

ACI Group Social Value Report 2025

Performance with purpose. Growth with intent.

We believe Social Value is not created through reporting. It is created through how we trade, how we treat people, and how we shape supply chains.

In 2025, ACI Group strengthened its performance while expanding its social and environmental impact, embedding responsibility directly into commercial decision-making rather than treating it as a parallel agenda.

2025 Impact Snapshot

- ✓ +86 NPS (sector benchmark +38)
- ✓ 91% OTIF delivery performance
- ✓ +26% customer growth
- ✓ £1m+ MSME supplier spend
- ✓ 600 tonnes of sustainable product supplied
- ✓ 22 tonnes CO₂ avoided (logistics efficiency)
- ✓ £1,332 raised for Macmillan Cancer Support

Strategic Impact Narrative

Building supply chains that create access, not just transactions.

In 2025, ACI Group continued to evolve its supply chain model, prioritising the introduction of new suppliers, new ideas, and new forms of value creation.

Rather than relying solely on established networks, we actively identify suppliers bringing innovation, sustainability, or performance advantage, and work with them to build long-term commercial viability.



EcoPals – from Pilot to Scale

EcoPals entered the ACI Group supply chain through a controlled 50kg pilot, designed to test product performance and commercial fit in a live environment.

As confidence grew, volumes scaled to 500kg in 2025, moving from early-stage validation to established supply.

This progression reflects a deliberate model: identify early innovation, then create the conditions for it to scale responsibly.



OrganicWay – Expanding Sustainable Choice at Scale

OrganicWay was introduced through a 3,000kg trial, increasing access to more sustainable alternatives across core categories.

The focus extended beyond performance at scale to something more structural: broadening the range of viable sustainable choices available to customers.

How We Work with Suppliers

We do not treat supplier onboarding as a transactional process.

Where partners align with our standards and bring meaningful innovation, we actively support their development, helping early-stage and emerging suppliers transition into stable, long-term contributors within the supply chain.

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Performance with Accountability

At ACI Group, performance and responsibility operate within the same system, not as competing priorities.

In 2025, this was reflected in sustained commercial growth alongside consistent operational delivery.

Service performance strengthened, with OTIF reaching 91%, while customer growth of 26% demonstrated continued demand and confidence in delivery.

At the same time, supplier payment terms averaged 29 days, reinforcing stability and predictability across the supply chain.

Together, these outcomes reflect a single principle: responsible growth must also be reliable growth.



From Global Movement to Local Legacy

In 2025, ACI Group connected employee engagement with measurable social and environmental outcomes, translating participation into visible impact across community and cause-led initiatives.

Alongside a global fitness challenge that delivered environmental and local community benefits, employees raised £1,332 for Macmillan Cancer Support, directly supporting people living with cancer.

This sits alongside wider supply chain investment of over £1m into MSME suppliers, reinforcing a broader commitment to shared value creation across people, partners, and communities.

People, Culture & Future

A high-trust, high-belonging culture where people feel valued, capable, and connected to meaningful work.

People Experience

- ✓ 100% sense of belonging
- ✓ 100% respect colleagues
- ✓ 100% healthy work-life balance
- ✓ 100% use skills and strengths
- ✓ 96% feel valued and fulfilled
- ✓ 91% feel challenged and motivated
- ✓ 73% actively experiencing learning and growth

“ We do not measure social value separately from performance. We design it into how we operate. ”

Karsten Smet, CEO of ACI Group

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A High-trust Culture with Clear Signals for its Next Stage

The 2025 employee experience reflects a culture built on trust, alignment, and belonging.

Employees report strong interpersonal respect, clear inclusion, and consistent alignment between individual strengths and day-to-day roles. Workload balance remains broadly sustainable, supporting a stable operating rhythm.

Alongside these strengths, three development signals are emerging: clarity around learning pathways (27% neutral), recognition and reward (18%), and deeper engagement with feedback participation (61% response rate).

These are not weaknesses. They are indicators of a maturing organisation with clear priorities for its next stage of development.

Development Evolution

In 2025, ACI Group introduced structured year-end development conversations focused on capability, confidence, and progression.

These centred on four priorities: skills development, role clarity, confidence building, and alignment between individual and organisational growth.

In 2026, this will evolve further through Oomph CRM, enabling continuous development tracking, clearer progression visibility, and more consistent performance dialogue across the business.

Environment & Responsibility

Environmental responsibility is increasingly embedded in operational decision-making, shaping how products are sourced, moved, and measured across the supply chain. In 2025, ACI Group supplied 600 tonnes of sustainable products and delivered 22 tonnes of CO₂ savings through logistics optimisation.

Alongside these outcomes, emissions tracking methodologies are being refined to improve accuracy, consistency, and transparency.

The focus now shifts from estimation to reliable, auditable environmental intelligence.



From Momentum to Maturity

2025 marks a year of sustained progress for ACI Group, where performance strengthened, culture deepened, and responsibility became more fully embedded in how the business operates.

The next phase is not reinvention but refinement: clearer systems, deeper measurement, stronger storytelling, and tighter alignment between commercial success and Social Value.

At ACI Group, Social Value is not an output.

It is how we operate.

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