

CLEAN

LINEN & WORKWEAR

Part of the
ALSCO
Family

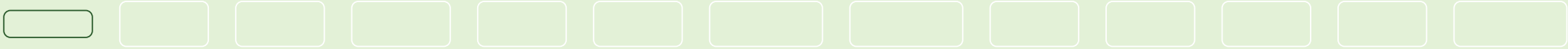
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ENVIRONMENTAL AND SOCIAL GOVERNANCE REPORT

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We are committed to transparency and accountability in our sustainability efforts. We will regularly report on our progress, set ambitious targets, and engage with our stakeholders up and down the supply chain to ensure that we are meeting and, where possible, exceeding expectations, to ensure we are the most sustainable laundry in the UK.

Kevin Godley
Chief Executive Officer



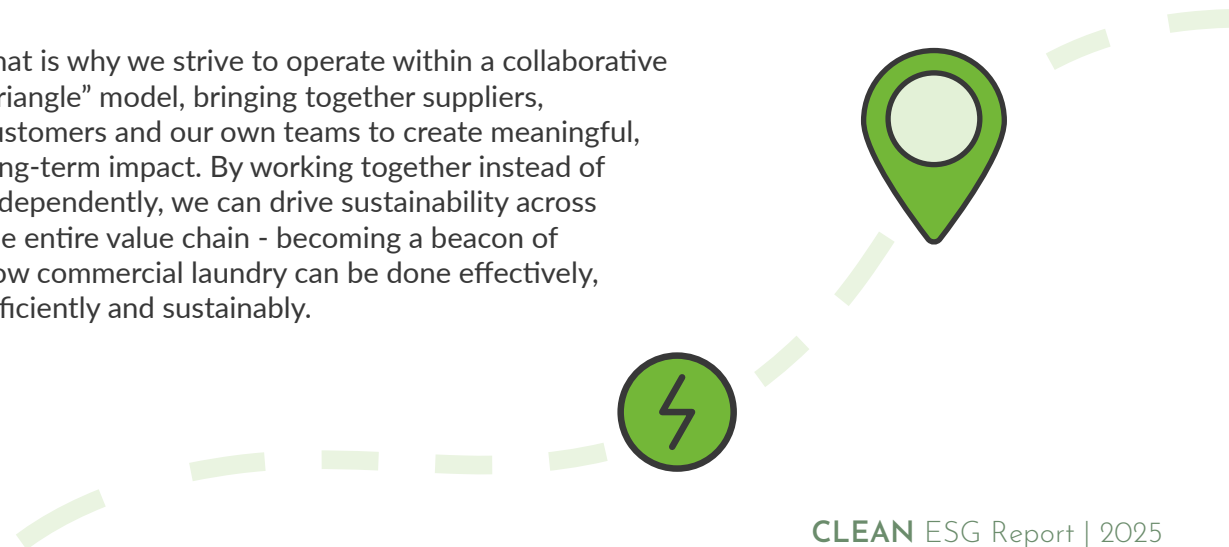
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Our Sustainable Journey

CLEAN's first sustainable strategy is a bold step toward a greener, fairer, and more responsible future. This Environmental, Social, and Governance (ESG) report is more than just a reflection of our achievements—it sets the foundation for our future, with a balanced focus on our employees, suppliers up and down the value chain, and the planet.

At CLEAN, we recognise that real change cannot happen in silos. Sustainability is not a solo pursuit but a shared responsibility.

That is why we strive to operate within a collaborative “triangle” model, bringing together suppliers, customers and our own teams to create meaningful, long-term impact. By working together instead of independently, we can drive sustainability across the entire value chain - becoming a beacon of how commercial laundry can be done effectively, efficiently and sustainably.





Our Vision

Building a sustainable future for CLEAN and its stakeholders by setting ambitious yet achievable goals.



Our Distinction

Moving beyond industry norms with SMART (Specific, Measurable, Achievable, Relevant/Realistic, Time-bound) targets. To outshine our competitors and become the most sustainable laundry in the UK.



Our Impact

Addressing carbon footprint across the supply chain and ensuring a sustainable business model that benefits all stakeholders.

Creating clear action plans to achieve tangible outcomes.

Sustainability isn't just about setting goals - it's about taking action.

CLEAN is embedding environmentally friendly practices into every part of our business, with clear and measurable targets that drive real impact.

Our focus includes:

Cutting Emissions & Reducing Waste

Investing in energy-efficient operations and responsible waste management.

Strengthening Partnerships

Empowering customers and suppliers to make sustainable choices.

Engaging Our People

Training and supporting employees to drive sustainability from within.

Leading With Accountability

Setting industry benchmarks and transparently reporting our progress.





Guiding Questions

CLEAN's sustainability strategy is built on a foundation of thoughtful decision-making and accountability. Every initiative, partnership, and investment is guided by the following considerations:

QUESTION 1

Will it drive a sustainable financial business model?

Green business practices and profitability are not mutually exclusive. CLEAN is committed to ensuring that every action we take contributes to long-term financial resilience whilst aligning with our ESG goals by investing in energy-efficient technologies, waste reduction and sustainable practices. We aim to create a business model that thrives economically whilst minimising environmental impact.

QUESTION 2

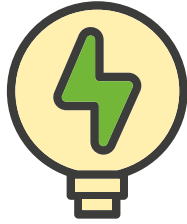
Will it create a value-added, sustainable environment for employees and customers?

At CLEAN, we believe that making a difference starts with people. Our initiatives are designed to empower employees through training, support, and engagement, fostering a culture of responsibility and innovation. For our customers and suppliers, we strive to provide solutions that make sustainable choices more straightforward, more accessible, and more impactful. Together, we can build a value chain that benefits everyone involved.

QUESTION 3

Will it positively impact the environment?

The commercial laundry industry has a significant environmental footprint, and CLEAN is determined to reduce it. From cutting emissions and conserving water to minimising waste and encouraging circular practices, every decision is evaluated against its potential to protect and preserve our planet. Even small changes can lead to transformative results when scaled across the industry.



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As the Head of Safety, Sustainability and the Environment at CLEAN, I am proud to share our unwavering commitment to environmental stewardship and social responsibility. We aim to integrate sustainable practices into every aspect of our operations, ensuring we contribute positively to the planet and our communities.

By embedding sustainability into our core values, we aim to create a resilient and thriving future for our business, customers, employees, and future generations. Together, we can make a significant impact, lead the way towards a more sustainable world, and help CLEAN to be the most sustainable laundry in the UK.



Chris Bell

Head of Safety, Sustainability
and Environment

Our Scopes



What are our Scope 1, 2, 3 Emissions?

Our Key Strategic Objectives (KSOs) are centred around the Greenhouse Gas Protocol Scope 1, 2, & 3 Emissions. The scopes provide an all-important anchor point, have helped inform our Sustainable 7 objectives and actions, and will help keep us on track throughout our continuous journey to sustainability. They categorise the different types of emissions a company generates, both from its own operations and across its broader value chain, including suppliers and customers.

SCOPE 1

Direct Emissions

These are emissions from sources that are owned or controlled by CLEAN. Examples include:

- Fuel combustion in company-owned vehicle
- Emissions from on-site manufacturing or industrial processes
- Leaks from refrigeration or air conditioning units

SCOPE 2

Indirect Emissions

These are emissions from the generation of purchased electricity, steam, heating, and cooling consumed by CLEAN. Although the emissions occur at our energy provider's facilities, they are accounted for by CLEAN using the energy.

SCOPE 3

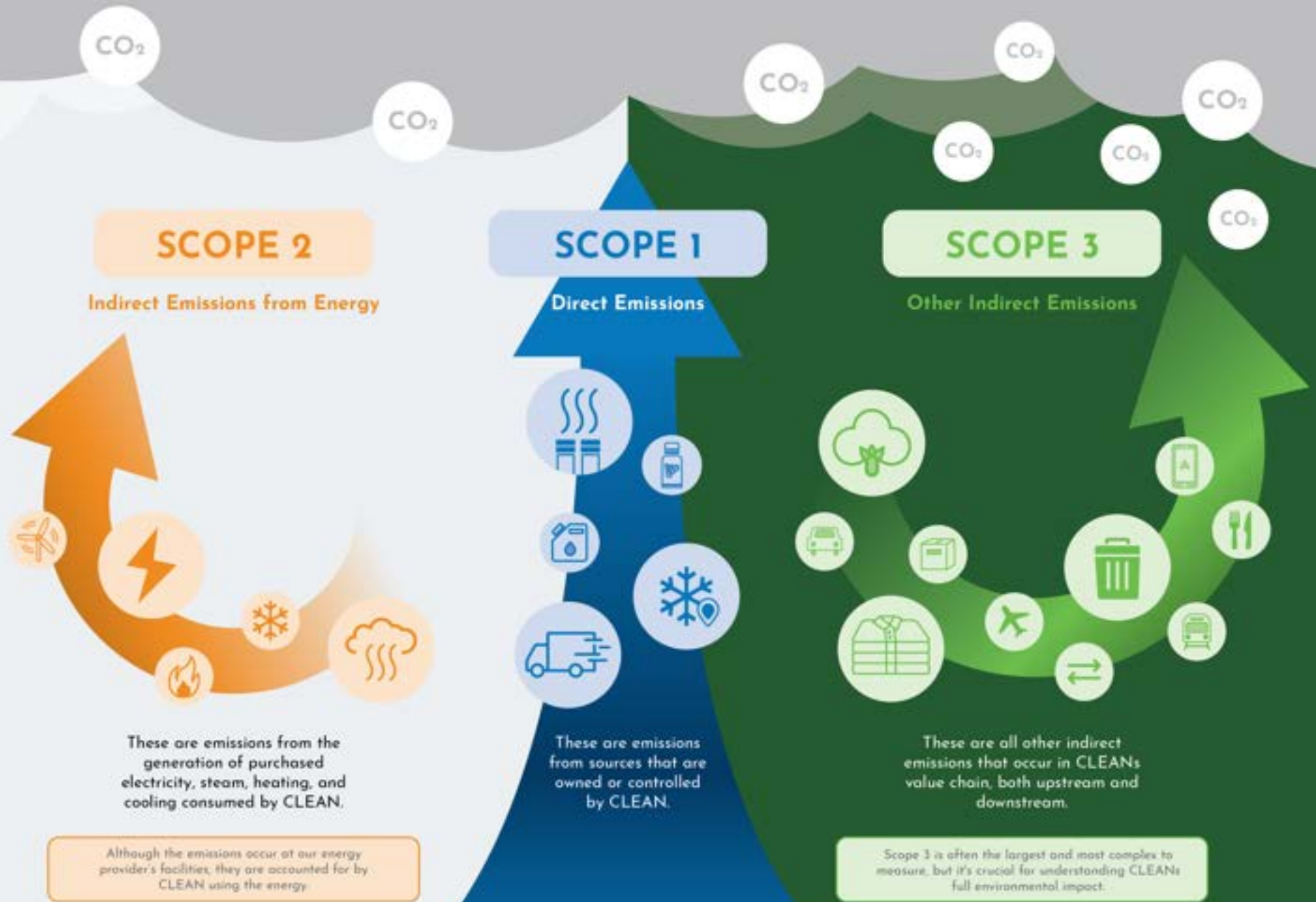
Indirect Emissions

These are all other indirect emissions that occur in CLEANs value chain, both upstream and downstream. Examples include:

- Business travel
- Employee commuting
- Waste disposal
- Purchased goods and services
- Use of sold products
- Transportation and distribution



Scope 3 is often the largest and most complex to measure, but it's crucial for understanding CLEANs full environmental impact.



Our Sustainability Matrix

What is the Sustainability Matrix?

The Sustainability Strategy Matrix is a structured framework designed to guide our sustainability efforts in a balanced and impactful way.

It integrates environmental, social, and governance (ESG) considerations into every aspect of our operations, ensuring that our actions are aligned with our long term vision for a greener, fairer, and more responsible future.

The matrix serves as a roadmap, helping us prioritise initiatives, measure progress, and hold ourselves accountable to our commitments. Year-on-year developments will be represented by additional rings surrounding the matrix, illustrating CLEAN's sustainable journey.



Key Strategic Objectives

At CLEAN, we recognise our responsibility to protect our planet for future generations. Through our Sustainable 7, we're committed to embedding sustainability at the heart of our business, empowering our customers, and minimising our environmental impact—all while delivering world-class service.

We recognise human activities significant impact on natural systems and are committed to taking meaningful action to prevent their degradation. Our focus is on making the right environmental choices without compromise while ensuring the sustainability of our business, products, and customer partnerships. That's why we have developed 7 Key Strategic Objectives that we can measure our progress against and use to keep key stakeholders informed as to our progress.







01 | CUSTOMER SUSTAINABLE PARTNERSHIPS

Partnering with customers to provide CO₂ footprint insights by product family, enabling informed eco-friendly choices.

Target: 2025



04 | ACHIEVING ECO-CERTIFICATION

Striving for:

- EcoVadis Platinum
- 14001 Accreditation
- Science-Based Targets

Target: 2030



07 | SOCIAL ENGAGEMENT & COMMUNICATIONS

Publicly reporting our ESG performance on an annual basis Build strong connections within our local communities and support worthwhile charities.

Target: 2027



02 | SCOPE 1 & 2 EMISSIONS REPORTING

Achieve 100% understanding and reporting of scope 1 and 2 emissions.

Target: 2025



05 | SUSTAINABILITY TRAINING

Equip 10% of the CLEAN workforce with the training and tools to champion GHG reduction and operational sustainability.

Target: 2026



03 | SCOPE 3 EMISSIONS PROGRESS

Capture and report 80% of Scope 3 emissions for greater accountability.

Target: 2027



06 | GHG REDUCTION

Reduce energy usage per kg of delivered product by 4% annually, contributing to measurable CO₂ savings.

Target: Year-on-Year



Our Materiality Matrix

As part of our commitment to building a robust and forward-looking sustainability strategy, we have developed a materiality matrix to help identify and prioritise the environmental, social, and governance (ESG) issues that matter most to our stakeholders and business. A materiality matrix is a strategic tool used in sustainability planning to map and assess the relative importance of various issues based on two key dimensions:

Stakeholder Interest

How important each issue is to our stakeholders, including customers, employees, our parent company, regulators, and the wider community.

Business Impact

The degree to which each issue affects our long-term success, resilience, and ability to create value for our customers

Plotting these dimensions on a matrix gives us a visual representation of where to focus our efforts. Issues in the top-right quadrant with high stakeholder interest and business impact are considered material and prioritised in our sustainability strategy.

This matrix is a dynamic tool that reflects ongoing dialogue with stakeholders and internal assessments. It helps us:

- Align our sustainability goals with stakeholder expectations
- Allocate resources effectively to areas of greatest impact
- Inform transparent reporting and communication
- Guide decision-making and long-term planning

Using this matrix, we prioritise the issues that truly matter. We then go further by using this tool to plot and understand what actions we predict will have the most impact on reducing CO2 emissions and the actions that will have the best effect on lowering CO2 emissions while helping us financially. These tools assist us in ensuring our sustainability strategy is responsive and resilient in a rapidly evolving world.





Our Emissions Report



Our Partnership with Greenly

To become the UK's most sustainable commercial laundry service, we've invested in the Greenly Portal for Carbon Footprinting. This innovative platform empowers us to measure, track and reduce our carbon emissions with precision, setting a new benchmark for sustainability in our industry.



What Are The Benefits for Our Customers & Partners?

The Greenly Portal enhances our sustainability practices and supports our customers and partners in achieving their environmental goals. Together, we can create a more sustainable future. Setting achievable goals is crucial for the success of any environmental initiative. Overly ambitious targets serve little purpose if they cannot be met.

From the outset of our sustainability journey, we prioritise understanding our baseline Greenhouse Gas (GHG) emissions, ensuring our strategy is built on a foundation of accurate data and informed decision-making.

Key Features of the Greenly Portal:

Carbon Accounting

Tools to calculate and track carbon emissions across various scopes (Scope 1, 2, and 3).

Data Visualisation and Simulation

The Greenly Portal offers intuitive tools for visualising carbon data and running simulations, making it easy for CLEAN to identify areas for improvement and make informed decisions to reduce our carbon emissions.

Emission Factor Database

A comprehensive resource for accurate carbon footprint assessments, helping CLEAN understand the impact of activities and materials on our overall carbon footprint.

Real-Time Tracking

The Greenly Portal offers apps that measure real-time emissions by linking carbon intensity with consumption data, providing up-to-date information for impactful decisions to reduce our carbon emissions.

Climate App Store

Access to the world's first app store dedicated to climate tools, including various carbon calculators.



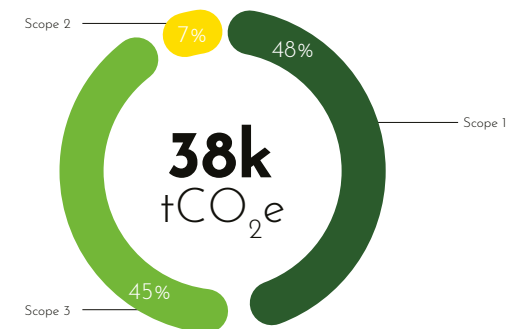
Executive Summary

This report summarises the results of CLEAN Linen & Workwear's 2024 GHG (Greenhouse Gas) emissions assessment based on the information collected and subject to its completeness, correct categorisation and validation. This assessment is useful in identifying the main areas for mitigating our environmental impact.



GHG Emission Assessment Result

Scope 1	18ktCO ₂ e	14t/employee	228t/M£
Scope 2	2.5ktCO ₂ e	1.9t/employee	31t/M£
Scope 3	17ktCO ₂ e	13t/employee	213t/M£
Total	38ktCO ₂ e	14t/employee	472t/M£



Results subject to the correct categorization and validation of expenses of CLEAN Linen & Workwear.

General Overview

Total Emissions of CLEAN Linen & Workwear by activity (% tCO₂e)

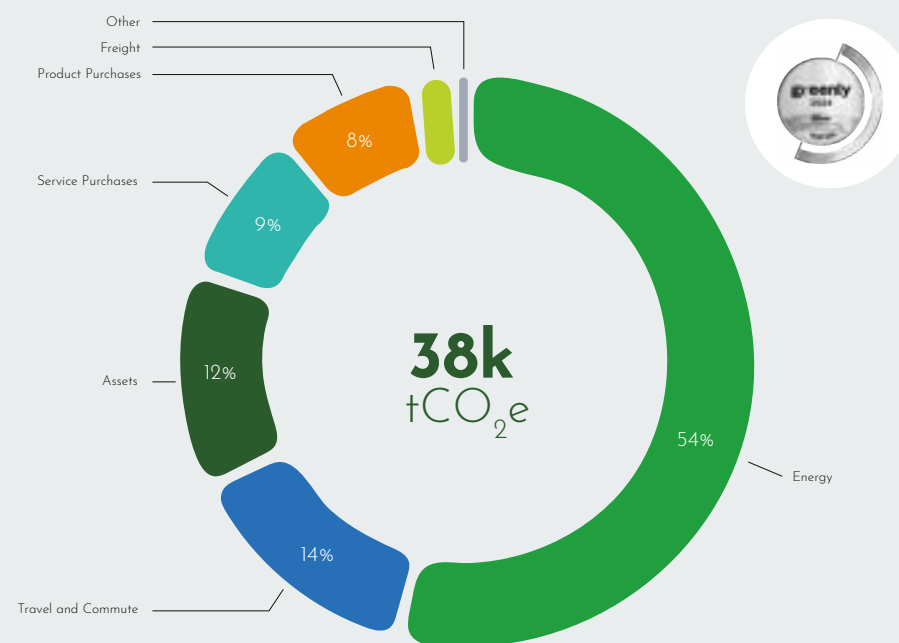
	Absolute tCO ₂ e	Per Employee tCO ₂ e/employee
Energy	20k	16
Travel and Commute	5.2k	4
Assets	4.7k	3.6
Service purchases	3.3k	2.5
Product purchases	3k	2.3
Freight	907	0.7
Others**	285	0.2

*Sources: LabosIPoint5, ExioBase, French National Forests Office

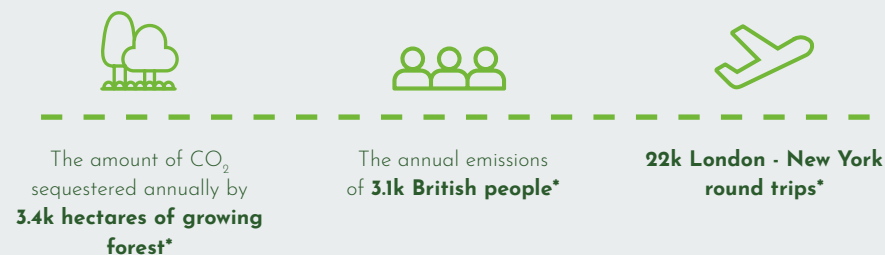
**Digital, Waste, Food and drinks

Total emissions of CLEAN Linen & Workwear

by activity (% tCO₂e)

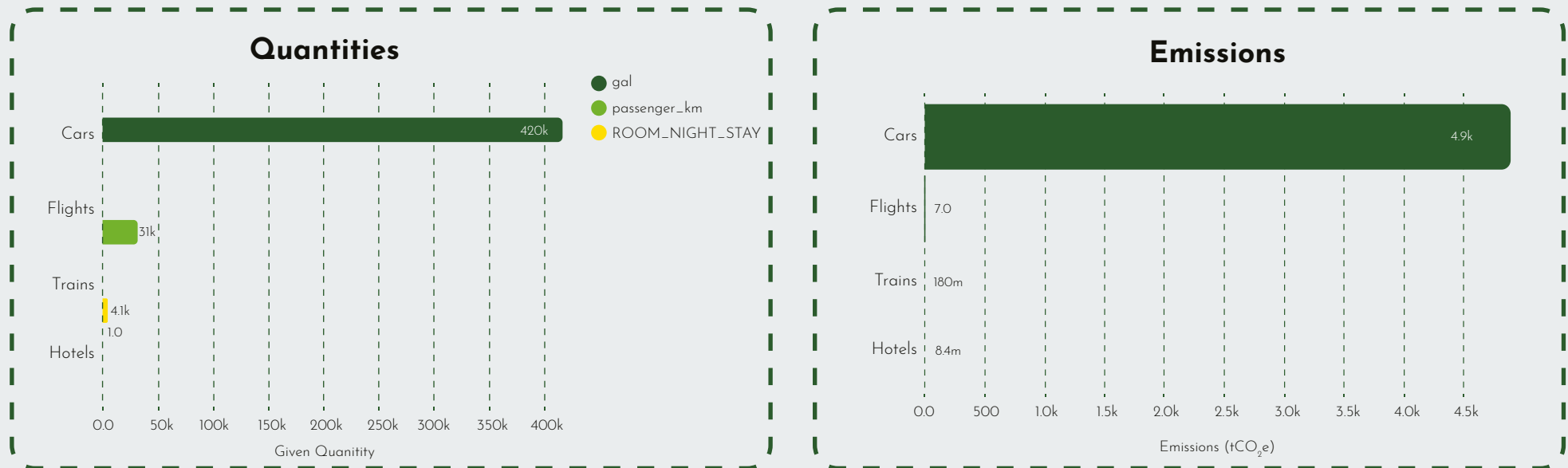


Is equivalent to:



Focus on Travel and Commute

Activity Data Analysis: Travels



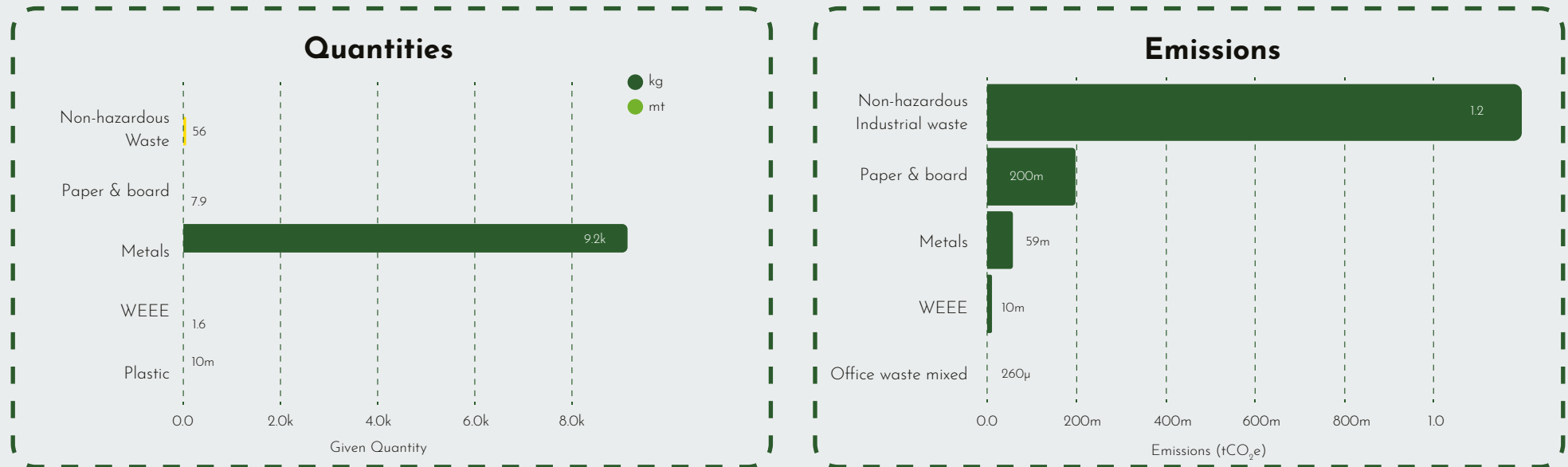
This module covers 13%
of total emissions.
This represents
4.9k tCO₂e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO₂e, for instance).
2. Emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, Cornell Hotel Sustainability Benchmarking Index 2024, UK GHG Conversion Factor 2024.
3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.
4. To see more visualisations visit Greenly's platform

Focus on Waste

Activity Data Analysis: Waste



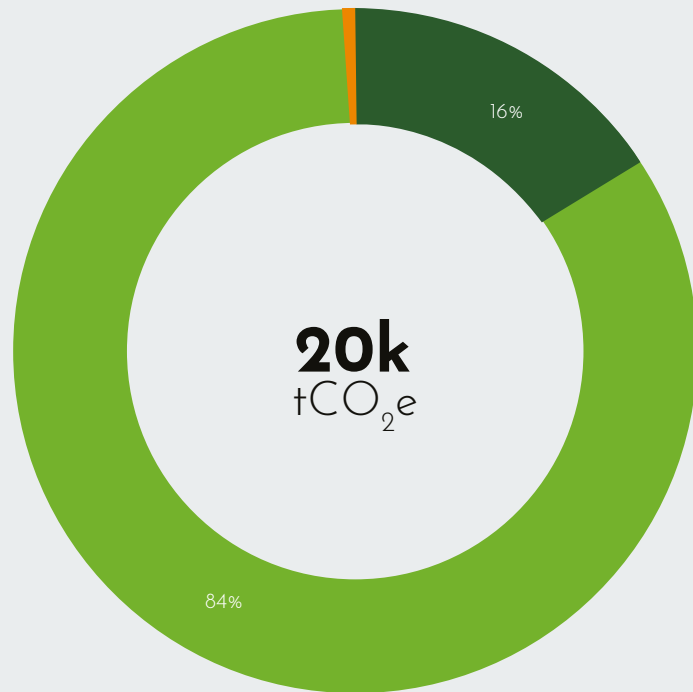
This module covers
<0.1% of total emissions.
 This represents
4.9k tCO₂e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO₂e, for instance).
2. Emission factors used for this category come from the following databases: UK GHG Conversion Factor 2024
3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.
4. Only the 5 most emissive categories are displayed. Visit Greenly's platform to view all results.

Focus on Buildings

Activity Data Analysis: Buildings



Total Emissions Per Category (tCO₂e)

- Air Conditioning
- Electricity
- Heating
- Waste

This module covers 54% of total emissions.

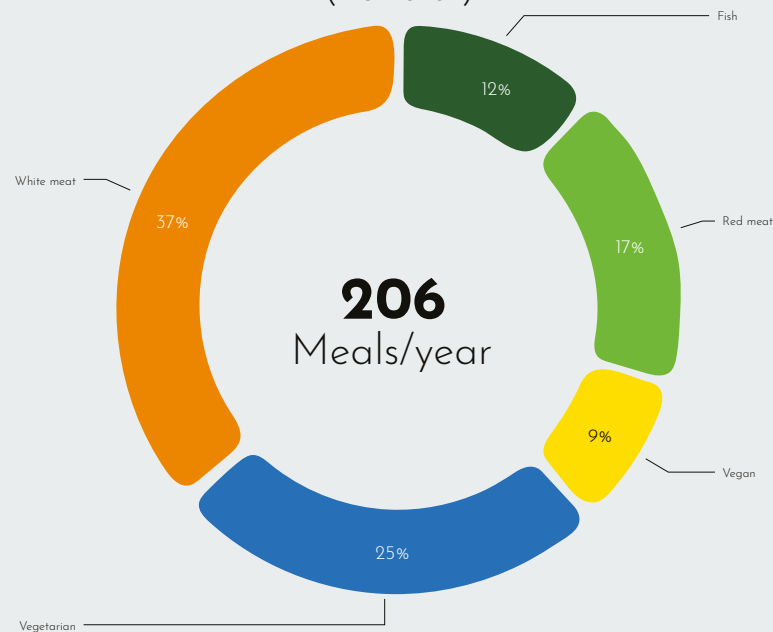
Methodology

1. Emissions linked to heating and energy use are calculated by multiplying (where available) the building's electricity or gas consumption by an emission factor. Failing this, an estimate is calculated on the basis of building surface area, or even the number of employees when surface area is not provided.
2. Waste-related emissions are estimated on the basis of the number of employees.
3. Air-conditioning emissions correspond to refrigerant leaks (average estimate).

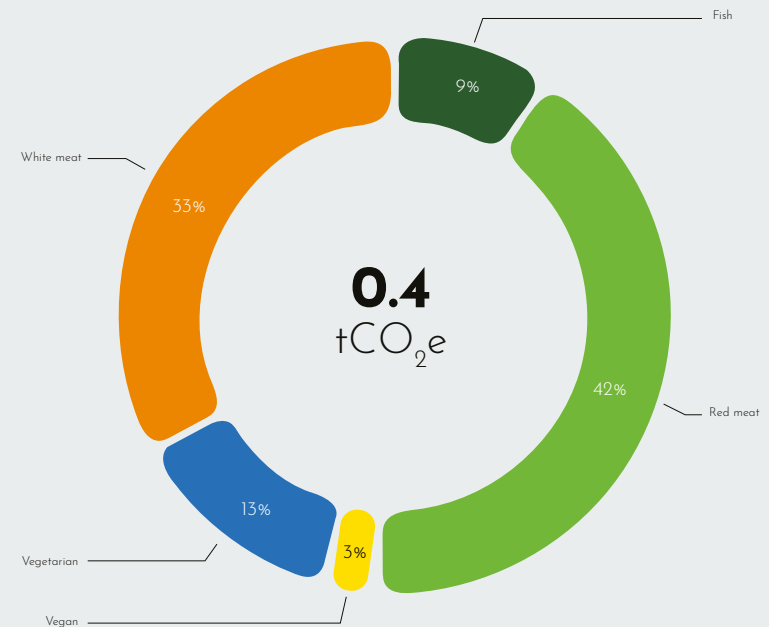
Focus on Employee Meals

Activity Data Analysis: Employee Meals

Number of Meals per Employee per Year
(Per diet)



GHG Emissions
(tCO₂e / employee)



Methodology

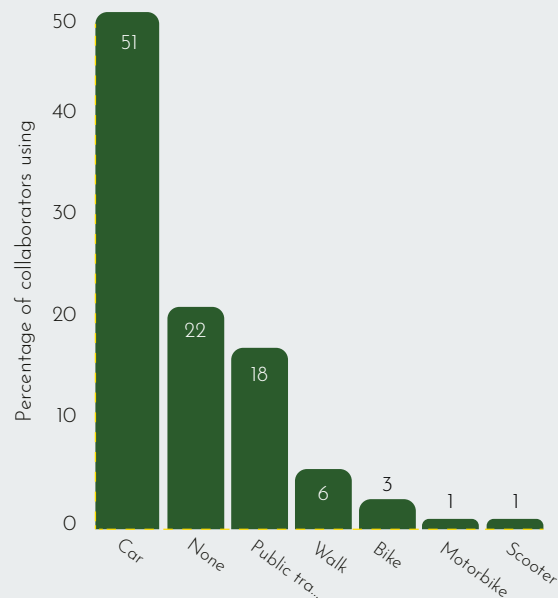
Analysis is based on the employee survey, which obtained a 86% response from your employees to whom the questionnaire was sent (108 responses). The data used to calculate meals-related emissions are from the French Agency for Ecological Transition ADEME.

Meal emissions are not accounted for, this slide is only an analysis of the responses to the employee survey.

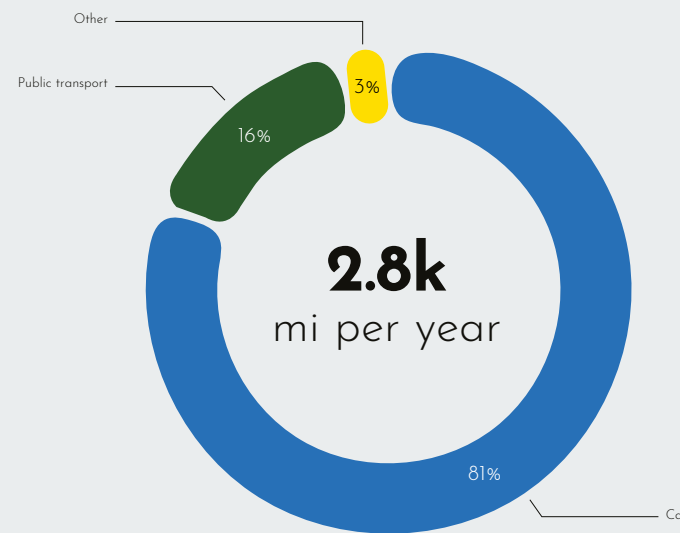
Focus on Employee Commute

Activity Data Analysis: Employee Commute

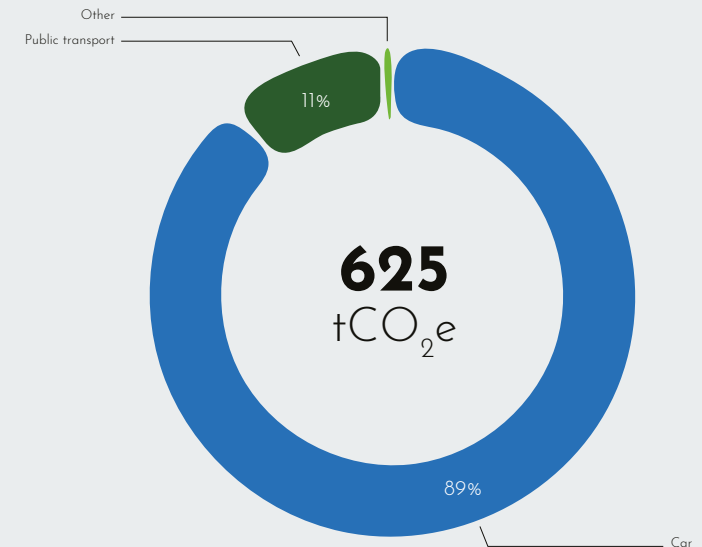
Usage of transport modes



Yearly mean distance distribution



GHG emissions (kgCO₂e / employee)



On average, our employees travel 2.8k miles each year, emitting 625 kgCO₂e for home-work commuting.

Methodology

Analysis is based on the employee survey, which obtained a 86% response from our employees to whom the questionnaire was sent (108 responses).

The data used to calculate meals-related emissions are from the French Agency for Ecological Transition ADEME. Meal emissions are not accounted for, this slide is only an analysis of the responses to the employee survey.

Sustainability in Action with Our Customers

Understanding and managing Scope 3 emissions is increasingly vital for businesses committed to meaningful ESG progress. As a laundry and textile rental provider, CLEAN plays a key role in helping customers quantify and reduce the environmental impact of outsourced services. This is often overlooked but significant contributor to Scope 3 emissions.

By working closely with our customers, we ensure they have access to accurate, transparent data on resource usage, carbon footprint, and operational efficiency within the laundry category. Our commitment to credible reporting and alignment with recognised sustainability

frameworks, such as those promoted by the Sustainable Hospitality Alliance, allows our customers to confidently integrate these insights into their ESG disclosures.

This collaborative approach strengthens our partnerships and empowers our customers to make informed decisions, meet stakeholder expectations, and demonstrate leadership in sustainability. CLEAN is proud to be a trusted partner in this journey, providing the clarity and accountability needed to turn ESG commitments into measurable impact.

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CLEAN has always maintained a reputation for supporting our customers in a way that allows them to better service their customers. Over the past two years, we have seen customer conversations around sustainability move from being a nice to have' to a key component of the relationship. Everyone at CLEAN has responded to this with energy and vigour, recognising the importance of this subject. This report signals our intention to provide the best possible data, insights and understanding to provide our customers with the confidence that they are working with a partner that is truly engaged with the commitments made within. Plus, we can assure all of our clients that we will always seek the best way to provide real information and meaningful actions that will enhance their choice of laundry partner in the eyes of their stakeholders.



Fraser Borthwick
Chief Customer Officer



A Collaborative Effort

Sustainability Steering Committee

This report summarises the results of CLEAN Linen & Workwear's 2024 GHG (Greenhouse Gas) emissions assessment based on the information collected and subject to its completeness, correct categorisation and validation. This assessment is useful in identifying the main areas for mitigating our environmental impact.



Chris Bell

Head of Safety, Sustainability
and Environment



John Newland

Operations Director -
Hotel Linen



Fraser Borthwick

Chief Customer Officer



Jim Foley

Finance Director



Neil McColl

Director for Operations -
Workwear

Meet Our ESG Champions

At CLEAN, we have also introduced ESG Champions across our sites in the UK. Each ESG Champion plays a crucial role in helping us achieve our sustainability goals, making our business more responsible for our partners, our communities, and ourselves.



ESG Champion Objectives

1. 4% efficiency improvements at each of our laundries.
2. Water reduction initiatives.
3. Energy reduction initiatives.
4. Waste reduction initiatives.
5. Recycling and removal of single-use plastic initiatives.
6. Development of the site ESG culture.
7. Supporting our company's primary charity partner (Salvation Army) and other local associations.
8. Ensuring the site ESG projects and performance KPIs are communicated.
9. Assisting in the B Corp, ACCOR and EcoVadis submissions.
10. Developing the site towards ISO 14001 system.



Uzair Mohammed
Cheltenham



Mark Durose
Banbury



Richard Lloyd
Slough



Robert Cherlaru
Yeovil



Environmental Sustainability

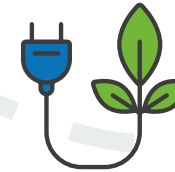
Environmental Sustainability



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The CLEAN operations team has a proud history of investing in energy and water-saving initiatives. However, we recognise that our journey towards sustainability is just beginning. Together, we strive to create a more sustainable future through our ongoing efforts.

John Newland
Operations Director



The commercial laundry industry has been slow to adopt sustainable practices, but we are determined to lead the way. Delivering exceptional service and maintaining high standards of cleanliness does not have to come at the planet's expense. Being the commercial laundry service for sustainability means doing our best - for our customers, partners, and the environment.

Our commitment to sustainability involves meeting today's needs and ensuring a thriving future for generations to come. By reducing our environmental impact, we protect the well-being of our customers, suppliers, and employees while setting a new standard for the industry.

Environmental Impact and Sustainability Metrics

Our Baseline Figures and Progress Made

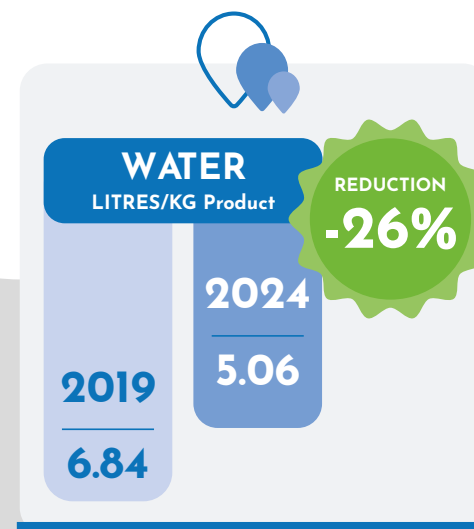
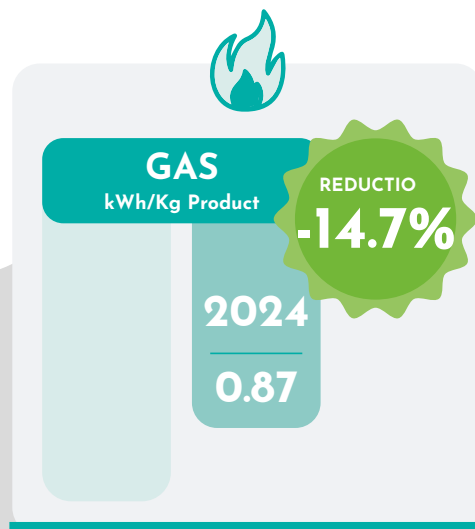
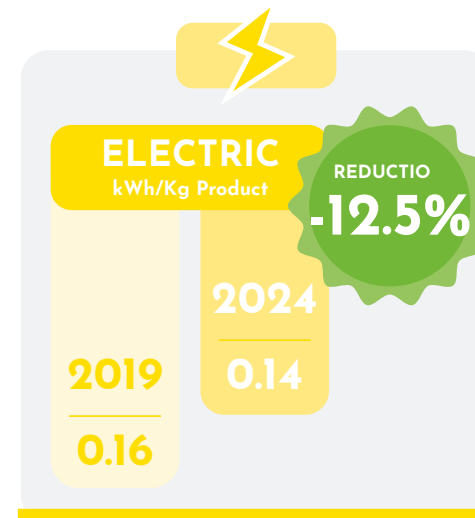
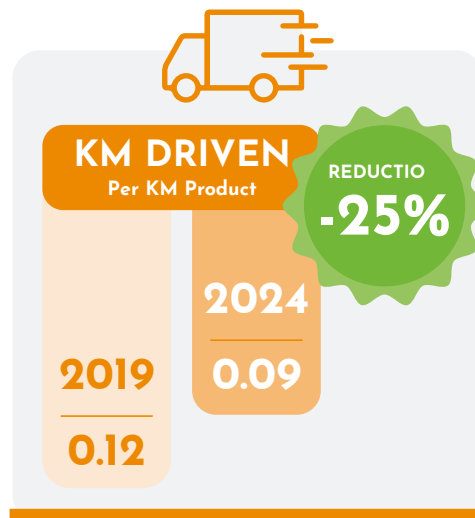
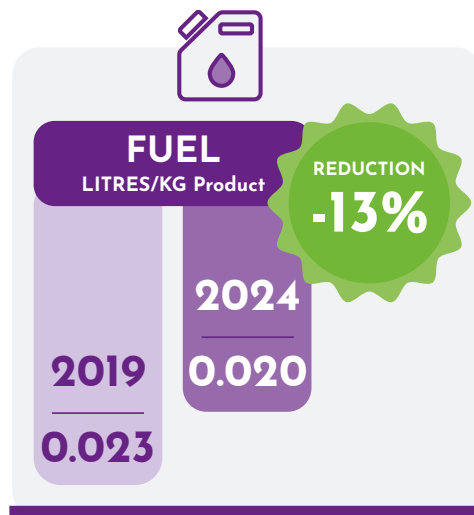
As a commercial laundry company committed to reducing our environmental footprint, we have established a robust framework to monitor and evaluate our sustainability performance. Our approach focuses on six key environmental metrics:

1. **Water usage**
(litres per kg of product)
2. **Combined electricity and gas consumption**
(kWh per kg of product)
3. **Electricity usage**
(kWh per kg of product)
4. **Gas usage**
(kWh per kg of product)
5. **Fuel consumption**
(litres per kg of product for deliveries)
6. **Distance driven**
(km per kg of product)

These metrics are measured across all seven of our laundry sites and distribution depots, using the average consumption per kilogram of linen and workwear processed annually.

Understanding Our Efficiency Metrics

The figures on the next page of the reports represent key efficiency metrics we monitor and guide our environmental performance. These values—measured per kilogram of product processed—are not just indicators of resource consumption, but are also designed to help us understand and quantify our carbon dioxide (CO₂) emissions. By establishing 2019 as our baseline year (the last full year of normal trading before the COVID-19 pandemic), we can consistently measure the impact of our sustainability initiatives across the entire business. These metrics provide a foundation for setting reduction targets, tracking progress, and identifying opportunities to lower our carbon footprint in a meaningful and measurable way.



Key Strategic Objectives (KSOs) for the Environment

Our targets are designed to drive meaningful progress across carbon reduction, resource conservation and circular economy practices.



Carbon Reduction Goals

Building a sustainable future for CLEAN and its stakeholders by setting ambitious yet achievable goals.



Water and Energy Conservation

Decrease water to the lowest practical levels and energy consumption by 20% by 2030.



Circular Economy Practices

Expand textile recycling and partnerships to reduce waste and enhance resource efficiency.

Reducing CLEAN's Carbon Footprint

Understanding the scale and sources of our carbon emissions is the first step in making meaningful reductions. CLEAN's emissions report reveals that we generate 38,000 tCO₂e annually, equivalent to 22,000 round trips from London to New York. To drive impactful change, we must focus on the areas contributing most to our footprint.

Our Emission Break Down Shows That...



Energy consumption accounts for **54%** of total emissions, making it the most significant contributor.



Employee travel and commuting contributes **14%** with the following distribution:



Car Travel: 4,200,000 km, emitting 4.9 tCO₂e

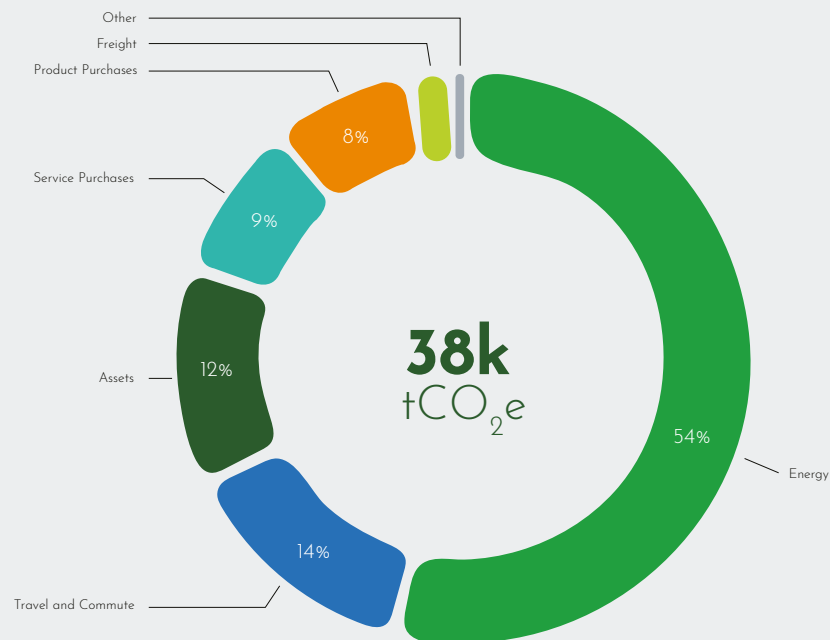


Flights: 31,000 km, emitting 7.0k tCO₂e



Train Travel: 4,100 km, emitting 180 tCO₂e

CLEAN is implementing key sustainability initiatives to reduce CO₂ emissions across its operations. Strengthening relationships with suppliers and customers enhances efficiency, minimises waste, and lowers emissions from production and transportation.



How Are We Tracking & Managing Our Emissions

Energy management is a priority, and energy monitoring systems have been installed at all sites to identify inefficiencies and reduce consumption. CO₂ tracking through Greenly software provides real-time insights for targeted action. Voltage optimisation at the Camberley, Slough, and Yeovil sites cuts electricity waste, while solar panels at Camberley and Nottingham reduce reliance on fossil fuels.

Additional energy-saving measures include speed doors and ducting for compressor waste heat at Camberley, O2 trim reinstatement for improved boiler efficiency, vending machine timers at Cheltenham, and enhanced lighting controls. Along with Camberley and Yeovil further lower electricity use.

We are also actively trialling HVO fuel for our fleet of vehicles. If successful, we will be offering this as an eco- friendly alternative for our customers to help them drive down their CO₂ footprint.

Temperature control measures at Banbury, Camberley, Cheltenham, and Yeovil optimise energy use for heating and cooling. Additionally, a company-wide paperless initiative reduces waste and related emissions.

As part of our ongoing commitment to sustainability and energy efficiency, we have implemented several innovative systems to recover and reuse waste heat across our operations. These initiatives significantly reduce our reliance on primary energy sources and contribute to lowering our carbon footprint.



As part of our ongoing commitment to sustainability and energy efficiency, we have implemented several innovative systems to recover and reuse waste heat across our operations. These initiatives significantly reduce our reliance on primary energy sources and contribute to lowering our carbon footprint.

1 Borehole Water Preheating

Cold water drawn from our borehole supply is preheated using a heat exchanger that captures waste heat from washing machine discharge water, which exits at approximately 75°C. This process raises the incoming water temperature to around 35°C before it enters the Energy Management System (EMS). The EMS then further heats the water using steam from the ironers, bringing it up to 60°C for use in the washing process.

2 Steam Condensate Recovery

Steam condensate is collected in a flash vessel and returned to the hotwell. The thermal energy recovered during this process is used to elevate the washing machine water temperature as close to 75°C as possible, reducing the need for additional steam generation.

3 Boiler Economisers

Both of our boilers are fitted with economisers that utilise flue gas heat to pre-warm combustion air. By raising the air temperature to approximately 80°C before it enters the burners, we reduce the energy required for combustion, resulting in improved fuel efficiency and cost savings.

4 Ironer Exhaust Heat Recovery

Heat from the ironer exhausts is captured via EMS units, which operate similarly to large radiators. Water from the Continuous Batch Washer (CBW) silo circulates through these units, absorbs the recovered heat, and is then returned to the silo for reuse in the CBW process.

5 CBW Wastewater Heat Recovery

Each CBW is equipped with a dedicated heat exchanger that recovers thermal energy from wastewater. This recovered heat is used to preheat incoming water, enhancing overall energy efficiency and reducing the demand for external heating sources.



Energy Management

We are leveraging Greenly's Supplier Module to manage and reduce emissions across our supply chain. Here is how it works:

Data Collection

Greenly collects data on our suppliers' activities and emissions (Scopes 1, 2 and 3).

Analysis

Identifies emissions-intensive suppliers and areas for improvement.

Decarbonisation Strategies

Provides tools, resources and action plans to develop decarbonisation strategies.

Supplier Engagement

Fosters collaboration by setting clear expectations and evaluation systems.

Reporting and Compliance

Ensures transparency and regulatory compliance.

By working closely with suppliers, we aim to reduce Scope 3 emissions, strengthen relations, and enhance our sustainability leadership.



As part of our commitment to sustainability, we are participating in Phase 4 of the Energy Savings Opportunity Scheme (ESOS) a UK government initiative designed to help large organisations identify and implement energy-saving measures. Between 2024 and 2027, we estimate that our planned improvements will deliver carbon savings in excess of 1,500 tonnes of CO₂e.

To help put 1,500 tonnes of CO₂e into perspective, on this page we have included some real-world equivalents to help you visualise this, these reductions reflect our proactive approach to energy efficiency and our contribution to national net-zero goals.

Driving Emissions

It's roughly equal to the emissions from driving a typical petrol car over 3.7 million miles the equivalent to driving around the earth circumference 150 times.

Home Energy Use

It's comparable to the annual energy use of around 180 UK homes.

Tree Planting

You'd need to plant approximately 24,000 trees and let them grow for 10 years to absorb that amount of CO₂.

Flights

It's equivalent to the emissions from about 1,200 one-way flights from London to New York.

Outlined on the following pages are our recommended actions for ESOS Phase 4, with estimated savings projected across the four-year period leading up to the 2027 compliance deadline.

ALL SITES



COMPLETED 2025

ALL SITES



COMPLETED 2025



ALL SITES

All company sites are implementing a paperless initiative aimed at reducing paper consumption and promoting digital workflows.



IN PROGRESS 2025

CAMBERLY SITE

CHELTENHAM SITE

YEOVIL SITE

We are replacing outdated halogen lighting with energy-efficient LED systems at our Camberley, Cheltenham, and Yeovil laundry sites. This upgrade enhances lighting quality for our teams while reducing energy consumption.



IN PROGRESS 2025



ALL SITES

CAMBERLY SITE

CHELTENHAM SITE

YEOVIL SITE

SLOUGH SITE

NOTTINGHAM SITE

IN PROGRESS 2025

ALL SITES

Switch Company Cars & Diesel LGVs to EV

We are embracing cleaner, more sustainable transport solutions by actively transitioning our company car fleet to electric vehicles and have begun trialling electric vans for our workwear deliveries.

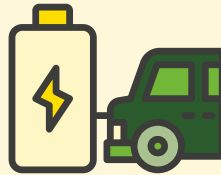
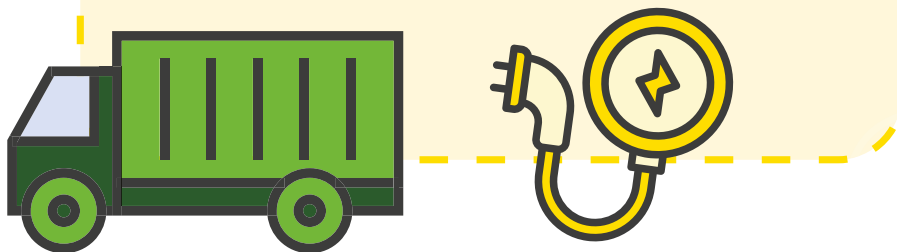
IN PROGRESS 2025

ALL SITES

Replace Diesel with HVO in HGVs and LGVs

We are transitioning our fleet of HGVs and LGVs from diesel to Hydrotreated Vegetable Oil (HVO), a renewable diesel alternative made from sustainable raw materials. HVO significantly reduces greenhouse gas emissions and improves air quality.

IN PROGRESS 2025



PLANNED 2025-2026

CAMBERLY SITE

Install Solar Panels

We're installing solar panels on the roof of our Camberley laundry to cut CO₂ emissions and reduce energy use by generating clean, renewable power on-site.



PLANNED 2025-2026

CAMBERLY SITE

Install Speed Doors

We are installing high-speed doors at the delivery points of our Camberley Laundry. This will help reduce heat loss, lower energy consumption, and decrease CO₂ emissions.



PLANNED 2025-2026

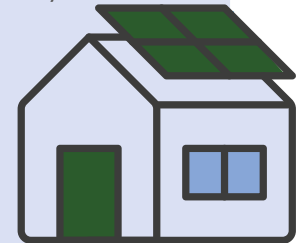
CAMBERLY SITE

Install Ducting for Compressor Waste Heat

We're installing ducting to reuse compressor waste heat at Camberley Laundry, boosting energy efficiency and cutting CO₂ emissions by reducing the need for additional heating.



PLANNED 2025-2026





PLANNED 2025-2026

CAMBERLY SITE

Reinstate The O₂ Trim to Boiler

We're installing a new O₂ trim system on our boiler at Camberley to improve efficiency and reduce fuel use. It constantly monitors flue gas oxygen levels and adjusts the air-to-fuel ratio for optimal combustion. This helps cut energy use, lower emissions, and boost boiler performance.



PLANNED 2025-2026

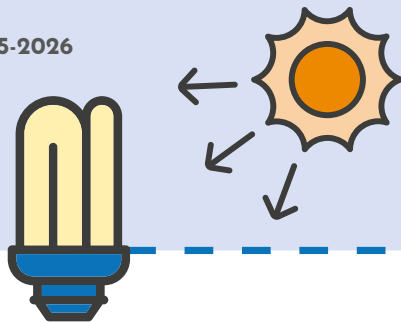
CHELTHENHAM SITE

Install Improved Lighting Control

We're upgrading lighting controls at our Cheltenham laundry site. These smart systems adjust automatically to occupancy and daylight, cutting energy use while improving safety and comfort.



PLANNED 2025-2026



CAMBERLY SITE

Replace Windows

We're upgrading the windows at Camberley Laundry to boost energy efficiency and reduce heat loss. The new installations will improve insulation, lower energy use, and support a more comfortable working environment.



PLANNED 2025-2026

CAMBERLY SITE

YEOVIL SITE

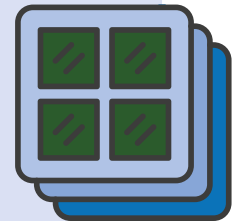
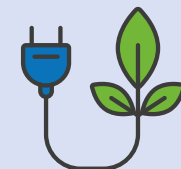
SLOUGH SITE

Install Voltage Optimisation to Main Electricity Supply

We're installing technology at our Slough, Camberley, and Yeovil laundry sites to improve energy efficiency and reduce electricity consumption by regulating and optimising the incoming voltage.



PLANNED 2025-2026



PLANNED 2026

NOTTINGHAM Site

Build and Relocate to New Site

We're building a new, energy-efficient laundry in Nottingham to replace our existing site, with a strong focus on sustainability and innovation. Designed to reduce energy, water, and chemical use significantly, it will feature rooftop solar panels, the latest low energy consuming laundry equipment and automation, advanced water and energy recovery systems. The site is also future-ready, with extensive infrastructure in place for electric delivery vehicles and hydrogen co-firing for the steam plant, to ensure sustainability and innovation in the long term.



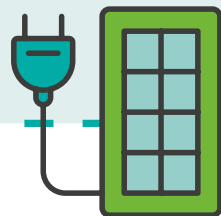
PLANNED 2026

NOTTINGHAM Site

Solar Panels Installed at New Build

The solar array covering the roof space of our new Nottingham laundry will generate clean, renewable energy on-site.

PLANNED 2026



ESOS Phase 4

Estimate in excess of
1500t CO₂e savings for CLEAN

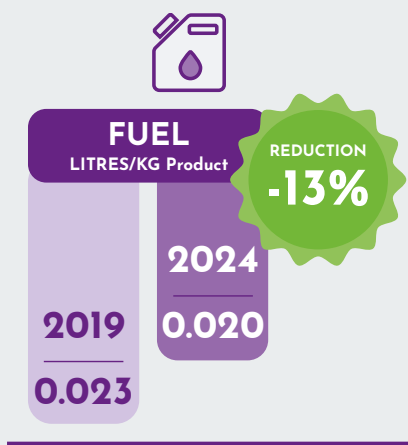


Our Partnership with Optimize

At CLEAN, we continuously seek innovative solutions to enhance efficiency and reduce our environmental footprint. As part of this commitment, we have partnered with Optimize, a leader in AI-driven route optimisation. Their advanced technology has been proven to improve route efficiency by up to 30%, significantly reducing fuel consumption and carbon emissions.

By integrating Optimize's AI-powered system into our logistics operations, we can streamline delivery routes, minimise unnecessary mileage, and cut down on emissions, helping us move towards a more sustainable future. This collaboration aligns with our broader Sustainable 7 goals by enhancing operational efficiency while actively contributing to our carbon reduction strategy.

Through this partnership, we are not only improving business performance but also reinforcing our dedication to responsible and sustainable logistics—ensuring that CLEAN continues to set the standard for environmentally conscious business practices.



This combined approach has had measurable improvements in our fuel and delivery efficiency

In our base year, 2019, we used 0.023 litres of fuel per kilogram of clean laundry delivered. By 2024, this figure had dropped to 0.020 litres per kilogram, a 13% improvement in fuel efficiency. Over the same period, we also reduced the kilometres driven per kilogram of clean laundry delivered from 0.12 km to 0.09 km, a 25% improvement in delivery efficiency.



Driving efficiency throughout our delivery fleet

We've adopted a three-pronged approach to fuel efficiency that combines driver behaviour improvement, intelligent route planning, and innovative solar technology.

We use Samsara to monitor and coach our drivers, encouraging safer and more fuel-efficient eco-driving habits such as reducing idling, avoiding harsh acceleration, and maintaining consistent speeds. These improvements in driving behavior help lower fuel consumption across our fleet. In parallel, we use Optimize Now, an AI-powered route planning tool that helps our delivery vehicles take the most efficient routes.

Additionally, we use TRAILAR solar technology across our fleet. This system uses solar panels mounted on vehicle roofs to power onboard electrical systems including the tail-lifts, reducing the load on the engine cutting fuel consumption and emissions.

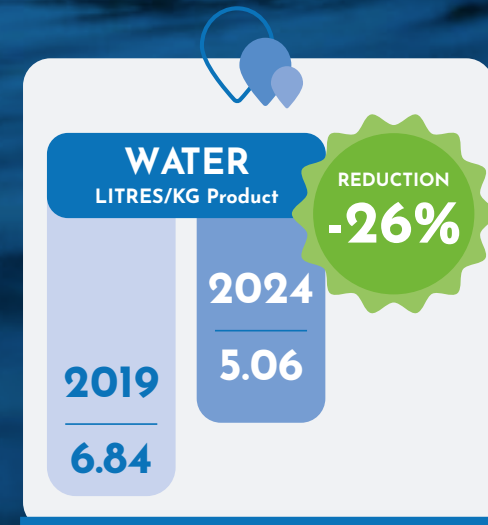


Water Efficiency

We are committed to reducing water usage we measure this by litres per kg of clean linen and workwear produced. So far we are/have:

- Implemented the EPIC Chemical System at our Nottingham site will reduce water usage per kg of product washed, effluent discharge, and energy consumption.
- Optimising washing temperatures, chemical usage percentages, and batch weights to enhance efficiency without compromising cleanliness.
- Investing in new machinery and processes to maximise performance and sustainability.

Taking these actions on the items above has triple-fold benefits: saving water, reducing CO₂, and cutting costs. This aligns environmental responsibility with operational excellence.



Saving Water and Reducing Harmful Detergents with Enzymatic Process Innovation

We approached our detergent supplier, Christeys, with a clear challenge: to help us reduce water consumption, minimise discharge into the mains sewers, and transition away from traditional chemical-heavy processes.

In response, Christeys developed EPIC – Enzymatic Process Innovation through a close working partnership. Surfactants, or surface-active agents, are a key ingredient in laundry detergents. They work by reducing the surface tension of water, allowing it to penetrate fabrics and remove dirt and stains more effectively.

This advanced detergent system replaces a significant portion of conventional surfactants with biological enzymes, delivering powerful cleaning performance while dramatically reducing environmental impact. It's a first of its kind in the UK laundry industry, and we are proud to be the first professional laundry in the country to implement it.



A Phased Rollout Across Our Sites

We began installing EPIC at our Camberley laundry in July 2023, after a successful implementation and testing period with clear benefits. A phased implementation to ensure consistent environmental and operational benefits across our network has taken place, with installations at Yeovil in May and Slough in July 2024. Subsequently, it was installed in Nottingham in June 2025.



A Win-Win for Customers and CLEAN

By adopting Enzymatic Process Innovation, we're not just improving our operations; we are delivering tangible benefits to our customers while reducing the use of traditional chemicals and water.

This approach helps customers meet their sustainability targets and reduce their Scope 3 emissions, with clear benefits:



Less Water Use: litres of water used per kilo of textile washed reduced as much as 34%



Less Wastewater: it has reduced wastewater by 20–30%



Less Chemical Use: by cutting traditional chemicals by 50% and replacing them with enzymes



Lower CO2: more concentrated detergents mean fewer deliveries each year, reducing road miles



Cleaner, fresher linen and textiles: specific tailored dosing to target specific stains more effectively



Better hygiene: precision of enzyme-based cleaning is important for hospitality and food service sectors



EPIC Water Reduction Stats

CAMBERLY SITE

REDUCTION
28%

SLOUGH SITE

REDUCTION
34%

YEOVIL SITE

REDUCTION
23%

NOTTINGHAM SITE

REDUCTION
22%

WATER USE REDUCTION

CAMBERLY SITE

Litres of water used per
Kilogram of laundry washed

2022 3.8l/kg

2024 2.5l/kg

REDUCTION
-28%

We expect the water efficiency
savings to increase further in 2025

REDUCED CHEMICAL USE

CAMBERLY SITE

Millilitres per kilo of
laundry washed

2022 10.3ml

2024 6.5ml

REDUCTION
37%

SLOUGH SITE

Millilitres per kilo of
laundry washed

2022 10.2ml

2024 7.1ml

REDUCTION
30%

YEOVIL SITE

Millilitres per kilo of
laundry washed

2022 9.4ml

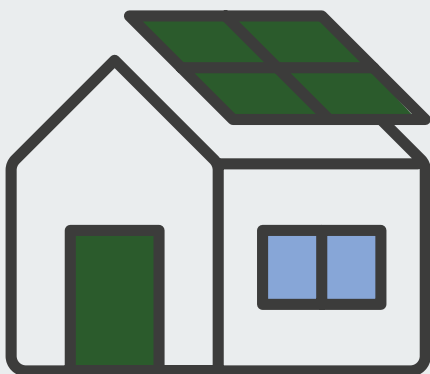
2024 7.2ml

REDUCTION
24%

Energy Efficiency of Buildings

As highlighted earlier in this report, energy consumption is the most significant contributor to CLEAN's carbon footprint. Of our total 38,000 tCO₂e emissions, 20,000 tCO₂e—more than 50% comes from energy use in our facilities.

Heating is a significant factor driving these emissions, accounting for 84% of energy-related emissions, while electricity contributes 16%. The remaining emissions are distributed between heating waste and other minor sources.

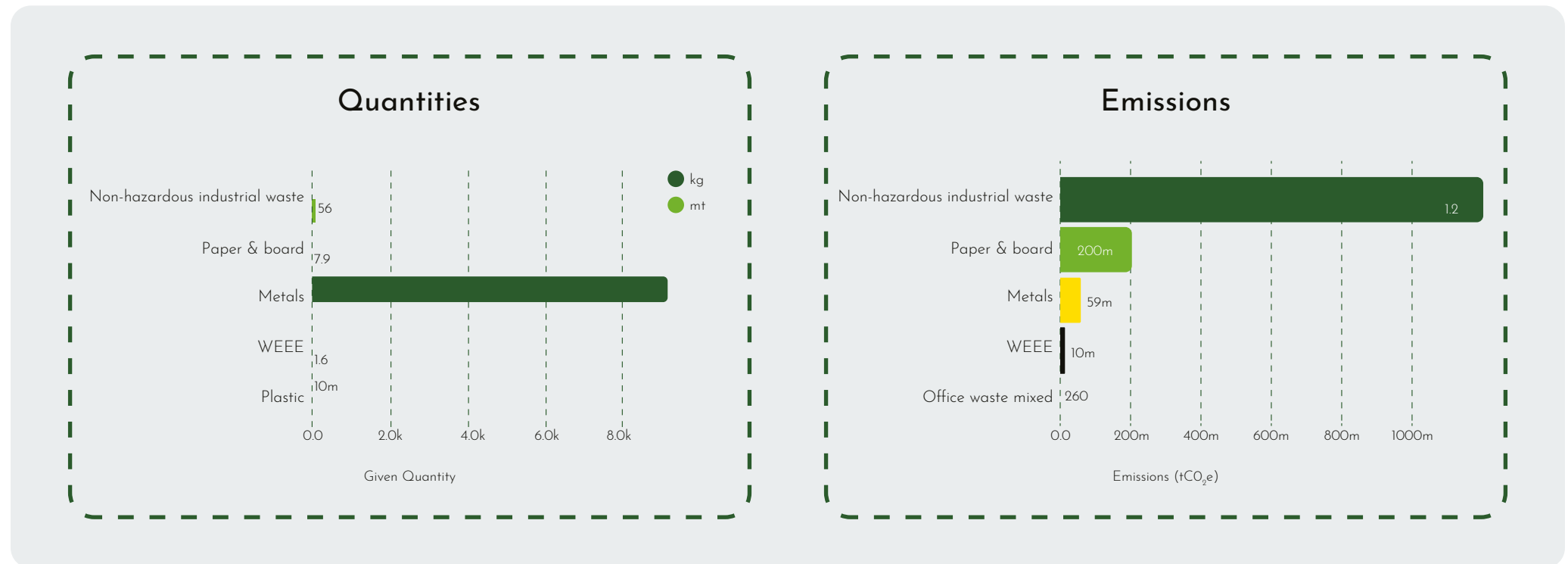


How we are being more efficient:

- Energy monitoring systems have been installed at all sites to identify inefficiencies and reduce consumption.
- CO₂ tracking through Greenly software provides real-time insights for strategic interventions.
- Voltage Optimisation at Camberley, Slough, and Yeovil cuts electricity waste, while solar panels at Camberley and Nottingham reduce reliance on fossil fuels.
- Speed doors & ducting for compressor waste heat at Camberley.
- O₂ trim reinstatement for improved boiler efficiency.
- Replacing equipment at Camberley and Yeovil with newer, more efficient models will reduce electricity use

Sustainable Materials and Recycling

Effective waste management is a key component of our environmental strategy, ensuring we minimise waste generation, increase recycling efforts, and reduce overall emissions. Our latest data shows that whilst our total waste output is relatively low, its emissions impact is significant.



**This module covers <0.1% of total emissions.
This represents 1.5 tCO₂e.**

Understanding Our Waste Impact

CLEAN's waste-related emissions total 1.5 tCO₂e, with the highest contributors being:

Non-hazardous industrial waste

56 metric tonnes (mt), generating 1.2 tCO₂e.

Metal Waste

9.2k kg, with 59 kg CO₂e emissions.

Paper and cardboard

7.9 mt, contributing 200 kg CO₂e despite its low volume.

Waste Electrical and Electronic Equipment (WEEE)

10 kg, with emissions significantly offset due to our partnership with Recycle IT 4 Free, a charity specialising in sustainable electronics disposal.

These insights reinforce the importance of reducing waste at the source, increasing recycling rates, and sourcing materials more sustainably to minimise our overall footprint.

Case Study: Recycle IT 4 Free

In 2024, we partnered with Recycle IT 4 Free to revolutionise how we manage Waste Electrical and Electronic Equipment (WEEE). This initiative ensures responsible recycling and reuse, offering a sustainable, cost-effective solution that benefits both the planet and our operations.

As part of our Silver Lining Program, we donated £800 to Every Cloud Play and Creative Arts Therapy CIC, funding vital mental health support for children. One parent shared:

Without this funding, my son would not have been able to access play therapy, which has been transformative for him and our family. Thanks to the sessions, he has met all the goals set for him, and life has become much more manageable and enjoyable again.



Enhancing Waste Reduction & Recycling Initiatives

CLEAN is committed to responsible waste disposal and has strategically improved recycling and material procurement to align with our sustainability objectives.

Our efforts focus on:

- Avoiding landfills by prioritising recycling and responsible disposal methods.
- Integrating sustainable materials into our supply chain to reduce reliance on virgin resources.

We prioritise collaborating with industry-leading partners to effectively repurpose or recycle end-of-life products and drive end-of-life linen arrangements in line with the TSA (Textile Services Authority) Infinite Textile Scheme



Sustainable Packaging & Materials



We will transition our operations to make use of packaging products that have a minimal environmental impact. Below are some of the projects already delivered:

- Cardboard usage has been **reduced by 50%** compared to previous years.
- All cardboard boxes now carry the FSC logo, verifying that materials are sourced and processed sustainably.
- We **utilise 30% reused plastic bags** made from LDPE 4, which are fully recyclable.
- Shrink-wrap sheets **now consist of 30% recycled materials** and are also 100% recyclable.
- Across our operations, all packing materials, including paper and plastic, are designed to be **fully recyclable**.
- We are exploring alternatives to shrink-wrap, such as secure snoods or covers for cages, to reduce plastic usage while maintaining safety and weather resistance.

Our Commitment To Closed-Loop Recycling

Sooner or later, every uniform, towel, and bed sheet wears out. In the past, the standard solution was to turn these items into cleaning rags or dispose of them in a landfill. But we knew there must be a better way to close the loop and extend the life of this valuable through upcycling and repurposing of end-of-life textiles.

Why We Needed a New Approach?

The traditional approach presented two major issues. First, it was not an ideal result for the environment as cleaning rags ultimately end up in landfills or being incinerated. Second, and equally important, a loss of control over what happened to items bearing our or a customer's company logo.

Taking a Circular Approach

By shifting towards a circular process, we ensure our end-of-life textiles are reused, repurposed, or properly recycled to make better use of existing resources. This also enables us to contribute to industry-wide schemes like the Textile Services Association's (TSA) Infinite Textiles programme, which promotes responsible textile recycling.

Our Recycling Partnership

To help us with this, we've partnered with Avena, a UK company specialising in secure textile recycling. We selected them because their SecureBrand® system guarantees that branded items will be appropriately handled. Avena collects the old textiles from our sites, processes them carefully, and prepares the materials for a new purpose. Avena can handle various textiles, from workwear and uniforms to hotel linens and old fabric rolls. They know how to handle different materials, ensuring that anything needing special attention gets it.



Clear Benefits for CLEANS' Customers



Our Secure Process



The Benefits of this New System

Avena follows a strict zero-to-landfill policy. They carefully vet all staff, use GPS-tracked vehicles for collections, and provide detailed records and environmental statements. The end products produced from the end-of-life textiles are both durable and valuable, and we receive carbon-saving data that complies with government standards. And we are able to monitor our actual achievements.

How The Process Works

We store all used textiles at our laundries. After collection, Avena manages the next steps. They sort the recyclable items, carry out shredding, and find ways to repurpose the materials into other products. At the end of this process, we receive a report showing how much material was recycled, the impact on our carbon footprint, and whether we have met the necessary compliance standards. This lets us see how our old textiles are managed and helps us stay accountable.

Where We Stand Today

From July 2025, we began recycling 25 tonnes of end-of-life textiles annually through Avena. This is the first step. We aim to increase that to 250–300 tonnes annually, covering an even wider range of items, from workwear to other forms of textile waste.

What This Means for Customers

We have better oversight of managing textile waste. This means we can provide customers looking to measure and reduce their scope 3 emissions meaningful report data.



Case Study: Reducing Waste Through Reusability

Our Special Occasion Linen business specialises in hiring out napkins and tablecloths for celebratory events. Previously, we dispatched each order in cardboard boxes, which were then returned in plastic bags. However for one of our regular customers, we have introduced reusable plastic tote boxes for deliveries and collections.

In addition to the useable tote boxes, we have transition from cardboard packing boxes and plastic collection bags to hamper bags for many other customers, further minimising our cardboard and plastic usage and waste. These initiatives has proven to be successful, and we plan to expand their implementation by offering these sustainable packaging solution to more customers.

To minimise paper usage, we aim to replace paper- based processes in sorting and condemned product handling with tablets, automating entries through Microsoft Forms and Power Automate. This digital transformation will significantly reduce paper consumption while enhancing efficiency.



Revolutionising Workwear with Recycled Materials

Our commitment to reducing environmental impact extends beyond the materials we use daily to the products we offer our customers. In collaboration with our suppliers, we have launched the Eco Chefsware and the ALSIFLEX™ ranges, both of which are innovative collections that reflect our shared belief that uniforms shouldn't cost the earth.

This initiative is the result of years of research, development, and a firm commitment to environmental responsibility. These garments are designed to offer the same high quality, durability, and performance as traditional workwear but with a significantly reduced environmental footprint.



The Eco Chefsware range includes two distinct chef jacket designs, chef trousers, and a highly functional apron— perfect for any kitchen.



The ALSIFLEX™ range is the ultimate combination of stretch, comfort and performance, made using certified sustainably sources fibres (79% Recycled & Renewable Polyester / 21% Cotton)

The Benefits of Eco-Conscious Fabric



Waste Reduction

Each uniform item is made from this blend prevents over 11 plastic bottles from ending up in landfills or our oceans.



Circular Economy Contribution

By incorporating recycled polyester, we help divert plastic waste from the environment, promoting a more sustainable life cycle for materials.



Energy Efficiency

The production of recycled polyester consumes up to 53% less energy compared to virgin polyester, reducing carbon emissions and reliance on non-renewable resources.



Sustainable Farming Support

The Better Cotton Initiative (BCI) fosters sustainable farming practices, reducing pesticide use and improving water management, benefiting both farmers and the environment.



Exceptional Quality

The fabric blend ensures outstanding durability, comfort, and performance, maintaining the highest standards of workwear quality and sustainability.



Our Future Goals and Commitments

CLEAN has already made significant progress in sustainable waste management, but in the future, we are committed to going even further.



1

Continue reducing waste emissions by optimising our recycling programs.



2

Expand our use of recycled materials in product manufacturing.



3

Leverage Greenly software data to track progress and identify new opportunities for improvement.

By embedding sustainability into every aspect of our waste management strategy, CLEAN is reinforcing its role as an industry leader in responsible resource use, emissions reduction, and sustainable business practices.



Our People





At CLEAN, our people are at the heart of everything we do. From our dedicated laundry teams to our customer service specialists, every individual plays a crucial role in delivering exceptional service while upholding our commitment to sustainability and ethical business practices.

In this section, we highlight our efforts to create a positive, inclusive, and safe working environment. We are dedicated to supporting employee well-being, fostering professional growth, and ensuring fair and equal opportunities for all. Our investment in training, diversity, and workplace safety reflects our belief that a strong, engaged workforce is key to achieving our environmental, social, and governance (ESG) goals.

By putting people first, we continue to build a responsible and resilient business that benefits not only our employees but also the communities we serve.

Our People Strategy

Our people strategy is built on four foundational pillars that are essential to our company's growth and each individual success, the bedrock upon which we build a thriving workplace. They guide us in creating an environment where everyone has the chance to excel and be recognised for their contributions.



health assured

Employee Assistance Programme (EAP)

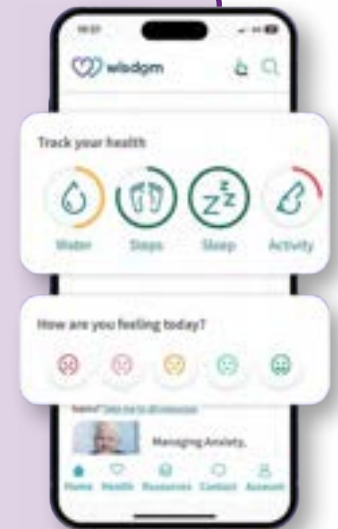
We offer the Employee Assistance Programme (EAP) in partnership with Health Assured to support our employees and their families. This service provides confidential, 24/7 support, ensuring our people have access to resources that promote mental, physical, and financial well-being.



Digital Well-Being with The Wisdom App

- Physical & Mental Health Tools – Hydration tracking, workouts, meditation, and guided CBT programmes.
- Easy Access – Download via App Store/ Google Play
- 24/7 Confidential Support.

By providing this support, CLEAN reinforces its commitment to fostering a healthy, inclusive, and resilient workplace, ensuring our employees have the resources they need to thrive.



What's Included in the Employee Assistance Programme?

health  assured



Counselling & Support
Up to 6 free sessions



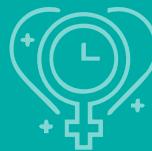
Legal & Financial Advice
Expert guidance on debt,
housing, family law & retirement



Digital Wellbeing Tools
CBT programmes for stress &
mental health



Medical & Family Support
Access to nurses, childcare
& eldercare



Menopause Programme
5-week structured course



Workplace Support
Manager coaching & consultancy

Employee Recognition Scheme

At CLEAN, our people are at the heart of our success. Our Employee Recognition Scheme celebrates those who go above and beyond, reinforcing a culture of appreciation, motivation, and excellence.

We recognise employees who prioritise workplace safety, provide outstanding customer service, drive cost efficiency without compromise, ensure operational excellence, and foster an inclusive workplace. By celebrating our people, we foster a workplace where dedication and excellence are valued and rewarded.



Quarterly Awards

Every three months, we honour employees who embody these values with:

- CLEAN Champion of the Quarter
- CLEAN Customer Service Champion of the Quarter
- CLEAN Manager of the Quarter



Annual Awards and Celebration Lunch

Our annual event recognises exceptional contributions with the following awards:

- Customer Service Champion of the Year
- Manager of the Year
- Laundry of the Year
- Champion of the Year

Supporting Employee Well-being

We are committed to fostering a supportive workplace culture where employee well-being is a priority. Our team of trained Mental Health First Aiders (MHFAs) plays a crucial role in promoting mental health awareness and providing initial support to colleagues facing challenges.

Training and Accreditation Each of our MHFAs has completed a comprehensive course accredited by Mental Health First Aid England (MHFA England), equipping them with the skills to offer immediate, non-judgmental support. To maintain their effectiveness, all MHFAs attend refresher training every three years. **Role and Responsibilities** MHFAs serve as a confidential point of contact for employees experiencing mental health concerns. While they are not counsellors, they offer guidance, active listening, and referrals to appropriate professional support.

- **Mental Health First Aiders**

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- **Role and Responsibilities**

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How to Access Support

MHFAs are available at every CLEAN site and within our central teams. Employees can approach them directly or seek assistance through their HR Business Partner, who is also MHFA-trained. By embedding mental health awareness into our workplace, we continue to strengthen our commitment to employee well-being as part of our broader Environmental, Social, and Governance (ESG) initiatives.

Meet our Maternity Champion



Lynne Cummins | HR Manager

Our dedicated Maternity Champion, providing employees with a trusted point of contact for advice, support, and reassurance during this important life stage.

The Maternity Champion helps employees access:

- **Company Policies & Government Initiatives**
Guidance on maternity leave, pay, and flexible working options.
- **One-on-One Support**
Regular check-ins before, during, and after maternity leave.
- **Emotional Wellbeing Support**
A confidential space to discuss concerns and ease the transition back to work.
- **Family-Friendly Leave Guidance**
Information on Paternity Leave, Shared, Parental Leave, and Adoption Leave.

Employees can connect with Lynne at key milestones, including:

- **Initial Contact**
A warm welcome and overview of available support.
- **Pre-Leave Check-In**
A discussion on preparations and any last-minute concerns.
- **Return-to-Work Meeting**
Support for a smooth transition back to the workplace.
- **Ongoing Open-Door Policy**
A safe space for questions, networking, and continued support.

By implementing this initiative, CLEAN reinforces its commitment to employee wellbeing, diversity, and a positive work environment, ensuring all parents feel supported throughout their journey.

Training & Development at CLEAN

At CLEAN, we are committed to our employees' continuous growth and development. We provide various training opportunities designed to enhance skills, ensure compliance, and support career progression. Our training and Development programmes include:

Managerial Skills Training

Equipping managers with essential leadership, communication, and operational skills to drive team success.

Compliance Training

Ensuring all employees meet industry regulations and safety standards through regular, up-to-date training.

Technical & Skills-Based Courses

Offering practical and role-specific training to enhance expertise and operational efficiency, resources they need to thrive.

Training Materials & Resources

We Provide accessible learning tools, including e-learning modules, workshops, and on-the-job coaching.

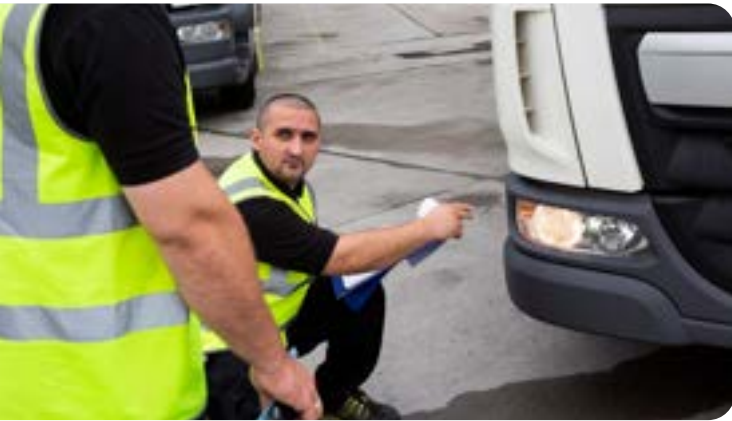
Investing in our people fosters a knowledgeable and skilled workforce, reinforcing our commitment to excellence, safety, and sustainability.



We are committed to continuously advancing our safety initiatives to ensure a safer workplace for everyone. As part of this commitment, we are integrating Virtual Reality (VR) Training to provide immersive, hands-on safety experiences, enhancing employees' ability to identify and mitigate risks effectively. Additionally, we are improving our safety induction programs to make training more accessible and engaging for employees, contractors, and visitors.



HGV Trainee Skills Bootcamp



As part of CLEAN's commitment to workforce development and industry sustainability, the HGV Trainee Skills Bootcamp plays a vital role in addressing the national driver shortage and supporting long-term career opportunities in logistics. Led by Peter Cox, Head of Transport, the programme enhances recruitment, retention, and professional development within the sector.

The HGV Trainee Skills Bootcamp, funded by the Department for Education (DfE) and managed by PDT Fleet Training Solutions, provides structured training over three to six months. Employers contribute to additional costs, ensuring participants receive high quality instruction and hands-on experience. Trainees at CLEAN gain a clear pathway from initial training to permanent HGV driver roles, with a typical training duration of 12-16 weeks, depending on progress and test availability.

Programme Benefits

Skills Development

Participants receive comprehensive training in logistics, medical assessments, theory and practical driving tests, and CPC certification.

Career Progression

A structured route to professional HGV driver roles, strengthening the logistics workforce.

Financial Support

The programme is fully or partially funded by the DfE, reducing financial barriers to entry.

Employment Security

Successful trainees transition into permanent positions at CLEAN.

Flexible Learning:

Training is adaptable to individual progress, with digital study resources and expert mentoring.

Industry Recognition

Graduates enhance their credentials, improving employability across the logistics sector.

By investing in skills development through initiatives like the HGV Trainee Skills Bootcamp, CLEAN strengthens its transport operations, supports economic resilience, and ensures a sustainable pipeline of skilled drivers for the future.

Internal Training Programmes

We're rolling out sustainability training for all employees through our Bridge Training Platform, aligning with our key strategic objective to have 10% of our workforce suitably trained by the end of 2025, with the remaining employees trained by the end of 2027. This includes onboarding for new staff, annual refreshers, and role-specific modules, ensuring everyone can contribute to our ESG goals.

A core part of this initiative is our network of over 20 ESG Champions, passionate individuals driving sustainability across the business. Equipped with Greenly's tools, they help colleagues understand and reduce their environmental impact, fostering a culture of shared responsibility and continuous improvement.

These champions are more than just trained employees; they are the catalysts for meaningful change.



Social sustainability is about creating a culture where people feel empowered, included and proud of the impact they make—not just within the business, but in the wider community too. By promoting and enabling our workers to partake in internal training and development, we're helping colleagues grow personally and professionally while strengthening the connections between our sites and communities.

Patricia Correia
ESG Project Lead



Internal Communications

At CLEAN, we prioritise clear and engaging internal communication to keep our employees informed and connected. Our company updates, employee news, and important announcements via email, ensuring timely and relevant information reaches our teams. These updates are distributed weekly or as required, depending on business needs.

In addition to these email communications, we publish our internal newsletter, FRESH OFF THE PRESS, three times a year. This publication provides in-depth company updates, celebrates employee achievements, and highlights key developments across the business. Together, these channels support transparency, engagement, and a strong sense of community within CLEAN.





Our Suppliers



Strengthening Supply Chain Accountability and Sustainability

At CLEAN, we recognise that strong governance is the foundation of responsible business operations. Our commitment to ethical decision-making, regulatory compliance, and transparency ensures that we maintain trust with our stakeholders and drive sustainable progress.

Our key strategic objectives are strengthening supply chain accountability and sustainability. By working closely with our suppliers, we ensure that ethical, environmental, and social standards are upheld throughout our operations. This includes responsible sourcing practices, fair labour conditions, and minimising environmental impact.



Robert Morris,
Head of Procurement

As Head of Procurement for CLEAN, ESG is at the front and centre in all our communications with our supply base. We encourage and embrace suppliers who demonstrate dedication and commitment to integrating sustainability into their products and services to mirror CLEAN's own positive journey towards creating a more sustainable world.

For our valued hospitality customers, the incentives combined mean a reduction in their scope 3 emissions and a more sustainable product moving forward.



Our Suppliers Code of Conduct

This important document outlines our expectations for all our supply partners, ensuring alignment with our core values and sustainability goals. In summary, we require suppliers to:

- Uphold ethical business practices, including transparency, anti-corruption, and data protection.
- Demonstrate environmental responsibility through sustainable procurement, waste reduction, energy and water monitoring, and efforts to reduce carbon emissions, including Scope 3 data reporting.
- Comply with labour and human rights standards, including fair wages, safe working conditions, and the prohibition of forced or child labour.
- Promote diversity, inclusion, and equal opportunity within their operations.
- Engage in continuous improvement and participate in annual sustainability assessments through our partner platform, Greenly, with the goal of achieving top-tier environmental performance.

If you would like a copy of the Suppliers Code of Conduct please don't hesitate to contact us.



Sustainability is a shared journey, and collaboration is key to achieving our goals. Through our partnership with Greenly, we educate suppliers and customers on sustainability performance, helping them align with our vision for a greener future.

Supplier Standards & Accreditations

All suppliers are encouraged to obtain or actively pursue the following industry-recognised accreditations to help demonstrate their commitment to ethical, sustainable, and high-quality operations. We value accredited suppliers because their certifications build customer trust, set high standards, and strengthen our risk management.



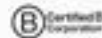
www.sedex.com

For ethical trade audits covering labour, health and safety, environmental performance, and business ethics. Sedex registration ensures independent, on-the-ground audits are conducted and documented throughout the global supply chain.

ecovadis

www.ecovadis.com

A global sustainability ratings platform that assesses companies' environmental, social, and ethical performance across their supply chains.



www.bcorporation.net

A certification for businesses that meet high social and environmental performance standards, accountability, and transparency.

Additional Accreditations for Textile Suppliers



www.bettercotton.org

Ensures traceability of cotton origin and supports sustainable farming practices. Operates on a chain-of-custody model where credits are passed along the supply chain.



www.oekotex.com

Certifies that textiles are tested for harmful substances and produced under socially responsible and environmentally friendly conditions.



 VISION LINENS

“

As a long-standing supply partner, Vision Linens is working closely with CLEAN on several climate initiatives. For example, by leveraging RFID data and energy consumption during manufacture, these shared insights enable us to get to product-level carbon footprints. We're also regularly sharing our experiences in improving sustainability data collection.

Customer and supplier collaboration is key to decarbonising our operations, and we're proud to work with CLEAN on their journey. It's clear we're both committed to doing the right thing for people and the planet, which is what makes this partnership a transformative one.

Rachael Shah ”

Head of Sustainability Strategy & Comms,
Vision Linens

Supplier & Customer Training Programmes

We are launching workshops on sustainability practices for suppliers and customers to drive meaningful change across the value chain.

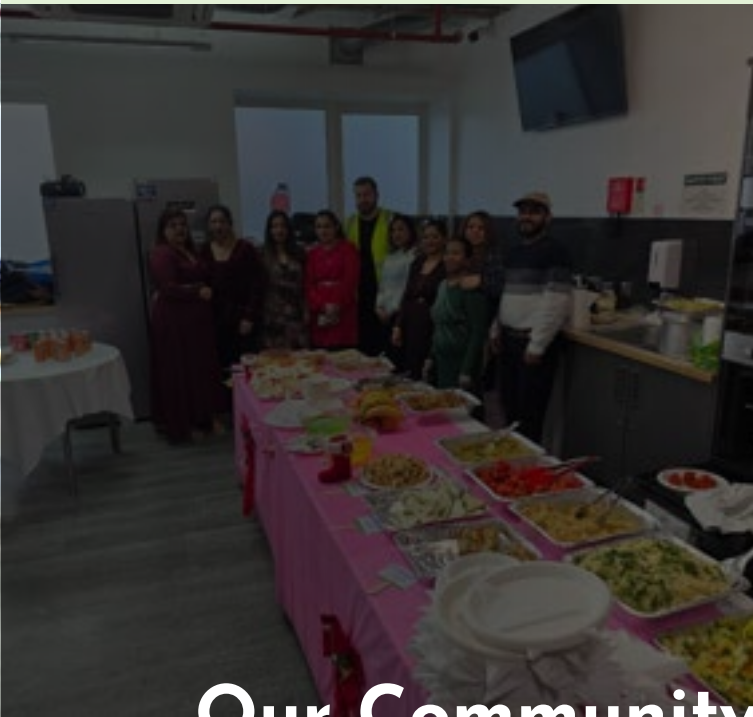
These sessions will cover topics such as reducing energy and water consumption, implementing waste reduction strategies, and transitioning to sustainable materials and packaging. For example, we will provide hands-on training to hospitality clients on optimising linen usage, reducing overstocking, and choosing eco-friendly cleaning materials.

We will also provide virtual training via our partnership with Supply Chain Sustainability School and safety training via Safety Nation.

Our customer-facing teams will lead training sessions for key clients, including Butlin's, Center Parcs, and Bluestone. They'll work closely with housekeeping teams to improve stock management, avoid practices like using pillowcases as cleaning cloths (which generate unnecessary washing), and simplify ESG concepts through tools like guides to sustainability.

We are working closely with customers to challenge industry norms and drive behavioural change. A key focus is reducing unnecessary plastic packaging, such as deliveries wrapped in plastic. Whilst this practice is widely accepted, it is not essential. Through education and collaboration, we aim to shift mindsets and demonstrate that sustainable alternatives are both viable and beneficial.

The logo for Butlin's, featuring the brand name in a red, cursive script font.The logo for Center Parcs, featuring a stylized green bird icon above the brand name in a blue, serif font.The logo for Bluestone National Park Resort, featuring a blue geometric knot icon above the brand name in a blue, sans-serif font, with "NATIONAL PARK RESORT" in smaller text below.



Our Community





At CLEAN, being a part of the wider community is fundamental to our operation. Our role is not just about delivering linen and textile services; it's about supporting the local areas and people we interact with every day. We recognise that our success is linked to the wellbeing of those around us. As such, we listen to our partners, understand their issues, and do what we can to help them meet their goals.

Community Spirit in Action

Our teams support local and international causes through donations and volunteering.

In Cheltenham, staff collected 1,000 condemned towels for Cheltenham and Teckels Animal Shelters, providing comfort to animals in need. They also raised £43.23 for the Royal British Legion Poppy Appeal, demonstrating that every contribution can make a difference.

In Yeovil, colleagues gathered a wide range of essential items during a donation drive for flood relief in Poland. Working with the agency Mploy, the team ensured these supplies reached those affected.

Our partnerships put our values into practice. In 2024, we supported the Whitechapel Mission in London by donating 300 towels, working alongside Hyatt Hotels and Andaz London Liverpool Street as part of the World of Care programme. This contribution supported the Mission's work with people experiencing homelessness in the city.

These examples show how our teams put community spirit into action, responding to needs close to home and further afield.

Fostering Team Spirit: CLEAN's Celebration Days

Celebration Days help us recognise achievements and milestones, strengthen team spirit, and create a workplace where everyone feels valued. In 2024, our sites marked these occasions in a variety of ways, including:

YEOVIL

Staff held a Halloween Fancy Dress Day, raising £120.29 for the Fashion & Textile Children's Trust, and celebrated a successful summer with an ice cream van visit.

SLOUGH

The team enjoyed an end-of-summer lunch as thanks for their hard work and came together for Diwali, sharing homemade food and cultural traditions.

BANBURY

Team members spent time together at the bowling alley, providing an opportunity to unwind and connect.

NOTTINGHAM

Staff combined Halloween with celebrating 200 Days of Service Excellence, including fancy dress, refreshments, and a costume competition.

These are just a few highlights of our ongoing commitment to team wellbeing and positive community engagement.





Case Study: Fashion and Textile Children's Trust

Working with charities is a practical way to reach people who need help. Our ongoing partnership with the Fashion & Textile Children's Trust (FTCT) highlights how combining forces makes a difference. FTCT provides vital grants to UK families connected to the textile, fashion, and footwear industries.

During the 2024 Winter Appeal, teams from various CLEAN sites supported the cause through festive fundraising activities, including Christmas jumper days, bake sales, and raffles. Thanks to their generosity and team spirit, we raised an incredible £1,300. This donation helped FTCT supply essential items like warm clothing and bedding to families facing difficult times. This work underlines what can be achieved when we support others.

**fashion&textile
children's trust.**

charity registration no: 257136





Health & Safety



Ensuring Safety & Wellbeing

To achieve this, we have developed a comprehensive safety strategy based on behaviour, performance, and continuous improvement.

By understanding and influencing employee actions, we create a safer workplace. We use key safety indicators to predict and prevent incidents while tracking progress to learn from mistakes and celebrate successes.

Our safety strategy is centred on six key strategic objectives, each designed to enhance our business operations and add value for our employees; these include:



Behaviour



Performance



People



Transport



Legislation



Safety Defences

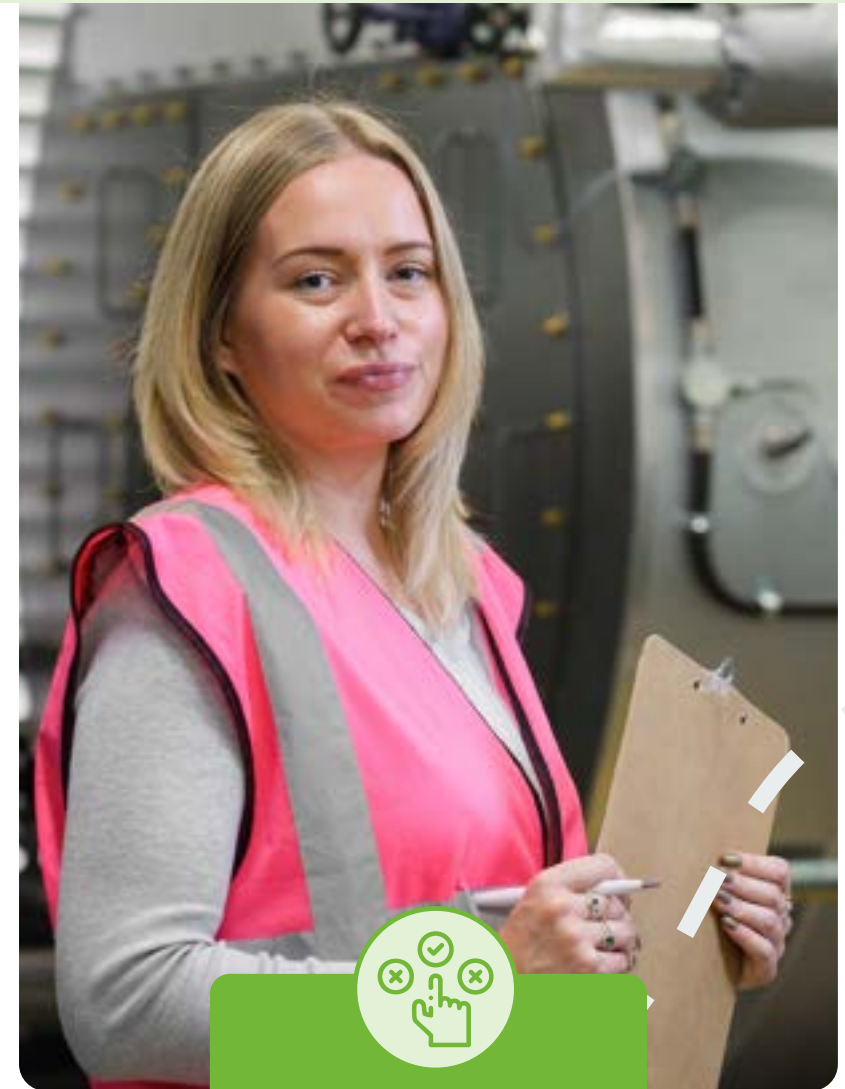
Behaviour

Our objective is to foster a safer working environment by comprehending and positively influencing the behaviour of our employees.

This is to create a safer and healthier workplace with fewer accidents and improve the quality and efficiency of the work we do.

How do we achieve this?

- Employee behavioural safety training.
- New Hazard reporting programme.
- New Tour programme.
- Integration of ESH Wise into our operations
- Better and more consistent communication.
- Better and more consistent teamwork.
- Identifying best practices and sharing these across the business.
- Part of the Family.



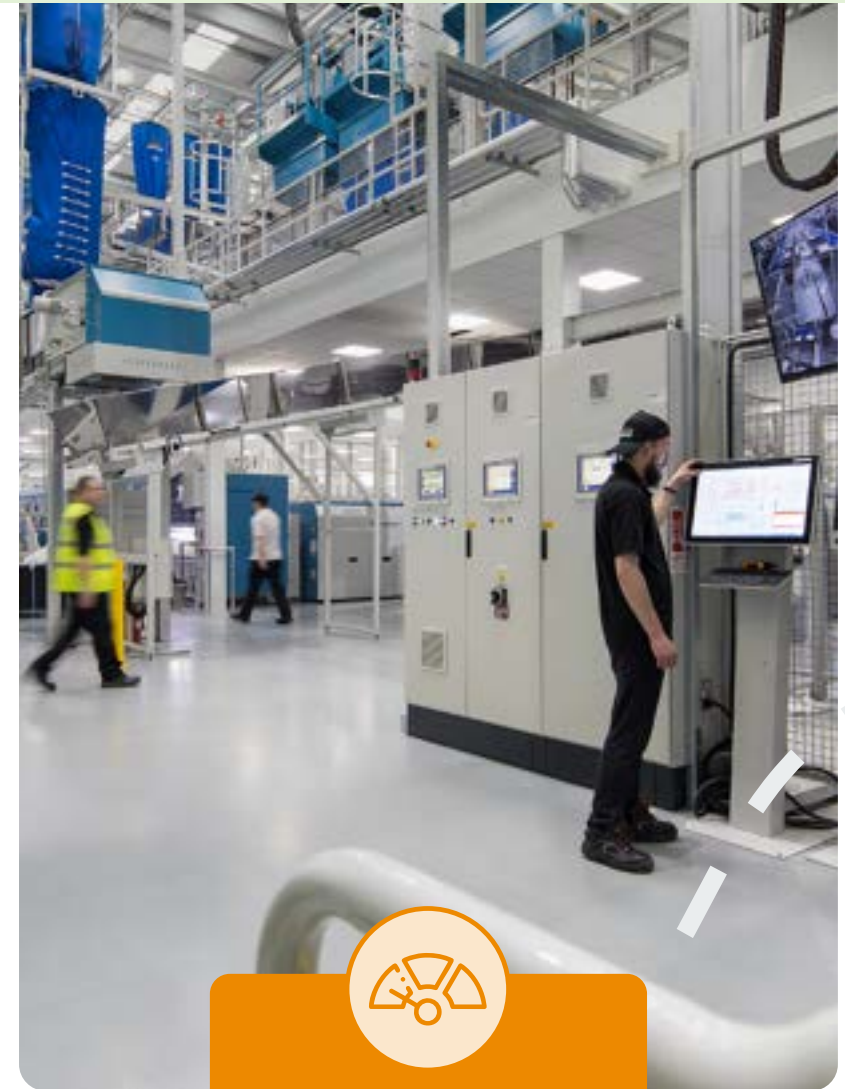
Behaviour

Performance

Our goal is to reduce the frequency and severity of accidents. The reasoning behind this is simple: what gets measured gets done. We will use these indicators to drive further improvements by reflecting and learning from the past and present protocols as well as to prevent repeating adverse effects.

How do we achieve this?

- ROSPA programme.
- Monthly Reviews with sites.
- Implementation of lagging (negative) and leading (positive) indicators.
- Ensuring positive safety work outweighs the negative ones.
- Celebrating the wins.
- Learning from accidents and near misses.



Performance

People

Our goal is to reduce the frequency and severity of accidents by implementing standardised safety processes that are easy to understand, communicate, and adhere to. Having clear protocols that are easy to understand helps workers comply with legal requirements and reduce/prevent accidents.

How do we achieve this?

- New simplified safety induction.
- New contractor/visitor inductions and improved management.
- Team development and improvement of communication.
- Learning from past incidents (Mock Trial Programme).
- Partnership and integration of Pisys system across sites



People

Transport

We are committed to ensuring safe driving practices, deliveries, and loading/unloading procedures in order to reduce and prevent accidents. In turn, this will help reduce repair costs and insurance premiums as well as provide a reliable delivery service.

How do we achieve this?

- How do we achieve this?
- Training and education of drivers against eco and safe driving.
- Monitoring and measuring driving habits.
- Simplified customer site risk assessments.
- Reward for eco & safe driving.
- Work closely with insurers.



Transport

Legislation

We strive to exceed all UK legal requirements. Once again, this serves to reduce and prevent accidents and claims as well as create an environment our workers feel safe in, contributing to better health and well-being.

How do we achieve this?

- Invest in an online legal register.
- Integration of “The Compliance People” systems to help manage our environment, health and safety and quality-related compliance obligations.
- Implement 45001 internal management systems.
- Audit against our policies and procedures.
- Streamline and simplify our policies & procedures.
- Build relationships with insurers and other industry bodies.



Legislation

Safety Defences

We continuously review and improve our safety procedures to ensure they effectively protect our team. This will help both reduce and prevent future accidents as well as reduce the risk levels of our operations. It is important to us that our agreed safety procedures, both physical and procedural, are not only effective but also sustainable.

How do we achieve this?

- Audit and improve our control measures.
- Site compliance programme and awards for top sites.
- Follow the hierarchy of risk with controls.
- Score confidence in our control methods.
- Stringent contractor and permit-to-work controls.
- External independent audit programme.



Safety Defences

Standardised Safety Processes

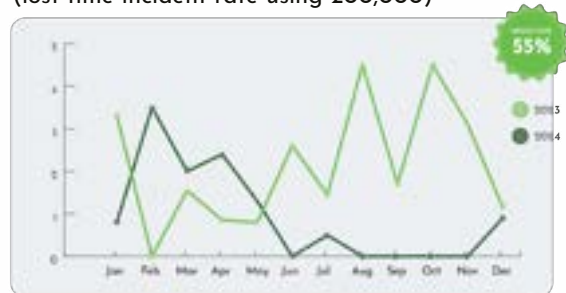
We have implemented standardised safety processes across all our sites to ensure clarity, consistency, and compliance. These measures go beyond legal requirements, reinforcing our belief that education and continuous improvement are key safety drivers.

In 2024, we reduced first aid incidents by 22% compared to 2023. We have also consistently reduced RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents year on year since 2022, with a 17% decrease from 2023 to 2024. Additionally, we saw a 55% reduction in Lost Time Incident Rates from 2023 to 2024. Here are further breakdowns of how we have improved year-on-year for health and safety.

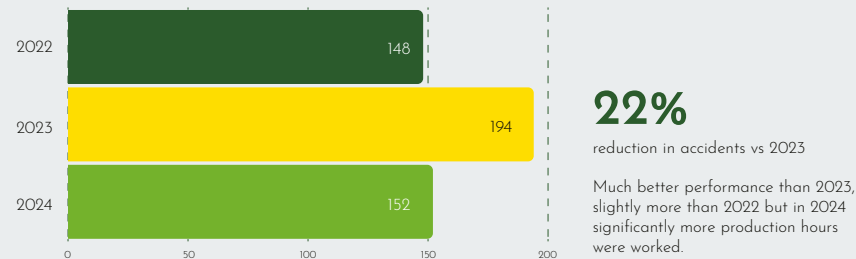
Duration Rate
(number of hrs worked between accidents)



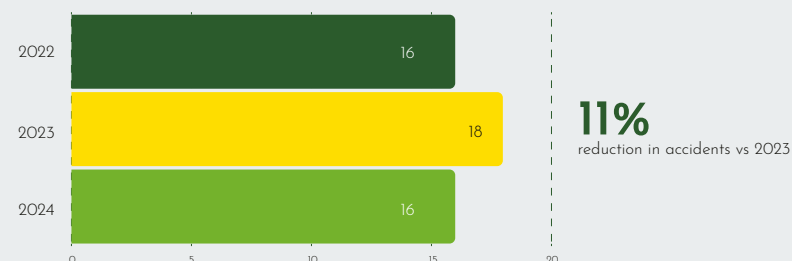
LTIR
(lost time incident rate using 200,000)



First Aid Accidents



Lost time Accidents



Royal Society for the Prevention of Accidents Awards

At CLEAN, safety is not just a tick-boxing exercise; we want to go above and beyond to keep our team safe. These measures meet legal requirements and reflect our belief in education as a tool for transformation. By empowering our employees with the knowledge and tools they need, we create a safer, more efficient workplace for everyone. As evidence of our commitment to safety, we have achieved the RoSPA President award for the last 13 years, with 2024 hoping to be our 14th.



For maintaining high standards, achieving 13 consecutive RoSPA Gold Medal Awards across all aspects of health and safety.



Awarded to our Camberley, Cheltenham, Ross-on-Wye, Slough and Yeovil

Transport Safety

Our goal is zero traffic incidents during loading, delivery, and collection activities. This protects our employees and reassures customers that their linen is delivered safely and reliably. We have already made significant improvements to this.

How do we achieve this?

- At-fault collisions were reduced by 36.7%, surpassing our target of 33%.
- Speeding events decreased by 50%.
- Harsh driving incidents dropped by 58%.
- Policy violations (mobile phone use, seat belts, smoking, etc.) fell by 82%
- Our fleet covered over 6.3 million miles, equivalent to driving around the world 253 times, while continuously improving driver safety through monitoring and coaching.



Peter Cox
Head of Transport, CLEAN

2024 has seen all the hard work we have put in start to come to fruition. We have reduced at fault collisions by 36.7% against a challenging target of 33%. The introduction of AI technology in the form of Samsara telematics and vehicle cameras has seen remarkable results that really does demonstrate our commitment to driving safety in transport operations. Getting our people home safe every day will forever remain our mantra.

We have driven 6,322,332 miles, that's 253 times around the world, and during that time, we have reduced speeding events by 50%, harsh driving events by 58% and policy violations (mobile phone use, seat belt, eating/ drinking and smoking) by a massive 82%.

We have reviewed 1226 events, and our teams have been busy coaching our drivers towards continuously improving their safety scores and developing their safe and fuel-efficient driving techniques.

Huge credit must go to our drivers and transport management teams whose engagement and proactive approach have made this all possible.

Mock Trial Training

We are committed to continuously advancing our safety initiatives to ensure a safer workplace for everyone. As part of this commitment, we have also introduced mock trial scenarios, where employees engage in legal exercises based on real incidents. In a recent session, **over 50** participants took part in a Mock Trial training, gaining valuable insights into risk management and legal implications.

These initiatives reinforce a proactive approach to safety, ensuring our teams are well-prepared to prevent and respond to workplace hazards.

i

To further embed a culture of safety and accountability, we plan to introduce a Safety Excellence Certification Program, which will recognise sites that consistently exceed safety standards.

This initiative will reinforce CLEAN's commitment to workplace safety and drive continuous improvement across all our operations. By continuously innovating and strengthening our safety processes, CLEAN is setting a benchmark for workplace safety in our industry, ensuring every employee returns home safely each day.



At the same time, we continue to build on our safety defences. Our strategy includes:

Regular Audits

Assessing and refining safety controls to ensure ongoing effectiveness.

Hierarchy of Risk Controls

Prioritising the most effective risk mitigation strategies.

Independent Safety Audits

Partnering with external auditors to validate and enhance safety measures.

Simplified Policies

Making safety procedures clear, actionable, and easy to follow.

Industry Collaboration

Staying ahead of safety regulations and trends by working with the Textile Services Association (TSA) and other industry bodies.



Governance & Ethical Practices

Compliance and Transparency

Adhering to all relevant regulations and reporting standards is a fundamental priority for CLEAN. We strive to exceed legal requirements and set best practices in governance, ensuring that our sustainability efforts are credible, measurable, and continually improving.

To maintain transparency and accountability, we are committed to:

- Publishing regular sustainability progress reports with SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) metrics.
- Maintaining open communication with stakeholders through newsletters, webinars, and annual reports.
- Conducting third-party audits and certifications to validate our sustainability claims.

The Importance of Transparency

At CLEAN, transparency is essential for building trust, ensuring accountability, and driving meaningful change. In today's business environment, stakeholders expect openness and honesty in corporate practices, including customers, suppliers, employees, and investors.

Why Transparency Matters:

Building Trust: Open and accurate communication fosters confidence in our ESG commitments.

Encouraging Accountability: Publicly tracking our goals and progress drives continuous improvement.

Driving Positive Change: A transparent culture promotes collaboration, innovation, and problem-solving.

Meeting Regulatory and Ethical Standards: Proactive compliance ensures we stay ahead of industry regulations.

Engaging Customers and Suppliers: Clear communication strengthens relationships with values-aligned partners.

Fostering Long-Term Success: Stakeholder trust and engagement are key to sustained growth.

How We Ensure Transparency

Regular Sustainability Reports: We provide clear, comprehensive updates on our ESG initiatives and performance.

Open Communication Channels: We keep stakeholders informed through newsletters, webinars, and direct engagement.

Performance Tracking and Public Metrics: We measure and disclose key data, ensuring visibility of our sustainability journey.

Third-Party Audits and Certifications: External verification enhances the credibility of our commitments.

Looking Ahead

To further strengthen our governance framework, we plan to:



1

Expand supply chain sustainability initiatives, working with partners to uphold high ethical and environmental standards.



2

Enhance stakeholder engagement, providing more opportunities for input and collaboration.



3

Develop a Safety Excellence Certification Program, recognising sites that consistently exceed safety and compliance expectations.



4

Continue refining our governance metrics, ensuring they remain relevant and effective in driving meaningful progress.

CLEAN sets a benchmark for responsible business leadership in the commercial laundry industry by embedding transparency, accountability, and continuous improvement into our governance practices.



Our sustainability strategy at CLEAN sets a firm foundation for measurable improvements and a lasting positive impact. As we move forward, our ambitions grow even larger, and we are excited about the future of our sustainability journey.

For more information on how CLEAN Linen & Workwear is driving sustainability and ethical practices across our operations or to discuss potential collaborations, please reach out to us:



0330 818 7008



info@cleanservices.co.uk



www.cleanservices.co.uk

Through governance, ethics, and sustainability, we continue to push forward, transforming the industry for the better, one step at a time. We encourage all stakeholders to join us on this exciting journey as we work to create a more sustainable future for all.

CLEAN

LINEN & WORKWEAR