

Commercial Water Production and Distribution

During the 2025–26 financial year, Office Watercoolers operated in a trading environment shaped by continued competition, cost pressure, and increasing customer scrutiny around sustainability and service standards. Office Watercoolers responded by prioritising customer service, sustainability and flexibility, maintaining operational momentum and adapting effectively to fluctuating demands and supply chain pressures. The focus on high quality service across customer segments regardless of size provided stability and supported long term relationship.

Office Watercoolers Limited's approach is underpinned by a balanced scorecard, guiding progress across six strategic focus areas: Financial Performance, Growth and Business Strategy, Customer, ESG (Environmental, Social, Governance), People, and Health & Safety. This framework ensures that the business grows sustainably while delivering value to all stakeholders.



Performance and Growth

The business maintained a stable financial position during the year, supported by disciplined contract management and a focus on long-term customer value. Emphasis remained on sustainable account development rather than transactional growth, helping protect performance in a competitive market. Operational cost management continued to be a priority. Oversight of logistics, fleet activity, and procurement supported effective control of input costs while maintaining service standards.

Customer Focus

Delivering professional, reliable, and consistent service remained central to business activity during the year. National coverage, supported by regional distribution centres, enabled a balance of scale and local responsiveness. Ongoing service delivery focused on reliability, clear communication, and responsiveness, reinforcing longterm relationships and customer confidence. Membership of The Water Dispenser and Hydration Association (WHA) demonstrates a strong commitment to quality and compliance.





ESG

Environmental responsibility remained an important consideration across operations. Recycling and waste management practices were consistently applied, and the business continued to explore practical ways to reduce its environmental impact.

Charitable partnerships and local involvement reflected a commitment to delivering positive social impact alongside commercial activity.

Governance standards continued to be reinforced through clear policies, compliance with industry requirements, and structured oversight. This framework supports transparent decision making and responsible risk management across all areas of the business.

People and Culture

The business continued to invest in its people during the year, recognising their central role in delivering a reliable and professional service. Training and development activity supported both technical competence and customer service capability. Open communication and employee feedback remained important in shaping a supportive and inclusive working environment.



Health & Safety

During 2025–26 the business began transitioning towards a more proactive and preventative approach to managing health and safety. This includes strengthening routine risk assessments and safe systems of work, encouraging near-miss reporting and learning, undertaking proactive investigations to identify root causes and prevent recurrence, and using leading indicators (such as site checks, audits, and training completion) to identify and address issues before incidents occur aligning with Group's Staying Safe initiative.

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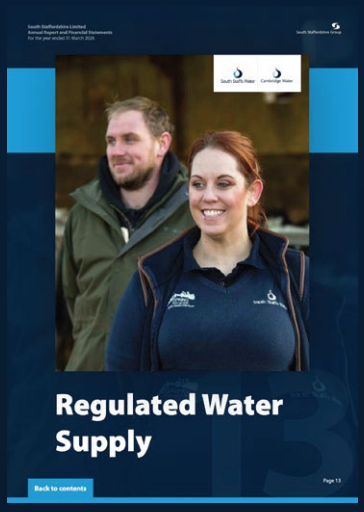

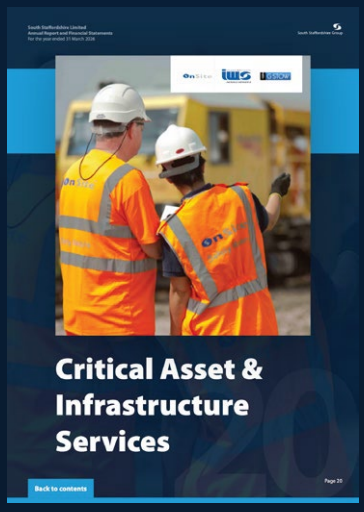

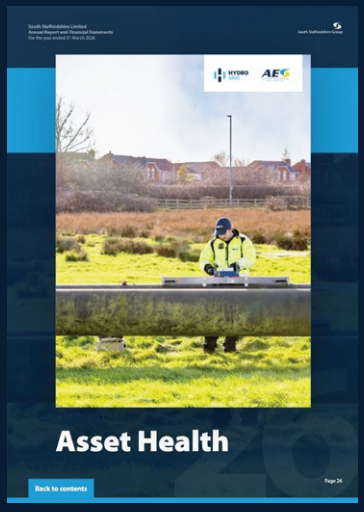

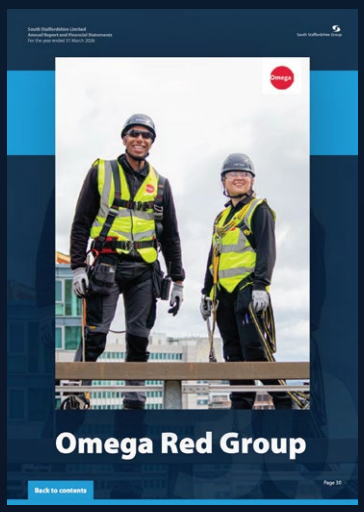

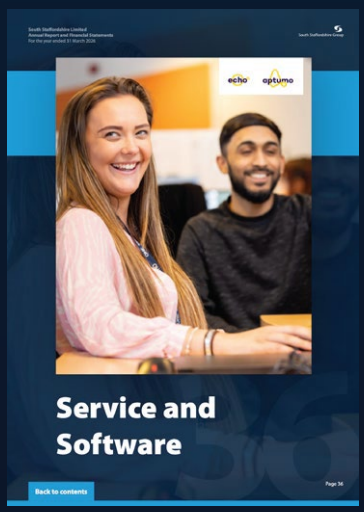



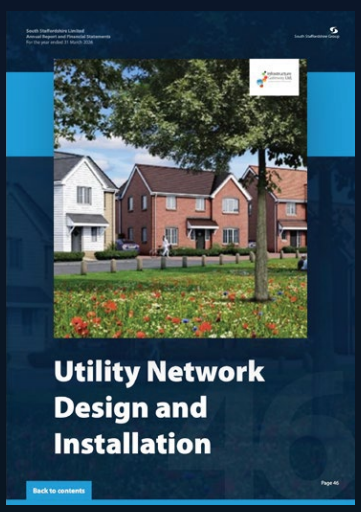

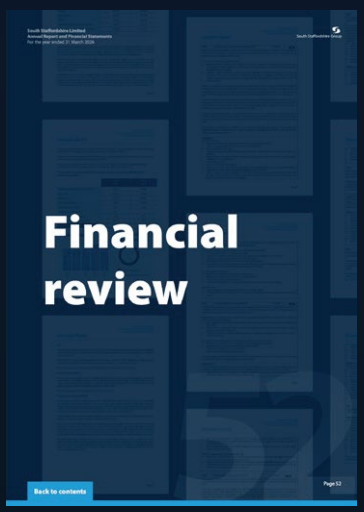

South Staffordshire Limited
(formerly South Staffordshire Plc)