

Tomorrow
begins
today

ENTER >

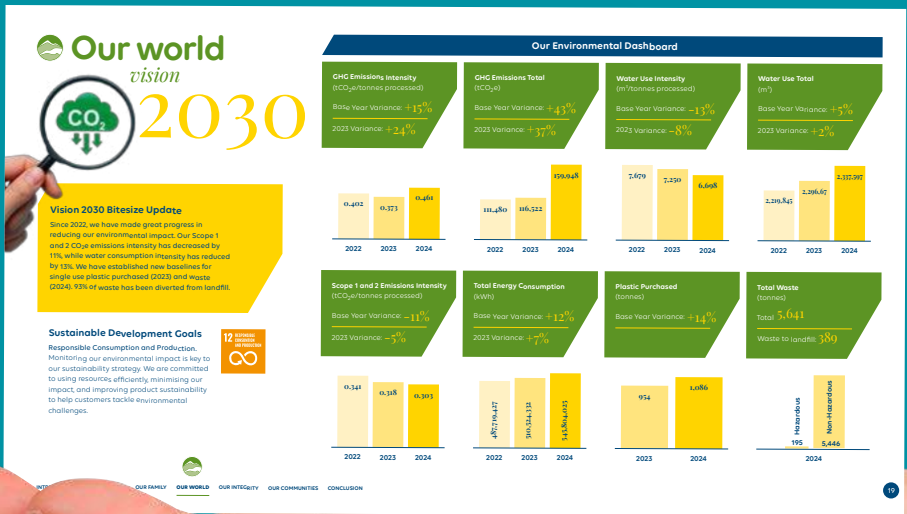


About this Report

Our fourth Sustainability Report provides an overview of our business, presents our sustainability strategy and highlights our annual progress and achievements.

The report features data and performance highlights, showcasing progress against our targets for the 2024 calendar year (1 January to 31 December 2024). Note that the Johnson Service Group PLC ('JSG', 'the Group' or 'Johnsons') Carbon year for this reporting period runs from 1 October 2023 to 30 September 2024.

This report is intended to be considered alongside our 2024 Annual Report and Accounts to give a more complete picture of our sustainability programme, targets and progress going forwards. The report was prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021) core option.



Contents.



Introduction

From our CEO: A Year of Progress	04
2024: Our year at a glance	05
Who we are and what we do	06
Who we performed financially	07



Our Strategy



How we embed Sustainability	09
--------------------------------	----

Our Family

Keeping our family safe and well	14
Development and Training	16
Equity, Diversity and Inclusion	17



Our World

Our Environmental Dashboard	19
Our Journey to Decarbonisation	20
Minimising our Environmental Impact	22



Our Integrity

Our Approach to Responsible Business	26
Managing Information Securely	27
Supplying Safe, Sustainable Products	27



Our Communities

How we create social value	30
Giving back through product donations and charity	31



What's Next For Sustainability?

From our Head of Sustainability	34
How we measure and report	35
Our Sustainability Performance Data	38
Third-Party Assurance Statements	41

Welcome to our sustainability journey

From our CEO: A Year of Progress

Welcome to our fourth Annual Sustainability Report, covering our progress throughout 2024.

At Johnsons, sustainability continues to be an essential part of who we are and how we grow. I am proud of the real progress we have made again this year, from reducing our carbon intensity by a further 5%, our water intensity by 8% and diverting 93% of our waste from landfill. These improvements are the result of deliberate choices across our operations, including continued investment in low emission vehicles and new efficient machinery, recovering and repurposing waste heat, recycling water, and better data recording and reporting across our operations.

Our approach is guided by The Johnsons Way strategy which sets out how we are embedding sustainability into every part of our business, from how we care for our people to how we deliver for customers and communities and how we will protect our

environment. In 2024, we took an important step by achieving independent third-party assurance of our environmental data for the first time. This enhances transparency and accountability and reflects our commitment to reporting standards, just like our financial reporting.

We are proud of our progress, but we know there is more to do. Sustainability is no longer a nice to have; it is central to our decision making, our reputation, and our long term resilience. As we continue our journey, we remain focused on meaningful action, measurable results, and keeping sustainability at the forefront of Johnsons.

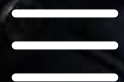
I hope you enjoy reading our report and we welcome your feedback.

Peter Egan



Chief Executive Officer
Johnson Service Group PLC

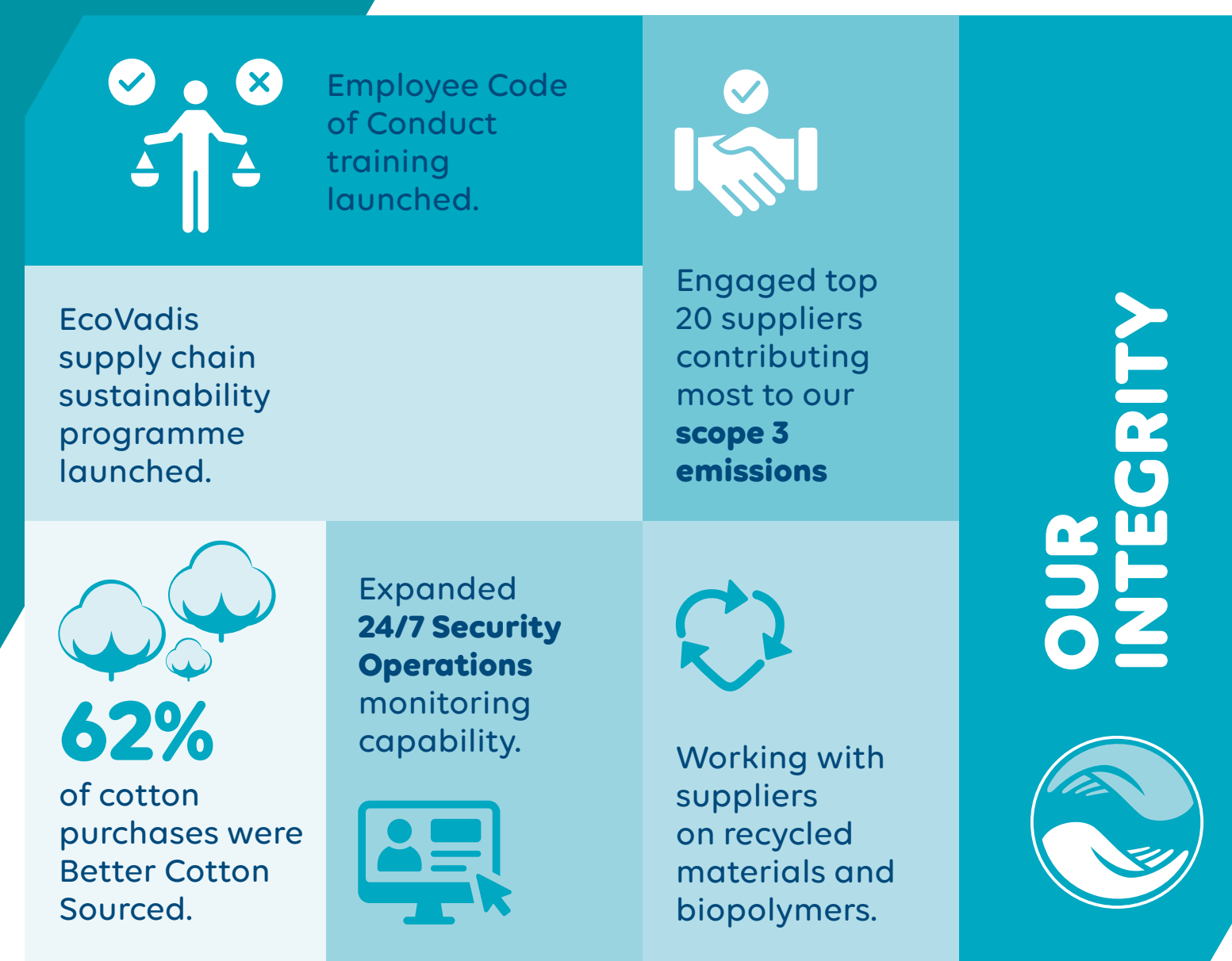
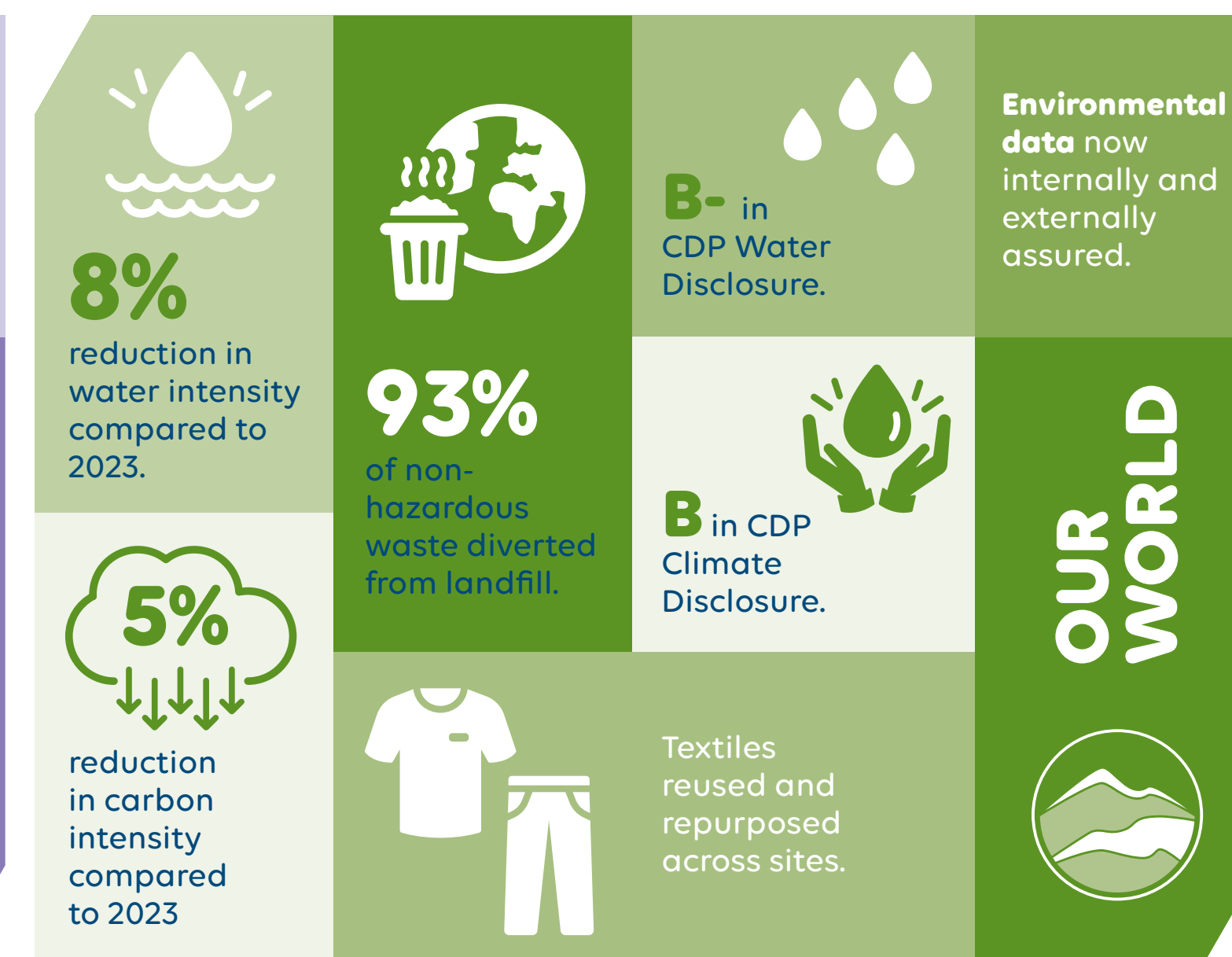
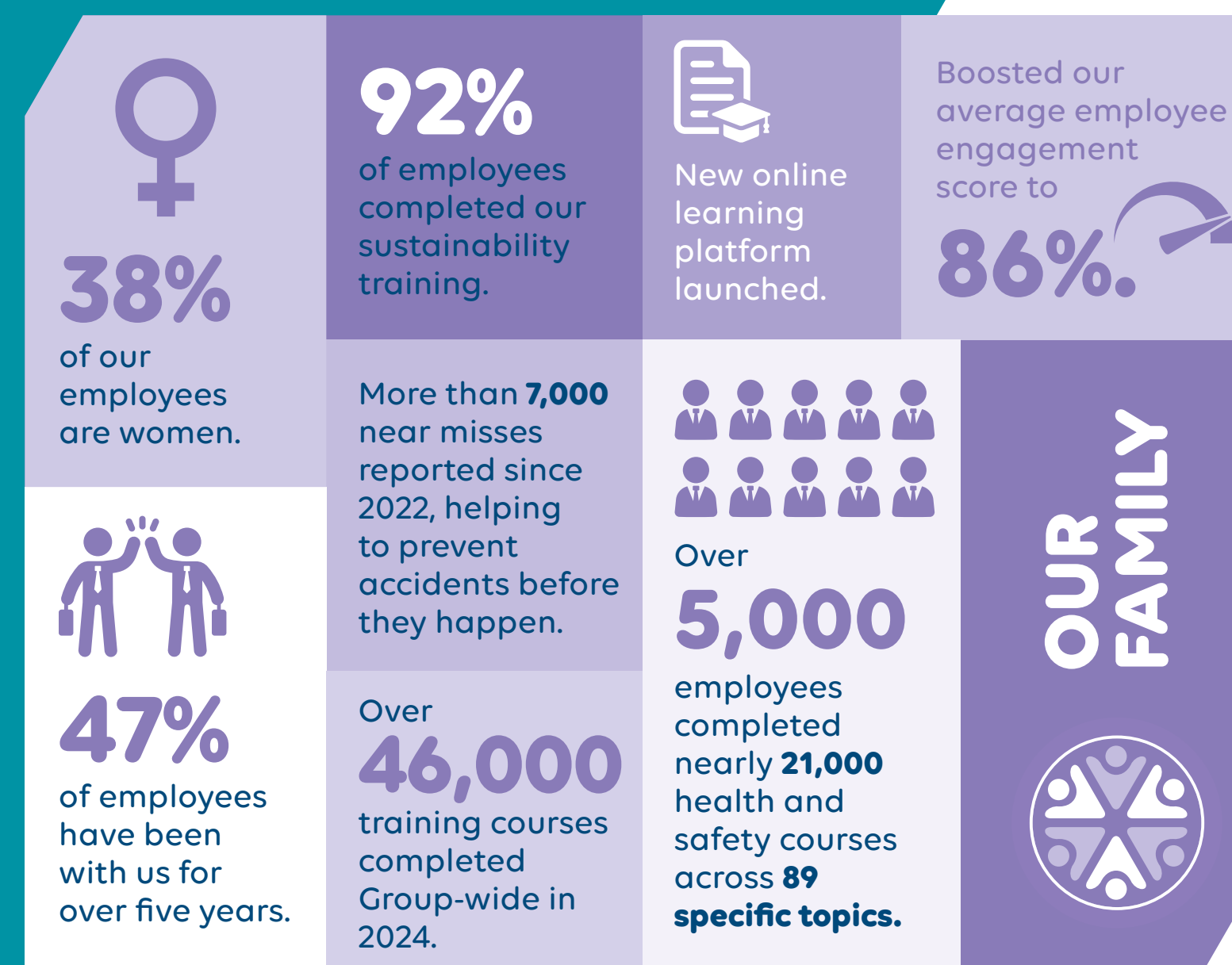
"We are proud of our progress, but we know there's more to do. Sustainability is no longer a nice to have; it is central to our decision making, our reputation, and our long term resilience."



2024 *our year at a glance*

In 2024, we continued to demonstrate our commitment to sustainability across every area of our business.

Our sustainability governance structure has been embedded with standalone working groups for each sustainability strategy pillar. We delivered on targets designed to promote the long-term sustainability of our operations. At the same time, we continued to innovate and develop new product lines while investing in our infrastructure and production capacity. Here are some of the highlights of our year:



Who we are *and what* we do



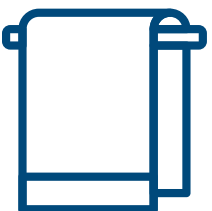
The Group operates in the textile services industry, and provides linen and workwear rental services primarily to sectors such as hospitality, healthcare, and manufacturing across the UK and Republic of Ireland.

JSG has been a leader in the textile services industry for over 200 years, with a long-standing presence in the UK, adapting and evolving over centuries to changing industry dynamics and demands. JSG's legacy is defined by its longevity and commitment to serving customers and communities responsibly.

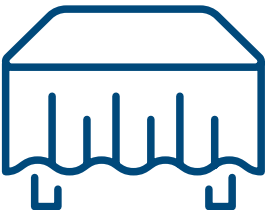
Johnson Service Group PLC



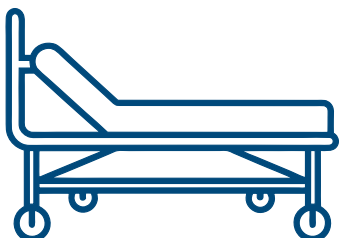
High-volume linen business, primarily serves corporate independent and budget hotel customers.



Provides premium linen services to hotel, restaurant, hospitality and corporate event customers.



Provides premium linen services to 3-5 star hotels and public and private healthcare customers across the island of Ireland, including acute hospitals, community hospitals, and nursing homes.



Provides workwear rental and laundry services, ranging from small local businesses to the largest companies covering food related and other industrial sectors.



Provides bespoke linen to its four and five-star luxury hotel customers.



How *we performed* financially



- ✓ **6,550+** Employees
- ✓ **41** Processing Sites
- ✓ United Kingdom and Republic of Ireland

Our operations span both the global textile supply chain and our own specialised textile services.

The supply chain begins with the farming and growing of raw materials, such as natural fibres including cotton, alongside synthetic fibres derived from other processes. These are then spun into yarn, woven into fabrics and manufactured into garments and linens. These products are sourced from trusted suppliers before entering our service cycle.

At JSG, we manage the entire lifecycle of textile services, from customer engagement and product customisation to delivery, professional laundering, maintenance and quality control. Sustainability and compliance are embedded in every stage, ensuring we minimise environmental impact while maintaining the highest standards. With a strong focus on customer satisfaction, we continually refine our processes, optimise service efficiency and drive long-term improvements.

Johnson Service Group PLC



Revenue

£513.4
Million

UP
10% 



Adjusted
operating profit

£62.3
Million

UP
23% 



Adjusted
EBITDA

£152.6
Million

UP
16% 

Business Divisions



Revenue

£371.2
Million

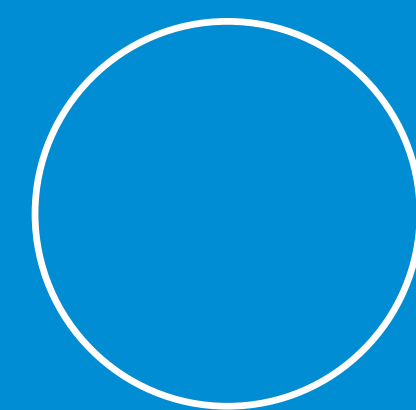
UP
15% 



Revenue

£142.2
Million





Our strategy



Our strategy

How we embed

sustainability



Our Sustainability Governance Framework

At JSG, sustainability is embedded in our operations through a robust governance framework, ensuring clear accountability and effective oversight.

At the highest level, the JSG Group Board sets the strategic direction and receives regular updates on sustainability progress. Supporting this, the Sustainability Committee provides guidance on compliance, strategy and performance, while also assessing key risks, costs and opportunities. The JSG Group Management Board is responsible for implementing the strategy, ensuring sustainability is integrated into business decisions, financial performance and development initiatives.

In addition, the Remuneration Committee considers sustainability objectives within executive pay policies where appropriate, and the Audit Committee oversees risk management, including sustainability and climate-related risks.



Our approach is guided by four sustainability pillars, which reflect our commitment to responsible and sustainable business practices. We also align with the United Nations Sustainable Development Goals (SDGs), ensuring our efforts contribute to broader global sustainability objectives.

JSG Group Board



**SUSTAINABILITY
COMMITTEE**



**JSG GROUP
MANAGEMENT BOARD**



**REMUNERATION
COMMITTEE**



**AUDIT
COMMITTEE**

Sustainability Pillars

**OUR
FAMILY**



**OUR
WORLD**



**OUR
INTEGRITY**



**OUR
COMMUNITIES**



UN Sustainable Development Goals Framework

3 GOOD HEALTH
AND WELL-BEING



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



Our Johnsons Way Sustainability Strategy Roadmap to 2030

1 Before the Sustainability Journey Began

Before our formal sustainability strategy took shape, our commitment to sustainability was already underway with a focus on social impact and reporting which laid the foundations for The Johnsons Way.

- The Johnson Charitable Trust was established to assist employees and their spouses.
- The Johnson Group Cleaners Charity was established to assist communities.
- Significant capital investment made over many years in energy and water efficiency and recovery machinery.
- First ratings by CDP, Sustainalytics and Ethifinance.
- First textile rental company to join the Better Cotton Initiative.
- First voluntary commitment to Climate Change Agreement (CCA).
- Partnered with Business in the Community.

2 Launch of the Johnsons Way Sustainability Strategy in 2022

We appointed a dedicated Head of Sustainability and subsequently launched 'The Johnsons Way' sustainability strategy, targets and programme.



Our Family

By taking care of our Johnsons family and ensuring everyone feels that they belong, we will deliver a first-class employee experience every day.



Our World

By reducing our natural resource consumption and completing the transition to a fully circular approach for our operations, we will protect and enhance our environment.

Our Integrity

By continuing to demonstrate our integrity and commitment to responsible business practices, we will position the organisation for future stability and growth.



Our Communities

By further understanding the communities impacted by what we do, we can form better collaborative partnerships to support them as they grow and develop.





Our Johnsons Way

Sustainability Strategy

Roadmap to 2030

3 Foundational Work

Once the sustainability strategy was set, we focused on building the foundations to embed sustainability across our businesses. This meant building new processes, collecting data and governance to increase focus on sustainable operations and innovation.

- The first Annual Sustainability Report was published.
- The 2022 baseline was set for environmental and social datasets.
- Installed new water recycling facilities.
- Began HVO alternative fuel trials across the fleet.
- Launched the first product line made from fully sustainable fabric.



4 Turning our Strategy into Action

2022-2024 marked a shift from planning to maximising our environmental and social impact:

- Introduced the Local Communities Initiative charitable donation programme and partnered with Neighbourly to support volunteering.
- Rolled out electric and HVO vehicles, launched textile recycling and repurposing programmes, transitioned to reusable hampers to reduce packaging waste.
- Established internal and external assurance processes for environmental data, achieved B (Climate) and B- (Water) scores in CDP disclosure, reported Scope 3 baseline emissions for the first time.
- Rolled out employee training in Sustainability and ED&I.



5 Progress Checkpoint

2024 vs 2022 baseline:

- 92% of employees completed sustainability training.
- 11% reduction in carbon intensity.
- 13% reduction in water intensity.
- 93% of waste diverted from landfill.
- 108% increase in Better Cotton-sourced cotton purchases.
- 125% increase in social value spend as a percentage of revenue.
- Expanding range of new sustainable product initiatives.



Our Johnsons Way

Sustainability Strategy

Roadmap to 2030

6 Looking Ahead

Looking ahead to the future for 2025 and beyond, we plan to move into the next phase of The Johnsons Way strategy, focusing on impact, innovation and preparing for the decarbonisation of our business:

- Decarbonisation planning and actions.
- Supplier engagement on sustainability.
- Readiness for evolving regulatory changes.
- Building stronger data systems, reporting and assurance processes.
- Improving communications and employee training.
- Sustainable products innovation and planning
- Continued investment in sustainable technology and efficient machinery.



7 Our Vision 2030 Goals

Our Family

- An Effective ED&I programme.
- Developing the Johnsons Futures programme to provide life-long learning and career paths.

Our World

- Reduce Scope 1 and 2 CO₂e emissions intensity by 40%.
- Reduce water consumption intensity by 25%.
- Reduce waste to landfill by 75%.
- Eliminate single use plastics.

Our Integrity

- Fully sustainable core products as the preferred offerings.
- Ethical Business Conduct (internal and external).

Our Communities

- Increase our social value spend as a % of revenue.



Our family



Our family vision 2030



Vision 2030 Bitesize Update

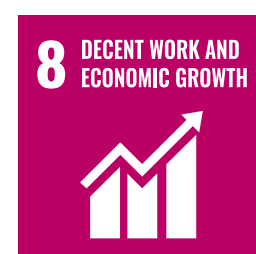
Since 2022, a mandatory ED&I training course has been rolled out, alongside the launch of business-level ED&I action plans. To date, 92% of employees have completed sustainability training, helping to embed sustainability into job roles. Plans to develop Johnsons Futures are ongoing.



Sustainable Development Goals

Decent Work and Economic Growth

We're committed to supplying our products safely and prioritising the health and safety of our employees and others affected by our operations. We operate an equity, diversity, and inclusion policy, providing equal opportunities to current and prospective employees regardless of gender, marital status, sexual orientation, race, ethnicity, age or disability.



47%

of employees
have been
with us for
over five years

We want JSG to be an attractive career choice for both new recruits and long term employees. As a company, we are proud of our high levels of employee retention.

47% of our employees have been with us for over five years; and 23% have worked with us for over ten years. We recognise that operating as a responsible business is a minimum expectation for attracting and retaining talent.

Keeping our family safe and well

Our number one priority is looking after the health, safety and wellbeing of our employees, visitors and others impacted by our operations. Health and safety matters are a permanent standing agenda item at all Group and subsidiary board meetings.

We have a network of safety professionals across our operations who are responsible for implementing our Health & Safety Policy, maintaining our high standards and driving continuous improvement. Our entire Group Health & Safety team are either fully qualified or currently training to Level 5 - 6 NEBOSH. In addition, two representatives per site, including General Managers, SHEQ roles and Junior H&S roles are enrolled in Level 3 NEBOSH training.

Over 5,000 employees completed training across 89 specific health and safety courses, resulting in a total of over 21,000 courses completed. These included mandatory courses such as Fire Safety, Manual Handling, Chemical Handling and Spillage Training as well as a number of additional non-mandatory options including Conveyor Safety and Ladder Safety.

Making improvements in Accident Investigation and Reporting

Over the last year, we made some important changes to how we record and learn from accidents. We have rolled out a new digital accident reporting form on T100, our internal Health & Safety system, replacing the old paper-based version. This makes it easier to report incidents, improves the visibility and quality of the data we collect and helps us spot ways to prevent future accidents.

Almost half of reported injuries were classed as minor, and nearly 30% were classed as insignificant. We have also seen that most near misses are linked to behaviour, so we are stepping up efforts to provide clearer training and educational materials to support our teams. In 2024, we issued 21 safety alerts across the Group, sharing what we learned from incidents and offering good practice advice to help prevent similar ones happening again.



7,101
near misses
reported since
2022, helping
to prevent
accidents before
they happen.



Certificate of Recognition

Claire Wroblewski, Our Group Head of Health and Safety, received recognition for her exceptional contributions to the Textile Services Association Health and Safety Group.



Looking ahead, we are planning practical workshops and tailored accident investigation training at every site in 2025. These will use real-life examples to help our teams strengthen their skills in this area.

Cage handling remains one of the most common causes of accidents. To help reduce these risks, we have renewed our membership with the UK Material Handling Association and brought in external specialists to review manual handling across our sites, with a focus on cage handling.

This work will continue into 2025 and 2026, and includes retraining for employees, filming best-practice techniques on-site and running 'train the trainer' sessions so that teams can keep building knowledge internally.

Site Initiatives to Support Health, Safety and Wellbeing

In Johnsons Hotel Linen, a 35% reduction in vehicle accidents when compared to 2023 was achieved through driver training, review of delivery points and the rollout of in-cab vehicle monitoring systems. The business also introduced new First Aid Training across all plants, using real-life scenarios to build confidence and ensure employees are prepared.

In Johnsons Ireland, Belfast, five employees were nominated for "Extra Mile" Awards due to their contributions to improving on-site health and safety. In Wexford and Naas, six employees were recognised and awarded for identifying a 'Good Save' through the Hazard and Near Miss Reporting programme, helping to prevent potential incidents. The business also reviewed the Daily Actions to Prevent Fire and Shift Shutdown procedures, with temperature probes introduced to monitor high-risk items.

Luxury Linen, Regency, introduced monthly Health & Safety walkarounds involving different team members each time to bring a "fresh pair of eyes" to identifying potential risks and driving continuous improvement on site.



Caring for our People

The most recent employee engagement survey resulted in scores of 86%-91% across the enablement, engagement and empowerment categories.

Johnsons Hotel Linen

- Trained additional Mental Health First Aiders to support employee wellbeing, provided Medical MOTs and free sight tests for drivers across all sites, as well as conducting annual Night Worker health assessments to support shift-based teams.
- Introduced a new Cycle to Work scheme to encourage healthier lifestyles.
- Provided enhanced baby boxes for new parents.
- Partnered with mortgage broker to offer free mortgage advice and rolled out the Pay4Sure scheme to help employees protect income during long-term sickness.

Johnsons Ireland

- Ten employees completed the Mental Health First Aid course.
- Recognised World Mental Health Day, Global Wellness Day and delivered wellbeing events and activities year-round.
- Hosted pension information sessions.

Johnsons Workwear

- Introduced a new Healthcare Cash Plan and added mortgage advice services to the employee benefit offering.
- All sites support wellbeing year-round, including wellbeing days with healthy food, meditation, and massages.

Johnsons Hotel, Restaurant & Catering Linen

- New Johnsons Wisdom App launched to support mental health and wellbeing.





Development and Training

To build a sustainable business we need a competent and experienced workforce. To achieve this, we offer both internal and external training across our businesses to support the continual development of our employees.

We are proud to support learning and development across our teams through hands on apprenticeships or tailored training programmes that offer comprehensive practical training and experience.



Across JSG we delivered over **46,000** training courses in 2024.

In 2024, we launched a new sustainability training package to help raise awareness and build understanding of our sustainability strategy and our core values, ensuring our employees fully understand our compliance and behavioural requirements. The training includes three courses, Equity, Diversity & Inclusion (ED&I), Code of Conduct and The Johnsons Way. The ED&I and Code of Conduct courses were made mandatory. We are proud to share that almost 17,000 courses were completed across the Group, representing 92% of employees taking part in sustainability training during the year.

Our commitment to health and safety training also continues to grow. In 2024, over 21,000 H&S courses were completed, helping to ensure our teams understand their responsibilities and follow best practice. 78% of employees have completed this training so far, and we continue to upskill our General Managers and H&S personnel mandatory training programmes.

The Johnsons Hotel Linen business also launched a new learning management system, Linen Learn, to encourage voluntary learning by offering job specific learning paths and a new catalogue of self-development courses. Employees are automatically assigned relevant courses based on their job roles. To date, 1,835 courses have already been completed and the business will continue the roll out of Linen Learn in 2025.



Over **21,000** H&S courses were completed

Partnering with Business Network to Develop Local Skills

In 2024, Johnsons Ireland proudly led and collaborated with County Wexford Chamber Skillnet and other local manufacturing businesses to develop the Mastery of Manufacturing Programme.

The programme was developed to support essential skills and competencies required in the manufacturing sector such as Health and Safety, Manufacturing Principles, Sustainability, Automation and Leadership.

“We’re proud to celebrate that four team members completed the six-month programme and are already putting their new skills into practice. Their hard work and commitment reflects our wider ambition to invest in our people and support long-term growth across our team. We are looking forward to welcoming another cohort in 2025.”

Mairead Murphy
HR Manager, Wexford
Johnsons Ireland



Equity, Diversity and Inclusion

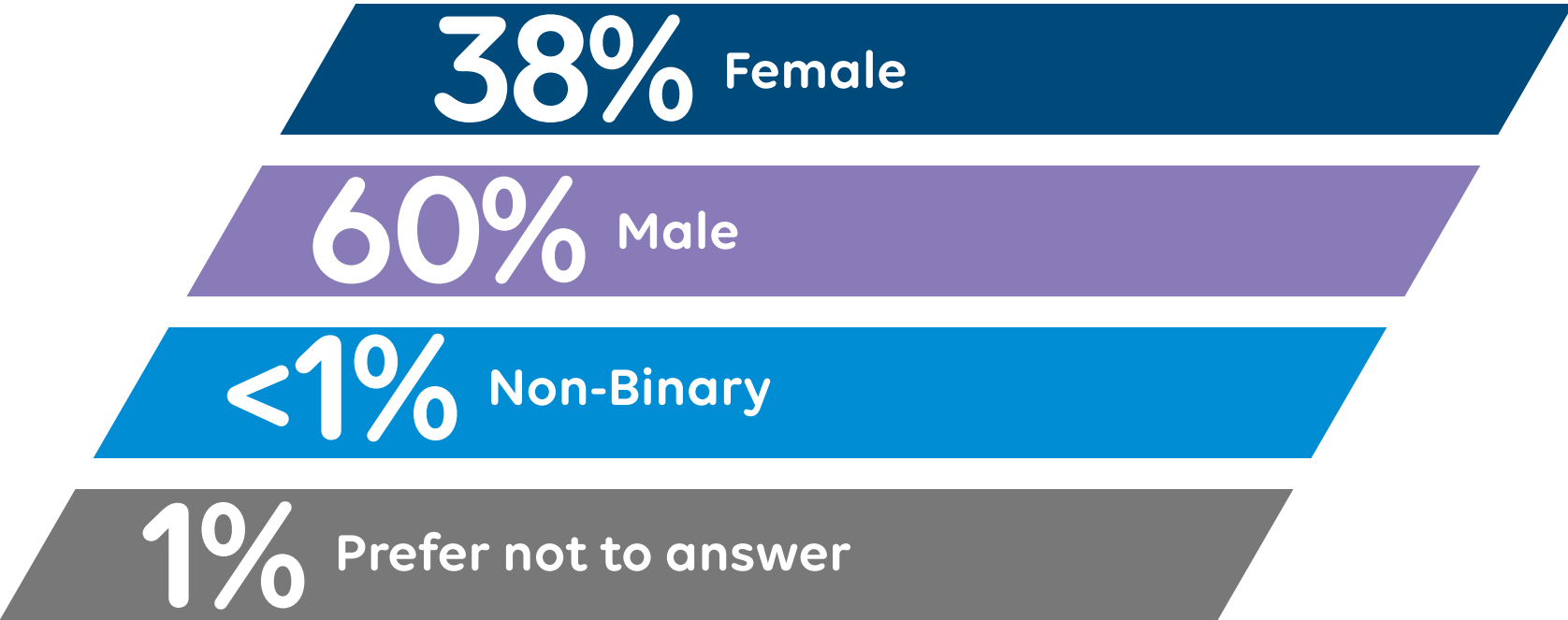
We are proud of the diversity of our workforce. People are employed based on merit and ability. We welcome individuals from all backgrounds and aim to treat them with dignity and respect. Current and prospective employees are afforded equal opportunities irrespective of gender, marital status, sexual orientation, race, colour, ethnic or national origin, age or disability, religion or belief.

We began monitoring our diversity in 2022. All new starters complete an anonymous and confidential diversity survey as part of the onboarding process. This helps us gain a better understanding of the unique backgrounds within our workforce, allowing us to tailor our support, engagement and development efforts to address the specific needs of ethnic groups that may require additional assistance.

Currently, 24% of our workforce represent ethnic minority groups, and as part of our efforts to promote ED&I throughout the business and build a culture that is inclusive to all, our businesses launched their own tailored action plans to work on business specific ED&I needs. We also delivered a mandatory ED&I training course in 2024, which, to date, 93% of our employees have completed.



Our workforce



Our Group Equity, Diversity and Inclusion Policy ensures that disabled persons, whether registered or not, are considered for employment, training, career development and promotion based on their skills and abilities. We have procedures to support this commitment across our businesses. If an employee becomes disabled during their time with us, we make every effort to retrain them according to their abilities.

Human Rights and Modern Slavery

We are committed to implementing and enforcing effective systems and controls to confirm that modern slavery and human trafficking is not taking place anywhere in our supply chain or in any part of our business. We fully acknowledge our responsibility to respect human rights as set out in the International Bill of Human Rights and we are also committed to implementing the United Nations Guiding Principles on Business and Human Rights throughout our operations.

We are committed to upholding human rights and maintaining ethical and responsible practices across our operations and supply chains. This includes taking a proactive approach to ensure that modern slavery and human trafficking are not taking place in any part of our business or our supply chain.

To support this, we have implemented effective systems and controls to identify and manage risks related to modern slavery. All Directors have been briefed on the subject and relevant employees have been trained to build awareness and understanding.





Our world



Vision 2030 Bitesize Update

Since 2022, we have made great progress in reducing our environmental impact. Our Scope 1 and 2 CO₂e emissions intensity has decreased by 11%, while water consumption intensity has reduced by 13%. We have established new baselines for single use plastic purchased (2023) and waste (2024). 93% of waste has been diverted from landfill.

Sustainable Development Goals

Responsible Consumption and Production. Monitoring our environmental impact is key to our sustainability strategy. We are committed to using resources efficiently, minimising our impact, and improving product sustainability to help customers tackle environmental challenges.



Our Environmental Dashboard



Our journey to Decarbonisation



We are working towards reducing our CO₂e intensity for Scope 1 and 2 emissions by 40% by 2030, using 2022 as our baseline year.

Whilst we have not yet committed to a net zero target, we believe our current goal is both realistic and achievable, though we recognise it will be challenging and will require sustained effort across the business.

This target is supported by a clear action plan focused on reducing emissions from natural gas and our vehicle fleet (Scope 1), and transitioning to green electricity (Scope 2). We also measure and report our Scope 3 emissions and are actively working with our supply chain to improve the accuracy of our data by moving from spend based calculations to activity based calculations. While we have not yet

set a formal Scope 3 reduction target, reducing these emissions remains priority. In 2024, we published our Scope 3 baseline year (2022) for the first time, using the spend based approach that converted annual supplier spend into estimated emissions. We also began engaging with our largest Scope 3 emitters in the supply chain to refine our methodology and have started collecting more detailed data to help us better understand how to reduce our carbon footprint across the supply chain.

Following a review with third party consultants, we have begun strengthening our governance to support progress in this area. In 2025, we have established a new carbon steering group to lead key workstreams, including the development of a formal decarbonisation roadmap covering Scope 1, 2 and 3 emissions. Our intention is for this roadmap to align with the Science-Based Targets initiative (SBTi) and the aims of the Paris Agreement to limit global warming to 1.5°C.



Our Group GHG Emissions

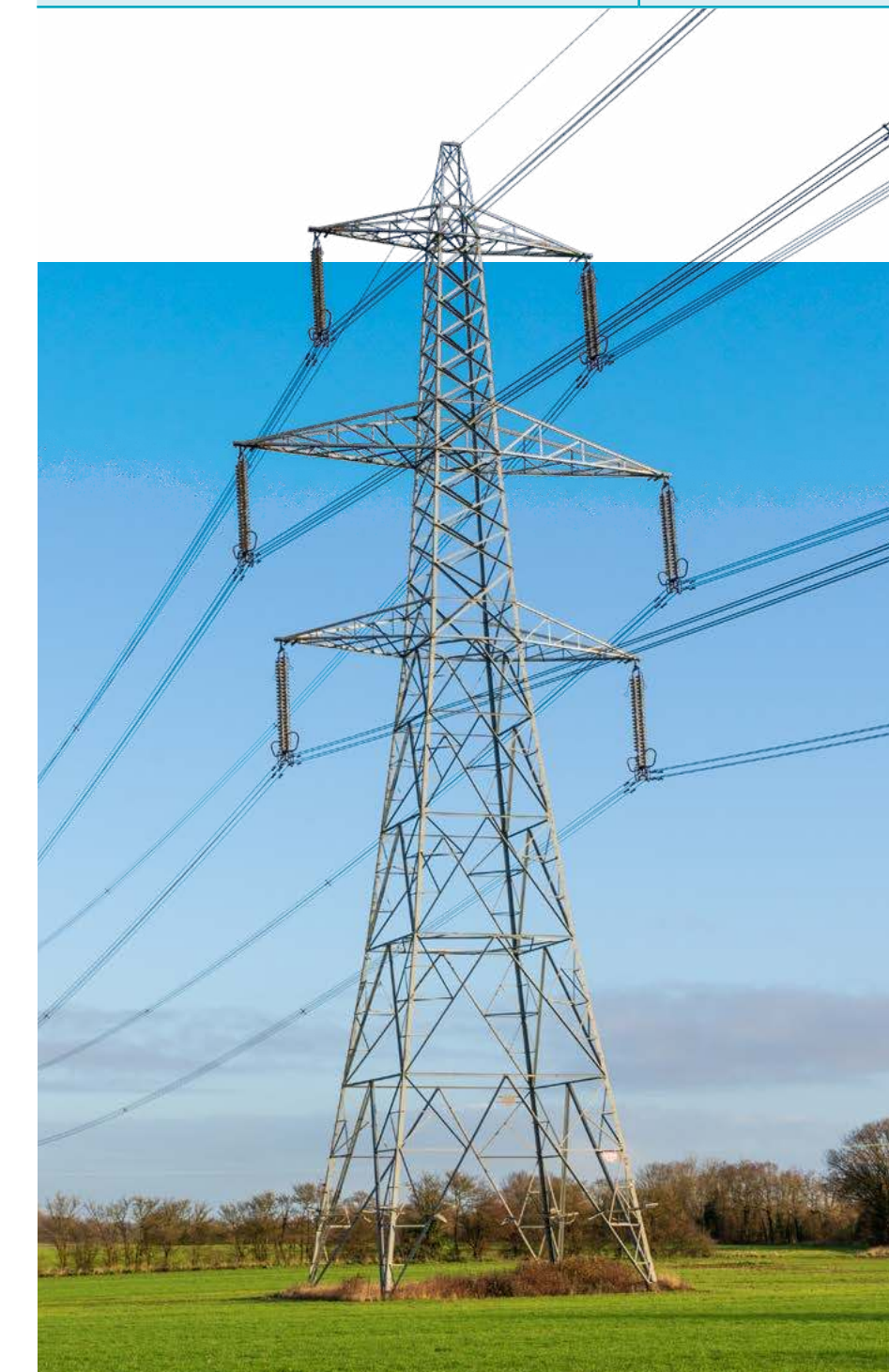
This infographic shows our total greenhouse gas emission inventory by source for 2024 which runs from 1 October 2023 to 30 September 2024.

JSG Operations	
Scope 1 Direct Emissions	CO ₂ e Total
Company Facilities	73,443
Company Vehicles	20,674



Scope 1
DIRECT EMISSIONS
TONNES CO₂e

Upstream Activities	
Scope 2 Indirect Emissions	CO ₂ e Total
Grid Electricity	10,508



Scope 2
INDIRECT EMISSIONS
TONNES CO₂e

Downstream Activities	
Scope 3 Indirect Emissions	CO ₂ e Total
Cat 1 - Purchased Goods and Services	24,737
Cat 1 - Water	353
Cat 2 - Capital Goods	10,832
Cat 3 - Fuel and Energy Related Activities	17,562
Cat 4 - Upstream Transportation and Distribution	925
Cat 5 - Waste Generated in Operations	324
Cat 5 - Waste Water	354
Cat 6 - Business Travel	236



Scope 3
INDIRECT EMISSIONS
TONNES CO₂e

Total GHG Emissions: **159,948 tonnes CO₂e**

How Our Plants are addressing our Scope 1, 2 and 3 Emissions

Our sites continue to play a vital role in implementing actions to support our emission reduction targets and decarbonisation strategy, by implementing practical actions that reduce carbon emissions and improve energy efficiency. The following mini case studies highlight some of the key initiatives introduced across our operations in 2024:

Boiler and Steam Efficiency Improvements

Our sites have been improving steam efficiency through a range of boiler and steam system upgrades that were introduced across the Group in 2024, helping to reduce energy consumption and associated emissions. This included the installation of a boiler economiser at our Pwllheli site, the replacement of steam traps at our Belfast site and a wider steam trap survey at our Hull site, which led to six replacement steam traps. Our Luxury Linen business integrated two separate processing units into a single boiler operation to improve energy efficiency, meaning that steam required by both units is now produced by a single boiler, rather than two.



Investing in Energy Saving Technology

Our sites have been lowering electricity consumption by investing in efficient compressors, lighting and motor controls. Several sites implemented energy-saving technologies aimed at reducing electricity usage. Our Belfast site replaced its air compressor, while our Corsham site installed a new compressor model designed for efficiency. In Naas, we introduced two new variable speed drive (VSD) pump sets, and our Gateshead site fitted a new extractor with inverter drives, significantly lowering energy consumption. Our Hull site completed a LED lighting upgrade, and our Gateshead site installed power correction technology to help reduce overall consumption.

Machinery Upgrades

Multiple sites upgraded ageing equipment with new, more efficient alternatives such as new washers, dryers and finishing systems to reduce energy. These included washer extractors, continuous batch washers (CBWs), standalone dryers, tunnel finishers and sorting systems. Our Southall site installed a new CBW and also five new batch dryers, whilst our sites in Hull and Manchester have invested in three new tunnel finishers, used to smooth textiles, as well as new fully automated sortation systems through a capital investment of nearly £6 million. We also installed a new sheet line ironer at our

Belfast site to improve throughput and efficiency. These improvements not only significantly reduce energy usage but also processing time, while increasing capacity.

Moving to More Sustainable Logistics

Two of our sites, Milborne Port and Shaftesbury, have replaced their diesel powered forklifts with electric models to reduce direct emissions from on site transport. After trialling alternative biofuels last year, HVO fuel is now operational across five of our sites: Bourne, Hayle, Southall, Shaftesbury and Milborne Port.



Transitioning Our Commercial Fleet to Biofuel

As part of our strategy to adopt cleaner energy sources and support more sustainable logistics, we have trialled the use of Hydrotreated Vegetable Oil (HVO) fuel across a selection of our commercial vehicles.

In May 2024, the entire commercial fleet at our Bourne, Johnsons Hotel Linen site, comprising of 44 vehicles, successfully transitioned from diesel to HVO fuel.

"We're excited to support our sustainability commitments by switching to HVO. For Bourne, this change is expected to reduce our CO₂e emissions by approximately 255 tonnes per year, based on a comparison of our 2024 HVO usage with diesel consumption in 2023."

Laura Haynes
General Manager
Bourne, Johnsons Hotel Linen



Minimising our Environmental Impact

Most of our environmental impact comes from the way we use energy and water, manage waste, and produce carbon emissions. We are placing increasing focus on our environmental responsibilities and are committed to reducing our resource use and emissions wherever we can.



Investment in New Flagship Site in Crawley

At the start of 2025, we opened our brand new Crawley laundry, a new flagship site representing around £16 million of capital investment. This new site has been designed with sustainability and efficiency in mind and is now one of the most sustainable and energy efficient laundries of scale in the UK.

The site features industry leading water recycling technology, a reduction in laundry miles through strategic location planning, is powered by green electricity and has eliminated the use of plastic packaging. With brand new automated and process technology, Crawley also uses less energy whilst maintaining a high productivity.

"Our new site in Crawley represents a major change in how we integrate sustainability into our operations. Its proof that investment with sustainability in mind can drive both environmental performance and commercial growth."

Sanjay Patel
Operations Director South-East
Johnsons Hotel, Restaurant and Catering



Supporting the All-Ireland Pollinator Plan

In 2024, Johnsons Ireland became a proud member of the All-Ireland Pollinator Plan, a national initiative aimed at supporting pollinators and biodiversity, bringing together different sectors to create a landscape where pollinators can survive and thrive.

Johnsons Ireland recognised the role businesses can play in restoring and protecting biodiversity. As part of its first year of action, the team planted 500 shrubs, a selection of trees, and established a mini orchard of ten mixed variety apple trees.

The business has also developed a relationship with a local stakeholder, the Wexford County Council Biodiversity officer, who is advising the team on biodiversity improvements and helping to shape a biodiversity action plan. To measure progress, they plan to use robust scientific monitoring tools such as FITCount and the Bumblebee Monitoring Scheme.

"It is very exciting to be part of the All-Ireland Pollinator Plan. This is just the start of our biodiversity journey and marks the beginning of a long-term commitment to making our site a more biodiverse and pollinator friendly space."

Sharon Rea
QHSE Manager
Johnsons Ireland



Ensuring Sustainable Water Management

Water is a valuable resource and we are committed to using it responsibly. Robust systems are in place across all sites to actively monitor water abstraction, usage and discharge, ensuring compliance with all relevant legal requirements.

We use the World Resources Institute Aqueduct Water Risk Atlas Tool to help us understand and respond to water risks, such as water stress and how it may impact our operations. The analysis has determined we are operating in a region that has a low-medium water stress label (10-20%). None of our sites are located in regions of high or very-high water stress.

Our sites continue to play an important role in implementing actions to support our water reduction targets and sustainability strategy, implementing practical actions that reduce our water consumption and improve our water intensity performance. The following mini case studies highlight some of the key initiatives introduced across our operations in 2024:

Water Efficiency through Machinery Upgrades

Several sites across the Group replaced outdated washing systems with modern, water-efficient machines. New CBWs and washer extractors were installed in multiple laundries including, Southall, Shaftesbury and Wrexham, leading to measurable reductions in water usage. These upgrades are part of a wider programme to modernise equipment and reduce resource intensity.

Water Recycling Technology

Site level initiatives to reduce water consumption included the installation of reverse osmosis systems at two Hotel Linen sites, Clacton and Birmingham, helping recycle and purify water for reuse. In Clacton, this included integration into the boiler house system to reduce freshwater

demand. Clacton also implemented a new water filtration and recycling system, while the water recovery system at our Restaurant and Catering, Hayle site was fully commissioned and operational, helping to reuse water in the wash process and reduce overall site consumption.

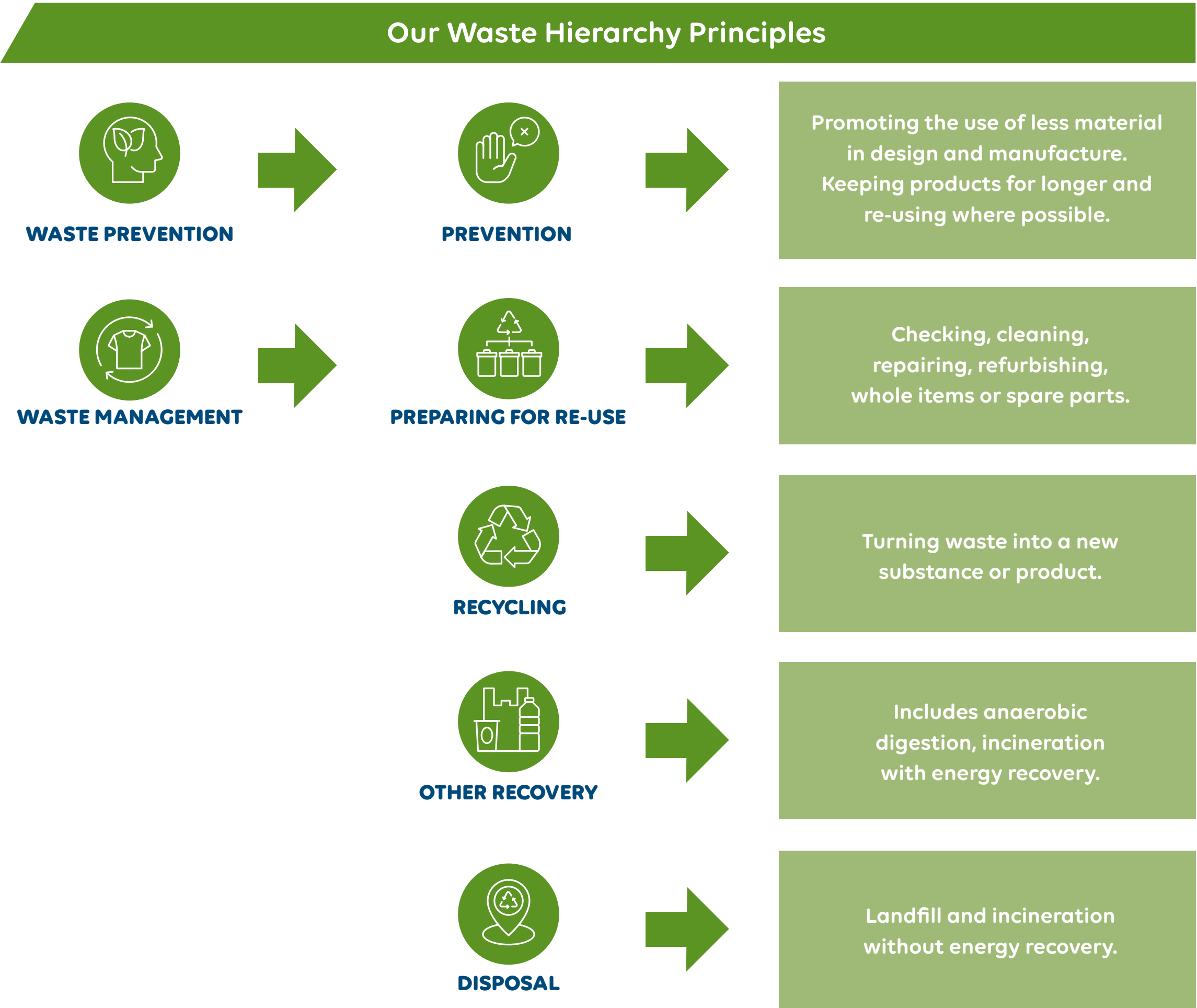
Water Monitoring

To improve how water is managed day to day, new monitoring tools were rolled out across several sites. This included the introduction of automated systems like LXP as well as the installation of new water meters in Naas and Wexford. We also worked closely with our main chemical supplier to review our wash programmes and understand how we can reduce water use by establishing a set of new KPI's to track water reduction progress over time.

Managing Waste

Across the Group, we generate a lot of waste, including plastics, packaging, end-of-life textiles, general waste and other industrial waste. We have strong processes in place to make sure each site manages their waste according to relevant regulations. We follow the waste management hierarchy, aiming to avoid or reduce waste first. When we do create waste, we try to re-use, re-purpose, recycle or recover it where possible. If none of these options work, we dispose of it by incineration without energy recovery and, as a last resort, landfill.

In 2024, we established a new baseline for our waste data, which we are reporting for the first time. This follows improvements in our waste management processes across the Group, all in line with our circular economy strategy. As we mentioned last year, we previously identified errors with the 2023 and 2022 waste data during our internal assurance process. In response to this, we have developed and rolled out improved processes, procedures and training across the Group to make sure our reporting is accurate from 2024 and onwards.



We’re working towards a 75% reduction in waste to landfill by 2030, using 2024 as our new baseline year, and we’ve already made meaningful progress. We’ve moved to a single waste management provider across most of our UK operations and this partner ensures that no waste they handle goes to landfill, with the majority being recycled. As a result, only 7% of our total waste ended up in landfill during 2024.





Reuse and Repurpose of our Textiles

At our London Linen sites, we have developed innovative, in-house ways to extend the life of our cotton napkins and reduce textile waste. Instead of discarding rejected napkins, we wash and mark them with a red zigzag stitch, then repurpose them as polishing cloths, extending their lifespan by around 50%. Each week, around 75,000 are reused in this way.

Napkins or tea towels that cannot be repurposed are shredded, packaged, and sold as disposable rags, with approximately 450 bags sold each week.

By managing this process in-house, we avoid transport emissions to third-party rag processors, reduce waste and help our customers extend the lifespan of other textile products through reuse.

“Finding ways to extend the life of our textiles reduces waste and gives our customers practical, sustainable alternatives.”

Gagan Singh

General Manager, London Linen
Johnsons Hotel, Restaurant and Catering



First Full Year of Textile Recycling Partnership

Our Workwear business completed its transition to a specialist partner for end-of-life textile management. This partnership ensures that 100% of garments are collected and processed responsibly, meaning that the majority of these garments are recycled.

Sometimes our garments are not suitable for recycling, therefore an alternative solution is offered by sending them for incineration with energy recovery. This process helps us minimise landfill waste while recovering energy from non-recyclable textiles. In 2024, 90% of our garments were recycled, with the remaining 10% sent for incineration with energy recovery.

“Working with our specialist partner means we can manage our textile waste more responsibly and make real progress towards recycling 100% of our textile waste.”

Hayley Barritt

Procurement Manager
Johnsons Workwear



Reducing Single-Use Plastics

We have made meaningful progress in 2024 in reducing single-use plastic across our sites. From trials of recycled materials to process changes that eliminate plastic packaging, our teams have been working hard to embed more sustainable practices into everyday operations.

In some parts of the business, plastic packaging is still used at relatively high levels, particularly where our healthcare and food production customers require it for hygiene control. However, in other areas, we have started to engage both suppliers and customers in conversations about how we can reduce or remove plastic packaging while still maintaining the cleanliness and hygiene standards our products require. Where the removal of plastic is not currently feasible, we are working to offset its use through reductions elsewhere.

In 2024, and in support of our long-term goal to eliminate single-use plastics by 2030, we introduced a new target to reduce the amount of single-use plastic we purchase by 10%. The following mini case studies highlight some of the key initiatives introduced across our operations during the year.

At Corsham, we replaced plastic twine on hamper bag labels with recyclable paper labels. Single-use plastic bags have also been removed from the packing process for condemned linen, which is now packed directly into cages.

Workwear has removed single-use plastic bags from all packing operations, replacing them with reusable, launderable bags. Customers are being supported to move away from individual garment bagging in favour of reusable red zipped high-care bags. A new net bag has also been introduced for wiper deliveries to remove the need for polythene.

Working with a supplier, Johnsons Ireland is trialling new trolley designs made from a mix of virgin and post-consumer materials. In addition, the business is reviewing towel banding equipment to eliminate plastic, as part of its 2025 improvement plan.

Our Hotel Linen business has removed plastic cups from vending machines and is trialling the removal of plastic wrapping for a cohort of customers at its Bourne site.

Our Sturminster site has removed all single-use plastic from its packing room.





Our integrity





Our Integrity

vision

2030



Vision 2030 Bitesize Update

In 2023-2024, we launched our internal employee and supplier codes of conduct. We are also progressing towards a more sustainable procurement model and expanding our range of sustainable products. We began sourcing BCI-certified cotton in 2020 and new sustainable product initiatives have been introduced across the business. We joined EcoVadis in 2024 to improve our supplier sustainability management.

Our Approach to Responsible Business

Our commitment to integrity and responsible business practices is demonstrated through our supplier relationships, product sustainability reviews and by operating ethically.

This all helps us work towards our Vision 2030 commitment of conducting business ethically and by providing a preferred offering of sustainable core products.

We work closely with our suppliers to ensure they uphold the same standards we set for ourselves. [Our Sustainable Purchasing Policy](#) and [Supplier Conduct Guidelines](#) clearly outline our expectations, including anti-slavery measures and fair labour practices. While we have historically conducted regular audits via the Sedex platform to support accountability, in 2024 we began transitioning to



EcoVadis to assess supplier sustainability performance and drive improvements across our supply chain. You can read more about our transition to EcoVadis and our new supplier programme on page 28.

We are also committed to product responsibility. Our products are regularly reviewed to ensure they are responsibly sourced, with a focus on ethical procurement and environmental sustainability. This supports our ambition to increase the offering of more sustainable products to our customers.

Internally, we apply the same standards to how we operate. We manage our operations to responsibly purchase, consume and dispose of any products we use. We comply with all relevant legislation such as the [Modern Slavery Act 2015](#). Our Group anti-bribery policy makes it clear that all employees must support our zero-tolerance stance on bribery and corruption.

Finally, we recognise that responsible business is about our employee wellbeing too. We prioritise our employees' health, safety, and wellbeing. Through various programs, we support employees physical and mental health and promote a workplace culture that values inclusivity and the diversity of all our employees.



Managing Information Securely

Led by our Group IT Director, we continue to enhance the security of our systems, processes, and people to ensure compliance with security policies and regulations, keeping user and customer data safe and supporting business continuity.

We maintain Cyber Essentials certification, comply with GDPR and undergo annual independent audits to validate our controls. Our IT environment is continuously monitored using advanced technologies, including 24/7 managed detection and response, cloud and endpoint protection, mobile threat defence and real-time threat intelligence.

We have invested in a robust, multi-layered cyber defence strategy so that security is embedded at every level, from multi-factor authentication and strict access controls to regular penetration testing and third-party risk assessments. Ongoing employee training and phishing simulations promote a strong culture of cyber security awareness.



Re-certified to NIST Framework and Cyber Essentials certification.

Monthly simulated phishing tests undertaken across the Group to maintain employee awareness.



24/7
Security Operations monitoring capability expanded.

85%
of employees completed critical cyber security courses tailored to addressing emerging threats.



Implemented new advanced email security technology that uses machine learning to detect and prevent data loss, misdirected emails and insider threats in real-time.



Supplying Safe, Sustainable Products

We are moving towards a procurement model that focuses even more on sustainability and, as part of this, investigating how we can expand our range of sustainable products for customers.



Better Cotton Initiative (BCI)

Better Cotton is the largest cotton sustainability programme in the world. In 2020, JSG became one of the first textile rental companies in the world to have its application to join the Better Cotton Initiative ('BCI') approved. We continue to be a proud member and support the improvement of cotton farming practices globally.

In 2024, the volume of Better Cotton sourced of our overall cotton purchases was 62%. Since 2022, the volume of Better Cotton we sourced has increased by 108%.





Managing Third Parties and Procurement Responsibly

In 2024, we launched a new programme to help us manage sustainability risks and opportunities across our supply chain. The EcoVadis platform allows us to assess the sustainability performance of our suppliers and gives us insights into how our suppliers compare globally and across our own industry, helping us make more informed decisions.

We started by adding 20 of our key suppliers to the platform, together, they represent some 45% of our total supply chain spend and a significant portion of our Scope 3 emissions. Whilst we have historically audited suppliers via Sedex and an internal risk assessment framework, EcoVadis will help us map our full supplier base over time and strengthen supply chain sustainability practices going forward.



Before launching EcoVadis, we operated our own Group Supplier Social Audit process which covered topics such as modern slavery and equity and diversity. We are proud of the progress we have made and are excited to expand this work in 2025.

“Launching our EcoVadis programme is another strong step towards further transparency and accountability in our supply chain. It gives us the data we need to have better conversations around sustainability with suppliers and ultimately drive more sustainable purchasing choices.”

Terry Whittaker
Group Procurement Manager
Johnson Service Group PLC



Transitioning to More Sustainable Textiles

We are collaborating with our suppliers to incorporate more sustainable content such as recycled content and biopolymers into our product lines. By 2030, our goal is to offer fully sustainable core products, and we are developing a Sustainable Content roadmap to achieve this. Our businesses are already introducing a number of initiatives as part of this journey:

- In our Workwear division, we successfully sourced and trialled a new reusable, processable bag that meets all our durability and functionality standards. From 2024, we began rolling this out to replace single-use plastic bags for packaging our industrial garments.
- In the Johnsons Ireland business, we have started delivering products without plastic wrapping to a leading five-star hotel. Where customer facilities allow, we will be expanding this initiative in 2025.

To read more about how we are making our products more sustainable, please read about our projects on page 24.





Our communities



Our Communities

vision

2030

Vision 2030 Bitesize Update

Since 2022, we have increased our social value spend as a % of revenue by 125%, reflecting a strong contribution to our local communities over time.

Sustainable Development Goals

Good Health and Wellbeing

We support good health and well-being by donating to health related causes through our Local Communities Initiative and by encouraging employee volunteering in health related services. We ensure our products meet high safety standards alongside use of eco-friendly products in our operations that contribute to better health outcomes.



How We Create Social Value

Throughout 2024, JSG continued to support the communities in which it operates.




£230,000
generated in social value.

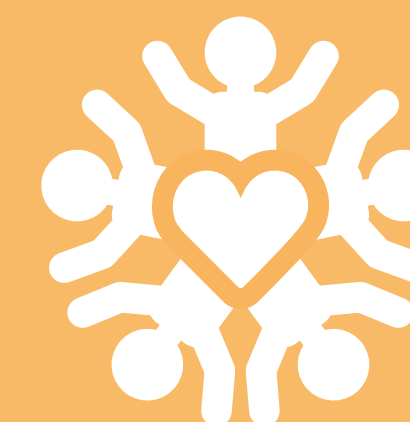

773
organisations supported.


2,723
volunteering hours.

£134,000
donated by JSG.



In-kind product donations worth
£71,000.




£42,000
raised by employees.



We have a strong history of supporting charitable activity including education, volunteering, fundraising and sponsorship opportunities. The photos shown are taken from some of the **773 organisations** we supported in 2024 through financial donations, in-kind donations and volunteering efforts.



Giving Back to Our Communities

At Regency, supporting our local community is very important to us. Through the 'Our Communities' pillar, we are committed to making a positive difference where we live and work. Each quarter, our team nominated a local charity or organisation to receive a donation.

In 2024, we also launched the new employee volunteering initiative, kicking off by helping the local council with wildflower raking to support local biodiversity. We are excited to build this into a regular opportunity for any team member who wants to get involved and volunteer.

We have also taken part in wider community efforts to support biodiversity. In May, we joined 'No Mow May', a national campaign to encourage pollinating insects that is championed by our local town council, and we have already committed to pausing mowing again in 2025.

We also recently installed a defibrillator on site, which is now accessible to our neighbours and registered with The Circuit, helping connect defibs with the ambulance service during our opening hours.

"We're proud to be part of a community that cares...whether it's protecting biodiversity, supporting health, or simply helping out. Our people are at the heart of everything we do and it's brilliant to see them getting involved and making a difference."

Sarah Byrne
Commercial Manager
Regency, Luxury Linen



Giving back through product donations and charity

As a business that provides linens, garments and laundering services, we have products available on site and the facilities to wash other items. Our business divisions often donate these products and services in-kind where practical to support various good causes. For example, we made an in-kind donation of sponsored aprons valued at £3,200 to Leukaemia UK, for their ‘who’s cooking dinner event’, organised by our Southall site. Our Southall site also provided a free loan of table linen to the Clink Charity Ball, supporting prisoner rehabilitation, worth £2,300. Our Shaftesbury site made 46 regular donations of free laundry to the Hope Project, worth £1,400, whilst our Hotel Linen site in Leeds regularly donated mixed linen bundles to support Homeless Hampers for new housing worth £1,000.

Our Hotel, Restaurant and Catering business continued its long standing support to the Hospitality Industry Trust, Scotland, which is a unique charity that offers opportunities to broaden hospitality skills and grow personally through their scholarship programme. Over 10 years of support we have donated a total of £116,000 to this charity. Additionally, our employee, Phil Martin, Transport Manager in our Restaurant and Catering business, single handedly fundraised over £35,000 by cycling 1,300 miles around JSG sites across the UK to raise money for Children with Cancer.



Supporting Young People and Education

Our businesses have been pleased to welcome young people into our processing sites to see our operations, helping to inspire them and highlight local career opportunities.

Our Workwear business hosted several work experience students, whose feedback led to internal recognition awards for the teams that supported them. Our Johnsons Ireland business welcomed seven transition year students from a range of schools, offering them valuable work experience and life skill development. In addition, the business welcomed a Mathematical Science student, who joined the team on placement as an Operations Analyst.

Giving Back Through Volunteering

In 2024, we continued our successful partnership with Neighbourly. This partnership has now been extended to encompass the whole Group including our operations in Republic of Ireland. Our employee volunteering efforts totalled 2,723 hours across 94 activities. Through these efforts, our businesses made positive contributions to community organisations, such as food banks and community centres. We have received great feedback on the impact these activities had on both the volunteers and the organisations they supported, including food preparation, garden maintenance, and administration support.

Our Pwllheli site provided 84 hours of support to gardening and a general tidy up at Ysgol Hafod Lon, a local school. Additionally, our Hull site contributed 64 hours to clear allotments and install paving, supporting Pickering & Ferens Housing.



“It is always a delight to host volunteers from Johnsons to the Big Yellow Bus community Garden Project. They always arrive with such enthusiasm and energy that remains throughout the whole day. To date, collectively they have donated close to 700 hours of volunteering, enabling us to achieve so much more than we might have been able to. They have cleared a quarter acre plot and planted it with potatoes, planted pumpkins, squashes and other vegetables that have since been donated to three local

food banks, helping families experiencing financial hardship. They have also helped with developing the facilities for the wider community to enjoy and recently completed a spectacular water cascade at the head of our sixteen-metre wildlife pond. I cannot begin to thank both the workforce and their employer, JSG, for their generosity of both time and spirit, which have helped to make this community facility so much more than it already was.”

Paul Williams,
The Big Yellow Bus Garden Project





Looking forward



What's next *for* sustainability?

From our Head of Sustainability: A future of Opportunity.

As we move forward into 2025, we are refining our sustainability strategy to ensure it remains focused and aligned with emerging regulation, industry standards and best practice.

This will be an exciting year as we have refined and reprioritised our sustainability efforts to help us better manage the programme.

One of the key changes in 2025 is the introduction of a new governance structure for sustainability. Over the past few years, we have successfully laid the foundation for our sustainability strategy, focusing on essential areas like embedding sustainability into our operations, launching group-wide sustainability programmes, employee awareness, reporting, data collection and new processes. However, as our business has matured in its approach to sustainability, it has become clear that to effectively manage our internal and external expectations, a more structured approach and clear focus on key topics is needed. Our focus areas for the coming year cover three key topics: climate change and decarbonisation, preparing the

Sustainability Committee



**CARBON
STEERING
GROUP**



**REGULATORY
COMPLIANCE
PROJECT TEAM**



**SUPPLY CHAIN
AND RATINGS
PROJECT TEAM**

business for emerging regulation and sustainability resilience and supply chain engagement.

With a growing focus on regulatory compliance, such as the European Corporate Sustainability Reporting Directive (CSRD) and forthcoming UK Sustainability Reporting Standards (SRS), we are also preparing to refresh our materiality assessment, which will guide our sustainability agenda, reporting and data collection for the next few years.

Another key focus for 2025 will be strengthening our relationships with suppliers to ensure alignment with our sustainability goals. By working with EcoVadis to

assess the sustainability performance of our supply chain, we will gain valuable insights into the maturity of our suppliers' sustainability practices. At the same time, we also need to assess our own performance to support external expectations as well as customers' own supply chain programmes.

We will also be focusing on decarbonisation. Whilst we have made significant progress in reducing carbon emissions, the next step is to formalise our decarbonisation roadmap, ensuring we have a clear path forward, ahead of our current goals for 2030.

Alexandra Brennan
Group Head of Sustainability
Johnson Service Group PLC

"This approach to sustainability governance sets a strong foundation for the Group's future efforts, ensuring that sustainability remains a top priority and continues to align with both business and regulatory demands. Sustainability isn't seen as a roadblock anymore; it's become part of everyday business, which is a massive step forward in just three years. Sustainability only works properly when it's fully integrated into a business and we have done a huge amount of work to get to this point, where it's truly becoming embedded."



How we measure and report

Report Scope

This report includes data covering our 2024 calendar year (January 1 to December 31, 2024). The JSG Carbon year for this reporting period runs from 1 October 2023 to the 30 September 2024. The data covers JSG and all its subsidiaries, sites and operations owned or occupied for the whole of 2024. Accordingly, the data does not include Empire, which was acquired by the Group in September 2024, it is excluded from the figures due to its short period of ownership during the carbon reporting year, ending 30 September 2024.



This report includes information on nearly all of our material topics and, where not, this is due to their relevance to The Johnsons Way sustainability framework. We last conducted a materiality assessment in 2021 and the results are available in our The Johnsons Way sustainability framework and our Inaugural Sustainability Report.

When we acquire or divest a company that will change our performance materially (i.e. by more than 5%), we will restate our performance data in previous years. We will also re-state if reporting methodologies (including carbon conversation factors) change as well as if the data quality and accuracy improves to the point where year on year differences of over 25% appear. Our aim is always to ensure that data is comparable.

Aligning with Global Sustainability Standards

We align our sustainability reporting with globally recognised frameworks to ensure transparency, accountability and comparability. These standards guide our approach to managing risks, tracking progress and meeting stakeholder expectations.

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Established by the Financial Stability Board, the TCFD is a reporting framework based on a set of consistent disclosure recommendations for use by companies as a means of providing transparency about their climate-related risk exposure and opportunities. Read our TCFD Statement in our [2024 Annual Report and Accounts](#) on pages 40-41.



The GRI Sustainability Reporting Guidelines provide a comprehensive set of reporting standards covering economic, environmental and social impacts. This report was prepared in accordance with the GRI Standards (2021) core option. We have followed the GRI Reporting Principles to define the report content. The GRI Report Index is available in our Sustainability Performance data table on pages 38-40 of this report. While we are working towards full alignment, our disclosure is not yet fully compliant due to current limitations in data collection and reporting.



We reviewed the United Nations 17 Sustainable Development Goals (SDGs) as part of our materiality assessment to help guide our strategy. Underpinning these goals are several indicators designed to support



their implementation and monitor progress. We recognise that the private sector plays a critical role in achieving these goals which address the most important economic, social and environmental challenges for the world. We support their implementation as a framework for sustainable business practices. Of the 17 goals, we have identified five which are most closely aligned to our activities. These are Decent Work and Economic Growth, Good Health & Wellbeing, Responsible Consumption and Production, Gender Equality and Climate Action.

Our Ratings and Memberships

We are involved in several external sustainability rating and membership programmes to help us track our progress and benchmark our performance. Participating in these programmes helps us and our stakeholders see how we're doing on sustainability and helps to guide our strategic decisions. It also allows us to communicate our commitment and find areas where we can improve.

Every year, we participate in CDP, the global environmental disclosure system. CDP has the largest global collection of self-reported climate change and

water risk data. Through CDP, customers and investors are better able to mitigate risk and make investment and procurement decisions.

We are pleased to report a CDP Climate score of B and Water Security score of B-, with our water score improving from C- the previous year. These scores place us at the 'Management' level and indicates good environmental management across the Group.

We are also pleased to receive an "A: Leadership" rating for Scope 1 and 2 emissions, and A- across categories including Governance, Targets and Dependencies, Impacts, Risks and Opportunities Process. Our scores this year confirms that we are operating at, or exceeding the industry, regional and global averages.

Assessment	JSG Score
Climate	B
Water	B-

SUSTAINALYTICS

Using publicly available information, Sustainalytics measures a company's exposure to industry-specific material ESG risks and how well a company is managing those risks. ESG Risk Ratings range from 0 (negligible) to 40+ (severe). In 2024, we improved our rating from 18 to 16.7, maintaining a Low Risk classification and performing better than the industry average of 19.1.

ecovadis

EcoVadis ratings assess a company's sustainability performance across four key areas: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. Following our registration in 2024, we undertook our first EcoVadis assessment and, in June 2025, were proud to be awarded a Silver Medal rating. This places us in the top 15% of companies assessed by EcoVadis globally and in the top 4% within our industry category.



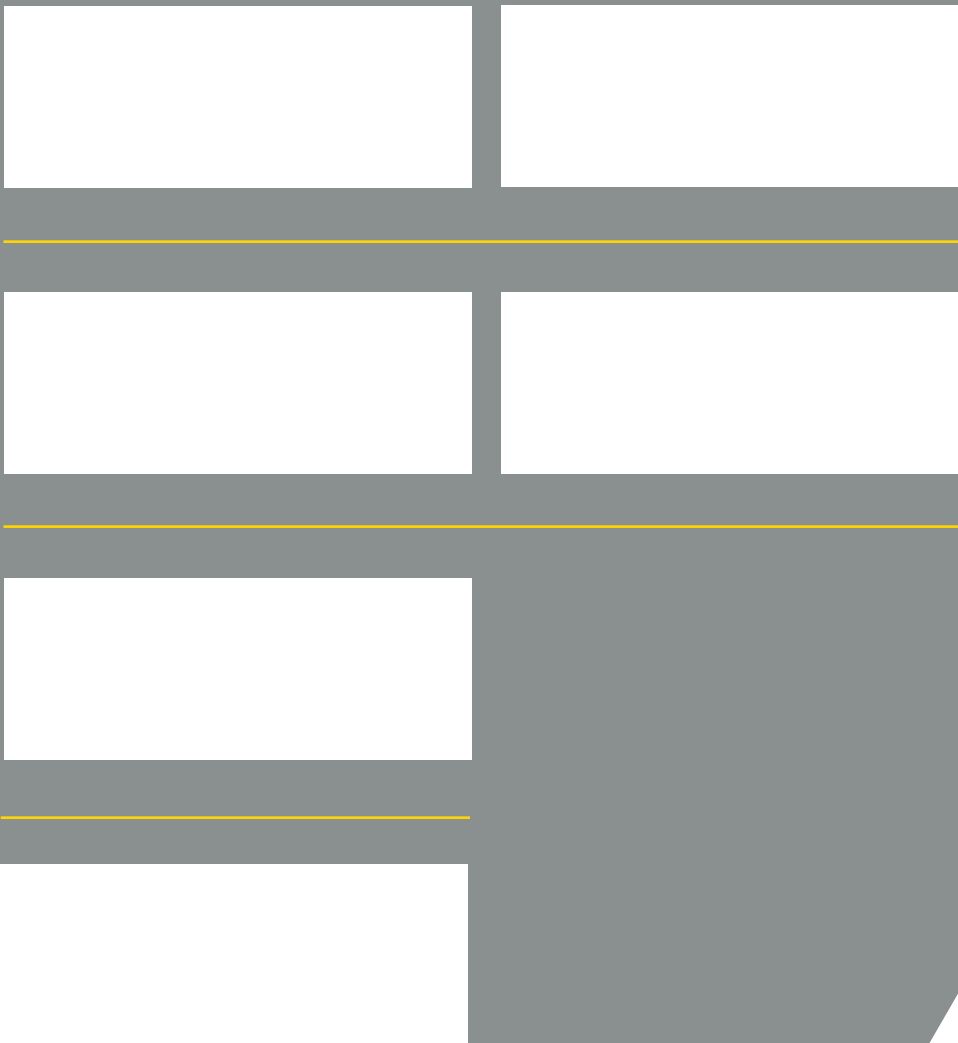
Ethifinance

EthiFinance assess the way in which companies manage their ESG risks, how mature they are in their Corporate Sustainability journey, and how this maturity evolves over time. In 2024, our rating improved from 47 to 49 (out of 100), with EthiFinance also recognising that we have low exposure to ESG controversies.

In addition, we are active members of several sustainability focused organisations, helping us to keep track of emerging trends, collaborate on best practices, and contribute to industry wide progress.



Our memberships include



Better Cotton Initiative

Better Cotton, is the largest cotton sustainability programme in the world. In 2020, JSG became one of the first textile rental companies in the world to have its application to join the Better Cotton Initiative ('BCI') approved. We continue to be a proud member and support the improvement of cotton farming practices globally.

In 2024, the volume of Better Cotton sourced of our overall cotton purchases was 62%. Since 2022, the volume of Better Cotton we sourced has increased by 108%.





European Textile Services Association (ETSA)

Our Head of Sustainability plays an active role in shaping the future of the textile services industry through her involvement in several key working groups under ETSA.

This role involves sitting on the ETSA Sustainability Steering Group and the specialist Textile Subgroup, where we contribute to sector-wide initiatives focused on improving how textiles are sourced, managed, and recycled at end-of-life.

She also represents the company at ETSA's Environmental Working Group, which looks at technical compliance across water, energy, carbon and textiles, and provides insight into upcoming European regulations including CSRD and evolving materiality standards.

"Being part of these expert groups not only helps us stay ahead of regulatory developments, but also sparks new ideas. Collaborating with others across Europe opens up thinking on where we can lead, particularly on circular textiles."

Alexandra Brennan
Group Head of Sustainability
Johnson Service Group PLC



Assurance and Verification

For the first time, our 2024 sustainability data and non-financial information has been independently assured, marking a significant step forward in enhancing the credibility and transparency of our reporting. Our independent assurance provider, Jacobs U.K. Limited, conducted assurance on selected sustainability data from our Annual Report and Accounts for the financial year ended 31 December 2024.

Specifically, the assurance covered our 2022 baseline and 2024 sustainability data, as well as our adherence to the AA1000 Accountability Principles of Inclusivity, Materiality, Responsiveness, and Impact.

This assurance was carried out in accordance with two internationally recognised standards, ISAE 3000 (Revised) and AA1000AS v3. Our assurance statements can be viewed at the end of this report on page 41.



In addition to the external assurance, all environmental data goes through an internal assurance process. Each site's general manager assures their site-level data, followed by Financial Directors who conduct assurance for all sites and approve the data. The Group Sustainability and Finance teams then provide an additional level of assurance on the approved data set before publication.



Our Sustainability Performance Data Table

All reported values represent the best data available at time of publication. Where actual data is not available, we may use estimates. We base our estimates and methodologies on historical experience, available information and on various other assumptions that we believe to be reasonable.

As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Methodology changes may include changes in a calculation, improvements in the quality of data, new activity types for greater data granularity and updates to available reported data. Such updates may result in material changes to our calculations and may also result in adjustments made to the current and previous periods, including our base year. Where material, we have disclosed these changes and whether previous periods have been adjusted to reflect these updates. To understand which recent acquisitions are not included in our baseline year data, please read page 40 in our [2024 Annual Report and Accounts](#).

Reporting Category	Indicator	Unit	2022	2023	2024	% Variance since 2022 or other referenced baseline year ²	GRI Index
	Revenue	£m	385.7	465.3	513.4	NA ³	GRI 201-1
	Adjusted EBITDA	£m	104.9	131.5	152.6	NA	GRI 201-1
	Profit ⁴	£m	38.2	44.5	54.8	NA	GRI 201-1
	Weight Processed ⁵	tonnes	277,122	316,790	348,980	26%	GRI 301-1
 OUR FAMILY	Employees	number	5,691	6,239	6,550	15%	GRI 102-8
	Gender Diversity of Board	%	33	43	50	52%	GRI 405-1
	Gender Diversity of Supervisors	%	30	40	41	37%	GRI 405-1
	Gender Diversity	%	43	41	39	-9%	GRI 405-1
	Senior Management Positions Held by Women	%	NA	27	21	-22%	GRI 405-1
	Employees over 45	%	44	49	44	0%	GRI 405-1
	Employee E ngagement	%	83	85	86	4%	GRI 405-3
	Training Courses Passed	number	NA	34,509	46,257	34%	GRI 404-1
	UK Gender Pay Gap ⁶	%	13.2	9.9	7.6	-42%	GRI 405-2
	RIDDOR Frequency Rate ⁷	number	0.3	0.3	0.3	0%	GRI 403-9
	Accident Frequency Rate ⁸	number	6.0	5.4	4.9	-18%	GRI 403-9
	Near Misses Reported	number	2,165	2,534	2,402	-5%	GRI 403-2
	Health & Safety Training	number	NA	27,973	21,172	-24%	GRI 404-1

¹ Total GHG absolute emissions and intensity have increased compared to 2023 primarily due to the acquisition of Celtic Linen. This business outsources the majority of its logistics which has led to a significant rise in Scope 3 emissions. Despite this, our Scope 1 and 2 intensity has decreased, reflecting improved efficiency across the rest of the Group's operations.

² To understand the baseline year for each indicator, please read page 40 in our [2024 Annual Report and Accounts](#).

³ NA refers to data not previously reported or currently not collated.

⁴ Adjusted profit before taxation.

⁵ We use an adjusted weight processed when calculating intensity rates for the October-September carbon year.

⁶ UK Gender Pay Gap is the difference in the hourly rate of pay (mean).

⁷ Number of RIDDORs per100,000 hours worked.

⁸ Number of Accidents per 100,000 hours worked.

Reporting Category	Indicator	Unit	2022	2023	2024	% Variance since 2022 or other referenced baseline year ²	GRI Index
 OUR WORLD	Scope 1 Emissions	tCO ₂ e	86,085	89,609	94,117	9%	GRI 305-1
	Scope 2 Emissions	tCO ₂ e	8,369	9,409	10,508	26%	GRI 305-2
	Scope 3 Emissions	tCO ₂ e	17,026	64,316	55,323	225%	GRI 305-3
	GHG Emissions Intensity ¹	tCO ₂ e/tonnes	0.402	0.373	0.461	15%	GRI 305-4
	GHG Emissions ¹	tCO ₂ e	111,480	116,522	159,948	43%	GRI 305-5
	Scope 1 and Scope 2 Emissions Intensity	tCO ₂ e/tonnes	0.341	0.318	0.303	-11%	GRI 305-4
	Energy Use	kWh	487,719,427	510,524,332	545,804,025	12%	GRI 302-1
	Water Use Intensity	m ³ /tonnes	7.679	7.250	6.698	-13%	GRI 303-1
	Water Use	m ³	2,219,845	2,296,679	2,337,597	5%	GRI 303-1
	Total Waste Generated	tonnes	NA	NA	5,641	NA	GRI 306-2
	Waste to landfill	%	NA	NA	7	NA	GRI 306-3
	Single Use Plastics Purchased	tonnes	NA	954	1,086	14%	GRI 306-2
	EV Vehicles in Company Car Fleet	%	20	40	42	110%	GRI 103-1
	Sites Certified to ISO 14001	%	NA	33	41	NA	GRI 103-1



Reporting Category	Indicator	Unit	2022	2023	2024	% Variance since 2022 or other referenced baseline year ²	GRI Index
 OUR INTEGRITY	Sustainability Supplier Audits	%	76	73	36	NA	GRI 308-1
	Confirmed Incidents of Corruption	number	NA	0	0	NA	GRI 205-3

Reporting Category	Indicator	Unit	2022	2023	2024	% Variance since 2022 or other referenced baseline year ²	GRI Index
 OUR COMMUNITIES	Social Value	£	79,382	178,144	229,919	190%	GRI 413-1
	Social Value as a % of Revenue	%	0.02	0.03	0.04	100%	GRI 413-1
	Charitable Donations	£	3,606	118,152	134,126	3620%	GRI 201-7
	Employee Fundraising	£	21,618	57,732	41,693	93%	GRI 413-2
	Employee Volunteering	hours	129	1,755	2,723	2011%	GRI 413-2
	Product Donations	£	37,871	40,418	71,437	89%	GRI 201-7



Methodologies

Greenhouse Gas Emissions

JSG has adopted an 'operational control' approach to define the Group's emissions boundary and scope. This includes emissions directly associated with the operational activities of all sites, as well as company owned and leased transport. The data used for compiling the report adheres to the methodology outlined in the UK Government's Environmental Reporting Guidelines for 2019. The methodology for calculating JSG's emissions footprint follows the Greenhouse Gas Protocol: Corporate and Accounting Standard. Emission calculations are based on conversion factors provided by the UK Government. JSG measures and monitors Scope 1, 2, and 3 emissions, using two specific intensity ratios for year-on-year comparison:

- Tonnes of carbon dioxide equivalent (tCO₂e) per tonnes of weight processed.
- Tonnes of carbon dioxide equivalent (tCO₂e) per £million of revenue.

Scope 1 and Scope 2 Emissions

JSG's emission target includes all Scope 1 and Scope 2 emissions, plus emissions from the grey fleet (technically a Scope 3 emission, however it is mandated by UK legislation to be included in Streamlined Energy and Carbon Reporting Regulation (SECR) disclosures).

Scope 3 Emissions

We have worked with third party carbon consultants to develop a methodology for calculating full Scope 3 greenhouse gas emissions which includes both upstream and downstream emissions for the baseline year of 2022 and for the 2024 reporting year. The Group adopted a spend-based analysis disclosure, using annual spend with individual suppliers converted into emissions using conversion factors.

Water

Water consumption is equal to 'water withdrawal – water discharge'. Water data is based on actual metered data when its available, or invoiced data. Where applicable, sites apply an estimated evaporation allowance calculation to take into account the water that is lost through evaporation during processes, ensuring the reported water usage more accurately reflects actual consumption.

Waste

In 2024, we established a new baseline for our waste data, which we are reporting for the first time. This follows improvements in our waste management processes across the Group. We mentioned last year that we identified errors in the 2023 and 2022 waste data during our internal assurance process. In response to this, we have developed and rolled out improved processes, procedures and training across the Group to make sure our reporting is accurate from 2024 and onwards.

Plastic

In 2024, and to align with our long-term goal of the elimination of unnecessary single use plastics by 2030, we set a new target to reduce single use plastics purchased by 10%. Single use plastics are defined as: shrink film, shrink wrap, plastic bags, plastic cage tags and pallet plastic wrap. Cages, cage covers and any other hard reusable plastic are excluded, as are the plastics that are fully outside of our operational control such as those required and managed by our healthcare customers.

Jacobs

Jacobs 2024 Assurance Statement Independent Assurance Summary 2024

Jacobs U.K. Limited ('Jacobs') has conducted assurance of selected sustainability data from Johnson Service Group PLC's ('JSG') annual report and accounts for the financial year ended 31 December 2024.

The assurance was undertaken in accordance with two standards; limited assurance was provided using the International Auditing and Assurance Standards Board's International Standard on Assurance Engagements 3000 (ISAE 3000 (Revised)), and moderate assurance was provided using AccountAbility's AA1000 Assurance Standard (AA1000AS v3).

The Jacobs assurance team has identified no material concerns with the select baseline and 2024 sustainability performance data (note that the assurance does not cover Scope 3 2024 data). In addition, JSG has demonstrated adherence to the AA1000 Accountability Principles (2018) of Inclusivity, Materiality, Responsiveness, and Impact.

The assurance statements detail the key findings and conclusions, scope and methodology, and can be found on JSG's website.

ISAE 3000 (Revised): International Auditing and Assurance Standards Board's International Standard on Assurance Engagements 3000 (ISAE 3000 (Revised))

AA1000AS v3: AccountAbility's AA1000 Assurance Standard (AA1000AS v3)

Jacobs U.K. Limited Manchester.
3 March 2025



today



Johnson House,
Abbots Park,
Monks Way,
Preston Brook
Cheshire
WA7 3GH

+44 (0) 1928 704 600
sustainability@jsg.com