CLEAN

LINEN & WORKWEAR



ENVIRONMENTAL AND SOCIAL GOVERNANCE REPORT

2026

Part of the ALSCO family

CLEAN'S SUSTAINABLE STRATEGY IS A BOLD STEP

toward a greener, fairer, and more responsible future

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2026

Our second ESG Report is evidence of real progress. We have gone further than ever in understanding our Scope 3 emissions, and our commitment to our people and communities has grown stronger.

We publish this report because transparency and accountability are non-negotiable. We are proud of what we have achieved, honest about the challenges ahead, and unwavering in our ambition to be the most sustainable laundry in the UK.

Kevin Godley

Chief Executive Officer



OUR SUSTAINABLE JOURNEY

This Environmental, Social, and Governance (ESG) report is more than a reflection of our achievements. It is an honest account of a journey still in progress, with a balanced focus on our employees, suppliers up and down the value chain, and the planet. 2025 has been a year of significant action: from the energy efficiency investments across our sites, to our deepening work with suppliers to map and understand our full carbon footprint.

A key part of that journey is transparency, even when the numbers are uncomfortable. Our reported Scope 3 emissions have increased year-on-year, but this is not a step backwards. In 2024 we captured 100 emission categories from 8 suppliers; in 2025 that grew to 150 categories across 83 suppliers, with entirely new categories including hotel stays, digital marketing, and end-of-life product treatment reported for the first time. The increase reflects better data, not greater harm.

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 Specific, Measurable, Achievable, Relevant/Realistic, Time-bound (SMART) 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.

We are particularly pleased with the progress made this year in improving the quality, depth, and coverage of our data. Compared with previous reporting periods, a greater proportion of emissions has been calculated using activity-based data, supported by better supplier information and wider Scope 3 inclusion.

While this has resulted in higher reported emissions, it gives us far greater confidence that the footprint now more accurately reflects the true impact of our operations and value chain, and it significantly strengthens our ability to track progress year on year.

For 2025, our total reported emissions were approximately 50,000 tCO_2e, representing an increase of around *30% compared with 2024*. This change is largely driven by improved data completeness, methodological updates, and expanded Scope 3 coverage, rather than a like-for-like deterioration in operational performance. Emissions intensity metrics per employee and per unit of revenue show similar movements for the same reasons.

As expected for our sector, Scope 3 emissions account for the majority of our footprint. The most significant contributors are energy use, product and textile purchases, travel and commuting, and purchased services. Scope 1 and Scope 2 emissions represent a smaller proportion of our overall impact, reinforcing the importance of working closely with our suppliers, partners, and colleagues if we are to deliver meaningful reductions.

The assessment confirms that, to remain aligned with the Paris Agreement ambition of a 50% reduction by 2030, we need to achieve an average annual *reduction of around 6.7%*, equivalent to approximately 3,300 tCO_2e per year at current levels. The report sets out a range of practical, prioritised actions to support this, including improvements in energy efficiency, increased use of renewable energy, lower-carbon heating solutions, more sustainable procurement, fleet transition, and stronger supplier engagement.

Overall, this 2025 GHG assessment marks an important step forward. The improvements in data quality achieved this year give us a far stronger platform from which to set targets, make informed decisions, and demonstrate progress with confidence as we continue to reduce emissions across our operations and wider value chain.



Chris Bell

Director Safety & Sustainability

OUR SCOPES

What are our Scope 1, 2, 3 Emissions?

Our Key Strategic Objectives 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 (38%)
Direct Emissions

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

- Fuel combustion in company-owned vehicles
- Emissions from on-site manufacturing or industrial processes



SCOPE 2 (5%)
Indirect Emissions from Energy

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 (57%)
Other Indirect Emissions

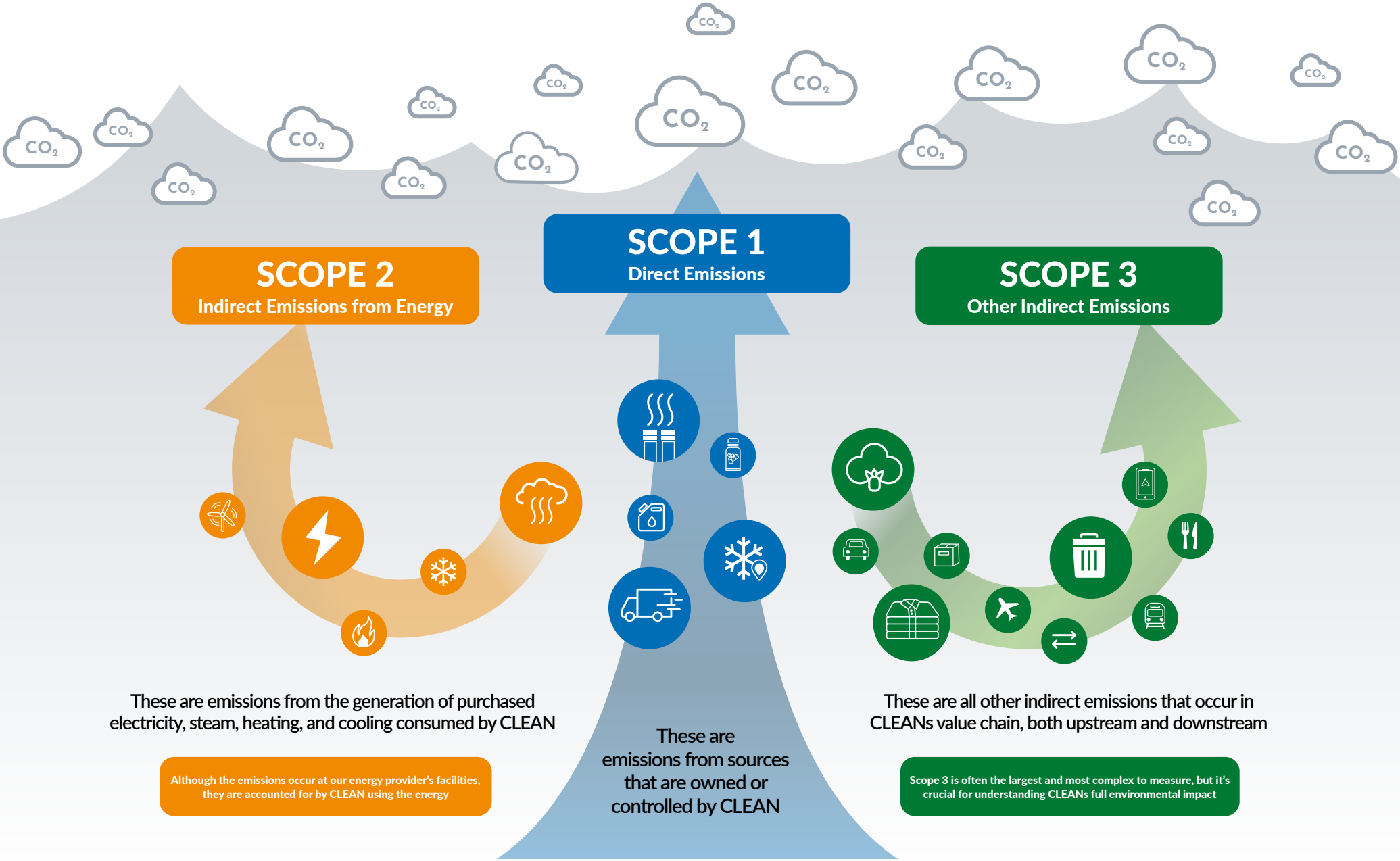
These are all other indirect emissions that occur in CLEAN's value chain, both upstream and downstream. Examples include:

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

IMPORTANT

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

We have captured 150 distinct emission factors and data from 83 suppliers.


SCOPE 1
Direct Emissions
SCOPE 2
Indirect Emissions from Energy
SCOPE 3
Other Indirect Emissions
These are emissions from the generation of purchased electricity, steam, heating, and cooling consumed by CLEAN
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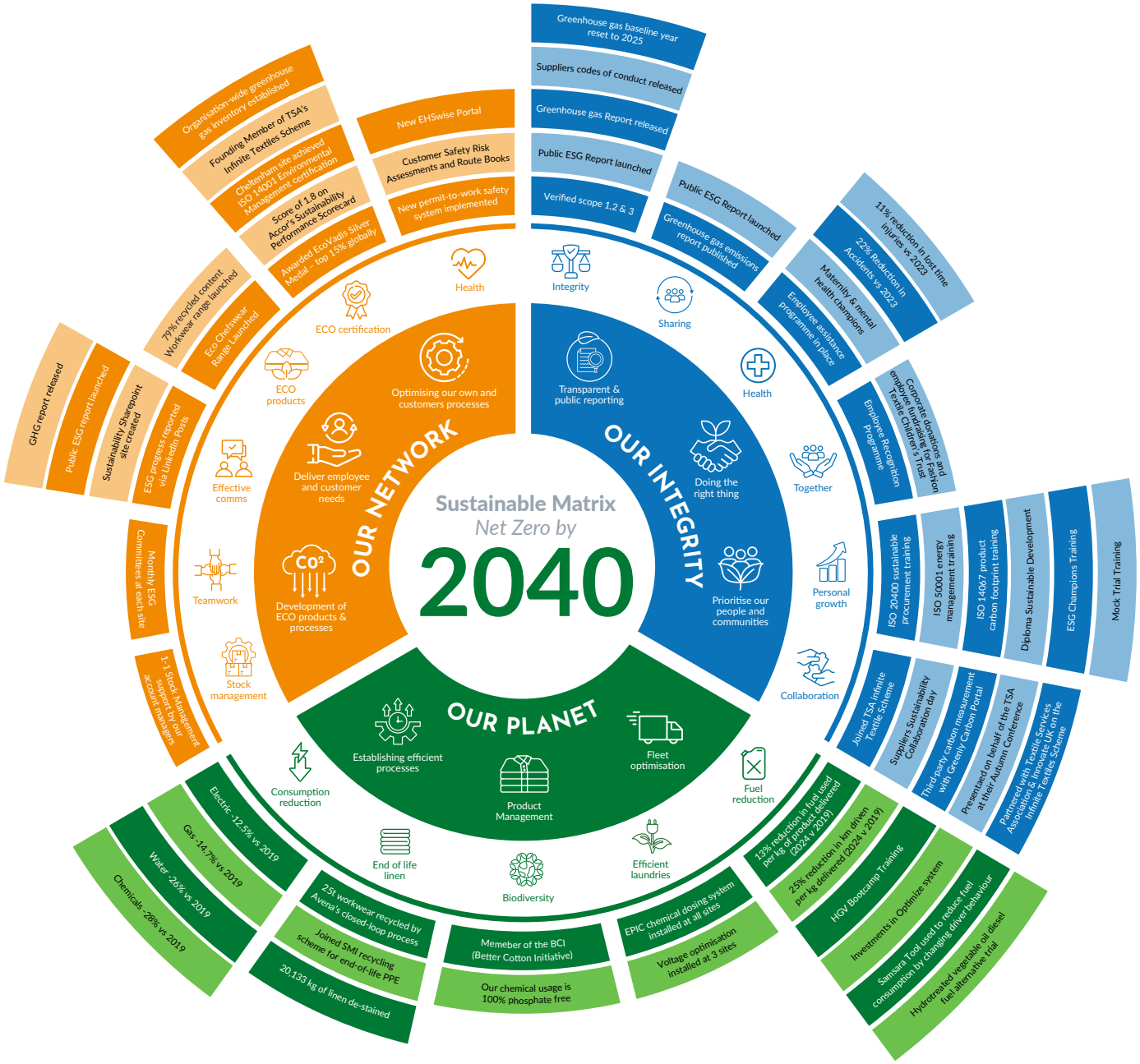
OUR SUSTAINABILITY MATRIX

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 are represented by additional rings surrounding the matrix, illustrating tangible progress along 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.



1 CUSTOMER SUSTAINABLE PARTNERSHIPS

Partnering with customers to provide CO_2 footprint insights by product family, enabling informed eco-friendly choices.

→ **Target: 2025**

2 SCOPE 1 & 2 EMISSIONS REPORTING

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

→ **Target: 2025**

3 SCOPE 3 EMISSIONS PROGRESS

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

→ **Target: 2025**

4 ACHIEVING ECO-CERTIFICATION

Striving for:
- EcoVadis Platinum
- 14001 Accreditation
- Science-Based Targets

→ **Target: 2030**

5 SUSTAINABILITY TRAINING

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

→ **Target: 2026**

6 GHG REDUCTION

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

→ **Target: Year-on-Year**

7 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**

KEY: Achieved in full

OUR MATERIALITY MATRIX

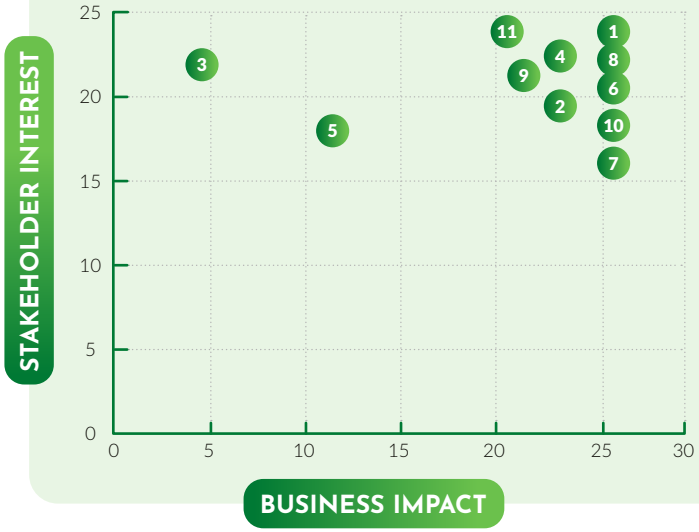
As part of our commitment to building a robust and forward-looking sustainability strategy, we have developed a materiality matrix to help identify and prioritise the environmental, social, and governance (ESG) issues that matter most to our stakeholders and business. A materiality matrix is a strategic 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.



1. **Climate Change**
Assessing greenhouse gas emissions, energy use, and climate related risks.

2. **Resource Management**
Evaluating water usage, waste management, and resource efficiency.

3. **Biodiversity**
Considering impacts on ecosystems and biodiversity conservation efforts

4. **Labour Practices**
Examining employee relations, working conditions, and labour rights.

5. **Community Engagement**
Assessing the impact on local communities and stakeholder engagement.

6. **Human Rights**
Ensuring respect for human rights across the supply chain.

7. **Corporate Governance**
The rules, practices, and oversight by which the company is directed and held accountable, ensuring ethical conduct legal compliance, and alignment with its purpose.

8. **Ethics and Compliance**
Assessing anti-corruption measures, ethical business practices, and regulatory compliance.

9. **Risk Management**
Identifying and managing ESG-related risks and opportunities.

10. **Stakeholder Engagement**
Engaging with stakeholders to understand their concerns and priorities.

11. **Transparency and Reporting**
Ensuring clear and accurate reporting of ESG performance and initiatives.

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 CO_2 emissions and the actions that will have the best effect on lowering CO_2 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.

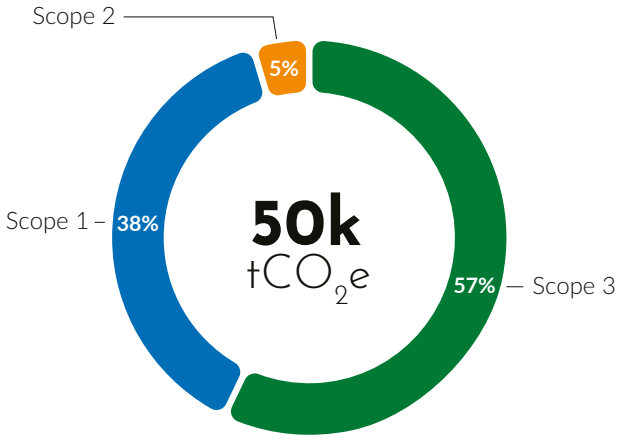
GENERAL OVERVIEW

This report summarises the results of CLEAN Linen & Workwear 2025 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.

Breakdown by Scope (2025 vs 2024)

	SCOPE 1 Direct Emissions	SCOPE 2 Indirect Emissions from Energy	SCOPE 3 Other Indirect Emissions	Total
Absolute tCO_2e	19k +3%	2.3k -25%	28k +71%	49.3ktCO_2e
Employee tCO_2e/employee	15 +3%	1.8 -25%	22 +71%	38.8t/ employee
Revenue tCO_2e/M£	226 -2%	28 -28%	338 +63%	592t/M£

Key: + - Increase/Decrease 2025 vs 2024



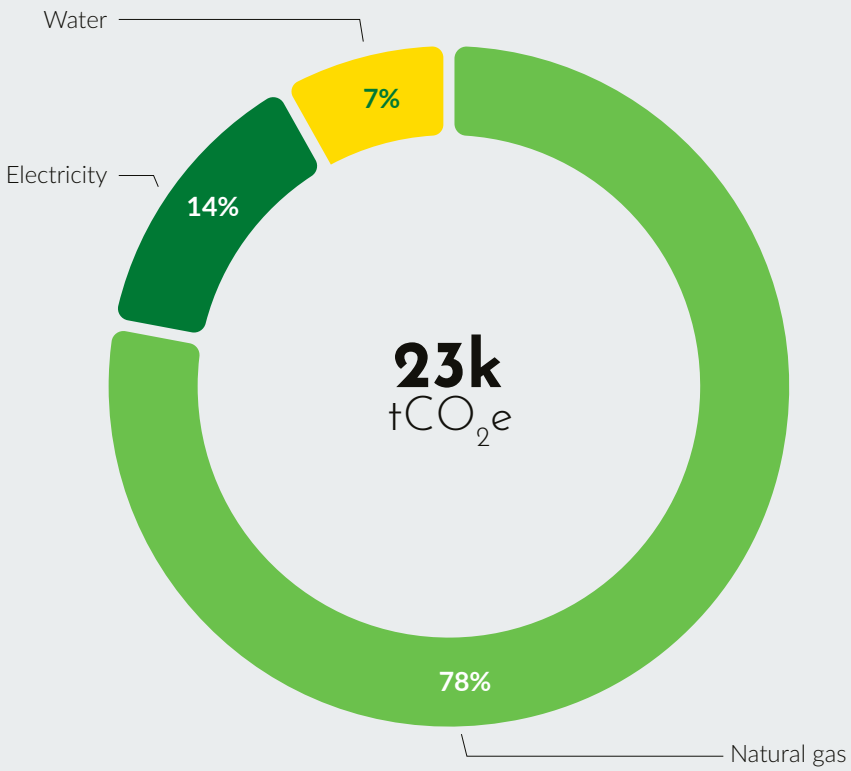
The overall increase of 3% is primarily attributable to a reduction in headcount combined with an increase in total CO_2 emissions. All observed increases within Scope 3 emissions are the result of improved data quality and expanded reporting from suppliers, rather than a material rise in activity levels. In addition, several Scope 3 categories were identified and reported for the first time during this reporting period, including hotel stays, digital marketing, and end-of-life treatment of products. These categories were not captured in the 2024 carbon report, contributing to the apparent year-on-year increase.

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

Base year emissions are updated using the current year's methodologies, emission factors, and boundaries. When historical data updates are not feasible, adjustments or acknowledgements are clearly documented.

FOCUS ON ENERGY

Energy emissions by category (% tCO_2e)



46% of total

Activity data	Expense data
21k tCO_2e (92%)	1.8k tCO_2e (8%)

What is included in this category?

CO_2 emissions from energy production and consumption, covering fossil fuels and renewables. Varies by energy source type, efficiency, and carbon intensity.

How can we reduce the impact of this category?

We will/have adopted the following measures:

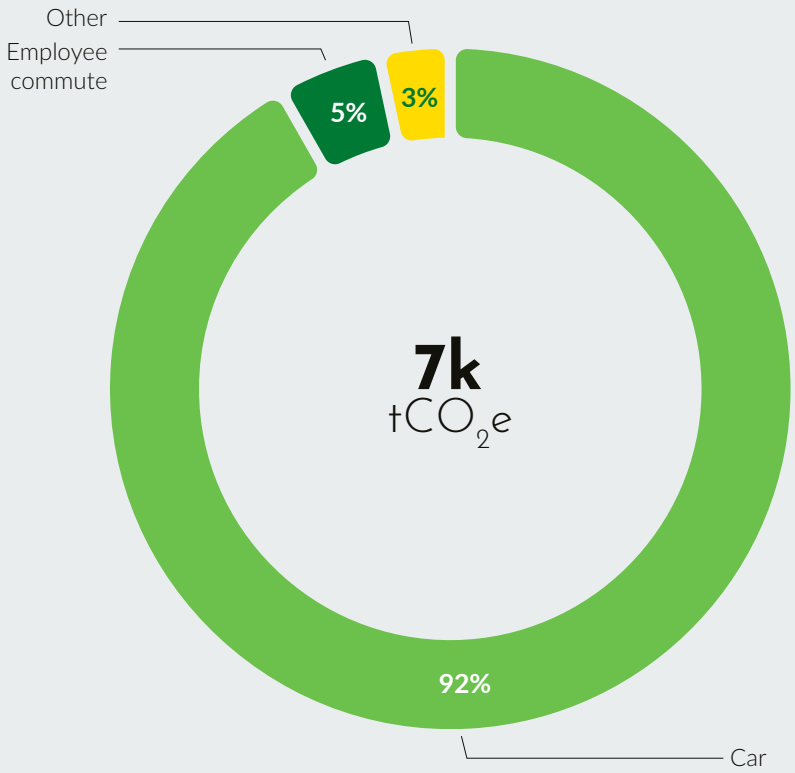
- Purchase renewable electricity
- Improve the insulation of our buildings
- Implement an energy management system

Methodology

1. Emissions calculated using activity and expense data, by multiplying a quantity by an emission factor.
2. The emission factors used for this category come from the following databases: Base Empreinte Ademe 23.3, Exiobase 3.8.2, IEA 2024, Uk OHG Conversion Factor 2024, Uk CHG Conversion Factor 2025.
3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

FOCUS ON TRAVEL AND COMMUTE

Travel and Commute emissions by category (% tCO_2e)



14% of total

Activity data
5.6k tCO_2e (80%)

Expense data
1.4k tCO_2e (20%)

What is included in this category?

CO_2 emissions from travel and commuting, covering various transportation modes. Includes direct fuel combustion and indirect fuel production emissions.

How can we reduce the impact of this category?

We will/have adopted the following measures:

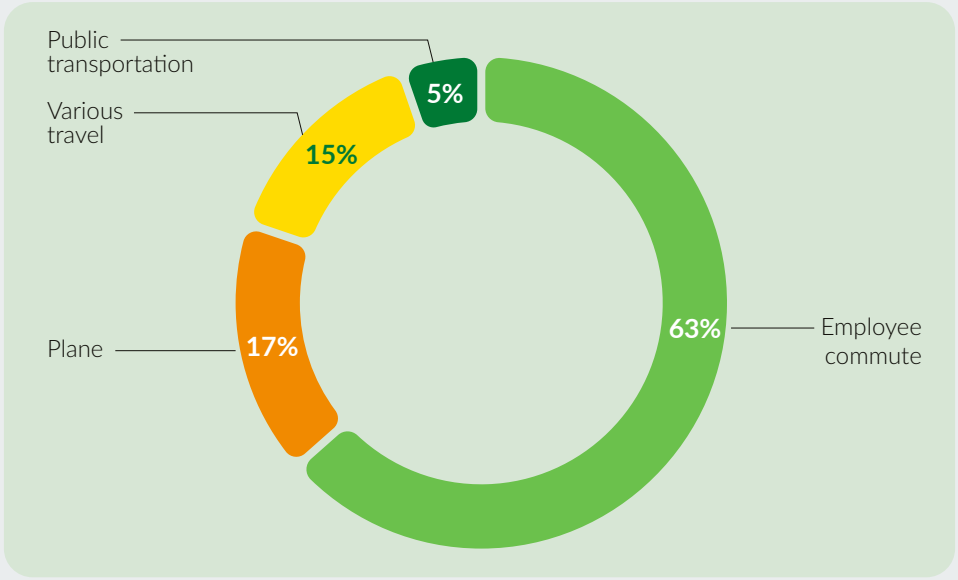
- Offer eco-driving courses
- Implement a mobility plan within our company
- Where possible, renew our fossil-fuel vehicle fleet with hybrid and electric vehicles

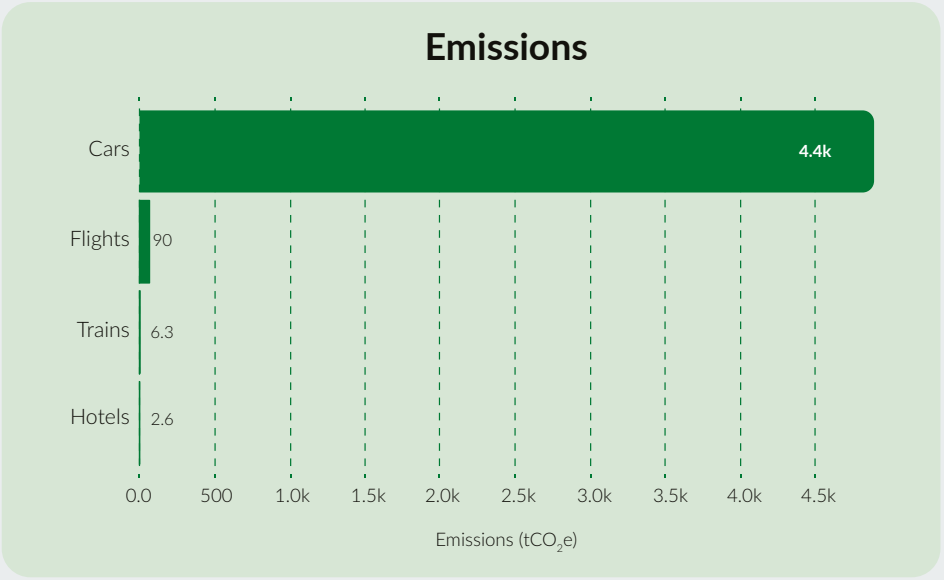
Methodology

1. Emissions calculated using activity and expense data, by multiplying a quantity by an emission factor.
2. The emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, Base Empreinte Ademe 23.5, Base Empreinte Ademe 23.6, Base Empreint deme 23.7, Base Empreinte Ademe 23.8, Cornell Hotel Sustainability Benchmarking Index 2024, Exiobase 3.8.2, Greenly 1.0, Uk GHG Conversion Factor 2024, Uk GHG Conversion Factor 2025.
3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

FOCUS ON TRAVEL AND COMMUTE

Activity Data Analysis: Business Travel And Vehicle Fuel Consumption





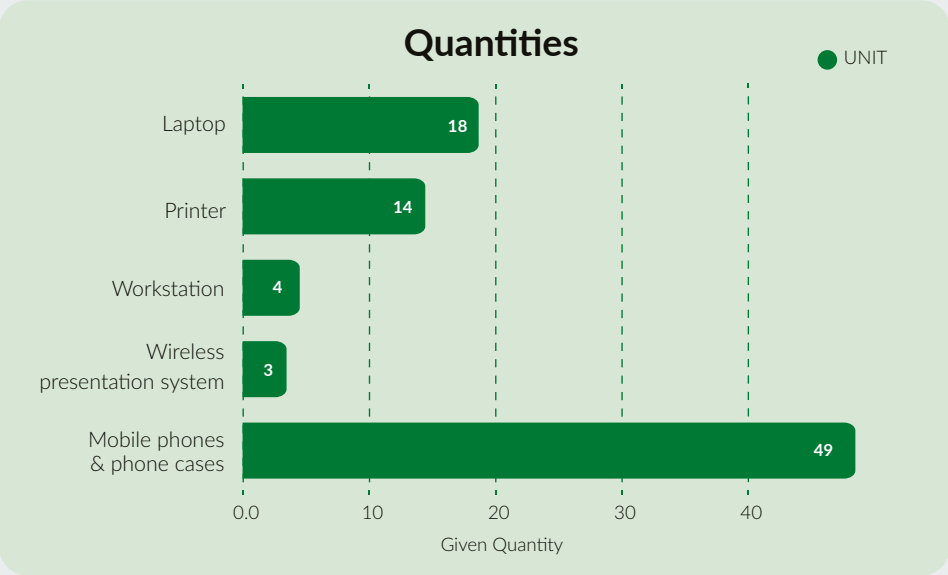
This module covers 9% of total emissions. This represents 4.5k tCO_2e.

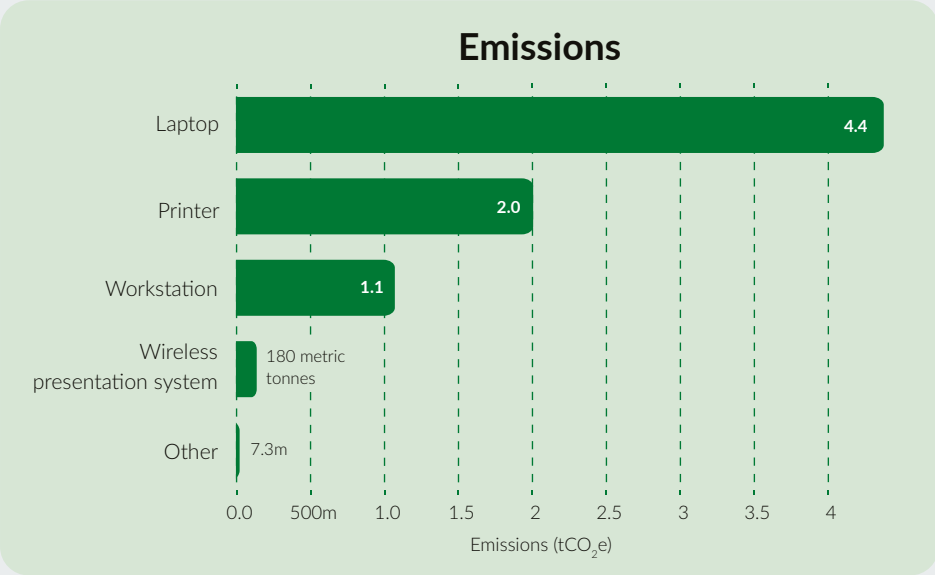
Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in $kgCO_2e$, for instance).
2. Emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, Base Empreinte Ademe 23.5, Base Empreinte Ademe 23.6 Base Empreinte Ademe 23.7, Base Empreinte Ademe 23.8, Cornell Hotel Sustainability Benchmarking Index 2024, Greenly 1.0, Uk GHG Conversion Factor 2024, Uk GHG Conversion Factor 2025.
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 ASSETS & IT

Activity Data Analysis: IT Inventory





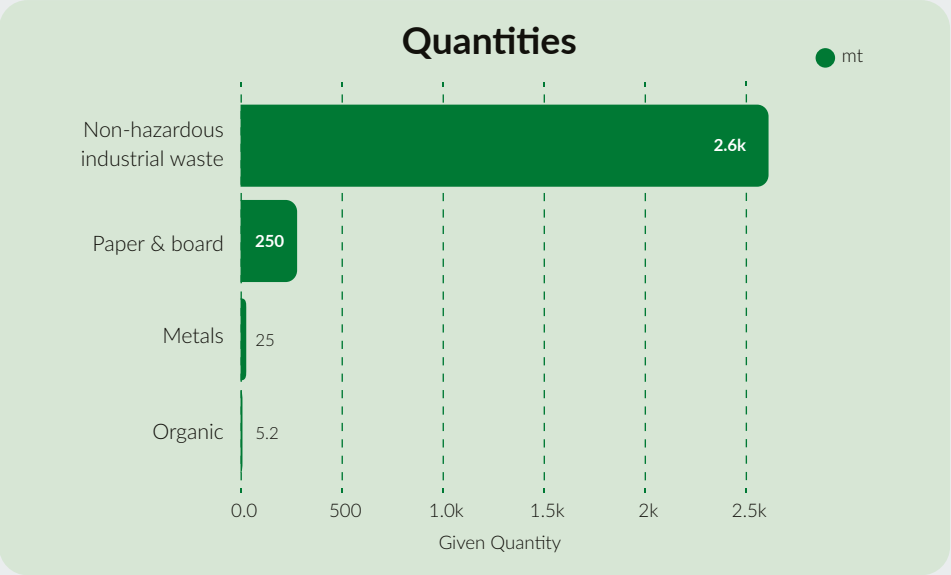
This module covers < 0.1% of total emissions. This represents 7.7k tCO_2e.

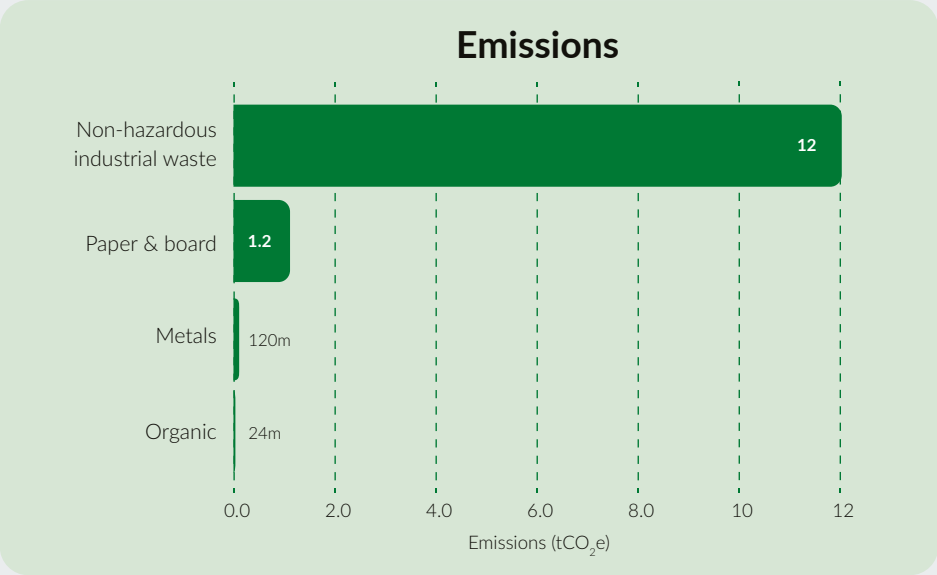
Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in $kgCO_2e$, for instance).
2. Emission factors used for this category come from the following databases: Greenly 1.0.
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





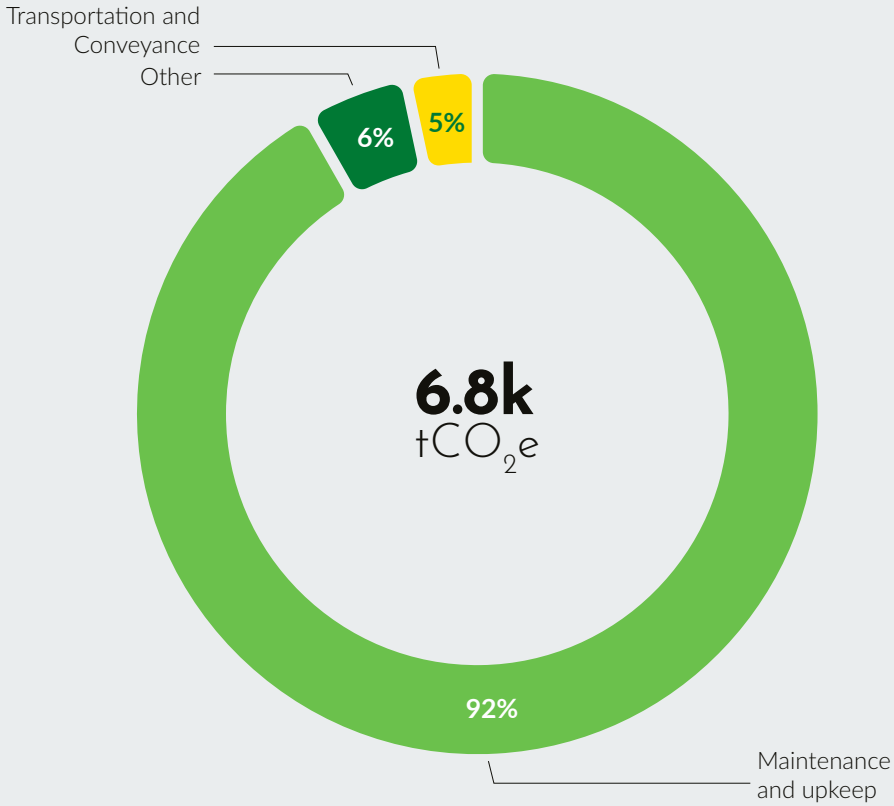
This module covers < 0.1% of total emissions. This represents 14k tCO_2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in $kgCO_2e$, for instance).
2. Emission factors used for this category come from the following databases: Uk GHG Conversion Factor 2025.
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 SERVICES PURCHASES

Services purchases emissions by category (% tCO_2e)



14% of total

Activity data	Expense data
0 tCO_2e (80%)	6.8k tCO_2e (100%)

What is included in this category?

CO_2 emissions from service purchases, covering professional services. Primarily from upstream energy/material use and energy consumed during service provision.

How can we reduce the impact of this category?

We will/have adopted the following measures:

- Implement and apply carbon impact conditions in our purchasing policy
- Collect and record precise scope 3 emissions with supplier-specific emission factors tailed to their supply category

Methodology

1. Emissions calculated using activity and expense data, by multiplying a quantity by an emission factor.
2. The emission factors used for this category come from the following databases: Company Report 1.0, Exiobase 3.8.2
3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

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.



CLEAN has always been committed to empowering our customers so they can deliver exceptional service to theirs. As sustainability has become a defining factor in partnership decisions, our team has embraced the challenge with genuine dedication.

This report demonstrates our commitment to transparency and meaningful progress. By providing clear, reliable data, we give our customers the confidence that they are partnering with a laundry provider fully invested in sustainable performance—and determined to help strengthen their credibility with stakeholders.

Together, we can set a higher standard for sustainable laundry services and create lasting value for every customer we serve.

Gareth Draper

Business Development Director, Commercial Linen



A COLLABORATIVE EFFORT

SUSTAINABILITY STEERING COMMITTEE

To ensure we embed ESG principles into everything we do, we have assembled a dedicated Sustainability Steering Committee, which will lead the charge on all things ecologically friendly at CLEAN.

But real progress isn't made in boardrooms - it happens when employees, suppliers and customers come together with a shared commitment to doing better.



Chris Bell
Director Safety and Sustainability



John Newland
Operations Director, Hotel Linen



Gareth Draper
Business Development Director, Commercial Linen



Jim Foley
Finance Director



Neil McColl
Director for Operation, 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 (Fashion & Textile Children's Trust) and other local charity partnerships
8. Ensuring the site ESG projects and performance KPIs are communicated
9. Assisting in the B Corp, ACCOR and EcoVadis submissions
10. Developing our sites towards ISO 14001 Environment Management system and certification



Tom Nixey
Nottingham



Uzair Mohammed
Cheltenham



Mark Durose
Banbury



Tracey Banks
Slough & Camberley



Neil Reid
Yeovil



ENVIRONMENTAL SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY



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

Director of Operations – Hotel Linen

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:

BUILDING A STRONGER EMISSIONS BASELINE

Expanding Scope 3 data to support more consistent environmental measurement.

1	2	3	4	5	6
WATER USAGE	COMBINED ELECTRICITY & GAS CONSUMPTION	ELECTRICITY USAGE	GAS USAGE	FUEL USAGE	DISTANCE DRIVEN
Litres per kg of product	kWh per kg of product	kWh per kg of product	kWh per kg of product	Litres per kg of product for deliveries	km per kg of product

For this 2025 report all the data within uses 2024 as it's baseline. In the future, our baseline year will be 2025 due to improved Scope 3 data collection.

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.

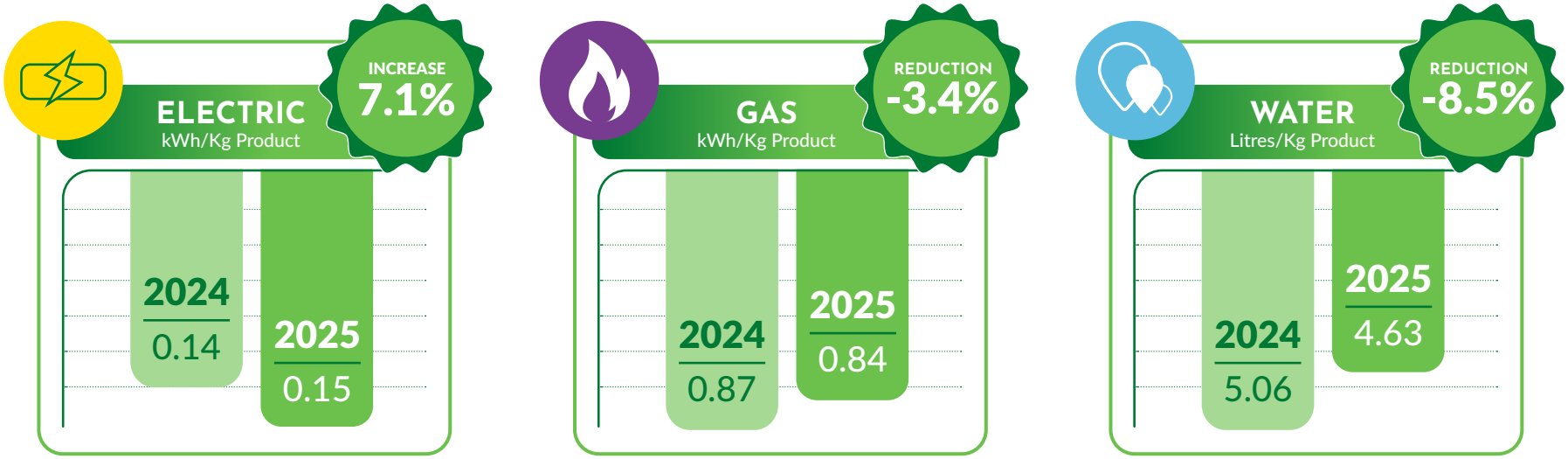


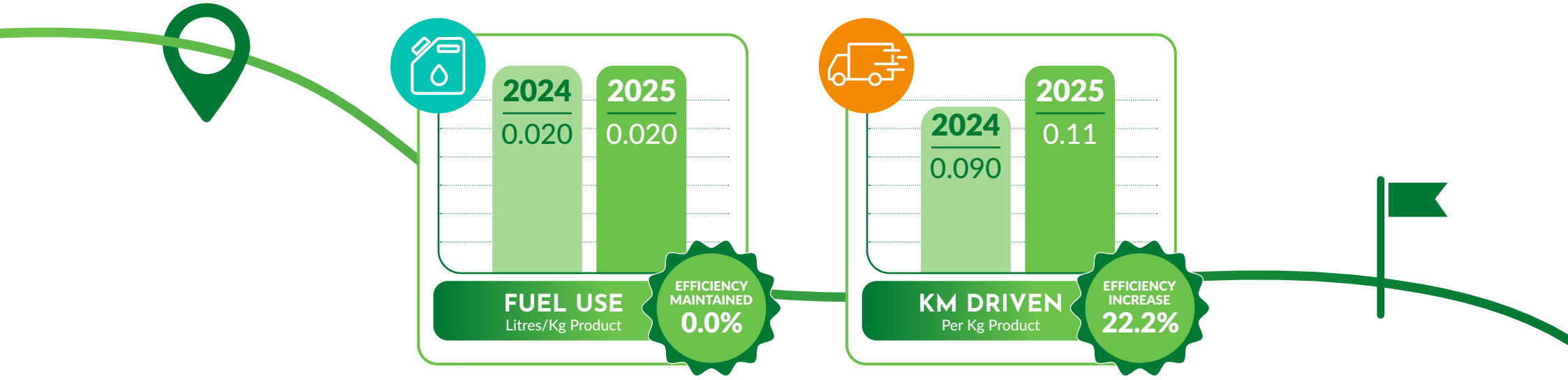
UNDERSTANDING OUR EFFICIENCY METRICS

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 (CO_2) emissions.

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.


ELECTRIC
kWh/Kg Product
INCREASE
7.1%
2024
0.14
2025
0.15
GAS
kWh/Kg Product
REDUCTION
-3.4%
2024
0.87
2025
0.84
WATER
Litres/Kg Product
REDUCTION
-8.5%
2024
5.06
2025
4.63


2024
0.020
2025
0.020
FUEL USE
Litres/Kg Product
EFFICIENCY MAINTAINED
0.0%
2024
0.090
2025
0.11
KM DRIVEN
Per Kg Product
EFFICIENCY INCREASE
22.2%

KEY STRATEGIC OBJECTIVES 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 50,000 tCO_2e annually, equivalent to 28,500 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:

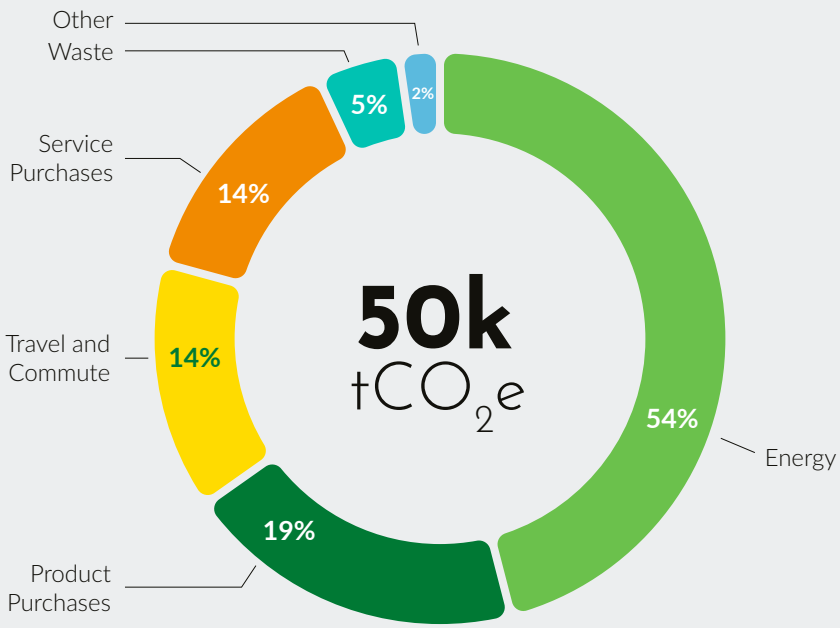
- **Car Travel:** 4,200,000 km, emitting 4,489 tCO_2e
- **Flights:** 31,000 km, emitting 90.5 tCO_2e
- **Train Travel:** 4,100 km, emitting 2.6 tCO_2e

CLEAN is implementing key sustainability initiatives to reduce CO_2 emissions across it's operations.

Strengthening relationships with suppliers and customers enhances efficiency, minimises waste, and lowers emissions from production and transportation.

Total emissions of CLEAN Linen & Workwear

by activity (% tCO_2e)



IS EQUIVALENT TO:

The amount of CO_2 sequestered annually by **4.5k hectares of growing forest***

The annual emissions of **4.1k British people***

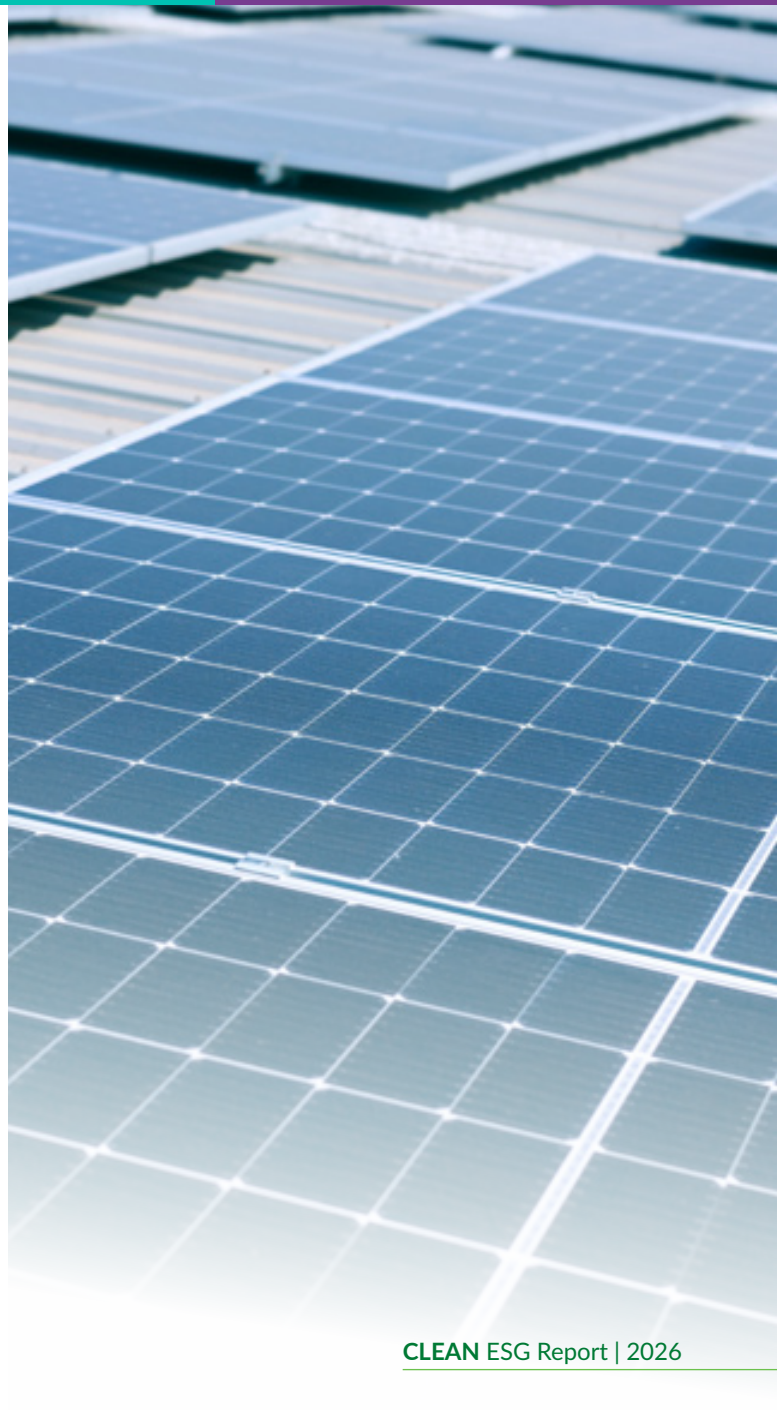
29k London – New York round trips*

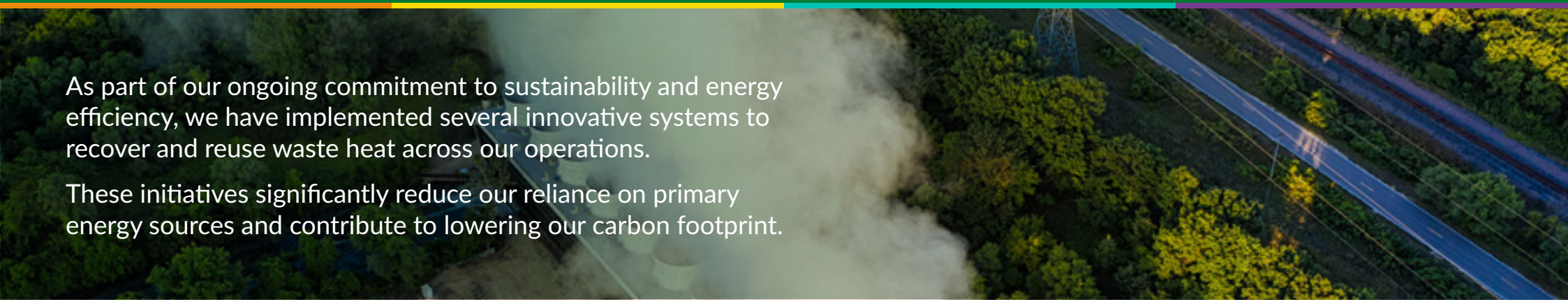
HOW ARE WE TRACKING & MANAGING OUR EMISSIONS

At every site, we have installed energy monitoring systems that identify where energy is being wasted and help us reduce overall consumption. We also use Greenly, a specialist carbon tracking platform, to measure our full carbon footprint across all three emission scopes, covering everything from our direct energy use to our supply chain and logistics. Together, these tools give us a clear, real-time picture of where we stand and where we can improve.

To further cut electricity waste, we have introduced voltage optimisation technology at our Camberley, Slough, and Yeovil laundry sites. This technology regulates the voltage supplied to equipment, reducing unnecessary energy draw without affecting performance. We have also installed solar panels at our Camberley and Nottingham sites, allowing us to generate a portion of our own renewable electricity and reduce our dependence on fossil fuels. Full solar generation systems at both sites are on track to be operational by Q3 2026 in Nottingham and Q4 2026 in Camberley.

Across our transport fleet, we use Samsara, a fleet management system, to monitor vehicle performance and maximise fuel efficiency in real time. We have also successfully trialled Hydrotreated Vegetable Oil (HVO), a renewable fuel that can be used as a direct diesel substitute with no loss of performance or fuel economy. As HVO currently carries a higher cost than conventional diesel, we are exploring customer interest in adopting it as part of our wider decarbonisation journey. This engagement will help us align future investment with customer sustainability priorities as the market continues to evolve.





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 washing machine 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

Four of our eight boilers (Slough, Camberley, Yeovil and Nottingham) 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.

6 Voltage optimisation introduced at Slough, Camberley and Yeovil

In the UK, the nominal supply voltage is 230V, but in reality many sites receive 240–250V. Most electrical equipment is designed to tolerate this — but higher voltage doesn't mean better performance. It often means:

- More energy drawn than necessary
- Extra heat in motors and transformers
- Reduced equipment life

Voltage optimisation trims that excess and reduces consumption.

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.

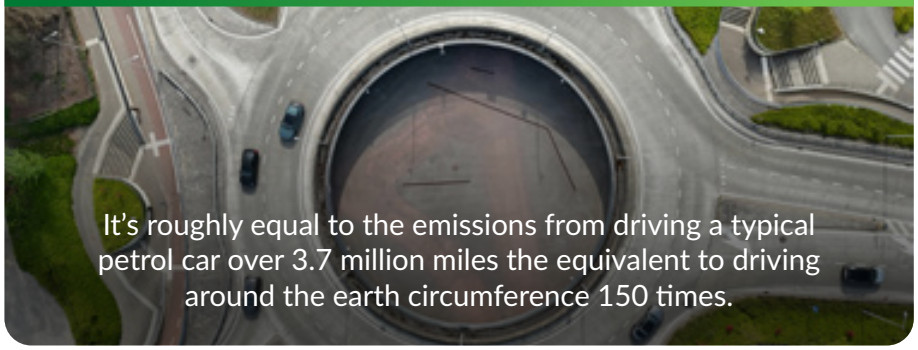


As part of our commitment to sustainability, we are participating in Phase 4 of the Energy Savings Opportunity Scheme (ESOS) a UK government initiative designed to help large organisations identify and implement energy-saving measures.

Between 2024 and 2027, we estimate that our planned improvements will deliver carbon savings in excess of 1,500 tonnes of CO_2e.

To help put 1,500 tonnes of CO_2e 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 CO_2.

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.

ACHIEVED IN 2025

2025 marked a defining year in CLEAN's sustainability journey, a year where ambition turned into action and commitment into measurable progress. We took bold, meaningful steps to embed sustainability at the heart of our operations, partnerships, and culture.







Our Cheltenham laundry proudly became our first site to achieve **ISO 14001 certification**, setting a strong benchmark for environmental excellence and paving the way for other sites now following in its footsteps.

This momentum was reinforced by achieving an **EcoVadis Silver rating**, a significant leap forward from our previous Committed badge and a clear signal of our determination to reach *Platinum*.

SILVER | Top 15%
ecovadis
Sustainability Rating
DEC 2025

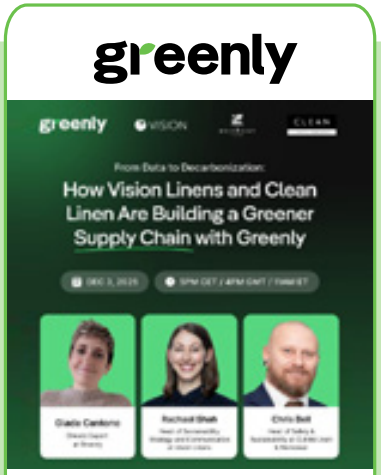
A major milestone was the launch of **CLEAN's first ESG Report**, transparently showcasing our progress and demonstrating our focus on measurable, purposeful action. This was followed by our **first internal ESG & EHS Conference**, where site champions came together to share ideas, celebrate successes, tackle challenges, and ignite collaboration strengthening a shared vision across the business.



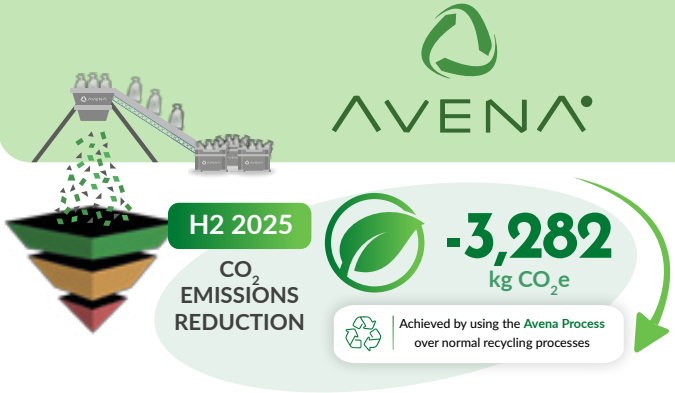
ACHIEVED IN 2025

Through our partnership with **Greenly**, we identified all **Scope 3 emission factors**, creating a robust foundation for accurate CO_2 reporting and smarter decision-making.

Working alongside **Avena**, we ensured that end of life workwear avoids waste, instead being transformed into concrete products and home insulation, granting textiles a meaningful second life and creating impact beyond our industry.



By the end of 2026 we will have at least 50 products with a Life Cycle Analysis (LCA)





CLEAN also became **the first laundry in the UK to join the TSA Infinite Textiles Scheme**, reinforcing our commitment to extending the life of textiles through care, reuse, repurposing, and recycling-keeping materials in use and out of landfill or incineration.

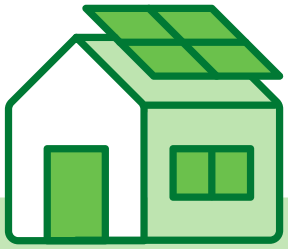
In parallel, we began **calculating customer emissions per hotel and per group, per kilogram processed**, opening the door to honest conversations, collaboration, and the changes that truly deliver the greatest sustainability impact.



Finally, we brought our sustainability vision to our wider value chain by hosting a Supplier Sustainability Day, inviting key partners to explore what cutting CO_2 together really looks like when building trust, forging stronger partnerships, and accelerating solutions that benefit everyone involved.

Together, these achievements represent more than progress, they reflect a growing movement within CLEAN to lead with purpose, act with integrity, and create lasting positive change.

PLANNED 2026



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.



ALL SITES

Replace Diesel with HVO in HGVs and LGVs

We are ready to transition to HVO fuel where customers are ready to make the change. As our small vans' leases end, we are exploring moving to fully electric alternatives.

HVO significantly reduces greenhouse gas emissions and improves air quality.



CAMBERLEY

Install Solar Panels

Were installing solar panels on the roof of our Camberley laundry to cut CO_2 emissions and reduce energy use by generating clean, renewable power on-site.

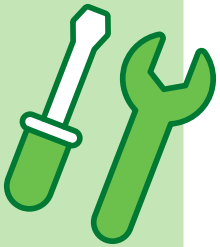
Install Speed Doors

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 CO_2 emissions.

CAMBERLEY

Install Ducting for Compressor Waste Heat

We're installing ducting to reuse compressor waste heat at **Camberley Laundry, boosting energy efficiency and cutting** CO_2 emissions by reducing the need for additional heating.



KEY: ALL SITES | SLOUGH | CAMBERLEY | CHELTENHAM | NOTTINGHAM | YEOVIL

PLANNED 2026-2027

CAMBERLEY

Install O_2 Trim to Boiler

Were installing a new O_2 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.

Replace Windows

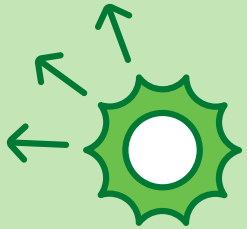
We're upgrading the windows at Camberley Laundry to **boost energy efficiency and reduce heat loss.** The new installations will improve insulation, lower energy use, and support a more comfortable working environment.



CHELTENHAM

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.



NOTTINGHAM

Embedding Sustainability into every Operational Stage

We are developing a new, state-of-the-art laundry facility in Nottingham, designed from the ground up with sustainability at its core. This investment reflects our long-term commitment to reducing emissions, improving resource efficiency, and setting a new benchmark for sustainable laundry operations within our sector.

PLANNED 2026

NOTTINGHAM

Build and Relocate to New Site

Our new Nottingham facility is designed to significantly reduce energy, water, and chemical use. It will feature rooftop solar panels generating clean, renewable energy on-site, the latest low-energy laundry equipment and automation, and advanced water and energy recovery systems.

The site also incorporates RFID technology, enabling a fully automated sorting and packing system that improves accuracy and efficiency throughout the operation.



The site is also built with the future in mind, with infrastructure already in place to support electric delivery vehicles and hydrogen co-firing for the steam plant, ensuring the facility remains at the forefront of sustainable operations for years to come.

Solar Panels Installed at New Build

The solar array covering the full roof space of our new Nottingham laundry will generate clean, renewable energy on-site, reducing reliance on the grid from the moment the site becomes operational.





Removing Single-Use Plastic

The new facility marks a significant step forward in eliminating single-use plastic from our operations by removing shrink wrap from our delivery process entirely.

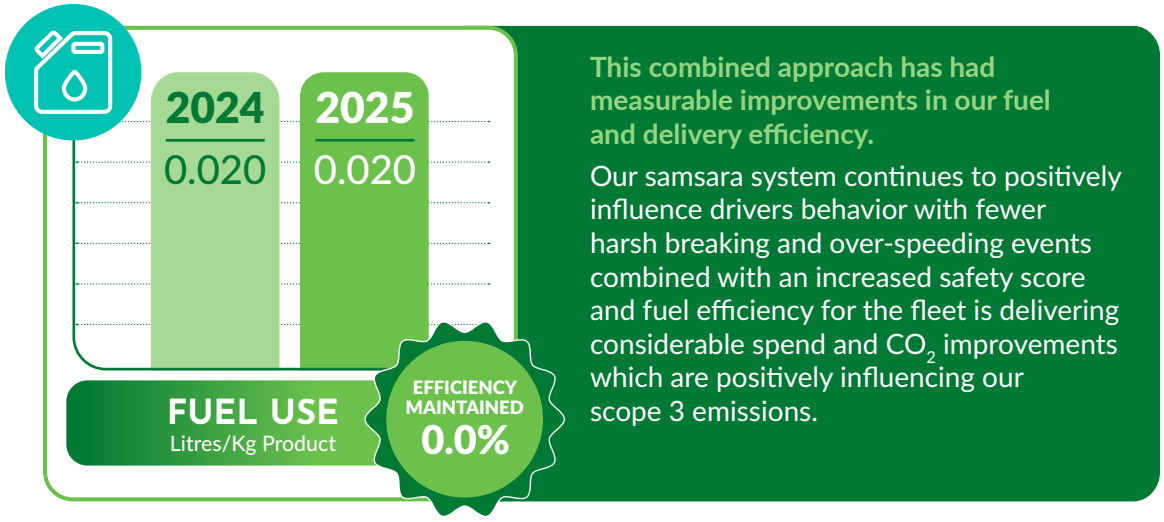
The result is a cleaner, more efficient system that benefits our customers and the environment.

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 Optimise'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.

Our samsara system continues to positively influence drivers behavior with fewer harsh breaking and over-speeding events combined with an increased safety score and fuel efficiency for the fleet is delivering considerable spend and CO_2 improvements which are positively influencing our scope 3 emissions.



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 behaviour 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

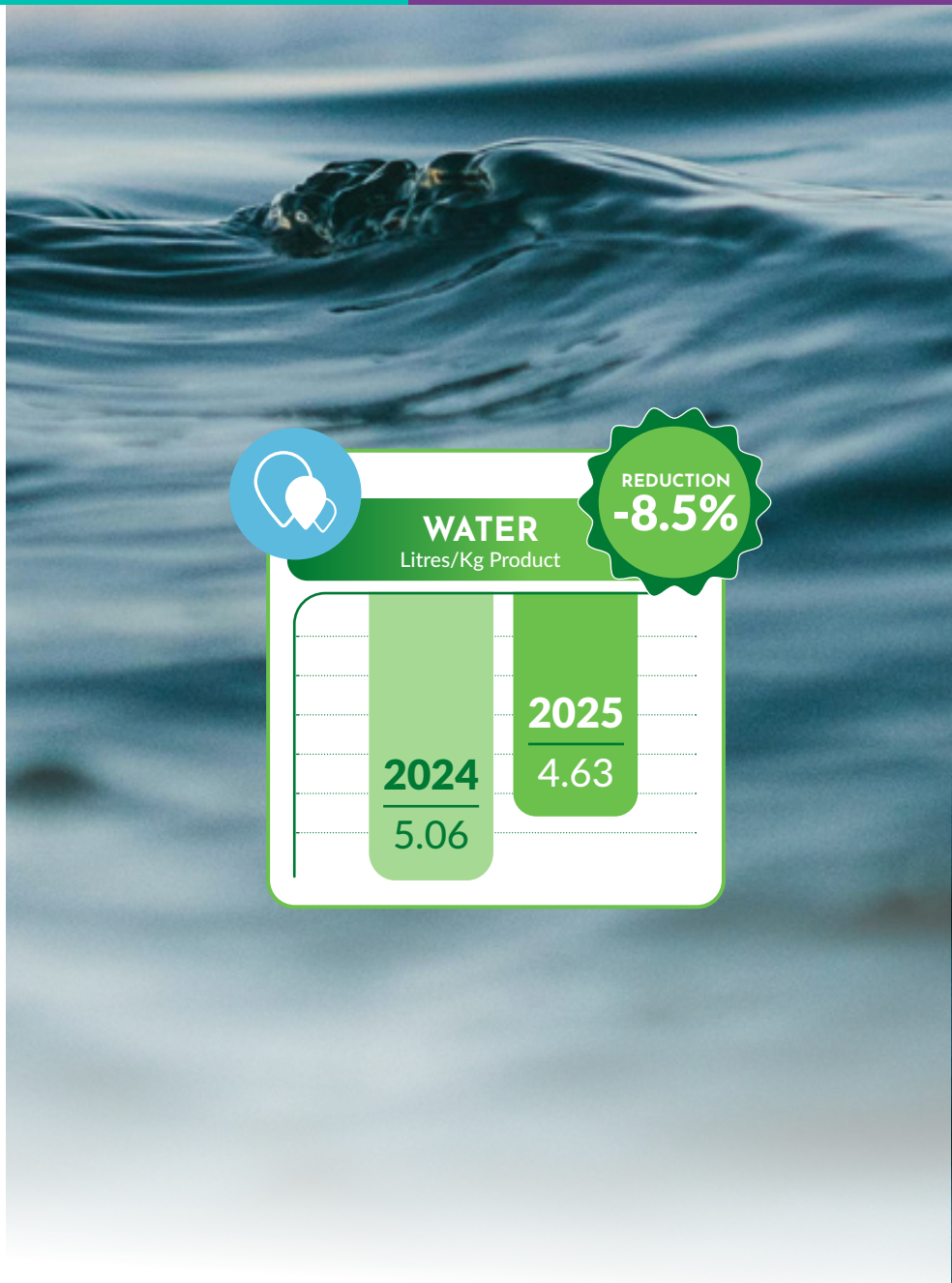
We are committed to reducing water usage, we measure this by litres per kg of clean linen and workwear produced.

Key progress achieved to date:

All our hospitality linen laundry sites now have EPIC system installed ensuring less energy, chemicals and water is used per kg of product. Q2 2026 our workwear sites will also transition over the the EPIC system in 2026.

Taking these actions on the items above has ***triple-fold benefits***: saving water, reducing CO_2, 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, Christeyns, 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, Christeyns 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.

CHRISTEYNS

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.



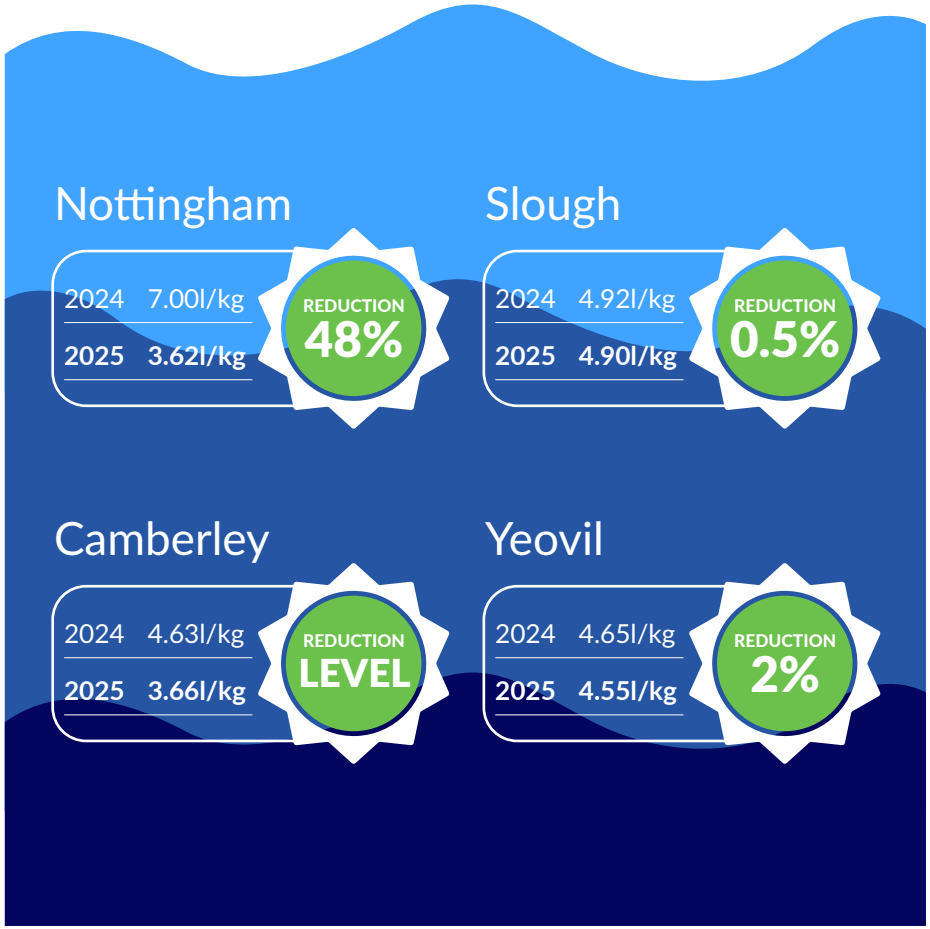
A WIN-WIN FOR CUSTOMERS AND CLEAN

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 CO_2:** 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

2025 vs 2024
reference water consumption



CHEMICAL USE
2025 vs 2024

SLOUGH
Grams by Kg of Product

2024	2025
1.410	1.046

REDUCTION **25.78%**

CAMBERLEY
Grams by Kg of Product

2024	2025
1.033	1.023

REDUCTION **0.94%**

CHELTENHAM
Grams by Kg of Product

2024	2025
1.280	1.012

REDUCTION **20.93%**

NOTTINGHAM
Grams by Kg of Product

2024	2025
1.026	1.002

REDUCTION **2.27%**

YEOVIL
Grams by Kg of Product

2024	2025
1.005	1.003

REDUCTION **0.19%**

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 Textile Services Association (TSA) Infinite Textile Scheme.

DELIVERED

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.

Our continuous improvement journey has delivered another shrink wrap thickness reduction, from 12 to 11 microns, while we've also narrowed our roll width from 750mm to 700mm, using only what we need.

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 laundry 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 material through up-cycling 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 CLEAN'S CUSTOMERS

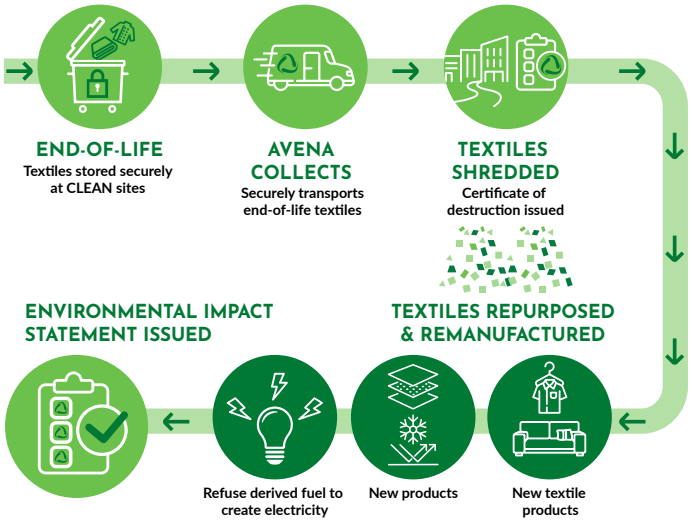
100%
Destruction of workwear uniforms collected

77x
more CO_2 saved than sending to landfill

REMANUFACTURE
workwear uniforms into other products

0%
Landfill policy applied

OUR SECURE PROCESS WITH AVENA



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.

Where We Stand Today

From July to December 2025, we recycled 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.

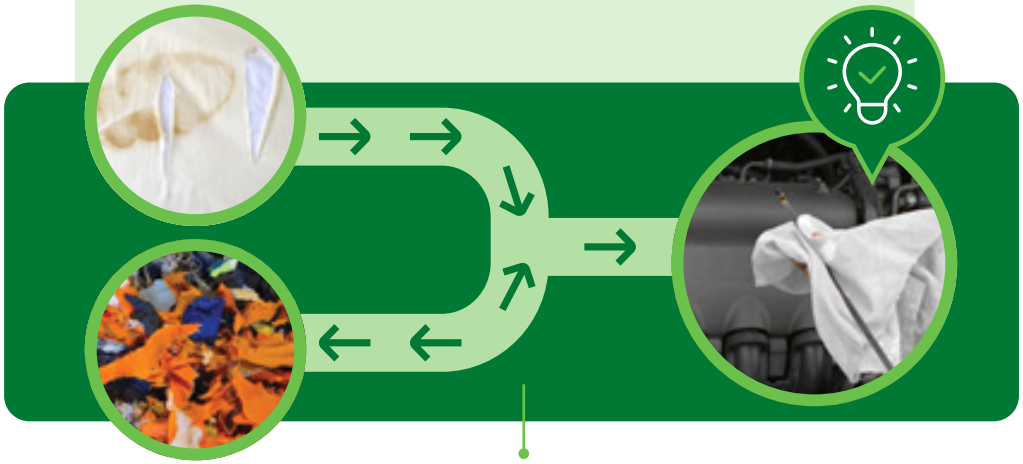
What This Means for Customers

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.

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.



Traditionally end-of-life textiles were re-purposed to become industrial wipers



CASE STUDY: Reducing Waste Through Re-usability

Our Special Occasion Linen business specialises in hiring napkins and tablecloths for celebratory events. Previously, we dispatched each order in cardboard boxes, with used linen returned in plastic bags after each event. However, for several of our regular customers, we have introduced reusable plastic tote boxes for deliveries and collections.

In addition to the reusable tote boxes, we have transitioned from cardboard packing boxes and plastic collection bags to reusable hamper bags for many other customers, further minimising our cardboard and plastic usage and waste. These initiatives have proven successful, reducing cardboard box and single-use plastic usage by over 50%, and now we plan to roll them out to even more customers.

To minimise paper usage, we are working towards replacing paper-based processes in sorting and condemned product handling with tablets, automating entries through Microsoft Forms and Power Automate. Early progress is encouraging, and we believe this digital transformation has the potential to significantly reduce paper consumption while enhancing efficiency.

Tote Boxes & Hamper Bags:
Transitioning to sustainable packaging

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 Chefswear, ALSIFLEX™, Oliver Harvey and MASCOT ranges, all are innovative collections.

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.



KEEPING YOUR STAFF CLEAN & STYLISH

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



EXCEPTIONAL COMFORT ENGINEERED TO PERFORM

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



METICULOUSLY DESIGNED & CAREFULLY CRAFTED

By partnering with Oliver Harvey, we provide British-made chef workwear with over 70% of garments crafted from sustainable fabrics including 100% organic cotton or 65% recycled polyester blends, helping customers reduce their scope 3 emissions.



HI-VIS PRODUCTS WITH EXTRA SAFETY

By partnering with MASCOT, we provide certified workwear made from recycled polyester and organic cotton, which generates 94% fewer greenhouse gases than conventional cotton, directly reducing our customers' scope 3 emissions and supporting their sustainability goals.

ALSIFLEX®
comfort stretch technology

THE BENEFITS OF ALSIFLEX
ECO-CONSCIOUS FABRIC

As part of our commitment to eco-conscious choices across our entire supply chain, the Alsiflex range stands out as a clear example of how the right product choice can make a real difference.

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 programmes.



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.

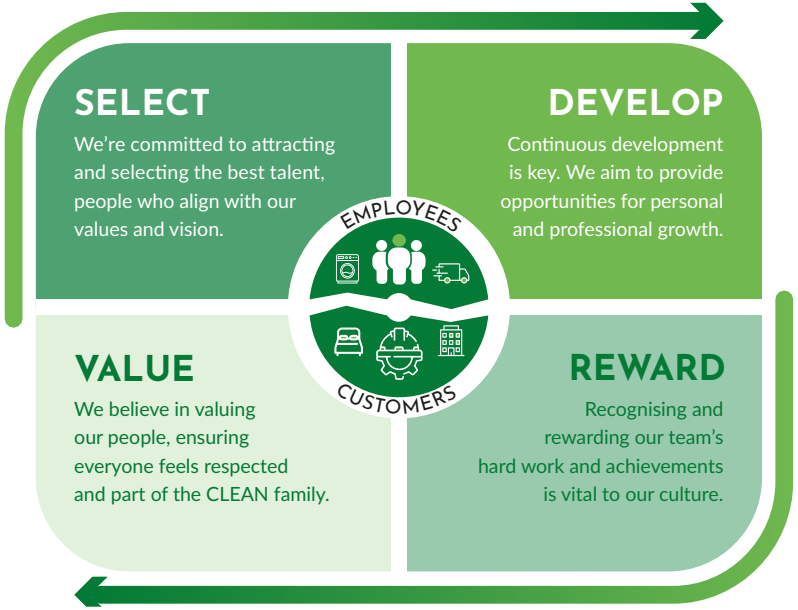
In this section, we highlight our efforts to create a positive, inclusive, and safe working environment. We are dedicated to supporting employee well-being, fostering professional growth, and ensuring fair and equal opportunities for all. Our investment in training, diversity, and workplace safety reflects 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)

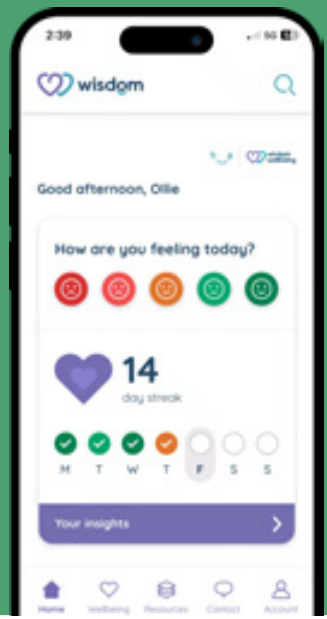
We offer the Employee Assistance Programme (EAP) in partnership with Health Assured to support our employees and their families. This service provides confidential, 24/7 support, ensuring our people have access to resources that promote mental, physical, and financial well-being.

wisdom

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.

2025 Safety Champion (Nottingham)



Tom Nixey

2025 Golden Hard Hat Award



Team Nottingham

2025 ESG Champion (Cheltenham)



Uzair Mohammed

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:

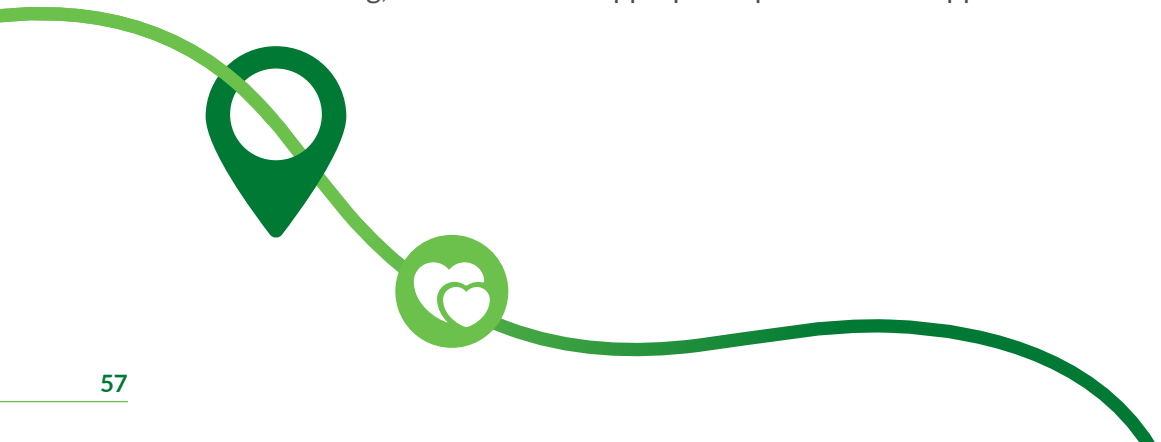
- Customer Service Champion of the Year
- Manager of the Year
- Laundry of the Year
- Champion of the Year

MENTAL HEALTH FIRST AIDERS
– Supporting employee well-being

Mental Health First Aiders
At CLEAN, 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-judgemental 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.



We are here for you

24/7

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

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.



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.

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.

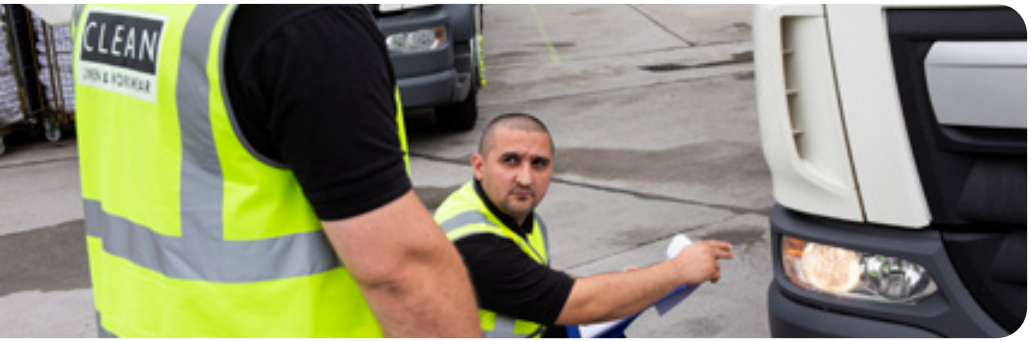
Investing in our people fosters a knowledgeable and skilled workforce, reinforcing our commitment to excellence,safety, and sustainability.



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 programmes 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.

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.

Programme Benefits

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

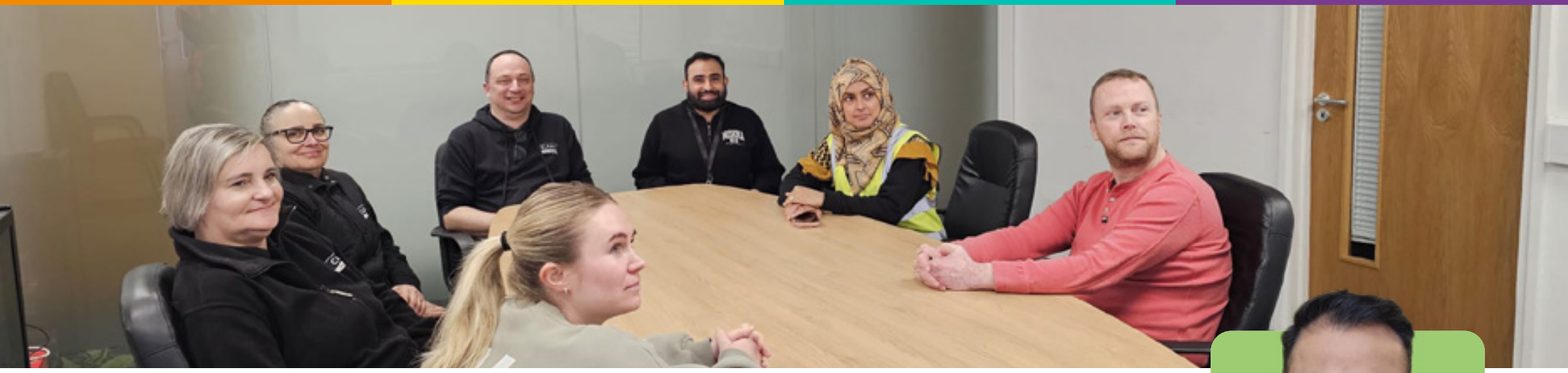
→ Career Progression
A structured route to professional HGV driver roles, strengthening the logistics workforce.

→ Employment Security
Successful trainees transition into permanent positions at CLEAN.

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

→ 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.

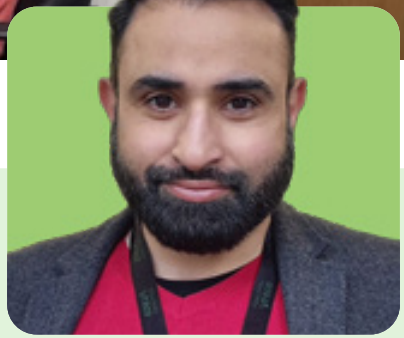


INTERNAL TRAINING PROGRAMMES

We're rolling out sustainability training for all employees through our Bridge Training Platform, supporting our strategic objective to train 10% of our workforce annually through to 2028. 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 seven 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.



Uzair Mohammed

Special Occasion Linen Business Unit Manager

Our focus on Environmental Social Governance (ESG) inspires positive change across the business through collaborative, cross-functional learning and action. It empowers our people to make meaningful and measurable sustainable choices by encouraging informed decision making and shared ownership by embedding environmental and social responsibility into our culture, sustainability becomes a defining part of how we think, act, and succeed at work and beyond.







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 and digital signage at our sites, ensures timely and relevant information reaches our teams. These updates are distributed weekly or as required, depending on business needs. In addition to these digital 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.



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.



Robert Morris

Head of Procurement

Understanding our supply partners' emissions is a key feature and a springboard to enable us to develop opportunities and strategies to support our goal to reduce greenhouse gas emissions within the supply chain. The growth in supplier engagement speaks for itself, with Scope 3 data captured from 8 suppliers in 2024 rising to 83 in 2025, reflecting the increasing commitment across our supply chain. Working in partnership with Greenly we have been able to assess our top contributing suppliers and gain an insight into their plans and aspirations in becoming net zero.

In September we held our first collaborative Supplier Sustainability meeting, focused on working together with ideas and projects on how to do more with less. Solutions ranged from consolidating deliveries to avoid transport CO_2 emissions, to further reducing packaging and linen specifications so that raw material resources are minimised. This leads to less energy requirements for downstream activities, reducing our Scopes 1 and 2, which in turn benefits our end customers' Scope 3 credentials.

greenly | CLEAN LINEN & WORKWEAR

Proud partners

ACHIEVING OUR GOALS

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.

GROWING OUR SCOPE 3 INSIGHT

Over the past year, we have significantly expanded our supply chain engagement, actively surveying more suppliers to better understand our indirect emissions and impact.



By asking suppliers to submit their Scope 3 data directly, we have made substantial progress, growing supplier participation from 8 to 83 in just one year, a clear sign of our deepening supply chain accountability.

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.

Sedex

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.

VISIT www.sedex.com

ecovadis

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

VISIT www.ecovadis.com

Certified B Corporation

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

VISIT www.bcorporation.net

Additional Accreditations for Textile Suppliers

better cotton

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.

VISIT www.bettercotton.org

OEKO-TEX®
CONFIDENCE IN TEXTILES

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

VISIT www.oekotex.com



Stevenage Packaging

Emma Amondsen
Group Business Manager

Stevenage Packaging Ltd has been working with CLEAN for over 28 years, supplying their laundry sites with technically engineered polythene packaging. Throughout this long-standing partnership, we have worked closely with CLEAN to ensure the use of innovative and increasingly eco-friendly packaging materials.

All packaging products supplied now contain a minimum of 30% recycled content for non-food applications and are 100% recyclable. Together, we have achieved thickness reductions of over **65%**, supporting CLEAN in significantly reducing their overall carbon footprint.

In 2026, this collaboration continues with a further planned reduction of **10% in polythene** packaging through thickness and width optimisation. This ensures that CLEAN is using some of the thinnest laundry packing film available.

A key part of this success has been close collaboration with CLEAN's laundry processing sites, including on-site operational trials to validate performance and sustainability improvements.

SUPPLIER & CUSTOMER TRAINING PROGRAMMES

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

These sessions have covered topics such as reducing energy and water consumption, implementing waste reduction strategies, and transitioning to sustainable materials and packaging. For example, we have provided 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 reduces textile life), 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.





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.



OUR KEY CHARITY PARTNER:
Fashion and Textile Children's Trust

CLEAN maintains a long standing partnership with the Fashion & Textile Children's Trust (FTCT), a charity dedicated to supporting UK families with connections to the textile and fashion industries through vital grant funding.

In 2025, our teams demonstrated exceptional generosity across two key fundraising campaigns:

Campaign	Amount Raised
Back-to-School Summer Campaign	£1,060.12
Winter Appeal	£1,362.00
CLEAN Annual Donation	£3,000.00
Total Contribution to FTCT (2025)	**£5,422.12**

Colleagues across multiple sites took part in a range of fundraising activities, including Christmas jumper days, bake sales, and raffles. This total reflects the collective generosity and community spirit of our people, and we remain committed to building on this valued partnership in the years to come.

COMMUNITY SPIRIT IN ACTION

Across our sites, teams actively support local causes through donations, volunteering, and community initiatives. Throughout 2025, colleagues demonstrated a shared commitment to making a positive difference, both within our organisation and in the communities we serve.

Supporting Local Causes

Cheltenham

The Cheltenham site made meaningful donations of garments and linens to support local charitable causes. Following an employee-led initiative to place a collection box in the site canteen, the team donated a range of clothing items to the Trussell Trust, including polo shirts, trousers, and shirts. These donations provided suitable attire for individuals seeking to re-enter the workplace and those unable to afford clothing. In addition, the site donated condemned linen to local homeless shelters and other charities, ensuring items that could no longer be used commercially were redirected to benefit the wider community.

Yeovil

Transport Team Leader Sean Chedzoy undertook a gruelling sponsored hike in aid of Macmillan Cancer Support, showcasing the personal dedication of our people to meaningful causes. The site also hosted a Health Day supported by the NHS and the Local Authority, bringing together a range of health discussions for the team, including blood pressure checks. The event featured a dedicated information stand with Employee Assistance Programme leaflets and goodie bags for all attendees. The day also raised £198 for the Fashion and Textile Children's Trust.

Banbury

Team members visited Ardley Rescue Kennels in Bicester and donated 200 freshly laundered towels to support the dogs in their care, particularly those who had experienced hardship before arriving at the rescue centre. This act of kindness reflects the compassion and community awareness that runs through our teams.

Slough

CLEAN Slough donated 17 pallets of quality second-hand linen to 26 charitable organisations across the UK through our partnership with In Kind Direct. This charity connects businesses with donated goods to support charities and community organisations, helping people in need while reducing waste. This initiative demonstrates how our social and environmental commitments work hand in hand.












CELEBRATING TOGETHER

In 2025, our sites marked a number of cultural and team occasions in a variety of ways, reinforcing our values of inclusivity and togetherness.

YEOVIL

Held a Halloween Fancy Dress Day, raising £331.63 for the Fashion & Textile Children's Trust.

SLOUGH

Celebrated Diwali as a team, sharing homemade food and cultural traditions.

ALL SITES

Celebrated Employee Appreciation Day in March, Alsco Uniforms Anniversary Day in June, and Equality, Diversity and Inclusion Day in September.

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



HEALTH & SAFETY

OUR FUTURE GOALS AND COMMITMENTS

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 EHS Wise into our operations

Better and more consistent communication

Better and more consistent teamwork

Identifying best practices and sharing these across the business

Feel part of the CLEAN Family

PERFORMANCE

Our goal is to reduce the frequency and severity of accidents. The reasoning behind this is simple: what gets measured gets done.

We 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?

The Royal Society for the Prevention of Accidents programme (RoSPA)

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



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

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?

- Training and educating our drivers in eco-friendly and safe driving practices
- Monitoring and measuring driving habits
- Simplified customer site risk assessments
- Reward for eco & safe driving
- Work closely with insurers



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 ISO 45001 Occupational Health & Safety internal management systems

Audit against our policies and procedures

Streamline and simplify our policies & procedures

Build relationships with insurers and other industry bodies

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



STANDARDISED SAFETY PROCESSES

In 2025, the business delivered a strong improvement in overall safety performance, underpinned by enhanced compliance, increased workforce engagement, and a significant rise in proactive safety observations.

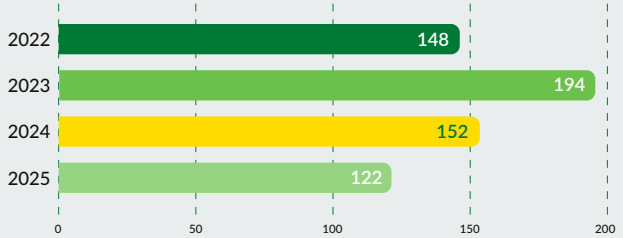
First aid incidents reduced by 22% compared with 2024, decreasing from 156 to 122 cases. While Lost Time Injuries (LTIs) remained unchanged at 14 incidents, the increase in total working hours during 2025 resulted in an improvement in the Frequency Rate, which reduced by 0.9% to 1.34. This reflects a lower rate of incidents relative to hours worked.

Notably, the Duration Rate measured as the number of hours worked between accidents increased by 67%, demonstrating that incidents occurred significantly less frequently in 2025 compared with 2024. Average hours between accidents increased from 9,813 hours in 2024 to 16,433 hours in 2025, indicating a more resilient safety performance across the business.

These improvements were driven by stronger site compliance scores and a substantial increase in proactive safety engagement. Safety observation reporting increased by 133%, rising from 180 observations in 2024 to 420 in 2025, reinforcing a more preventative, risk-aware culture.

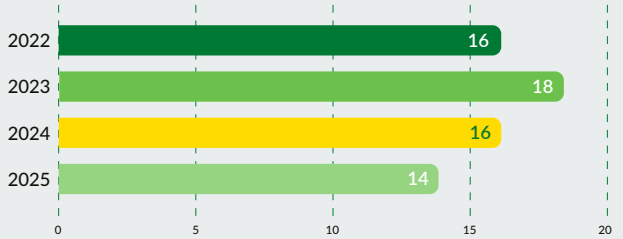
Overall, 2025 demonstrated meaningful progress in reducing incident frequency and strengthening proactive safety behaviours. The priority moving forward will be to address site-specific variability, improve action closure discipline, and sustain consistent safety leadership across all locations.

FIRST AID ACCIDENTS



19.75%
Reduction
2025 vs 2024

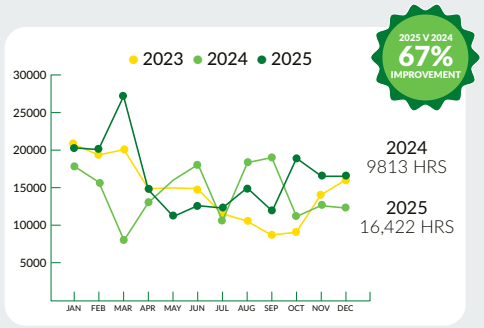
LOST TIME ACCIDENTS



12.5%
Reduction
2025 vs 2024

DURATION RATE

(Number of hrs worked between accidents)



LTIR

(Lost Time Incident Rate using 200,000)



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 are proud to have achieved the RoSPA President's Award for *14 consecutive years* of Gold Medal recognition, with 2027 set to be an exciting milestone as we aim for ***our 15th***.



2026 RoSPA President's Award

For maintaining high standards, achieving 14 consecutive RoSPA Gold Medal Awards across all aspects of health and safety.

2026 RoSPA Fleet Safety Award Gold

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

TRANSPORT SAFETY

Driver wellbeing is at the forefront of our thinking.

In 2025, our driver safety days tour delivered sessions in Camberley and Slough where interactive sessions give deep dive insights into our collision data and share real life instances where attendees can takeaway a positive learning experience. Both events were 100% attended by our commercial drivers but also attendance were members of the site support and operational teams, senior management team and SLT.

Amongst the newer tools at our disposal within Samsara, the driver drowsiness detection alerts have allowed us to further develop our driver wellbeing processes . Due for rollout throughout 2026 we have identified that using the **POWDER** acronym used for vehicle road worthiness we can develop and use the same acronym for driver road worthiness too.

POWDER for Drivers (Fitness-to-drive)

Vehicle Road Worthiness

- **P** Petrol (fuel)
- **O** Oil
- **W** Water
- **D** Damage
- **E** Electrics
- **R** Rubber (tyres/wipers)

Driver Worthiness

- **P** Physically well-rested
- **O** Overall health & safe medication
- **W** Wellbeing & mental focus
- **D** Distraction-free
- **E** Eyesight & vision OK
- **R** Ready & fit to drive

- Speeding events reduced by 90%
- Harsh driving events reduced by 14%
- Policy violations remained static
- Overall safety score improved by one point to 94 / 100
- At fault collisions increased slightly by 8%
- Our fleet covered over 6 million miles in 2025
- Our eco score increased by 5 points in 2025 to 95 /100 compared to 90 / 100 in 2024, with all sites achieving scores in the 90's
- Reduced our idling wastage by 2,500 litres fuel
- Reduced our CO_2 emissions by 81,389kgs



Peter Cox

Head of Transport

2025 has been a year of continuous improvement within the site transport teams. They have been focused on the areas we identified for further improvement from 2024.

We have triaged 12,283 events with 10,962 dismissed. The remaining 1,321 events were resolved either through coaching / training or recognition.

We have increased the number of driver assessments again this year to reflect our aim of ensuring all drivers are given training in Safe and Fuel-Efficient Driving (SAFED).

My sincere thanks go out to all our site transport teams of managers, team leaders, driver assessors, coaches and drivers who have again been at the forefront of delivering first class safe and compliant transport operations in 2025.



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 Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) 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 Programme, 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.



CLEAN

LINEN & WORKWEAR



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

0330 818 7008

info@cleanservices.co.uk

cleanservices.co.uk/sustainability

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.

Part of the ALSCO family