CLEAN LINEN & WORKWEAR

SUSTAINABILITY

REPORT 2026

Our late-2026 ESG performance, materiality and evidence of action.

LATE-2026

ENVIRONMENT

PEOPLE

GOVERNANCE

CLEAN
SUSTAINABILITY
REPORT

REPORTING OVERVIEW

Reporting year: 2025

Our condensed sustainability report brings together our ESG reporting dataset with clear evidence of the action we are taking across our operations.

ENVIRONMENT	GHG emissions, energy, water, waste and site coverage.
LABOUR & HUMAN RIGHTS	Workforce, safety, training, representation and inclusion.
BUSINESS ETHICS	Integrity, information security and governance reporting.
SUSTAINABLE PROCUREMENT	Supplier code, assessment, contracts and buyer training.

CLEAN LINEN & WORKWEAR

Introducing the business behind this report

We are a UK commercial laundry and textile rental business, processing hotel linen, commercial linen and workwear for customers across hospitality, food service and industry. Our ambition is to be the most sustainable laundry in the UK.

7
laundry sites and depots

1,300
people employed

2nd
ESG report published in 2026, with this report acting as a late-stage annex.

How we are set up

- We operate laundries at Camberley, Slough, Yeovil, Nottingham, Cheltenham and Banbury, supported by distribution depots.
- A Sustainability Steering Committee sets direction, chaired by our Director Safety & Sustainability and drawn from across the board.
- ESG Champions at every site turn that direction into local action on energy, water, waste and community.

WHAT WE ACHIEVED IN 2025

A year of ambition turned into action

2025 was a defining year in our sustainability journey. We took practical steps to embed sustainability into our operations, partnerships and culture — and, for the first time, we can evidence each of them.

CERTIFIED

Cheltenham is progressing towards ISO 14001 certification, with other sites to follow.

RATED

We moved from EcoVadis Committed to a Silver rating, on our way to Platinum.

CIRCULAR

Contributing to the TSA Infinite Textiles Scheme through our textile-recycling partnership with Avena.

ENGAGED

We hosted our first Supplier Sustainability Day and internal ESG & EHS Conference.

Working with Avena, we've recycled 25 tonnes of end-of-life textiles since July 2025, targeting 250–300 tonnes annually. Our reporting base also widened: 83 suppliers contributed data across 150 Scope 3 categories.

WHERE WE ARE INVESTING NEXT

Our planned actions for 2026

Our next reductions have to come from energy, heat and transport. We are investing at site level, moving our fleet across, and working openly with customers where the change depends on them as much as on us.

SOLAR

Full generation live at Nottingham in Q3 2026 and Camberley in Q4 2026.

HEAT

Compressor waste-heat ducting and speed doors at Camberley cut heat loss.

FLEET

Company cars moving to electric, with electric vans trialled on workwear rounds.

FUEL

HVO ready to replace diesel in our HGVs and LGVs as customers adopt it.

Through Phase 4 of the Energy Savings Opportunity Scheme, we expect our planned improvements to deliver carbon savings in excess of 1,500 tonnes of CO_2e between 2024 and 2027.

HOW WE SET DIRECTION AND MEASURE IT

Our Sustainability Matrix and the Sustainable 7

Our Sustainability Matrix is a structured framework that integrates environmental, social and governance considerations into every operational decision. It serves as our roadmap for prioritising initiatives, measuring progress and holding ourselves accountable. The Sustainable 7 converts that ambition into seven dated, measurable objectives.

7	2027	2030
strategic objectives	Scope 3 capture target (80%)	eco-certification target

How we set direction and deliver

- The Sustainable 7 spans three horizons: 2025 targets already due, 2027 milestones next, and full eco-certification by 2030.
- Objectives 1–2 (customer CO_2 insights; Scope 1 & 2 emissions reporting) target 2025; Objective 3 (80% Scope 3 capture) targets 2027.
- Objective 4 (eco-certification: EcoVadis Platinum, ISO 14001, Science-Based Targets) targets 2030.
- Objectives 5–7: train 10% of the workforce by 2026, cut energy per kg by 4% year on year, and report annually — target 2027.

CHRIS BELL: PROGRESS BEHIND THE NUMBERS

Paraphrased from our Director Safety & Sustainability

Our stronger 2025 evidence base gives us a clearer view of the work completed — and the reductions still required.

01 **“Better data now gives us a truer picture of our footprint — and a stronger basis for reducing it.”**

02 **“The higher reported total reflects broader Scope 3 coverage and better methodology, not a like-for-like decline in performance.”**

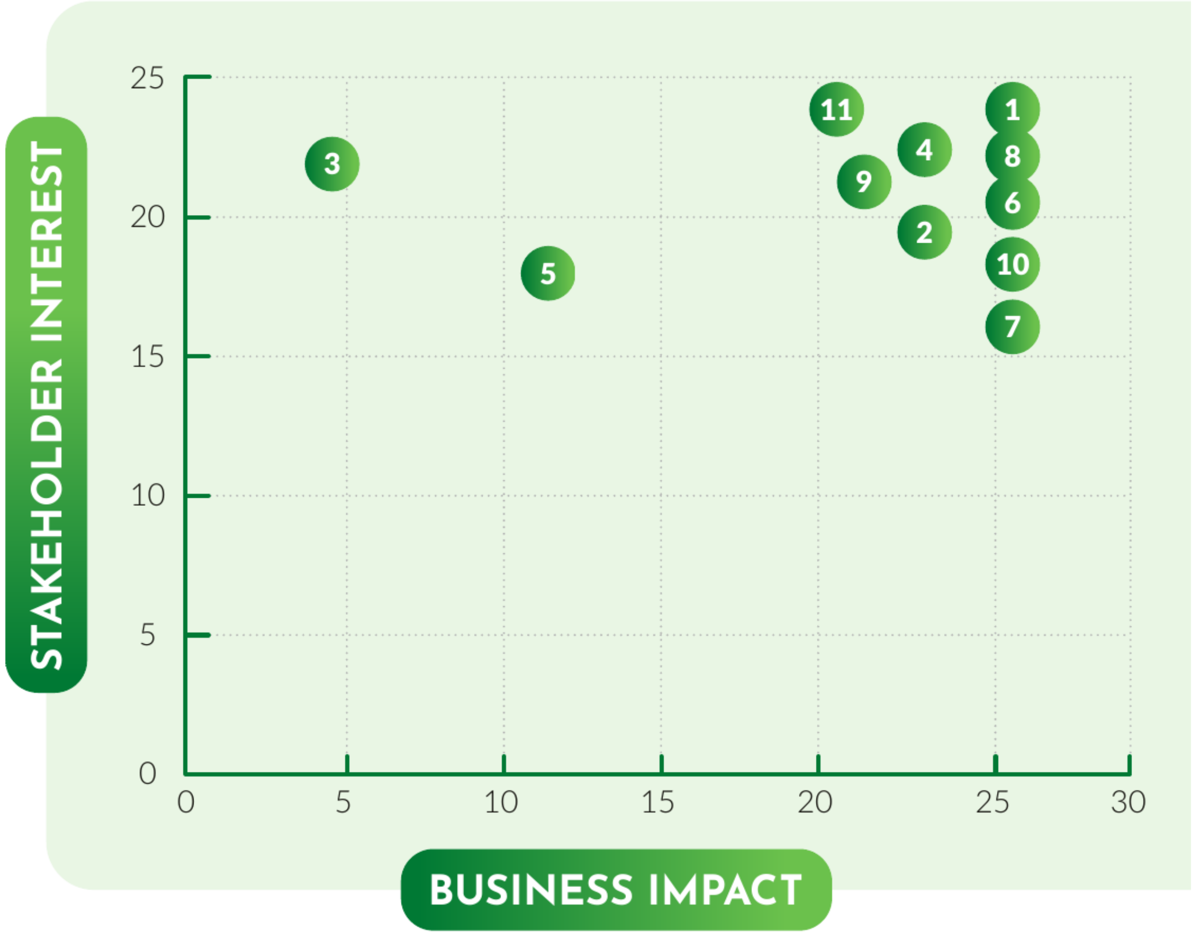
03 **“Our next reductions must be practical: efficiency, renewables, lower-carbon heat, fleet transition and closer supplier work.”**

Chris Bell

Director Safety & Sustainability

OUR MATERIALITY MATRIX

Stakeholder interest × business impact



HOW WE USE IT

We assess each issue against stakeholder interest and business impact. The upper-right cluster identifies the themes requiring sustained attention across our strategy and reporting.

The matrix helps us:

- Align goals with stakeholder expectations
- Direct resources towards the greatest impact
- Inform transparent reporting and communication
- Guide long-term decisions as priorities evolve

ELEVEN ISSUES SHAPE OUR PRIORITIES

01 CLIMATE CHANGE
GHG emissions, energy use and climate-related risks.

02 RESOURCE MANAGEMENT
Water use, waste management and resource efficiency.

03 BIODIVERSITY
Impacts on ecosystems and conservation efforts.

04 LABOUR PRACTICES
Employee relations, working conditions and labour rights.

05 COMMUNITY ENGAGEMENT
Local community impact and stakeholder engagement.

06 HUMAN RIGHTS
Respect for human rights across the supply chain.

07 CORPORATE GOVERNANCE
Oversight, accountability, ethical conduct and compliance.

08 ETHICS & COMPLIANCE
Anti-corruption measures, ethical practice and regulation.

09 RISK MANAGEMENT
ESG-related risks and opportunities.

10 STAKEHOLDER ENGAGEMENT
Stakeholder concerns, dialogue and priorities.

11 TRANSPARENCY & REPORTING
Clear and accurate reporting of ESG performance.

WATER EFFICIENCY

Litres of water per kilogram of product

Commercial laundering is a water-intensive industry by nature. We track our footprint precisely, in litres per kilogram of product, and target it directly through our enzymatic EPIC system, wash-process optimisation and investment in efficient equipment, driving sustained reductions while holding the cleanliness standards our customers depend on.

5.06
2024 litres / kg product

4.63
2025 litres / kg product

Key actions

- EPIC chemical system to reduce water use, effluent discharge and associated energy demand.
- Optimisation of wash temperatures, chemical dosing percentages and batch weights.
- Investment in machinery and processes intended to improve efficiency and sustainability.
- Workwear sites transition onto the EPIC system in Q2 2026, extending these gains group-wide.

ENZYMATIC PROCESS INNOVATION

The EPIC programme across our sites

We set our detergent partner, Christeyns, a clear brief: cut water use, reduce sewer discharge, and move us away from chemical-heavy laundering. The result, EPIC, replaces much of our surfactant load with biological enzymes, making us the first professional laundry in the UK to run it, while cutting traditional chemical use by 50% and wastewater by 20–30%.

21%
Camberley site — water reduction

0.5%
Slough site — water reduction

2%
Yeovil site — water reduction

48%
Nottingham site — water reduction

Camberley led the rollout in 2023, followed by Yeovil and Slough in 2024 and our new-build Nottingham site in 2025. Camberley's longer run-time and Nottingham's water-recovery systems, built in from the start, account for the largest reductions above; Slough and Yeovil are earlier in the optimisation curve and expected to improve further as dosing is tuned.

CHEMICAL & BUILDING EFFICIENCY

Dosing reductions and site energy measures (2022–2024 baseline)

REDUCED CHEMICAL USE

Camberley	**10.3ml → 6.5ml**	**37% reduction**
Slough	**10.2ml → 7.1ml**	**30% reduction**
Yeovil	**9.4ml → 7.2ml**	**24% reduction**

Camberley water use: 3.8 l/kg (2022) → 2.5 l/kg (2024); reported reduction -28%.

ENERGY EFFICIENCY OF BUILDINGS

- Energy monitoring systems installed across sites.
- Greenly CO_2 tracking for targeted interventions.
- Voltage optimisation at Camberley, Slough and Yeovil.
- Solar panels at Camberley and Nottingham.
- Compressor waste-heat ducting / speed doors at Camberley.
- O_2 trim reinstatement for improved boiler efficiency.

WASTE STREAMS & SEGREGATION

We use clearly demarcated waste collection points and consistent recycling signage to make correct segregation straightforward in day-to-day operations. Training and documented recycling awareness reinforce the system and support our commitment to maximising recycling and minimising landfill.

Main warehouse waste collection point

Example of recycling signage

Staff area waste collection point

Office waste collection point

Supporting training evidence is held internally; individual employee names are not reproduced here.

OUR APPROACH

Clear signage

Visible, consistent guidance at collection points.

Employee training

Recycling awareness and toolbox training reinforce correct segregation.

Ongoing monitoring

Routine checks help us maintain compliance and improve performance.

HVAC – INTELLIGENT USE

Across our sites, heating and cooling are managed through automated controls and zoned management, so energy use tracks actual demand — from office comfort cooling to heat recovery in production.

01 OFFICE COMFORT COOLING

Air conditioning across office areas is temperature-controlled and programmed with set parameters, activating and shutting down automatically outside operating hours to ensure reduction in superfluous usage.

02 PRODUCTION ZONE CONTROL

Heating and cooling in production areas run through central control panels and thermostatic controls, calibrated to prevent overheating or excessive cooling.

03 TARGETED AIR DELIVERY

Direct air blowers positioned above workstations deliver conditioned air precisely where it's needed, improving comfort without increasing overall energy demand.

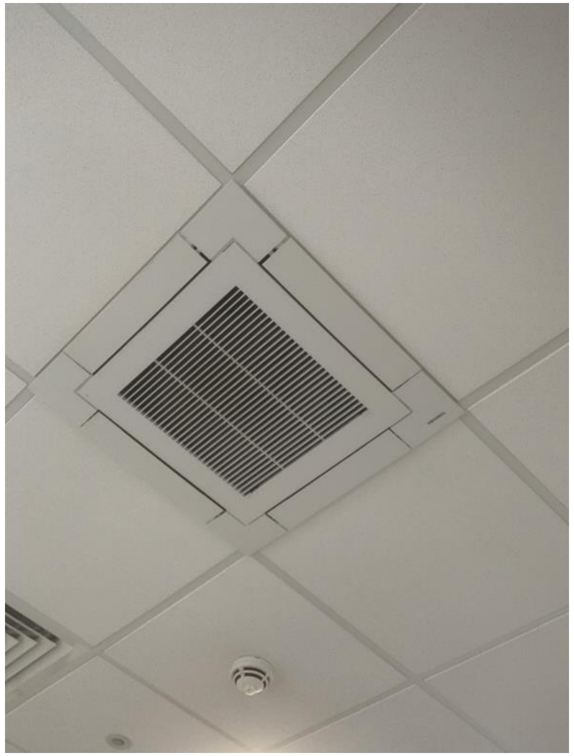
04 HEAT RECOVERY

Waste heat from boilers, compressors and other equipment is captured and recycled to pre-heat incoming air, reducing additional heating demand in colder months.

Together, these measures reduce energy consumption and carbon emissions while maintaining a safe, comfortable working environment for all employees.

HVAC – CONTROLS IN PRACTICE

A sample of the temperature control equipment installed across our office and production sites.



Office cooling

Ceiling-mounted cassette unit, programmed to set temperature thresholds.

Zone control panel

Wall-mounted controller for office air conditioning.

Production cooling control

Wall-mounted control unit for production area cooling.

Air distribution

Ducting and outlet delivering conditioned air across the production floor.

ENVIRONMENT — COVERAGE

Reporting year: 2025

Metric	2025 Data	2024 Data (for reference)
Percentage of employees trained on specific environmental issues	35%	20%
Percentage of operational sites assessed on specific environmental risks	100%	100%
Percentage of operational sites with an environmental certification, such as ISO 14001, EMAS, ISO 50001	17%	17%
Percentage of total energy consumption from renewable sources	14%	14%
Percentage of total waste from company operations diverted from landfills	100%	100%

ENVIRONMENT

Reporting year: 2025

GHG, ENERGY & CDP

Metric	2025 Data
Total gross Scope 1 GHG emissions tCO2e	19,000
Total gross Scope 2 GHG emissions tCO2e	2,310
Total gross Scope 3 GHG emissions tCO2e	28,400
Total gross Scope 3 Downstream GHG emissions tCO2e	0
Total gross Scope 3 Upstream GHG emissions tCO2e	1,002
Total Energy consumption kWh (Gas+Electric)	83,871,259
Total renewable energy consumption kWh	12,462,418

WASTE, ENERGY & WATER

Metric	2025 Data
Total weight of hazardous waste tonnes	0
Total weight of non-hazardous waste tonnes	305
Total weight of waste recovered tonnes	120
Total Electricity Consumption KWh	12,462,418
Total Gas Consumption KWh	71,408,841
Total amount of water used	391,835,000
Weight of recycled waste	120
Total weight of waste recycled	200

CLEAN LINEN & WORKWEAR

LABOUR & HUMAN RIGHTS — COVERAGE

Reporting year: 2025

Metric	2025 Data	2024 Data (for reference)
Percentage of operational sites for which an employee health and safety risk assessment has been conducted	100%	100%
Percentage of employees covered by formally-elected employee representatives or collective agreements	100%	100%
Percentage of employees who received skills-related training	80%	32%
Percentage of employees trained on discrimination and harassment	55%	81%
Percentage of operational sites assessed for human rights impact or risks	0%	0%
Percentage of operational sites with a labor and human rights certification, such as ISO 45001, SCC, SA8000, Fair Wage Network, B Corp, GEEIS, WBENC	16%	16%

LABOUR & HUMAN RIGHTS

Reporting year: 2025

WORKFORCE & REPRESENTATION

Metric	2025 Data
Total number of working hours	1,886,402
Number of days lost to work-related injuries, fatalities and ill health	199
Number of work-related accidents	107
Ratio of the annual total compensation for the highest paid individual, to the median annual total compensation for all employees	13.1
Average number of training hours per employee	8
Percentage of women employed in the whole organisation	37.13
Percentage of women at top management level	16.67
Percentage of women within the organisation board	0%
Average unadjusted gender pay gap	16.5

HEALTH, BENEFITS & DEVELOPMENT

Metric	2025 Data
Number of employees trained on health and safety issues	100
Number of days lost to absenteeism (sickness etc)	7820.5
Number of injuries/accidents	107
Number of days lost due to injuries	199
Number of employees paid above mininum wage	100
Percentage of employees receiving social benefits (life insurance, health care etc)	100
Number of employees with a performance review	1
Total number of training hours	16,080
Number of internal promotions	31

LABOUR & HUMAN RIGHTS — CONTINUED

Reporting year: 2025

REPORTING

Metric	2025 Data
Percentage of females in senior leadership	14.29
Number of discrimination cases	1
Number of harassment cases	2
Number of Child Labour incidents	0
Number of Forced Labour incidents	0
How many employees are part of collective bargaining groups	0

BUSINESS ETHICS

Reporting year: 2025

REPORTING

Metric	2025 Data
Number of reports related to whistleblower procedure	0
Number of confirmed corruption incidents	0
Number of confirmed information security incidents	0
Percentage of employees trained on business ethics	57.89

COVERAGE

Coverage metric	2025 Data
Percentage of risky trading partners covered by a due diligence process on corruption or information security	0
Percentage of all sites assessed or audited internally on a specific business ethics issue	17
Percentage of all sites with an ethics certification, such as ISO 27001 or ISO 37001	17

SUSTAINABLE PROCUREMENT

Reporting year: 2025

Metric	2025 Data	2024 Data (for reference)
Percentage of targeted suppliers who have signed the supplier code of conduct	35%	28%
Percentage of targeted suppliers that have signed the sustainable procurement charter or supplier code of conduct	35%	28%
Percentage of targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	100%	100%
Percentage of targeted suppliers that have gone through a sustainability assessment	55%	43%
Percentage of targeted suppliers that have gone through a sustainability on-site audit	0%	0%
Percentage of buyers across all locations who have received training on sustainable procurement	75%	67%
Percentage or number of audited or assessed suppliers engaged in corrective actions or capacity building	0%	0%

SASB DISCLOSURE

Reporting year: 2025

Professional & Commercial Services

ACCOUNTING METRICS

Metric	Disclosure
SV-PS-230a.3 — Number of data breaches	0
SV-PS-230a.3 — % involving customers' confidential business information	0
SV-PS-230a.3 — % that are personal data breaches	0
SV-PS-230a.3 — Number of customers affected	0
SV-PS-230a.3 — Number of individuals affected	0
SV-PS-330a.1 — Executive management gender representation	16.67% women, 83.3% men
SV-PS-330a.1 — Non-executive management gender representation	34.34% women, 65.66% men
SV-PS-330a.1 — All other employees gender representation	37.51% women, 62.49% men

WORKFORCE & ACTIVITY METRICS

Metric	Disclosure
SV-PS-330a.2 — Voluntary turnover rate	24.60%
SV-PS-330a.2 — Involuntary turnover rate	10.40%
SV-PS-510a.2 — Monetary losses from professional integrity proceedings	0
SV-PS-000.A — Full-time and part-time employees	93.54% full time, 6.46% part time
SV-PS-000.A — Temporary employees	0.48%
SV-PS-000.A — Contract employees	0
SV-PS-000.B — Employee hours worked, percentage billable	84.48%

SASB DISCLOSURE — NARRATIVE RESPONSES

Professional & Commercial Services

SV-PS-230a.1 — Data security risks

We take a proactive approach to data security by regularly identifying and assessing potential risks across our systems, platforms, and processes. Our framework includes annual risk assessments, real-time threat monitoring, and the implementation of multi-factor authentication, encryption protocols, and access controls. Staff undergo mandatory cybersecurity training to promote awareness and reduce human error, while our IT team conducts periodic audits and penetration testing to identify vulnerabilities. In the event of an incident, our incident response plan ensures swift action, minimising potential impacts and ensuring compliance with data protection regulations such as GDPR.

SV-PS-230a.2 — Customer information

We follow strict data governance policies to ensure that the collection, use, and retention of customer information is transparent, lawful, and secure. Data is collected only for clearly defined business purposes and with the consent of the customer, in line with applicable regulations such as GDPR. Usage of this data is limited to what is necessary to deliver our services, improve customer experience, and comply with legal obligations. Retention periods are clearly defined in our data retention policy, with personal information securely deleted or anonymised once it is no longer needed. All customer data is stored using encrypted systems, and regular audits are conducted to ensure compliance and accountability.

SV-PS-510a.1 — Professional integrity

We are committed to upholding the highest standards of professional integrity across all areas of our operations. This is reinforced through a clear Code of Conduct, mandatory ethics training, and whistleblowing procedures that allow employees to report concerns confidentially. All staff are expected to act with honesty, fairness, and accountability in line with our corporate values. We have governance structures in place to oversee ethical compliance, and any breaches are investigated promptly with appropriate disciplinary action. By fostering a culture of transparency and responsibility, we aim to build long-term trust with clients, colleagues, and stakeholders.

CLEAN Linen & Workwear | Sustainability Report 2026

Late-2026 condensed reporting edition