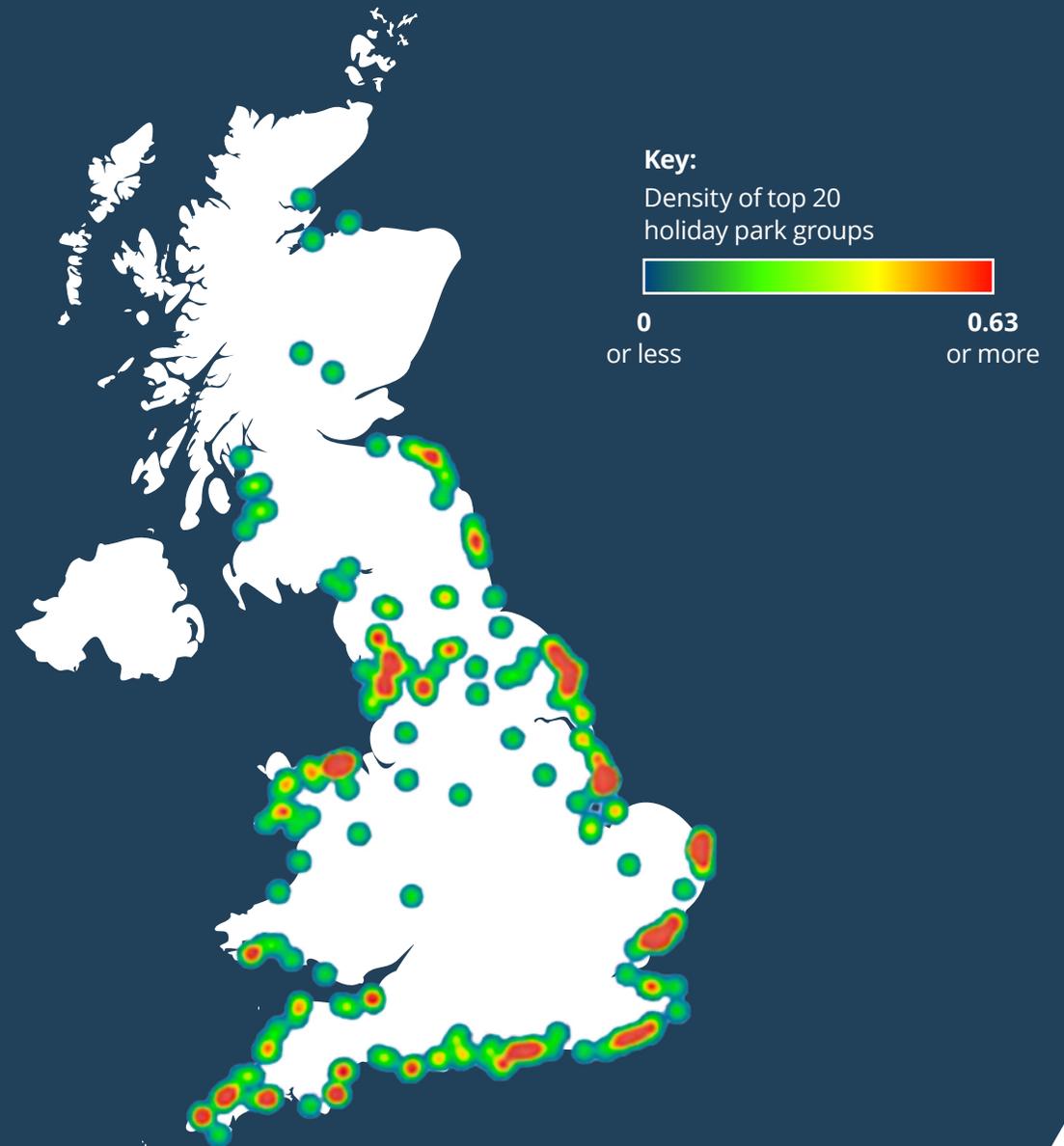
**390<sup>k</sup>** / **20<sup>k</sup>**  
Holiday homes sited at UK holiday parks, and annual new holiday homes sold, the overwhelming majority of which are made in the UK

NCC: Fast facts about caravanning in the UK  
UK Caravan & Camping Alliance: Pitching the Value

Statista: Number of nights spent camping or in caravans in Great Britain in 2019  
NCC: Annex 4 COVID 19 NCC Infographic 2020  
NCC: Annex 4 COVID 19 NCC Infographic 2020

(1) 13% of UK residents plan to stay in a static caravan not owned by them in the next 12 months  
VisitEngland Domestic Sentiment Tracker August 2013

# Density of major park group locations in the UK



# Highlights from 2022

› **£200m** Revenue achieved for the first time (+41% vs FY19<sup>2</sup>)

› **150**  
Customers

**1,173**  
employees in FY22  
(+3% vs FY21)

**40/60**  
C-Suite gender diversity split

**96%** of total waste in FY22 was recycled or recaptured

**Full living wage** offered as entry level pay



Shortlisted for  
Manufacturer of the Year<sup>1</sup> at  
the Made In Yorkshire Awards

**3.5** GWh  
Renewable energy produced from our biomass boilers in FY22

Note (1) In the >£25m turnover category (2) FY20 and FY21 were impacted by Covid-19 disruptions.

# Who we are

## The UK's holiday homes market leader

Willerby is the **UK's largest manufacturer of static caravans and lodges**, building a third of new units destined for holiday parks. We also operate a growing residential park homes brand, Willerby Bespoke, which was launched in 2018.

The company is at the forefront of an important and growing UK manufacturing industry clustered in Hull and East Yorkshire, which is also the heart of the UK caravan and holiday homes industry. The manufacturing industry collectively **employs 20,000 people directly or indirectly** within the Humber region.

The business was founded in 1946 when Walter Allen, a resident of the Hull area, decided to switch from

making beehives to building touring caravans for the growing post-war holiday park industry.

Willerby Ltd has **an unrivalled reputation for superior quality**, industry-leading design, technological innovation, breadth of product range and exceptional customer care.

The company now has a workforce of around 1200 staff based across two sites covering 80 acres in Hull. Willerby makes **a significant contribution to the UK economy**, especially in the Humber region, including through its support for more than 400 suppliers.

**“Willerby was founded more than 75 years ago. It's our job as a management team to make sure it is still around in another 75 years.”**

Susan Allan CFO of Willerby Ltd

# Our strategic pillars

At Willerby, our three strategic pillars inform everything we do. We are working to create a sustainable, greener tomorrow by investing in our Product, People, and Place

## Product

Willerby products are developed to utilise sustainable local materials. They are engineered to minimise their impact on the environment whilst in use through innovative utilisation of heating and insulation solutions as well as the use of energy-efficient appliances and fittings,

We invest more than £1m every year in research & development on new product designs and improved manufacturing processes. We place high importance on the design of products that allow us to balance manufacturing processes that maximise productivity with operating in an environmentally sensitive manner. This includes utilising sustainably sourced materials and having minimal waste.

## People

At Willerby, we create a safe environment that fosters inclusivity regardless of background. Through our policies, practises and range of training programmes we aim to provide accessible opportunities for our employees to reach their full potential. We aim to provide the safest possible working environment for our people, protecting both physical and mental safety.

We are conscious of our impact on the local community, partnering with local charities, council and education providers in a constructive manner. We also play our part in the local community through active membership in groups that support a greener economy in the Humber region like Oh Yes, Net Zero and Future Humber organisations.

## Place

We are developing and investing in our ability to be as close to energy self sufficiency as we can. This will ultimately be brought about by further investments into biomass plants, solar panels and wind turbines. We want to actively contribute to the sustainability of the Humber region through our role as a major employer and player in the local economy.

We encourage staff to travel to work using transport with the lowest impact on the environment. This includes our bi-annual cycle to work scheme, supported with on-site bikes storage, and a company car policy that rewards those who choose all-electric and hybrid vehicles.

**“We want to make a positive difference to people’s lives through the homes we manufacture. By thinking how we operate as a responsible business today, we can make a positive difference on tomorrow.”**

Peter Munk CEO Willerby

# Our sustainability priorities

The sustainability priorities for the business come back to our three strategic pillars of Product, People and Place and are underpinned by the KPIs that we monitor

	Product	People	Place
Material topics	Responsible sourcing	Diversity & Inclusion	GHG emissions & decarbonisation
	Product design	Education / Training & development	Waste reduction
		Health & safety	Energy management
		Community impacts	
		Governance	
KPIs monitored	Energy efficiency per holiday home	Workforce gender diversity	Emissions from combustion of gas, fuel for transport and purchased electricity
	Product thermal rating score	Gender pay gap	Total energy usage
	% of local suppliers	Apprenticeships taken	% renewable energy consumption
		Accident frequency rate / RIDDOR AFS	% waste recycled or recaptured
	<p>The above priorities and metrics were identified by the company as the key sustainability topics for our operations. We will be looking to enhance our view of what our wider stakeholders see as material through engagement with our staff, suppliers and customers.</p>		

# Our commitment

**“ A management team committed to putting Product, People, & Place at the centre of everything that we do ”**

Peter Munk CEO Willerby



# Our governance and policies

## Accountability

**Our Group Board is responsible for setting the strategic direction and company goals - including sustainability** - and monitoring progress against these. The CFO holds overall responsibility for delivering our sustainability agenda, supported by other Directors and the Operating Board.

**The Operating Board is responsible for the day to day running of the organisation, including overseeing the three strategic pillars.** Day-to-day monitoring and governance of the business is supported by **various committee and communication channels.**

Having a strong governance culture is important to our business, and the Boards maintain a suite of policies and processes to ensure that our performance aligns with our governance framework.

## Public policies

We adhere to the provisions of the **Modern Slavery Act 2015** making regular checks internally and across our supply chain

Each year we report on the **Gender Pay gap** and use those insights to guide the work of the **Pay & Benefits committee**

See the 'People' section for further detail on gender diversity and pay gap.

We have a clear **Whistleblowing policy** displayed throughout the business including details of **independent service Protect**

There have been no claims logged under the independent whistleblowing mechanism.

Our **Equal Opportunities policy** and **Equality, Diversity and Inclusion policy** are actively driven through our training programmes and recruitment practises

## Other policies and processes

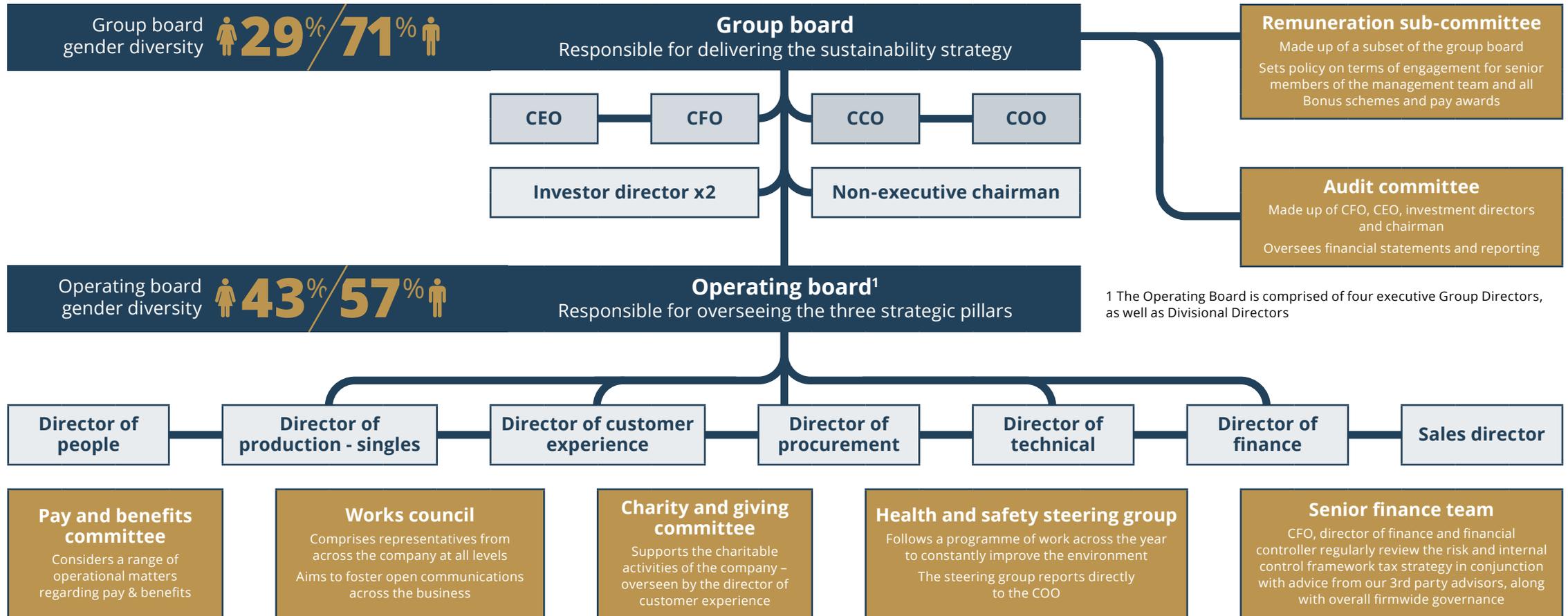
We are a **GDPR compliant** organisation with data privacy & cookie policies –we operate in a cyber secure environment

Our adherence to the **Anti Bribery Act 2010** is monitored on a monthly basis by our Board of Directors

Our **health & safety culture** is embedded across all levels of the business –transparency and openness being key to constant improvement. This is underpinned by our in-depth Occupational Health and Safety Management System and Policy

All of our management is regularly **trained on governance matters** by a 3rd party legal practise

# Our governance structure



# Our product

**“ We are proud to be a product innovator in the vibrant holiday home market. We are working with customers and suppliers to develop practical, sustainable solutions that will provide a pathway to lower carbon emissions”**

Peter Munk CEO Willerby



## We want to lead the industry and legislation with our products' credentials

We are working towards this by using product development to make Willerby "more sustainable as standard", as well as continually investing in innovation and in the upgrading and enhancement of our product ranges. A team of 20 create and maintain the product portfolio - currently around 90 active models - supported by procurement, manufacturing engineering, production, commercial and finance teams.

Through various forms of engagement, we ensure that our approach is thoughtfully managed and incorporates the knowledge of our various stakeholders, including:

- **Working with customers and suppliers** to develop practical, sustainable solutions that will support their pathway to lower carbon emissions
- **Working with industry bodies** to find ways to improve the sustainability of manufacturers and park owners

## The industry faces challenges

**A typical holiday home can emit upwards of 2 tonnes of carbon equivalent (CO2e) per year<sup>1</sup>**, during operational usage (the average UK bungalow emits up to 3.56 tonnes of CO2 every year<sup>2</sup>). There are around 390,000 sited caravan holiday homes, emitting an estimated 800,000 tonnes of CO2e every year.



**Our GreEN Standard (developed in FY22, rolled out in October 2022) and all-electric (in testing during 2023) specifications are part of how we are helping create change**

Note: (1) Figures calculated using the NCC's energy efficiency calculator and Willerby's own analysis. (2) Source: UK Homebuilders Federation July 23 report.



**Residential Park Homes** are designed and built for year round living. They come as either traditional style homes or open plan lodges and are customisable to the customer's needs. They are constructed in two halves, joined together when sited and offer a modern approach to affordable living.

**Holiday Lodges** offer spacious, open plan, aspirational holiday accommodation. They are built to the park home standard. They are constructed in two halves, joined together when sited and are capable of being used all-year round.



## Our products at a glance

**Holiday homes** (making up the majority of our production) range from affordable to luxury holiday accommodation. They come in a variety of configurations, usually comprising an open plan living / dining / kitchen space. However, even the affordable models come packed full of comfort and style, designed with our years of know-how.

## Our GreEN Standard provides 28% improved thermal performance

The development cycle for the GreEN Standard was 12 months, requiring input from all parts of Willerby, from design all the way through to finance, as well as key suppliers. The Standard intentionally closes the gap between two NCC standards that holiday homes are commonly built to:

- **BS3632**, the Park Home standard, intended for year round living and so insulation requirements are closer to building regulations.
- **EN1647**, the Holiday Home standard has less stringent insulation requirements, so the thermal performance of this standard is c. 25% below a home built to BS3632.

GreEN Standard products are built to a Willerby enhanced standard of EN1647, deliberately beyond standard specifications in key areas to improve thermal performance. These products typically score 8.9/9 out of 10 on the NCCs thermal rating scale and across all EN1647 models that were upgraded to the GreEN standard, the average thermal rating score was improved by 1.7. That translates into reduced fuel needed to heat the home, and a lower associated carbon emissions.

## What the GreEN Standard delivers

**28%**   
Reduction in energy usage<sup>1</sup>

**UPGRADED**  
 Windows and exterior doors to LOW-E Argon<sup>2</sup>

**250** kg   
Lower CO<sub>2</sub>e per year<sup>1</sup>

**UPGRADED**  
 Insulation material used in the walls, roof and floors.

**100%**   
Increase in thickness of exterior walls



Since October 2022, all of our holiday homes have been built to the GreEN Standard

Note: (1) Compared to an equivalent pre-2023 EN1647 Holiday Home Specification unit. Figures based on a Brookwood 40ft x 12ft three-bedroom model and 90 days occupancy using the NCC's energy efficiency calculator.  
(2) This combination of a special coating on the glass and use of a denser gas than air provides excellent insulation properties



**A new all-electric product has been under development since 2022 to prepare for a low-carbon future**

With the UK's plan to phase out gas boilers, we have been exploring use of electric heating solutions. Work has been focussed around keeping the environmental impact of the all-electric unit as low as possible, using the **latest energy management technology** together with improved thermal efficiency products.

Electricity and liquid petroleum gas (LPG) are widely used across caravan parks. **Clean electricity, locally generated is part of the long-term solution.**

However, the electricity grid and local infrastructure will need reworking and transitional strategies (e.g., biogas) will need to be deployed.

**All-electric holiday homes, used together with clean electricity, can significantly reduce carbon emissions and running costs.** Early all-electric models required enhanced infrastructure on park to provide site pitch feeds in excess of 100A. The new generation of Willerby all-electric holiday homes need just 32A, a common pitch feed standard on many parks.

**There is still work to be done.** Many parks lie at the end of their local electricity network and grid infrastructure can be poor. They have a cap on maximum draw that, in some cases, requires secondary generation on site to avoid blackouts. Whilst 75% of park pitches are rated at 32A, and in practice a 32A all-electric holiday home will rarely draw the full 32A, the maximum draw cap of parks will limit the number of all-electric holiday homes that can be installed. For this reason, **field trials are taking place** with clusters of all-electric units on test parks to understand the practical constraints and record the performance of the homes.

**32**  **amps**  
Energy requirement of the all-electric Willerby holiday homes



**“ The GreEN Standard is a significant change in the holiday homes industry –one that we’re pleased to welcome onto our 66 parks –as Willerby is the first UK holiday homes manufacturer to introduce a sustainability standard ”**

Top 3 UK holiday park operator

## Product circularity

Manufacturers of holiday caravans, lodges and residential park homes will need to consider the impact of the embodied carbon within their products and the end-of-life journey. A holiday caravan ranges between 8T and 16T of embodied carbon, with residential park homes being over 20T<sup>1</sup>. Traditionally, end of life means use as an office on a farm or building site, shipment to Eastern Europe or scrapping.

There is currently no industry consensus on an end-of-life solution. Reducing embodied carbon will require working with suppliers to drive innovation in design and upstream manufacturing processes in the supply chain.

Through this engagement with our suppliers and other organisations like the Oh Yes! Net Zero campaign, we will continue to explore improvements in circular design and the reduction of embodied carbon

Note: (1) Based on an analysis performed by the Willerby technical team in 2021 using the ICE database and information from suppliers. The exercise was done for an entry, mid-range and premium holiday home, as well as a residential park home.

**Construction of caravans requires the assembly of a wide range of products and components –the choice and sourcing of these has a significant impact on our environmental impact and longer-term sustainability of the business.**

The design and construction of products already uses c.80% of material sourced within the East Yorkshire and Humber region. This reduces transport impacts on the environment and supports the local economy. Further details about our collaboration with local and regional initiatives are outlined in the People section.

**FY22 highlights**

Comprehensive review of **insulation materials**

Ongoing transition from **plywood** (derived from tropical hardwood forests) to **Eco-board** (a recycled product)

**80%** of suppliers are local from the East Yorkshire and Humber region

# Our people

**“ We are committed to ensuring our people can fulfil their potential by ensuring that Willerby is an inclusive and diverse employer, and provides a safe and equitable place to work ”**

**Peter Munk** CEO Willerby



**An Employer of choice in Hull and East Yorkshire. We believe that fostering an inclusive and diverse workplace enriches our business and contributes to its overall success**

## Diversity and Inclusion focus areas

- Train all managers and employees on their rights and responsibilities under the Equality, Diversity and Inclusion policy -this has already started with the senior management team.
- Take seriously all employee complaints of bullying, harassment, and victimisation by fellow employees, customers, suppliers, visitors, or the public in the course of their work. We have an internal process for raising complaints, as well as provide a whistleblower helpline (managed by Protect, and independent charity)
- Actively monitor the diversity of the workforce – we are building a picture up all the time, new onboarding documents are helping with this.

Our gender pay gap widened in FY22 due to the introduction of our Quality Bonus Scheme in Oct-21. Higher grade roles 4 (67% of the weekly paid population)

are eligible for a higher bonus under this scheme. There are currently no women in these roles and so the impact is visible in the gender pay gap.

We are implementing initiatives to address our gender pay gap, such as:

- Leading Others programme launched Summer 2022 (50/50 gender split)
- Quality Bonus Scheme has been opened up to all employees, meaning females in salaried roles are eligible to receive bonus payments



Our Metrics <sup>1</sup>	2022	2021
Headcount <sup>2</sup>	1,173	1,141
F:M ratio C-Suite <sup>3</sup>	40% : 60%	33% : 67%
F:M ratio Operating Board	43% : 57%	17% : 83%
F:M ratio overall	12% : 88%	12% : 88%
Mean gender pay gap	13.2%	10.8%
Median gender pay gap	32.9%	31.5%
UK wide median gender pay gap	14.9%	15.1%

Note (1) Headcount figures are as at 30 September. Gender pay gap is a snapshot as at 5 April. (2) Headcount includes around 100 agency staff each year. (3) C-Suite includes the CEO, CFO, CCO, COO and Chairman. (4) A & B Grade and Multi-skilled roles

## Initiatives for engaging and developing our people

### Ways we engage our people

- We are proud to offer the Real Living Wage as our entry level pay rate and believe in the need to value all employees for their contribution to our success and growth. Our accreditation from the Living Wage Foundation is in progress and we expect to receive this in 2023.
- We seek regular communication with and feedback from our workforce through the Works Council.
- 36 employees have participated in our Leadership Pipeline programme to date.
- We host employee events and trips throughout the year which are funded by the company.
- We provide various mental and physical well-being programmes (see next page).



## Apprenticeships

We As part of our commitment to our people, the Company offers a range of apprenticeship opportunities and encourage applications from the local area. This is actively pushed via the engagement of senior staff with a range of local 6th form and FE Colleges. In addition to apprenticeships, the company provides work experience for students aged 16 –18 years plus internships for undergraduates and training to upskill our current workforce. In 2023 **we have 21 active apprenticeships** lasting 18-60 months and **plan to increase this to 29** by January 2024

	FY22	FY21
Apprentices taken <sup>1</sup>	16	21
<small>Note (1) At the date of this report, only 5 of the FY21 apprentices had completed their term and only 1 of the FY22 apprentices. Of these, 4 have since taken on permanent positions.</small>		

Willerby apprenticeship training



Willerby apprentices

## Regular 'check in' on wellness & health

### Occupational health surveillance programme

We offer a range of support programmes to our staff for both their physical and mental health. This is achieved via a team of nearly 30 trained mental health first aiders and occupational health for physical issues. They are trained to signpost staff to support for mental health concerns as well as partnerships that we have with 3rd parties. We also offer a 3rd party Employee Assistance Hotline.



**Tommy Coyle** working with Willerby employees. Coyle is a former professional sportsman from Hull. He founded Coyle Health & Wellbeing, a wellness and fitness business, which helps companies support the wellbeing of staff

### Health & wellbeing app

New for 2023 is the Tommy Coyle CT60 Health & Wellbeing app being rolled out to support our staff in their journeys to better physical and mental wellbeing by tracking activity levels and diet and helping them to set goals.

This will give the management team an anonymous regular 'temperature check' of how our colleagues are feeling.

### Wellbeing hub

Launched in 2023, the hub is located within a bespoke lodge at the main factory site in Hull. The lodge and its surrounding garden provide a quiet space for reflection, contemplation and mental wellbeing. Once a month, the hub will host a mental health professional from Think Mental Health to provide counselling, training and support to anyone who requires it.



**Safety is at the heart of everything we do. We work to emphasise safe behaviours, beyond our regulatory requirements.**

## Health and safety

- Our **Health & Safety committee** meets monthly to discuss trends, priorities and areas for improvement. The committee includes the COO, Head of Production, line managers, and a selection of others from different areas of production.
- We have a clear **Health & Safety policy** with roles and responsibilities defined for all employees. It contains information around management systems and responsibilities, as well as comprehensive protocols for all areas of operations, including risk assessments, accidents / near misses, biohazards, breakages / spillages, chemicals, electrical safety, first-aid, and waste. We also have well documented and practiced Emergency Response Procedures for multiple scenarios.
- There is a weekly **“See it, Sort it, Report it”** scorecard used to build awareness, remediate issues, and track near-misses. The most commonly

reported observations were around slips/trips/falls, and miscellaneous other observations. The scorecard provides a record of these observations so the remediation can be tracked and counter measures put in place.

- We have an annual risk reduction plan and, based on assessments undertaken in FY22, examples of action plans for FY23 include improvements identified under PUWER, explosive atmosphere, racking, working on heights, and transport safety.
- We actively promote safety and ensure engagement at all levels of the business and provide employees with regular safety training and education.

	FY22	FY21
Accident frequency rate <sup>1</sup>	58	63
RIDDOR AFS	2.6	3.2

Note (1) Frequency rate as per HSE definition -number of people injured over a year for each million hours worked by a group pf employees.



Our people are at the heart of our business

## Initiatives for supporting our communities

### Community engagement

Members of staff are encouraged to offer pro-bono support to a range of local organisations (Hull Truck Theatre / Hull College). At a corporate level, we are a member of a range of regional business organisations (Future Humber, Oh Yes! and Net Zero) which are aimed at improving networking and providing support for regional business objectives such as reducing our environmental impact.

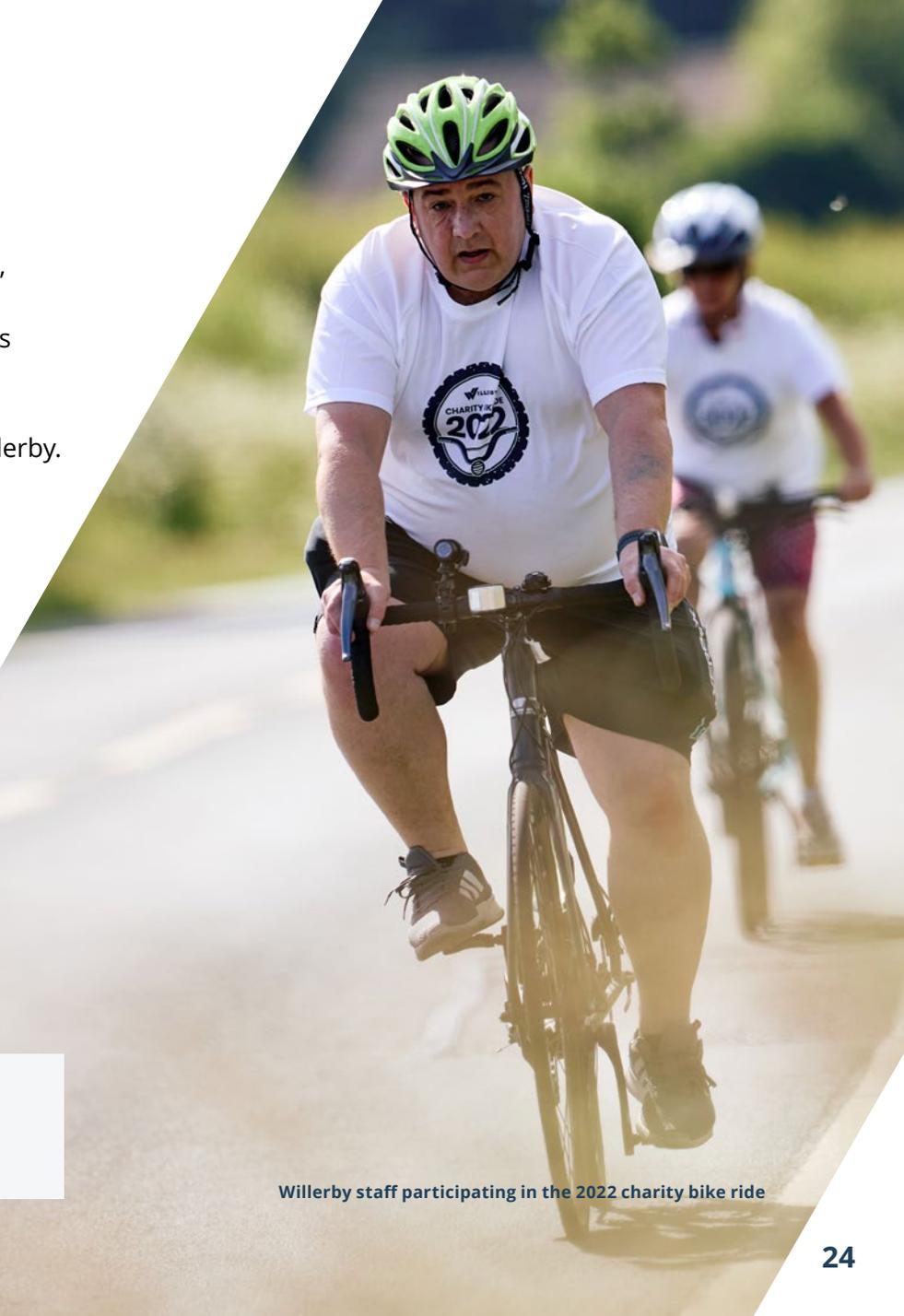
**£15<sup>K</sup>** Donated  
to charity  
in FY22

We are proud of our ongoing support both in time, money, and opportunities with Dementia UK and the Armed Forces Community Hub (the employee's selection of the year). Staff are also encouraged to support local and national charities through fundraising events. These are match funded by Willerby.

### Recruiting locally

We actively recruit in the local area. In FY22, 70% of our employees were resident within 5 miles of our Hedon Road site.

**70%** of our  
employees  
live locally



Willerby staff participating in the 2022 charity bike ride

# Our place

**“ We are committed to playing our part in the Humber region’s journey to net zero, both in our own facilities and through participation in regional initiatives like Oh Yes! Net Zero ”**

Peter Munk CEO Willerby

## Our place

We have 5 manufacturing facilities in East Hull:

- The main site at **1251 Hedon Road**, Hull incorporates two holiday home assembly lines (VS1 & VS2) as well as supporting manufacturing functions and the main offices.
- Linked to the main site and accessed via **Marfleet Lane** is the holiday lodge assembly line (VS4) and the Willerby Showground.
- Linked to the main site, and accessed via **Somerden Road**, is a third holiday home assembly line (VS5), warehousing, and the despatch area.
- The fifth site (VS3), located 1 mile to the west of the main site at 799 Hedon Road, Hull, is the **Willerby Bespoke** facility.

## How we are investing in our place

- Supporting **Humber region initiatives**, e.g., Future Humber and Oh Yes! Net Zero
- Implementing a strategic plan to deliver **energy savings and self-sufficiency**
- Reducing **energy and waste intensity** across our sites, including the replacement of fossil-based fuels with renewables where feasible.
- Converting internal and road-based fleet to **hybrid / electric vehicles**.
- Reducing the carbon emissions from staff travelling to / from work through **cycle to work scheme**, encouraging the use of public transport and expansion of the **EV charging facilities**

**18%** of total energy consumed in FY22 came from our biomass boilers<sup>1</sup>

Note (1) Based on total renewable energy consumed vs total energy consumed in FY22.

**100%** of company cars are electric or hybrid vehicles<sup>2</sup>

Note (2) In addition to the 16 company cars, we also have 42 commercial fleet vehicles in use on our sites (e.g. diesel vans). Transition of these other vehicles is under consideration but will be subject to market availability of viable alternatives.

Willerby onsite charging



### Playing our part in the Humber region's journey to net zero.

The Humber region is one of the UK's largest emitters of carbon and has an internationally recognised net zero plan. Through our membership of the regional Oh Yes! Net Zero campaign, we are working with like-minded businesses, organisations and concerned citizens to achieve that goal. From a business perspective, Oh Yes! Net Zero has four workstreams:

- Green skills and jobs
- Energy use and reduction
- Green supply chains and circular economy
- Transport and travel

We have been a partner of the Oh Yes! Net Zero campaign since it was formed in early 2022. As part of this, we have promoted Oh Yes! Net Zero across the business, such as hosting a staff launch event in March 2022, which included a competition for the best green costume and every member of staff receiving a reusable water bottle to replace all disposable plastic cups on site. We continue to share best practice and project details with the other partners in the Oh Yes! Net Zero campaign, and we actively promote the initiative both locally and nationally.

**“ This is a unique campaign, illustrating the action we need to see as the UK becomes carbon neutral by 2050. It brings private and public sectors together, and asks every individual, household and organisation to help and make a difference across the Hull and Humberside areas. ”**

Alok Sharma COP 26 President and former Secretary of State for Business, Energy and Industrial Strategy

Field Solutions  
Susan Allen and Duncan Collins on a panel  
for the Oh Yes! Net Zero campaign

Field Solutions

OH  
YES!  
Net Zero™



Join us and say...

OH  
YES!

to Hull & Humber  
becoming Net Zero.

Find out more  
[ohyesnetzero.co.uk](https://ohyesnetzero.co.uk)

OH  
YES!  
Net Zero™

## We have been disclosing our emissions and energy use for SECR reporting since FY20

	FY22	FY21	FY20
Emissions from combustion of gas (tCO <sub>2</sub> e) <sup>1</sup>	1,990	1,679	1,942
Emissions from fuel (tCO <sub>2</sub> e) <sup>1</sup>	509	707	671
<b>Indicative scope 1 emissions (tCO<sub>2</sub>e)</b>	<b>2,499</b>	<b>2,386</b>	<b>2,613</b>
Emissions from electricity purchased (tCO <sub>2</sub> e) <sup>1</sup> ( <b>Indicative scope 2</b> )	1,210	1,192	1,131
<b>Total emissions reported under SECR (tCO<sub>2</sub>e)</b>	<b>3,709</b>	<b>3,578</b>	<b>3,744</b>
<b>Emissions intensity per thousand production hours (tCO<sub>2</sub>e)<sup>2</sup></b>	<b>3.56</b>	<b>4.25</b>	<b>5.74</b>
Gas and electricity grid energy consumption (kWh) <sup>3</sup>	16,183,374	13,959,439	14,444,910
Renewable energy consumed (kWh) <sup>3</sup>	3,462,270	3,498,670	n.a.
<b>Total energy consumption (kWh)</b>	<b>19,645,644</b>	<b>17,458,109</b>	<b>14,444,910</b>
% renewable energy consumption	18%	20%	n.a.
<b>Energy intensity per thousand production hours (kWh)</b>	<b>15,515</b>	<b>16,567</b>	<b>22,130</b>

1 Emissions data has been taken from the emissions reported under SECR in the annual accounts –tCO<sub>2</sub>e refers to tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent. We have not yet compiled a full greenhouse gas inventory or produced a complete carbon baseline. Therefore the “scope 1” and “scope 2” emissions presented above are indicative based on our SECR disclosures.

2 The reduction in emissions intensity per thousand productions hours is partly affected by the impact of Covid-19; i.e. total production hours were lower than normal in FY20 as a result of enforced factory closures during the lockdown periods (total production hours in FY20 were 21% lower than in FY19).

3 Energy consumption data was taken from utility invoices for gas and electricity. For renewable energy the data was taken from the meter submissions to Ofgem for our two biomass boilers which started producing energy in Nov-20 (though our Ofgem registration only became live in Mar-21) –kWh refers to kilowatt hour (kWh), a measure of how much energy is being used per hour. Our two existing boilers are currently running at capacity, hence why kWh were similar in FY21 and FY22. We plan to install two more biomass boilers across our sites as part of our strategic plan.

**We have begun an energy benchmarking review to understand the current consumption patterns, constraints to energy generation, and potential savings in consumption. This will form the base point for understanding the impact of future environment-saving programmes.**

Within the **strategic plan**, the ambition is to generate c.80% of our own heat energy (replacing gas), and as much of our own electricity as possible. We have several projects budgeted to achieve this:

- We currently have two **biomass units** on site which consume c. 3,000 tonnes of waste p.a. and produce heat for 2 production lines. There is excess capacity within the plant at some times of year so we have applied to combine the heat plants with an **Organic Rankine Cycle engine (ORC)** – this would produce c. 700 kWh of electricity p.a. There are also plans for a further two biomass units to heat the remaining production lines. These will consume 2,300 tonnes of waste wood.

- Applications have been approved for **photovoltaic cells** to be added to the roof of the head office building at 1251 Hedon Road. This will provide up to 220kWh of power p.a. with the aim of making the administrative offices energy neutral on an annual basis.



Implementing our energy self-sufficiency plan

## We have developed an energy self-sufficiency plan that includes:



**On-site solar power generation**

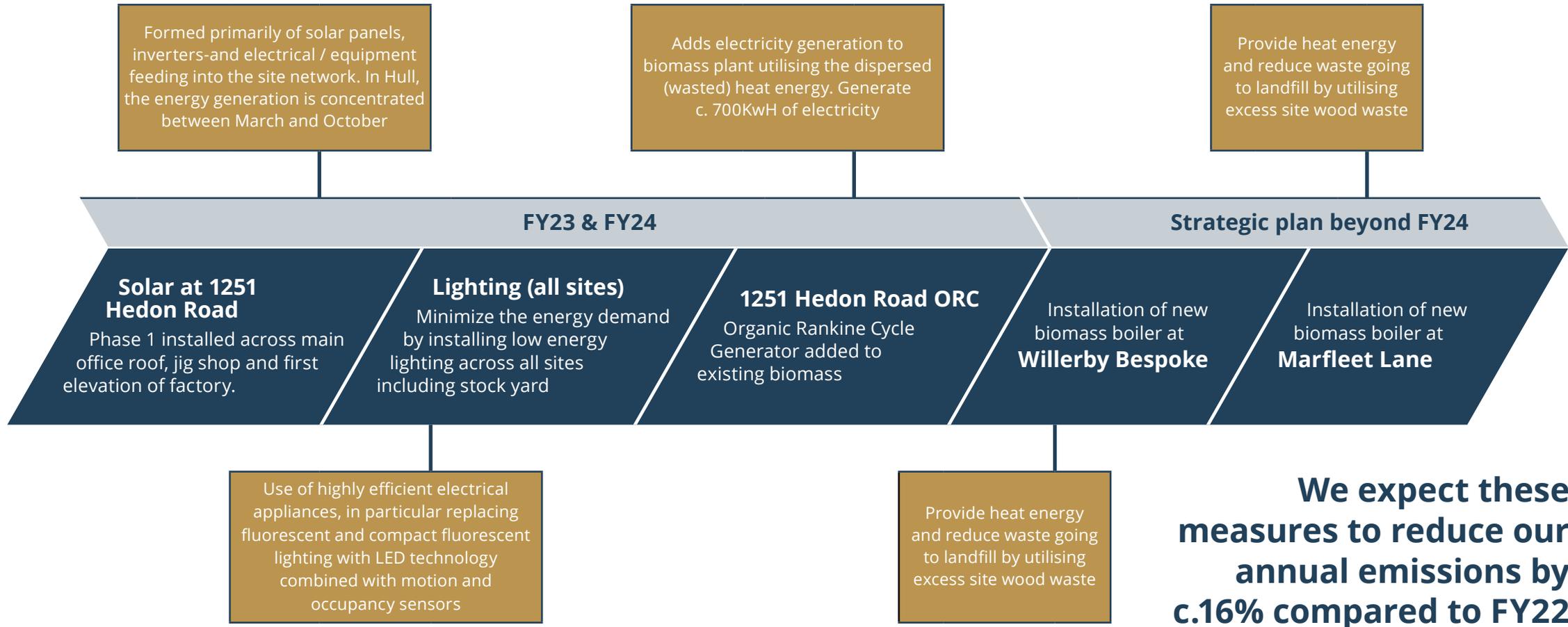


**Biomass heat generation**



**Biomass electricity generation**

Our immediate energy improvement plans are focused on items that are not dependent on DNO grid capacity constraints –all these projects are included in our strategic plan.

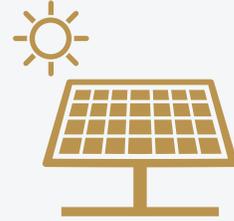


**We expect these measures to reduce our annual emissions by c.16% compared to FY22**

Outside of our strategic plan, our longer-term ambitions include several potential upsides to increase our energy self-sufficiency such as further solar, a combined heat and power plant and wind power.

## Solar power generation

In addition to the photovoltaic cells that will be added to the roof of the head office building, work is currently underway to investigate the feasibility of utilising the roof of the main factory site for additional cells. This has the potential to generate much more sustainable electricity. Structural surveys and the capacity of the national grid to accept this option are being explored.



The projects listed above will require both approval from the Distribution Network Operator (in our case, Northern Power Grid), and sufficient grid capacity to absorb the additional electricity. We know there is currently insufficient grid interconnection infrastructure, while lengthy application times for local generation are also an issue. These factors may limit which of the above projects can be done, and when, prior to regional grid upgrades which are targeted for the 2030s. We will continue to work with the DNO in the short and medium term to make what improvements we can until then.

## Biomass electricity

Outside of plans to install an additional two biomass boilers to heat the Willerby Bespoke and Marfleet Lane production lines, we have ambitions to install a Combined Heat and Power plant alongside the new Marfleet Lane biomass boiler to generate additional, sustainable electricity.



## Wind power generation

We have identified 2 potential sites to install a wind turbine on the 1251 Hedon Road site.

Exploratory feasibility work is being undertaken to find a suitable supplier. The local Hull council area development plan actively supports wind power.



## Products are built to order, not for stock. This reduces waste and maximises efficiency.

Very little product is manufactured for stock. Orders are taken and scheduled into production. The scheduling team ensuring that an efficient batch of similar products is built consecutively on each line.

The production schedule generates material requirements, which are then ordered from suppliers, to arrive in-time for the manufacturing processes to begin.

Tonnes recycled or recaptured	FY22
Wood	5,951 <sup>1</sup>
Mixed recycling	3,059
Dust	589
Metals	227
Other	153
<b>Total</b>	<b>9,980</b>

(1) The wood waste is repurposed for energy capture as a fuel for the biomass plant

There is a continuing focus on the bill of materials to ensure that it is as accurate as possible to minimise waste.

# 96%

of total waste in 2022 was recycled or recaptured

Key materials are recycled / repurposed wherever possible, and in FY22, 96% of our total waste produced was recycled or recaptured in some way. Of the total tonnage of wood recycled, 2,961 tonnes was repurposed for energy capture as a fuel for the biomass plant that generates heat energy for the factory.

The surplus waste wood is expected to be used at new biomass plants forecast at the Willerby Bespoke and Marfleet Lane sites.



# Looking ahead – building on recent success

As we look to the future, we know that we can make an even bigger impact on the environment and people's lives than we have already. We commit to reporting on our sustainability progress and new initiatives in line with the publication of our yearly financial accounts. The two go hand in hand, as both are built around Product, People and Place. We find this both challenging, exciting and rewarding –so watch this space as Willerby takes giant steps into a successful and sustainable future.

## Product

We are already creating positive change with our Willerby GreEN Standard, delivering up to 28% improved thermal performance.

The all-electric 32 amp unit offers a credible pathway to electric transition for many of the UK's holiday parks that currently have infrastructure with limited electricity capacity feeds.

The majority of our raw materials are already sourced from within the Hull and Humber region, supporting the local economy and the environment with short transport journeys.

We have successfully transitioned the majority of our plywood use over to recycled Eco boards. Our product content is constantly under review for more sustainable options.

## People

Our people development programmes strive to give every employee the opportunity to reach their full potential.

We are committed to playing our part in providing valuable skills to the people of the Hull and Humber area –this continues with another intake of apprentices in Autumn 2023.

Looking after the health, safety and wellbeing of our staff remains paramount and is backed up by our H&S action plan, occupational and mental health programme, together with active participation in community organisations and charities.

## Place

We will reduce our electricity consumption on lighting from our Winter 2023 installation of LEDs across all of our sites.

We will make even better use of our waste wood products by adding an Organic RankineCycle engine to our existing biomass plant.

Now that we have converted our company car fleet to 100% hybrid or electric vehicles, we will power them with the electricity that will be generated from our solar roof panels.

We will continue encouraging our staff to choose greener forms of transit through cycle to work scheme.

# Looking ahead – setting our future ambitions

## Product

We are committed to bringing out new and exciting products that reduce the impact on the environment at the same time as reducing running costs, as already demonstrated with the Willerby GreEN standard.

Timber is at the core of how we build our homes and, while the embodied carbon is lower than metals, plastics or fibreglass, we will strive to reduce this even further in partnership with our suppliers.

Going forward, one of our goals will be to review procurement practices to develop a sustainable sourcing policy.

We will lead and help our entire industry to transition towards net zero by using ground-breaking technology in our new 32-amp electric homes.

## People

We will always focus on the total wellness of everyone who works at Willerby, whether that's through fitness programmes, mental health support or ongoing Health & Safety initiatives.

We are aware of our responsibility to support the communities we operate in.

We will continue to strengthen our links with local schools, colleges and the University of Hull offering opportunities to young people within our community. Each year we will follow the Willerby tradition of hosting employee events & trips out as we really are one very large Willerby Family!

## Place

We will continue to actively cooperate with our stakeholders in Hull and the Humber region to make a real difference in our local community.

Our pledge is to move towards being energy self-sufficient by investing in renewable energy produced at our own sites. This will be achieved through a combination of further investments into biomass plants, solar panels and wind turbines; albeit at the speed that the Electricity Distribution Network Operators allow us to do so.

Alongside increased on-site renewable energy generation, we will also set ourselves goals to reduce our usage, with better monitoring and understanding of our consumption.





We create a  
sustainable, greener  
tomorrow by  
investment in our  
**Product, People and Place**

