

SHAPING A SUSTAINABLE FUTURE TOGETHER



CONTENTS



About this Report

Our 3rd Sustainability Report provides an overview of our business, presents our sustainability strategy and targets and highlights our annual progress and achievements. The report features data and performance highlights, showcasing progress against our targets for the 2023 calendar year (1 January to 31 December 2023). Note that the Johnson Service Group (JSG) Carbon year for this reporting period runs from 1 October 2022 to 30 September 2023.

Additional Resources

- [ABOUT JSG](#)
- [JSG SUSTAINABILITY REPORTS AND DISCLOSURE INFORMATION](#)
- [JSG SUSTAINABILITY STRATEGY BOOKLET](#)
- [JSG VISION 2030 SUSTAINABILITY TARGETS](#)
- [JSG 2024 SUSTAINABILITY POLICY](#)





A MESSAGE

FROM OUR CEO

“Welcome to our third Annual Sustainability Report for the period ending 31 December 2023. As CEO, I am strongly committed to sustainability, recognising it is incredibly important in everything we do and its potential to differentiate our company. Looking back on each year, it’s clear we’ve made significant progress in our sustainability journey, which I’m proud to share more of in this report.

Climate and environmental challenges also present significant opportunities; and, as a market leader in our industry, we see our role as being to pave the way forward, accelerate action across the responsible business agenda and set the standards against which others aspire to. I am impressed with what we have achieved in 2023; a 7% reduction in carbon intensity and a 6% reduction in water use intensity. More broadly our transition towards fully recycling the end of life garments from our workwear customers and achieving 56% of our sourced cotton purchases being Better Cotton approved demonstrate we are prepared to follow through on our commitments.

Sustainability is vital for several reasons; it aligns with our values, supports our people, encourages volunteering and charitable activities, attracts talent who value sustainability and meets the expectations of investors, customers, and suppliers who expect us to lead our industry.

The sustainability journey also brings challenges, especially regarding the accuracy of data. Just as our financial results require independent verification, so too will our sustainability data. Accurate data collection is critical to setting, informing and achieving our targets and maintaining market leadership.

Looking to the future, sustainability must become an integral philosophy of our business, not just an obligation. This commitment comes with costs and challenges for commercial viability. For example, our decarbonisation efforts, such as using HVO fuel and transitioning to renewable electricity, are more expensive than traditional methods. While we haven’t set a net zero target yet, we are working on a decarbonisation plan with clear, achievable steps towards that goal.

Ultimately, sustainability must be woven into the fabric of our business, touching every stakeholder from our people, to customers, suppliers, communities, and investors. This is why we have a comprehensive sustainability strategy, ‘The Johnsons Way’ and a dedicated sustainability committee at the highest level, ensuring sustainability remains at the core of our business strategy, driving decisions and actions now and in the future.

We ended 2023 positioned for growth and further progress in our sustainability priorities. Sustainability is at the core of what we do and who we are in the Johnsons family. I am excited to see what’s next.”

Peter Egan

CEO

Johnson Service Group PLC

● INTRODUCTION



2023: THE YEAR AT A GLANCE

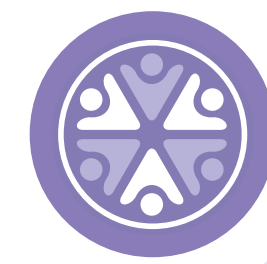
In 2023, we continued to demonstrate our commitment to sustainability across every area of our business.

Our sustainability governance structure has been embedded with standalone working groups for each sustainability strategy pillar. We delivered on our targets to ensure 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:



56% of our cotton purchases were **Better Cotton Sourced**, promoting sustainable farming.

Actively engaged with **120 KEY SUPPLIERS** on our supplier sustainability framework



OUR FAMILY



5,000+ employees

completed nearly **28,000 health and safety courses** across

82 specific topics.



Introduced a new cyber security education platform with **11 critical cyber security courses.**



Boosted our employee engagement score to

83%



OUR INTEGRITY

73%

of our most **critical or high risk suppliers** audited¹.

JHL launched a new Customer Service Visit App for **real-time customer feedback.**

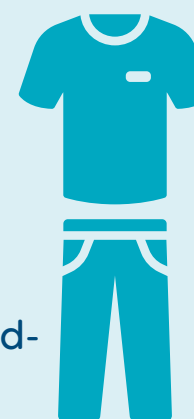


Hotel Linen continued recycling its end-of-life textiles.

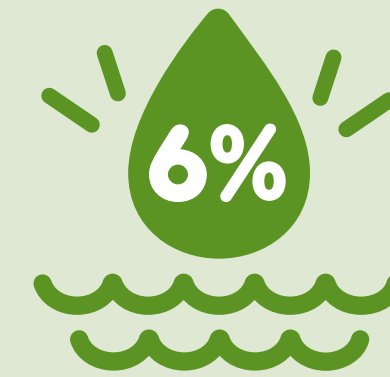


Created a **new Employee Code of Conduct** training package, launching in 2024.

Workwear partnered with a **specialist** to recycle the majority of its end-of-life textiles.



OUR WORLD



Reduced our water intensity rate by 6% compared to 2022.



Achieved a **7% reduction** in carbon intensity compared to 2022.



Reported our full Scope 3 emissions baseline for the first time.



Achieved a **B-** in Climate Change Disclosure and a **C** in Water Disclosure in the Annual CDP submission.



OUR COMMUNITIES

Generated **£180,000**

in Social Value from charitable giving and community activities. Up from

£80,000 in 2022.



Launched the Local Communities Initiative, allowing employees to nominate company-funded charitable donations.



Provided **£40,000** in-kind donations to various causes across the UK.

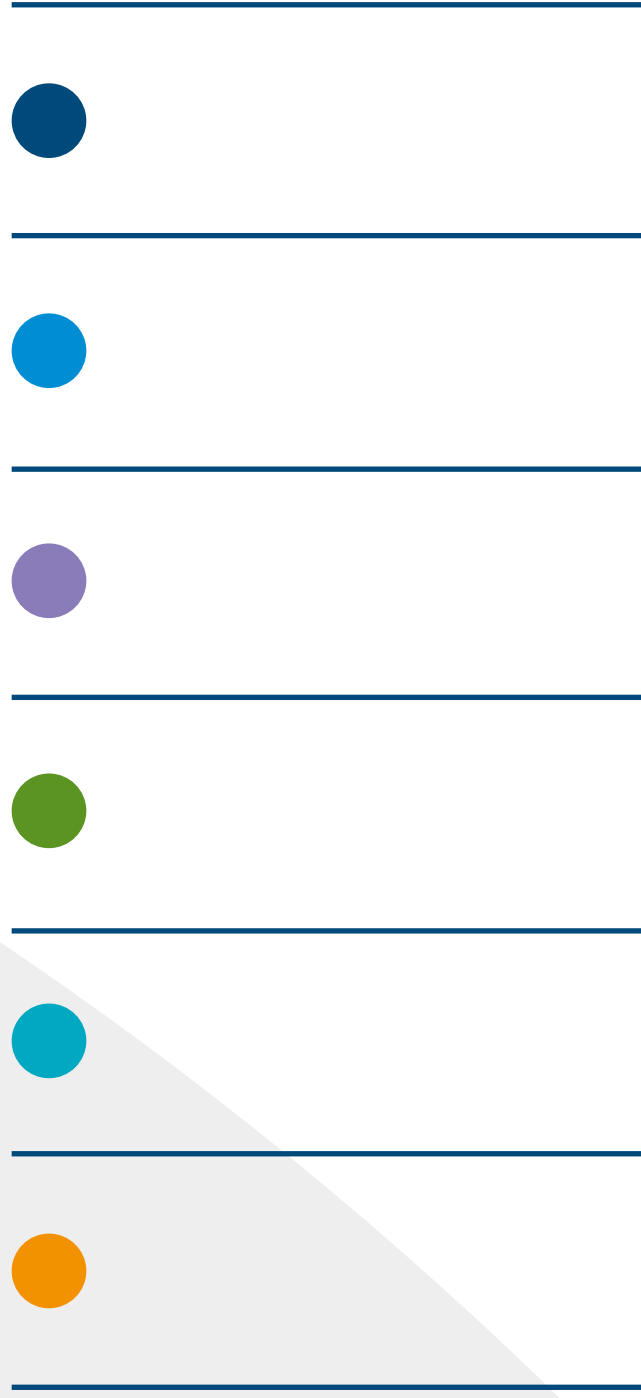
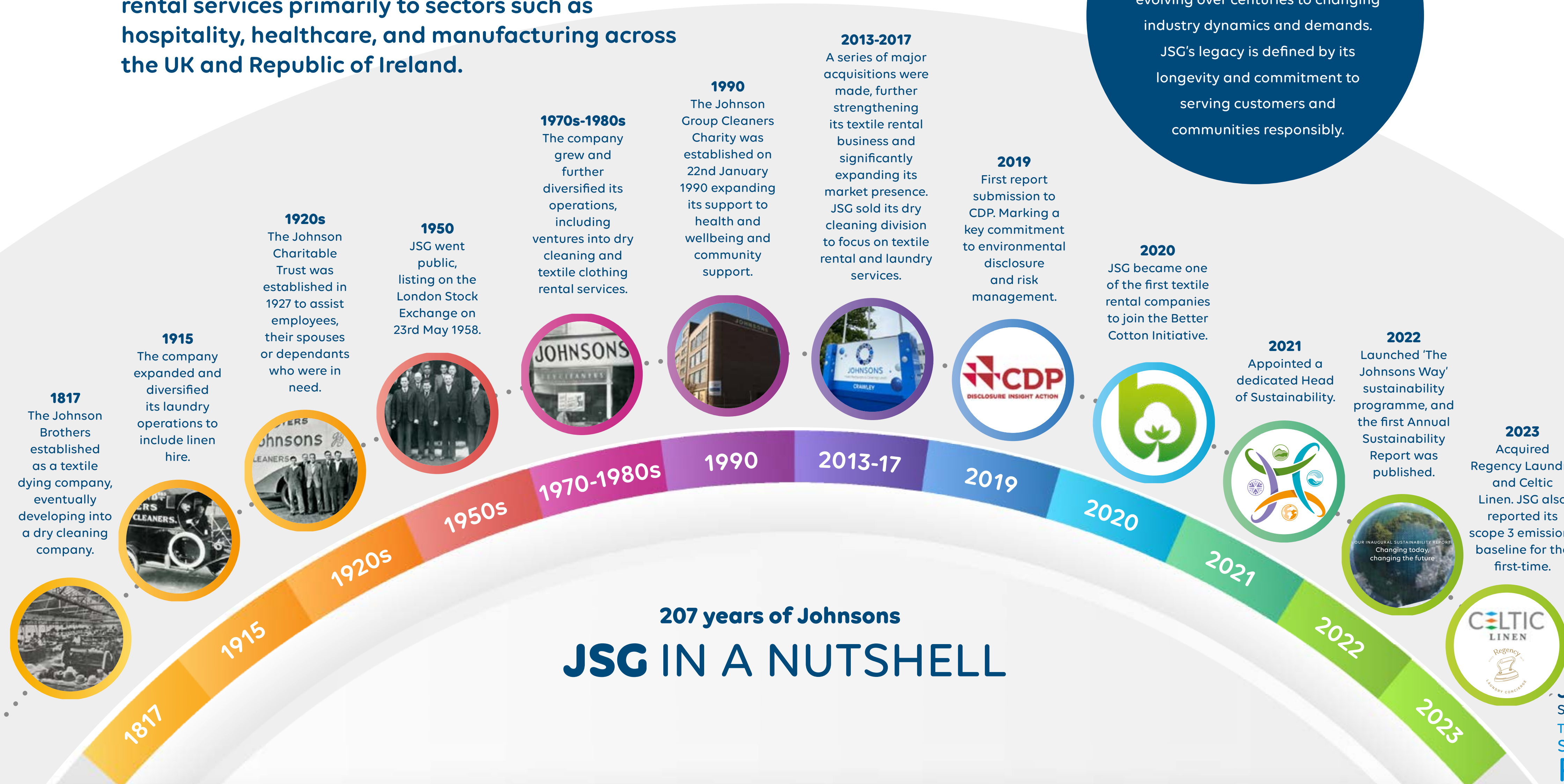


Increased volunteering hours from 129 in 2022 to over **1,600 in 2023.**

¹Sedex defines high-risk suppliers based on an assessment of location, industry sector, supplier characteristics, and product/service risk.

Johnson Service Group (JSG) operates in the textile services industry, providing linen and workwear rental services primarily to sectors such as hospitality, healthcare, and manufacturing across the UK and Republic of Ireland.

JSG is a leader in the textile services industry, 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.



Our businesses

JOHNSONS IRELAND
Serves both budget and luxury hotel customers as well as several healthcare customers across Northern Ireland and the Republic of Ireland.



JOHNSONS HOTEL LINEN
Our high-volume linen business, primarily serves corporate independent and budget hotel customers.



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



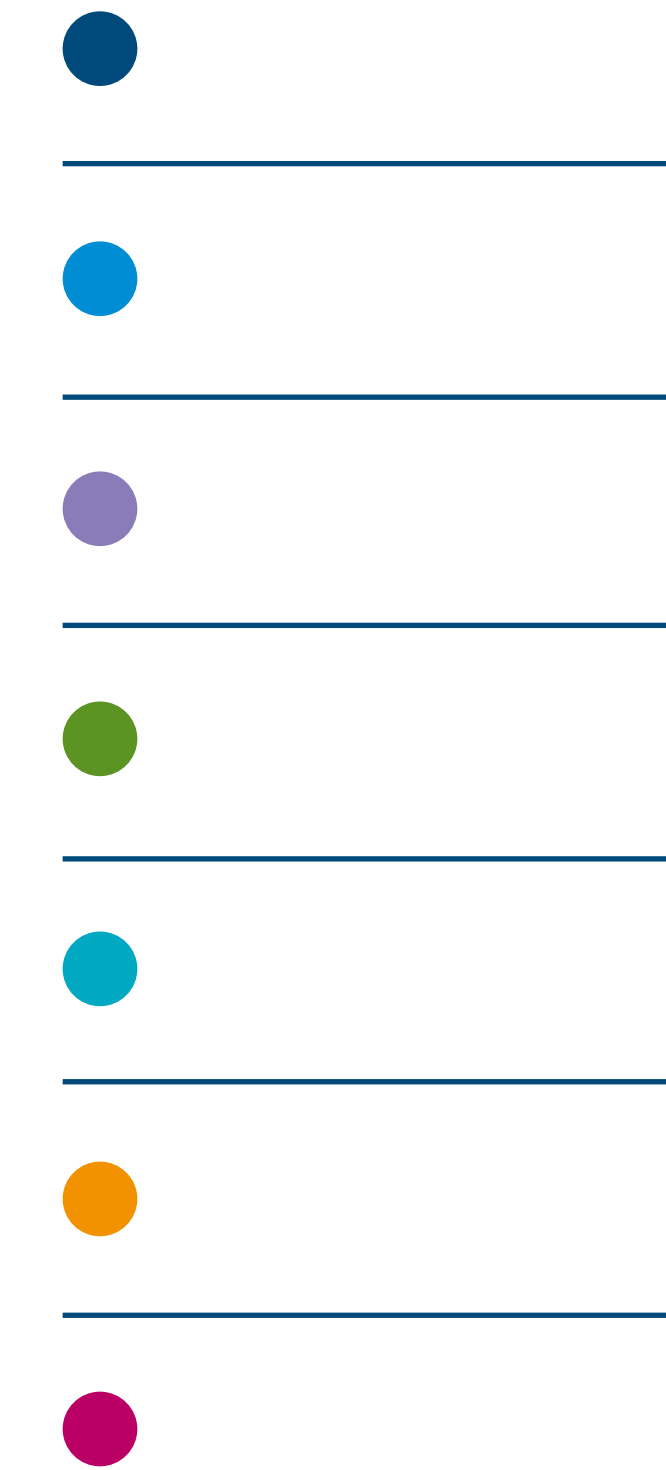
JOHNSONS HOTEL, RESTAURANT & CATERING LINEN (HORECA)
Provides premium linen services to hotel, restaurant, hospitality and corporate event customers.



JOHNSONS WORKWEAR
Provides workwear rental and laundry services to customers throughout Great Britain, ranging from small local businesses to the largest companies covering food related and other industrial sectors.

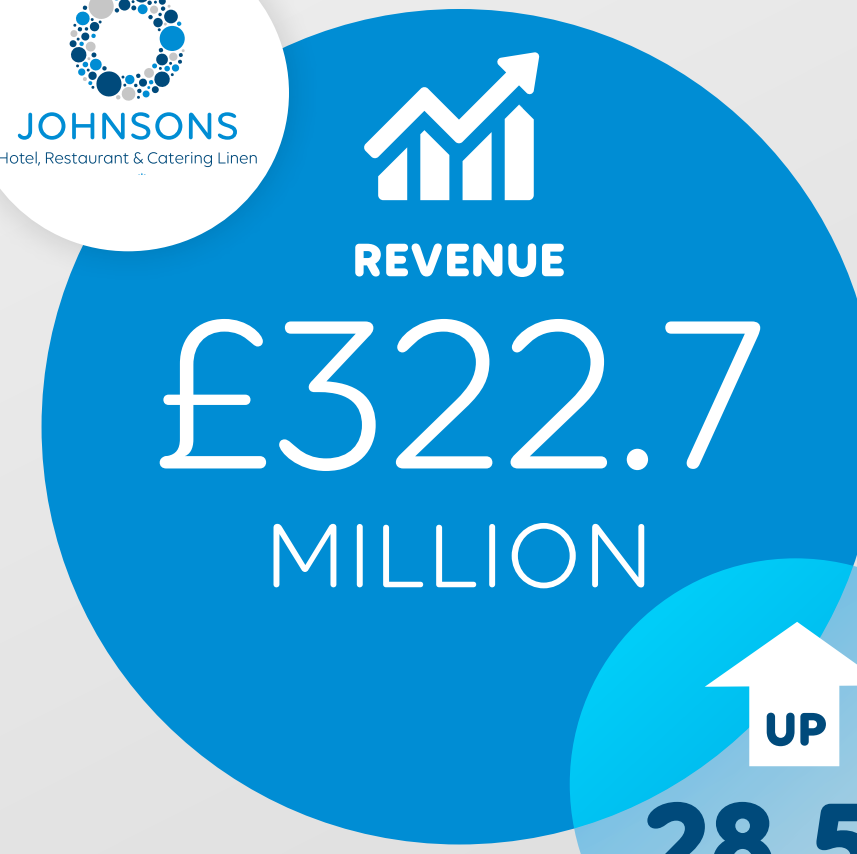
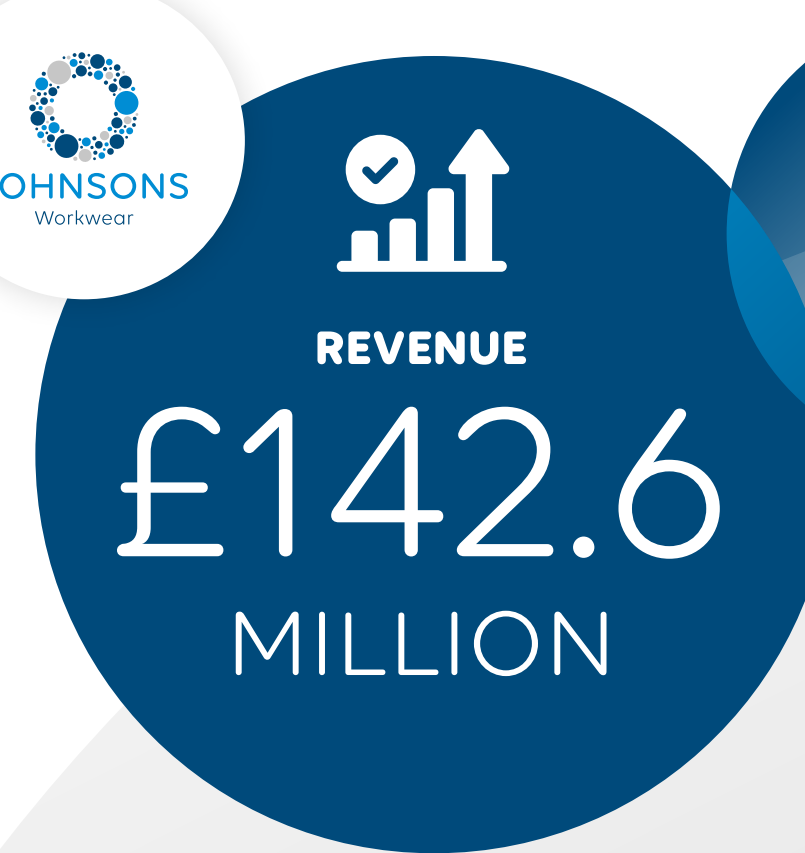
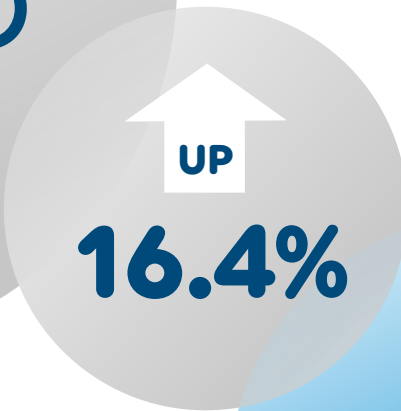
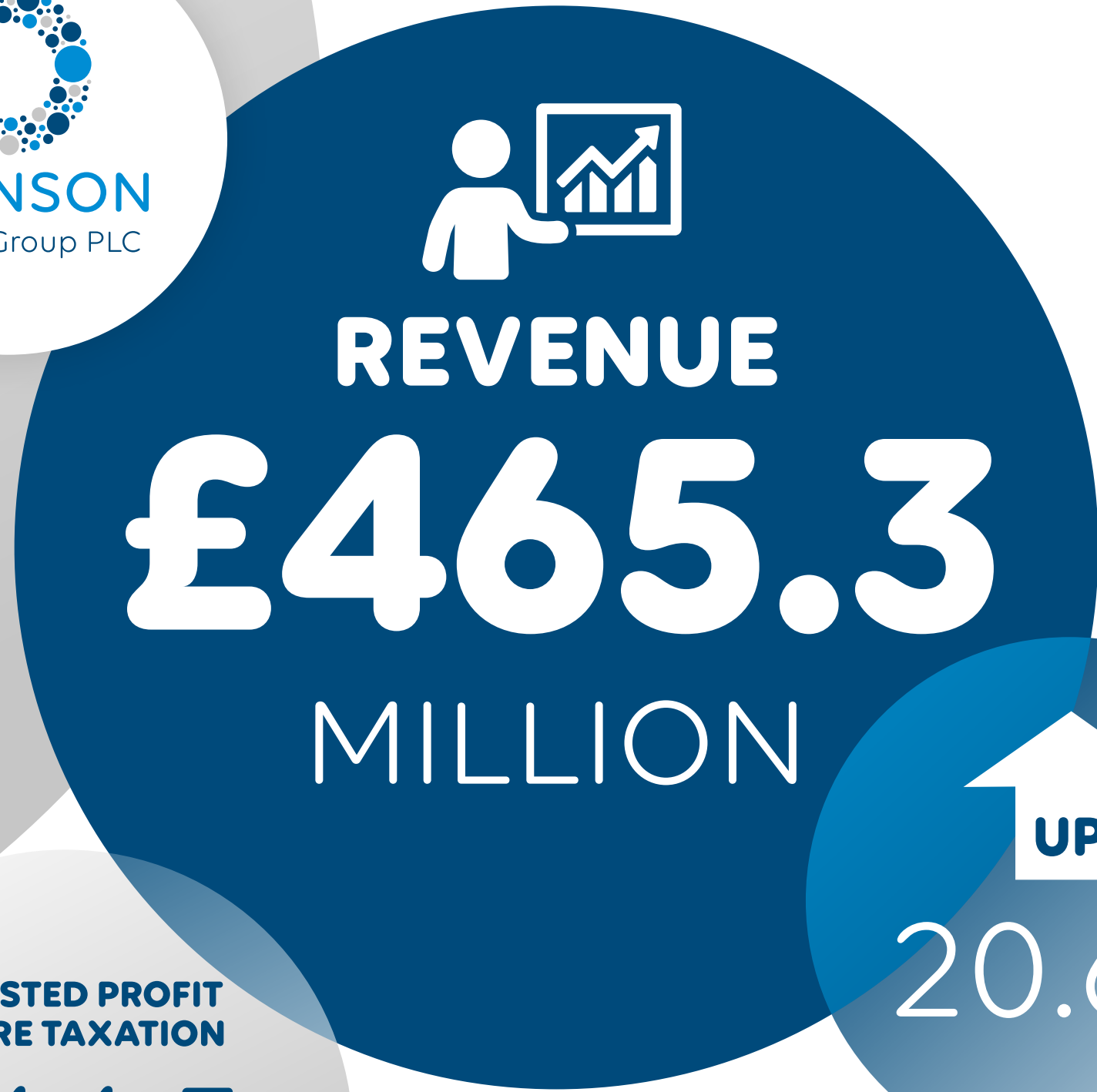


How we operate



Financial Performance Summary

For the FY ending 31 December 2023



Our sustainability framework

Launched in 2022, The Johnsons Way sustainability strategy reflects the material issues identified by our stakeholders.



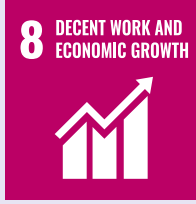







Launched in 2022, The Johnsons Way sustainability strategy reflects the material issues identified through an internal review of our stakeholders. It sets out our vision for a better future, our key ambitions and targets across four focus areas for the business. You can read more about the strategy in our Sustainability Launch booklet linked within our 'additional resources' on page 2.

We reviewed the United Nations 17 Sustainable Development Goals (SGs) 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.

Sustainability is managed at the highest level within JSG and we have created a dedicated Sustainability Committee which is chaired by the Group CEO and which reports into the PLC Board. The permanent members of the Sustainability Committee include the JSG Group Management Board, along with the JSG Head of Sustainability. Its purpose is to provide advice on the sustainability strategy, compliance and performance.

The Johnsons Way Sustainability Framework and 2023-2030 Targets

	AIM	2023 TARGET AND FOCUS AREA	2030 TARGET
OUR FAMILY   	<ul style="list-style-type: none"> By taking care of our Johnsons family and ensuring everyone feels that they belong we will deliver a first-class employee experience every day. 	<ul style="list-style-type: none"> Create a comprehensive approach to deliver a diverse business and an inclusive culture. Achieve 25% female representation at senior management level and above. 	<ul style="list-style-type: none"> An Effective ED&I programme. Developing the Academy to provide life-long learning and career paths.
OUR WORLD  	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Reduce CO2e by 5% compared to 2022 baseline year. Reduce water intensity by 2% compared to 2022 baseline. Increase electric vehicles to 40% of the company car fleet. Provide means to recycle end-of-life textiles. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> By continuing to demonstrate our integrity and commitment to responsible business practices we will position the organisation for future stability and growth. 	<ul style="list-style-type: none"> Launch ethical business training to support the Code of Conduct. Develop a Supplier Sustainability framework and compliance programme. 	<ul style="list-style-type: none"> Fully sustainable core products as the preferred offerings. Ethical Business Conduct (internal and external).
OUR COMMUNITIES  	<ul style="list-style-type: none"> By further understanding the communities impacted by what we do, we can form better collaborative partnerships to support them as they grow and develop. 	<ul style="list-style-type: none"> Support fundraising at our sites for local charity partners. Develop innovative and collaborative community partnerships. 	<ul style="list-style-type: none"> Increase our social value spend as a % of revenue.

OUR STRATEGY





OUR FAMILY

“With over 6,000 employees, our people are the heart and foundation of our business. Our Family Pillar, led by HR, training, and health and safety teams, aims to ensure that everyone comes to work and goes home safely.

We are committed to providing structured development opportunities for all, fostering growth regardless of background. I'm incredibly proud of our team's dedication and hard work, often beyond regular hours, to make this a reality.”

Steve McKeever

Our Family Pillar Sponsor
Group IT Director Johnson Service Group PLC

Boosted our employee engagement score to

83%



Increased reporting of near misses, helping to prevent accidents before they happen.



LENGTH OF SERVICE
5-10 years **21%**
1,315 employees

≥10 years **24%**
1,489 employees

Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH



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.

5,000+ employees completed nearly

28,000 Health & Safety courses

ACROSS

82

specific topics.



Introduced a new cyber education platform with

11 critical cyber security courses.

OUR FAMILY

Our commitment to health, safety and wellbeing

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 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 safety standards and driving further improvements.

Across the Group we have transitioned our accident reporting and monitoring to the T100 system which provides greater transparency and also aids the root cause analysis process. The data from T100 allows us to identify and prioritise trends and focus areas for safety improvement.

Over 5,000 employees completed training across 82 specific health and safety courses, resulting in a total of almost 28,000 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.

HORECA adopted a new Employee Assistance Program to enhance our support for employee wellbeing.



Celtic Linen HR team completed a Wellbeing Strategy course, leading to the development of a new Wellbeing Policy.



The group annual employee engagement survey resulted in scores of 85%-92% across the **enablement, engagement** and **empowerment** categories.



85%-92%

SITE INITIATIVES TO SUPPORT SAFETY

In 2023, our Workwear business continued to focus on health and safety awareness through Toolbox Talks and Near Miss Campaigns whilst also focusing on upskilling site Quality, Health, Safety and Environment (QHSE) officers to achieve Level 3 NEBOSH.

Within our Hotel Linen business, we have developed Standard Operating Procedures to ensure better consistency in safety across sites. Our Chester site also trialled a new vehicle monitoring system to help improve safety and efficiency for our vehicle fleet. There is also now a dedicated SHEQ role across all Hotel Linen sites to oversee safety and quality. Alongside this all General Managers are now taking on NEBOSH training to equip them with the skills required to oversee the new H&S roles at their sites.

Within our Hotel Restaurant & Catering business, we have conducted internal training programs for all commercial and company car drivers and recognise and reward those drivers for safe driving records across all locations.

At our Celtic Linen sites, we have introduced a new near miss reporting procedure and employees are rewarded for identifying and reporting significant safety hazards. Celtic Linen has also expanded its Safety Representative team whilst also developing updated standard operating procedures and safe systems of work.

CARING FOR OUR PEOPLE

Looking after the wellbeing of our employees and by providing ongoing support we can ensure we make the most of a person's experience, happiness, motivation, problem solving and skills at work.

Workwear introduced a new **Mental Health at Work Policy**, as part of this managers were trained to help support their colleagues.



Hotel Linen continued to train

Mental Health First Aiders

to ensure support is available across all sites.

Workwear launched a new Healthcare Cashplan on the JW Stars Platform.



Hotel Linen launched new health checks for drivers bi-annually.



Regency trained members of its team in Mental Health awareness and certified them as Mental Health First Aiders.



Hotel Linen introduced a new **Menopause policy** and introduced free sanitary products across all sites.

5 day £

Celtic Linen introduced 5 days paid domestic violence leave and medical care leave in compliance with the Republic of Ireland's Work Life Balance Act 2023.

Empowering our Team

We want JSG to continue to be an attractive career choice for both new recruits and long-term employees.

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. 45% of employees have been with us for over five years, of this total, 24% 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.

OUR EMPLOYEES

We enjoy celebrating the incredible dedication and loyalty of our long-serving employees across all business divisions. We are proud to spotlight some of these individuals who have dedicated 33 to 45+ years to our Johnsons family. Their stories and experiences highlight the strong relationships and sense of community that define our workplace.



Pauline Dewey



Production Operative

40 years' service

Johnsons Hotel Linen, Bourne

“I started working here right after leaving school, initially part-time and then full-time. During my time here, I have worked in various areas within Production, from sorting to packing. It has been a good place to work, and I've built some great friendships. I even met my husband, Philip, here - he was a lorry driver - and we have now been married for 23 years. I've stayed because of the convenient location and the friendships I've built; it's a good place to work.”

Paedar Farrell



Warehouse and Despatch Coordinator

33 years' service

Celtic Linen, Wexford

“My career began in 1990 on my 21st birthday. I enjoy working here because each day presents a different challenge. The people are great, and it's a really good environment. There are always opportunities to progress.”

Rodney Dowding



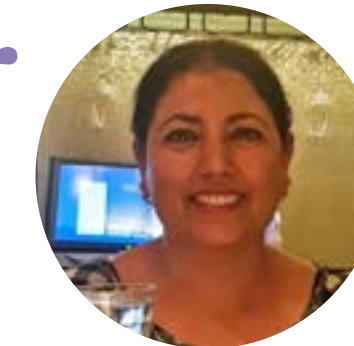
Chief Engineer

47 years' service

Regency Laundry, Corsham

“Each day is completely different, and the pace of the job keeps it interesting. That's why I've stayed in my role for so long!”

Kulwinder Bassi



Production Operative

34 years' service

Johnsons Restaurant & Catering Linen, London Linen

“It's hard to believe it's been 34 years since I started at Johnsons. Time flies when you're surrounded by a supportive team. I want to express my sincere gratitude to everyone at Johnsons for making my time here so memorable.

From the beginning, I felt valued, appreciated, and a sense of belonging, which is why I've stayed with Johnsons so long. Over the years, I've worked with incredible colleagues who have become like family. We've faced challenges, celebrated successes, and learned from each other, enriching both my professional and personal life.

Looking ahead, I'm filled with excitement to continue my journey at Johnsons. With the ongoing support of the team, I can continue to grow and I'm confident in contributing to the company's future success.”

Suzanne Dunn



Group Assistant Accountant

37 years' service

Johnson Service Group, Preston Brook

“I began working here when I was 17 years old. I worked for Johnson Cleaners UK Ltd for 18 years in various departments, which helped me gain a lot of accounts experience. Then, I transferred to Johnson Service Group in 2006, where I still work today. In short, the main reason I've stayed at Johnson's is the people. Simple as that. I've always had great relationships with everyone I've worked with in the company.”

Jeff Smithers



Relief Driver

35 years' service

Johnsons Workwear, Brighton

“I began my journey with Johnsons in 1989, working on the automated coat dispensing machine for staff at Gatwick Airport. I later took over a delivery route, covering various areas, which led me to meeting my wife, Jo, at the Workwear Brighton factory. In 1994, I transitioned to being a relief driver and have supported our operations ever since!”

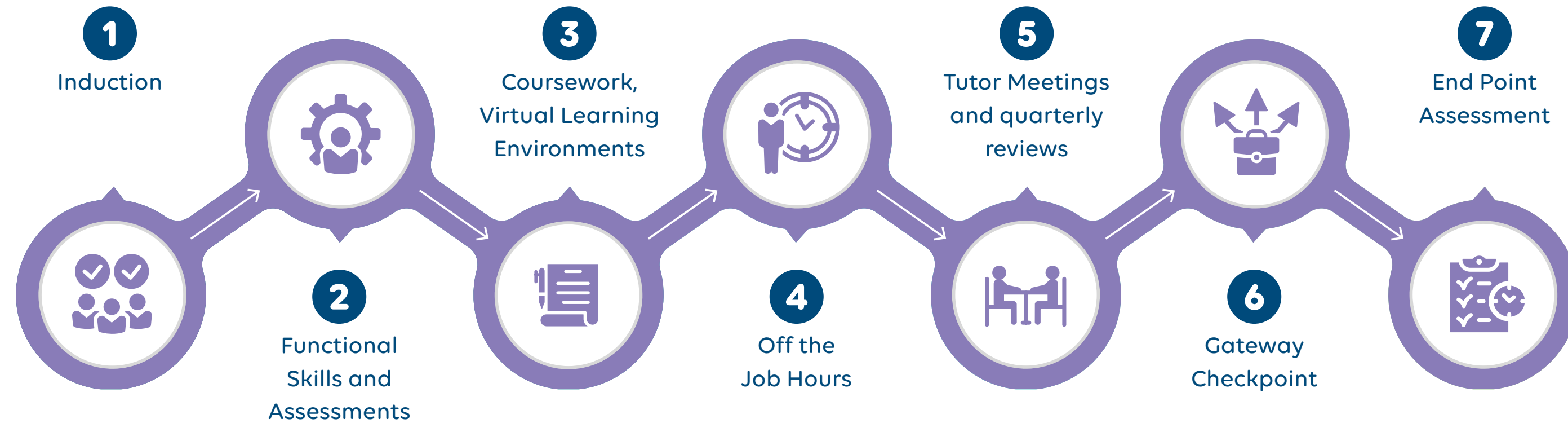


Development and Training

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.

The Apprenticeship Journey



Across JSG we delivered over **33,740** training courses in 2023.



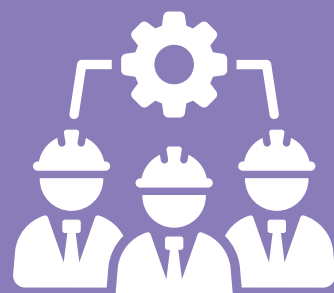
We offer opportunities in the form of apprenticeships and provide participants with tailored programs that offer comprehensive practical training and experience.



Dedicated trainer appointed to facilitate learning across entire HORECA business.

23 apprenticeships completed from **operators to drivers to team leaders and operations managers** in Hotel Linen.

apprenticeships completed from **operators to drivers to team leaders and operations managers** in Hotel Linen.



4 Machinery and Manufacturing apprenticeships are being supported by Celtic Linen.

9 apprenticeships completed in **Workwear** and celebrated the annual **National Apprenticeship Week** across all sites boosting engagement, retention and use of levy funds.

Regency are supporting **2 engineers** to attend a **3.5 year** mechanical operation engineering technicians course.



Paul Sale

Level 2 Textile Care Apprenticeship

Johnsons Workwear, Uttoxeter

“ I have been with Johnsons for almost 17 years and chose to do an apprenticeship to learn all aspects of the business and further my career within Johnsons. My day starts at 06:30 with a daily brief, focusing on health and safety. Then, I support the wash house, ensuring equipment and work are correctly positioned, allowing the team to process efficiently. I conduct end-of-shift checks and communicate with my team leader to ensure smooth operations.

The best part of my apprenticeship is the opportunity to learn and develop in all

aspects of the business. I recommend apprenticeships for the development and the new skills you acquire. In five years, I'd like to be on a beach in the Bahamas, but realistically, I hope to progress to a higher level within management, ideally as a supervisor if a position becomes available.

My favourite thing about Johnsons Workwear is being part of the Johnsons family and the support and opportunities the training provides.”

Equity, Diversity and Inclusion (ED&I)

At JSG, we are dedicated to fostering an inclusive culture that values differences, treats everyone fairly, and is free from unlawful discrimination. In 2023, we developed a company-wide ED&I Strategy to pinpoint improvement areas and outline our future plans. In 2024, this strategy will be broken down into specific action plans at the business level.

To further promote and raise awareness and understanding, we've created a short training course on ED&I. This course will be mandatory for all employees and was launched in early 2024.

Our 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.

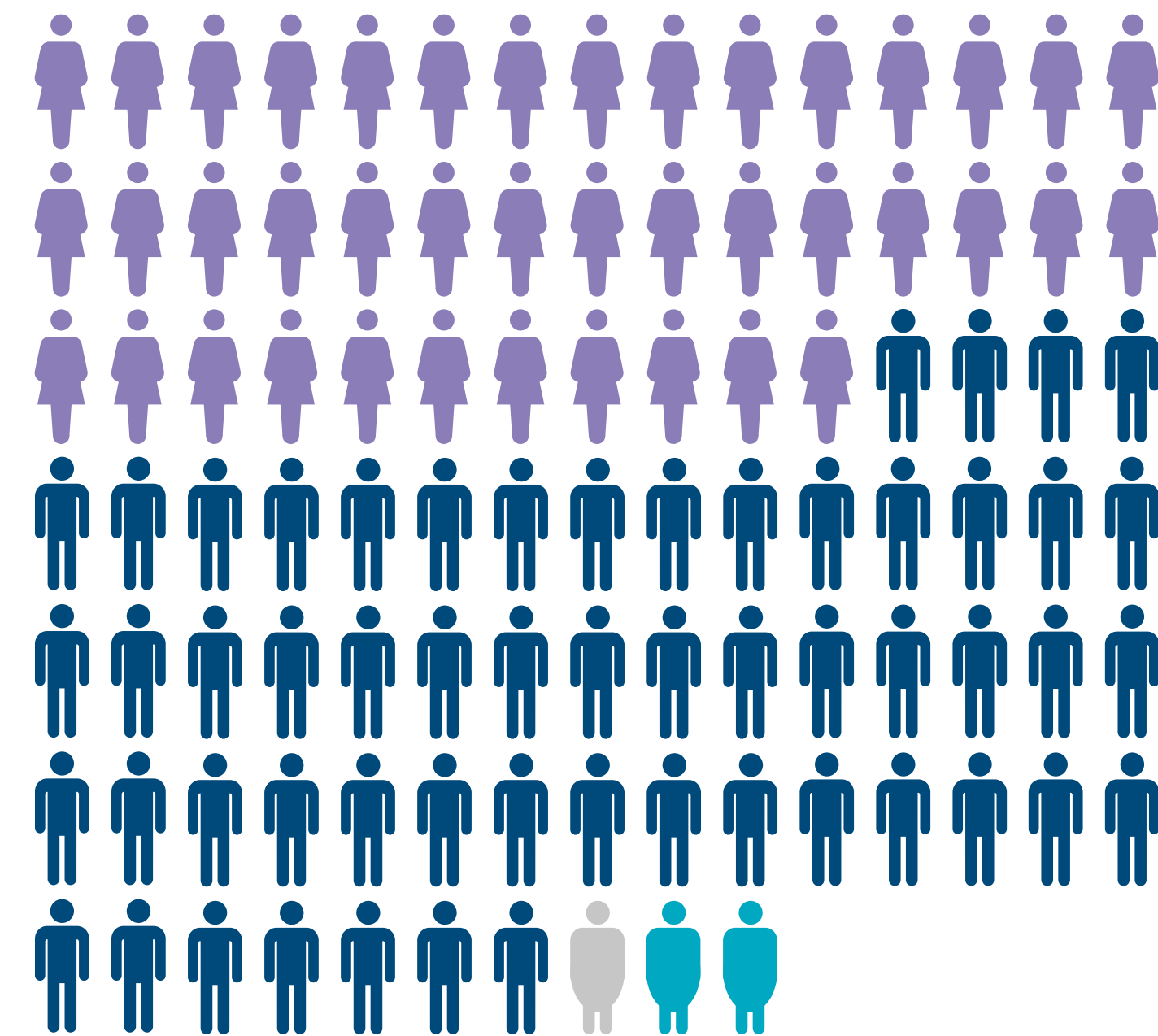
HUMAN RIGHTS

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.



Gender Equality

● 41% Female ● 1% Non-Binary
● 56% Male ● 2% Prefer not to answer





OUR WORLD

“Our pillar is complex and multifaceted, relying heavily on accurate data.”

Initially, everyone had different objectives, but our team has done an incredible job consolidating our efforts. We've made strides in automating systems and improving data accuracy, focusing on opportunities within our control. Now, our processes have a solid identity and strong buy-in from all management teams, who see the added value it brings.”

Paul Carr
Our World Pillar Sponsor
 Managing Director Johnsons Workwear



Sustainable Development Goals

Responsible Consumption and Production

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

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- **OUR WORLD**
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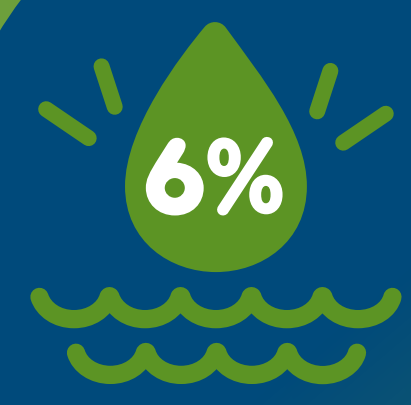
Achieved a **7% reduction** in carbon intensity compared to 2022.



Achieved a **B-** in Climate Change Disclosure and a **C** in Water Disclosure in the Annual CDP submission.

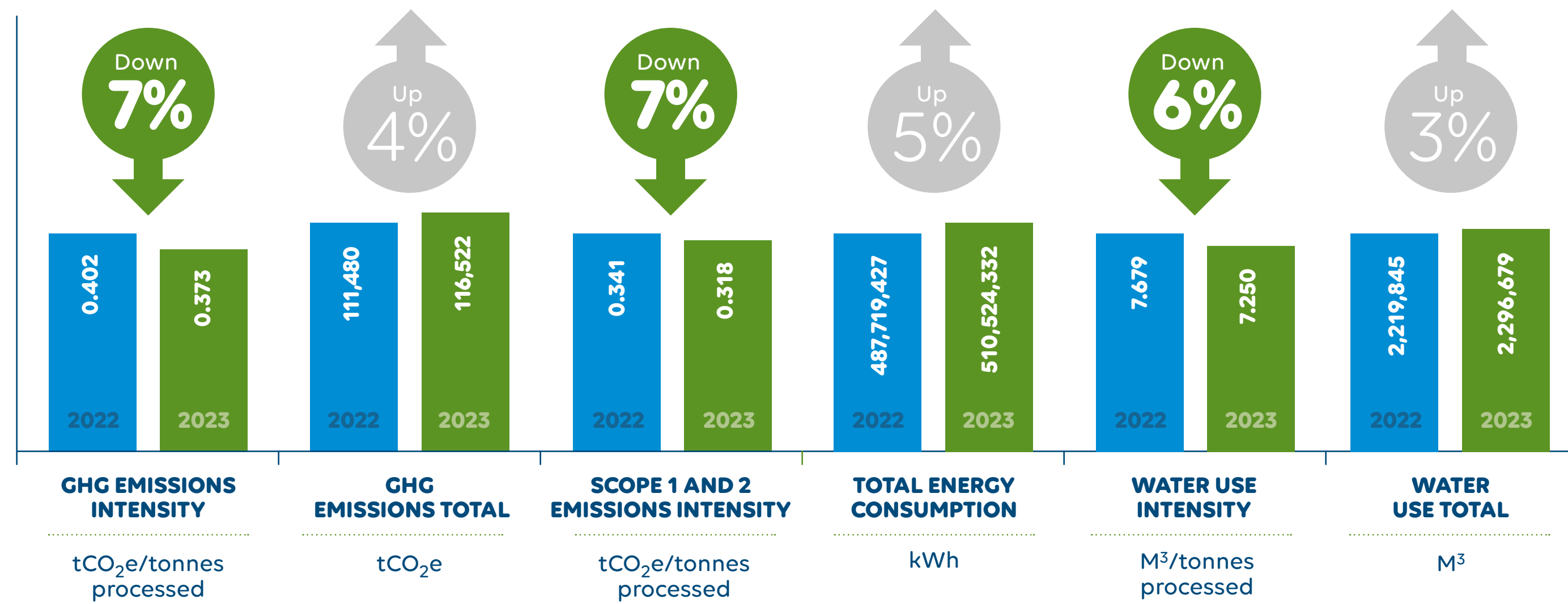


Reported our full Scope 3 emissions baseline for the first time.



Reduced our water intensity rate by 6% compared to 2022.

Our Environmental Dashboard



Our Journey to Decarbonisation

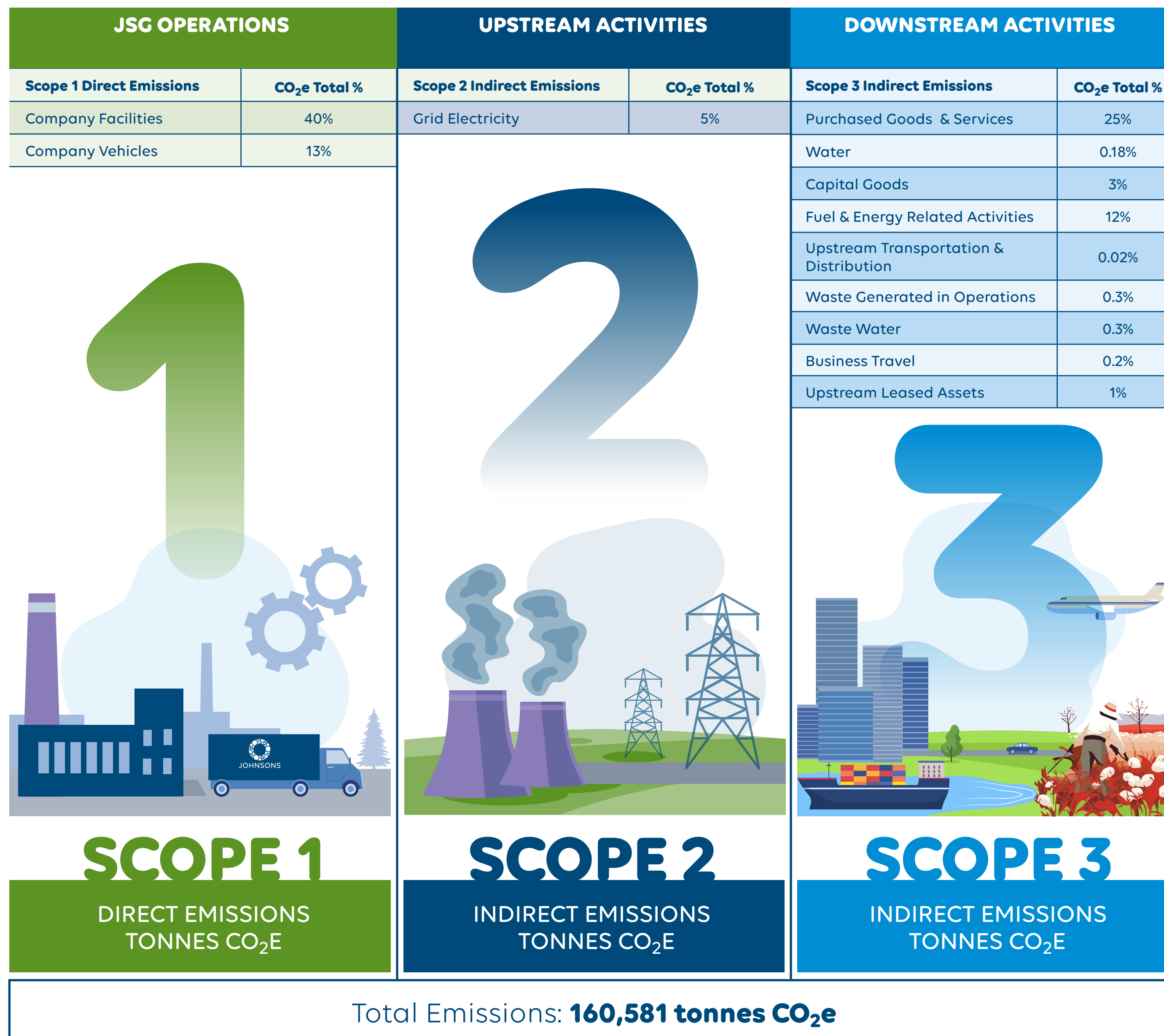
The Johnsons Way sets out our 2030 Vision roadmap to achieving a transition towards decarbonisation.

Our goal is to reduce our CO2e intensity for Scope 1 and 2 emissions by 40% by 2030. While this is not a zero commitment yet, we are only in the early stages of our low carbon transition and management journey and we believe this target is both realistic and achievable.

We intend to develop a more detailed decarbonisation transition roadmap in 2024, which will include our full Scope 1, 2, and 3 emissions as well as any new targets. We are currently working with a third party that has conducted a review of our governance approach to identify and enable opportunities for achieving decarbonisation. Additionally, we have reviewed the use of the Science-Based Targets Initiative (SBTi) to determine JSG's decarbonisation trajectory in alignment with the goals of the Paris Agreement to limit global warming to 1.5 degrees Celsius. This will enable JSG to set near-term targets for decarbonising the business.

WHAT ARE THE MAIN SOURCES OF GREENHOUSE GAS EMISSIONS IN JSG, OUR OPERATIONS AND VALUE CHAIN?

The infographic right, shows our total greenhouse gas emission inventory by source for our 2022 baseline year which runs 1 October 2021 to 30 September 2022. For our latest performance data from 2023, please view our Environmental Dashboard on page 14. This baseline does not include our Regency or Celtic Linen businesses since they were not part of the Group during the baseline year. We will include their data in future reports as we continue to track performance.



Addressing our Scope 1, 2 and 3 Emissions:

The urgency for businesses to act on climate change has never been greater. The pressure to mitigate environmental impact continues to intensify, making it imperative for businesses to find innovative solutions to reduce their carbon footprint. At JSG, we recognise this challenge and have made it a core part of our strategy.

In the following mini case studies, we highlight some of the exciting steps we've taken to address our carbon emissions. These initiatives include replacing old equipment and modernising our technology, operational efficiency improvements and strategic investments:



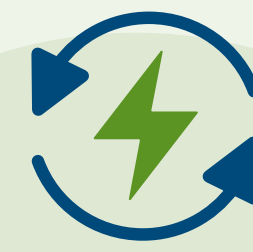
Renewable Energy:

Our Republic of Ireland ('RoI') sites in Wexford and Naas are now powered entirely by 100% renewable electricity. Additionally, nearly 70% of our Corsham site operates on renewable electricity.



Biofuel:

Across the group, we have conducted trials of Hydrotreated Vegetable Oil (HVO) fuel across a selection of commercial vehicles as part of our strategy to transition to cleaner energy sources. HVO is now operational across 5 sites, including Hayle, Southall, Shaftesbury and Milborne Port. In 2024, Bourne's entire commercial fleet will transition to HVO.



Heat Recovery:

At our sites in Birmingham, Chester, Lancaster and Perth, we have improved the energy efficiency of our boiler systems by recovering and repurposing waste heat from exhaust gases. This technology reduces energy consumption, fuel use and associated costs.



Electric Fleet:

Our sites in Wexford and Naas, together with their fleet partner, have successfully trialled 100% electric commercial vehicles. Six new electric vans in Southall and a new electric forklift truck in Sturminster decreases our fleet reliance on fossil fuels.



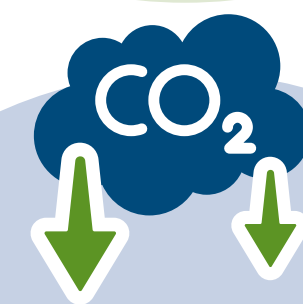
Lowering Temperatures:

By lowering our wash temperatures where possible, we are reducing the energy required to heat incoming water.



Lighting Upgrades:

We have transitioned from fluorescent lighting to energy-efficient LED lighting at our Pwllheli, Hayle and Treleigh sites.



Automation Systems:

With a strategic investment of nearly £6 million, we have implemented fully automated sortation systems at our sites in Hull and Manchester. These systems enhance efficiency and reduce overall energy consumption per unit sorted.



Carbon Saving Model:

Across the Group, we have developed a model to identify potential energy and carbon savings within plant and equipment maintenance. This model allows for standardised forecasting of potential CO2e emission reductions.



Ensuring Sustainable Water Management

Water is a valuable resource and we are committed to using it responsibly.

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.



Over the course of 2023, we introduced initiatives to reduce water consumption and improve water use efficiency. At our Regency site in Corsham, we have installed a dedicated wash bay to control and manage the water used for vehicle washing.



Our Celtic Linen business has installed a new water filter as a pre-filter from our wells to the softener system, enhancing water quality.



We continue to operate water recycling technologies across our Shaftesbury and Hayle sites, allowing an average of 85% of processed water to be reused. This process also captures energy from the water, reducing our gas consumption.

In our Sturminster Newton, site, we have also introduced new water softener to improve water quality and to reduce the need for rewashes. The site has also introduced a new project to increase our washing capacity through correct loading and ultimately reducing our wash production hours.

Our Hotel Linen business has introduced new chemistry and transferred its sites to the use of an ecological detergent which reduces water use to below 3 litres per kg for all washers.

In our Workwear business, we have collaborated with our suppliers to reduce water and chemical usage at each plant, improving water efficiency and water quality. In Uttoxeter, we have invested in a new washer which has led to significant water savings of 8 litres per kg of laundry.



Minimising our Environmental Impact

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 2023, we began a phased transition to a single waste management provider for the majority of waste from our UK operations. Our partner has committed that none of this waste will go to landfill, instead the majority will be recycled with a small amount of non-recyclable waste being sent for incineration with energy recovery.



OUR LEEDS SITE HAVE AMENDED THEIR VENDING MACHINE CONTRACTS TO REMOVE SINGLE USE PLASTICS FROM THEM.



Regency eliminated all **SINGLE USE** plastic drinking cups.

Workwear repaired mats bound for landfill.

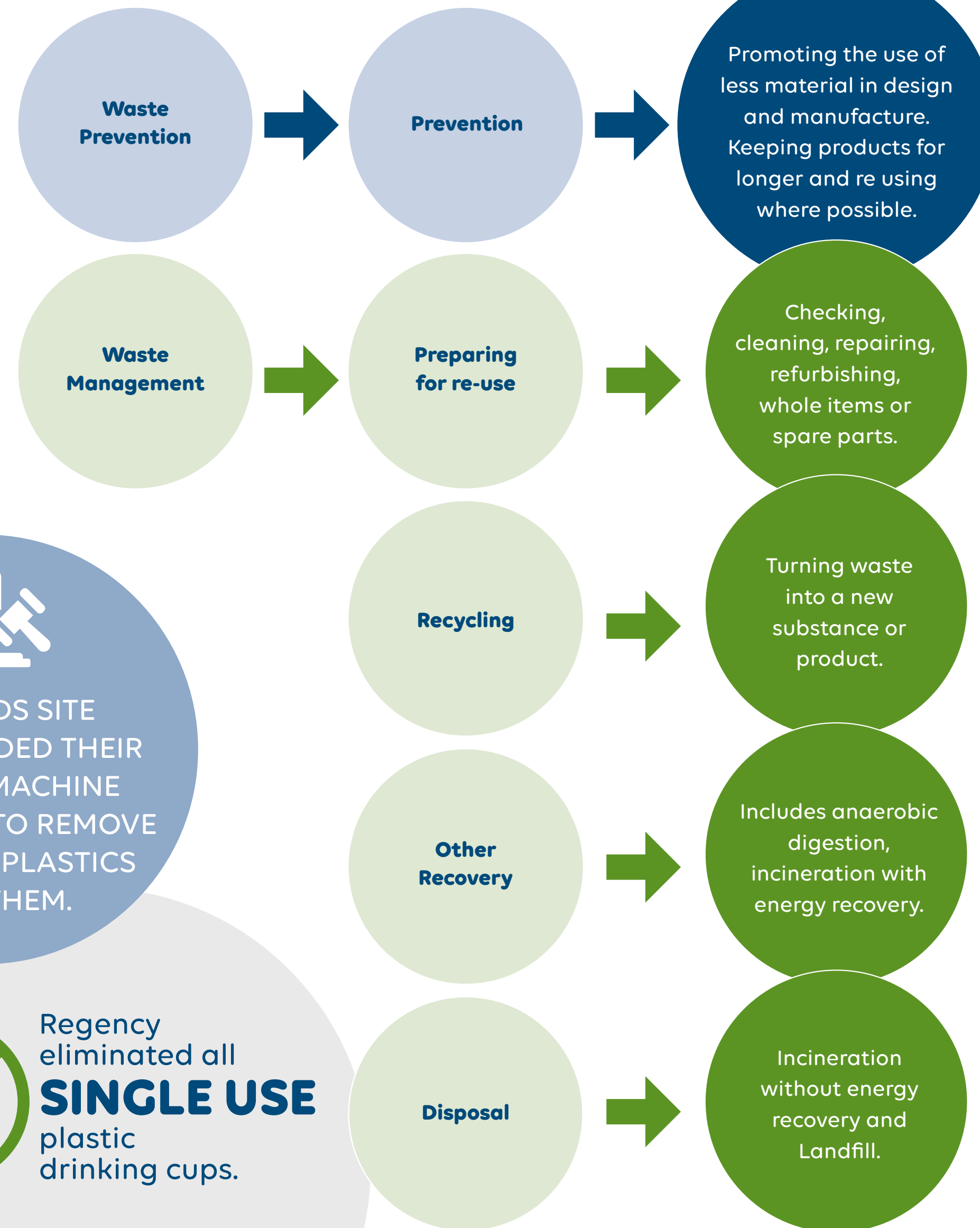
Those unrepairable were sent to partners for recycling and reprocessing.



93%

Workwear recycled 93% of all end-of life garments since the transition to our recycling partner commenced.

Our Waste Hierarchy Principles



COLLECTIVE ACTION FOR TEXTILE WASTE RECYCLING

Our circular business model prevents and reduces the creation of textile waste in many ways, but textiles are still one of our most significant waste streams. Textile waste can be used as raw material for different industries, including back into the cycle for the textile industry. Our aim is to close the loop, using end-of-life textiles as raw material for new textiles.

CIRCULAR TEXTILE INNOVATION

We continue to recycle end-of-life textiles from our Hotel Linen business. We focus on collecting linen from the hospitality sector and recycling it into fibre, which is then reintegrated into new textile products. Additionally, we are actively exploring alternative options to repurpose and recycle these waste products through various other routes. This includes investigating new technologies and partnerships that can help us find innovative solutions for textile recycling.

22%

Pwllheli, Hotel Linen packed all products widthways to reduce plastic use by 22%.



CELTIC LINEN COLLABORATED WITH OUR PARTNER TO RETURN ALL END-OF-LIFE TROLLEYS.



TEXTILE RECYCLING PARTNERSHIP

In our Workwear division, we have undertaken a phased transition to a single provider for end-of-life textile management. From January 2024, 100% of our Workwear end-of-life garments will be managed through this specialist in textile recycling, ensuring that the majority of these garments are recycled.

On the rare occasions that our garments are not suitable for recycling, 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.

ENGAGING SUPPLIERS AND CUSTOMERS TO ELIMINATE SINGLE USE PLASTICS

We're starting to talk with both our suppliers and customers about how we can remove plastic packaging whilst still maintaining the required levels of cleanliness and hygiene of our products. Starting in 2024, all our plastic and polythene packaging will have at least 30% recycled content. This is a good first step, but we're still looking for ways to eliminate single-use plastics. We've been trying out biodegradable and compostable alternatives with mixed success. We're also looking into replacing some of our customer packaging with bespoke reusable laundry hampers.



Celtic Linen made in-kind donations of end-of-life linen to charities that support people following natural and non-natural disasters.





OUR INTEGRITY

“Integrity means how we operate as a business, both internally and with our customers, suppliers and other stakeholders.

We’ve launched codes of conduct to ensure ethical behaviour and safety. Our biggest challenge moving forward is engaging with suppliers on responsibly sourced products, which aligns with increasing customer enquiries about our sustainable journey and recycled products.”

Helen Wood
Our Integrity Pillar Sponsor
Managing Director Johnsons Hotel Linen

Launched a new Supplier Framework and actively engaged with

120
key suppliers.




WORKWEAR PARTNERED WITH A SPECIALIST TO RECYCLE MAJORITY OF TEXTILES.

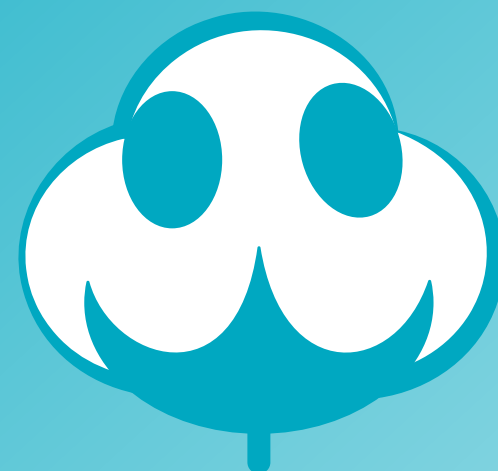
Developed a new Employee Code of Conduct training package, launching in 2024.



JHL launched a new Customer Service Visit App for real-time customer feedback.

56%

of our cotton purchases were Better Cotton sourced, promoting sustainable farming.



Hotel Linen continued recycling its end-of-life textiles.

73%

73% of our most critical or high risk suppliers audited.



OUR INTEGRITY



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 full sustainable core products.



Supplier Engagement:

- We work closely with our suppliers to ensure they share our values. Our Sustainable Purchasing Policy and Supplier Conduct Guidelines set clear expectations, including anti-slavery measures and fair labour practices.
- We conduct regular audits through platforms like Sedex to ensure our suppliers meet these standards, ensuring accountability.



Product Responsibility:

- We review our products to make sure they're responsibly sourced.
- We're committed to offering more sustainable products to our customers, promoting ethical sourcing and environmental responsibility.



Employee Wellbeing:

- We prioritise our employees' health, safety, and wellbeing.
- Through various programs, we support employees physical and mental health.
- Promoting a workplace culture that values inclusivity and the diversity of all our employees.



Internal Operations and Compliance:

- We manage our operations to responsibly purchase, consume and dispose of any products we use.
- Compliance with all relevant legislation such as the Modern Slavery Act 2015 and other regulatory requirements ensures we operate ethically and responsibly in all aspects of our business.
- Our Group anti-bribery policy makes it clear that all employees must support our zero-tolerance stance on bribery and corruption.



Managing Information Securely



We maintain full compliance with NIST Framework and Cyber Essentials certification.

Our Group IT team makes sure we comply with security policies and regulations, keeping user and customer data safe ensuring business continuity.

Led by our Group IT Director, the team focuses on preventing, detecting, and responding to any threats. We've invested in strong multi-layered defence systems and ongoing training to stay protected.

80% 

of employees completed 11 critical cyber security courses tailored to addressing emerging threats.

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



REGULAR COMMUNICATIONS RAISE AWARENESS OF OUR SECURITY POLICY, SUPPORTED BY CYBER SECURITY TRAINING.



Annual risk assessments and ongoing monitoring ensure proactive risk management and data protection.

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.

In 2023, we introduced our Group Sustainable Purchasing Policy aligned with our Vision 2030 targets. We've formalised our supplier sustainability management through a tailored Supplier Framework addressing operational needs, geographical considerations, and risk profiles.

The new framework was launched with existing suppliers, focusing on 73 key partners. We conducted audits via the Sedex platform, covering topics such as modern slavery and diversity. In 2023, 73% of our most critical or high risk suppliers completed sustainability audits.

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're developing a Sustainable Content roadmap to achieve this. Our businesses are already introducing a number of initiatives as part of this journey:



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 2023, the volume of Better Cotton sourced of our overall cotton purchases was 56%.



Workwear's mandarin collar tape is now using a product blend of 79% recycled polyester and 21% sustainable cotton.



HORECA collaborated with a partner to trial repurposing waste linen into new products for reuse by HORECA, whilst Celtic Linen is working with its partners to eliminate plastic - all supplied towels and napkins are now free from plastic packaging.



Workwear launched a new colour block flex collection range of garments made from fabric containing sustainable and recycled content.



OUR COMMUNITIES

"I'd like to thank everyone for their efforts in raising money for good causes and volunteering this past year."

It's fantastic to see such engagement, which not only boosts employee morale but also improves productivity. Our excellent engagement score last year reflects the positive impact of these activities, with great feedback highlighting the benefits to our business."

Donald Smith

Our Communities Pillar Sponsor
Managing Director Johnsons Hotel
Restaurant & Catering Linen

3 GOOD HEALTH AND WELL-BEING

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.

Generated **£180k**

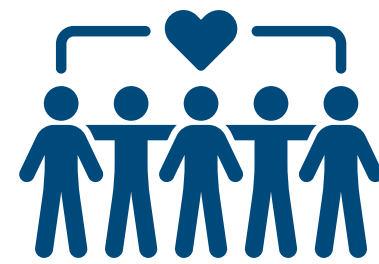
in Social Value from charitable giving and community activities, up from

£80k
in 2022.

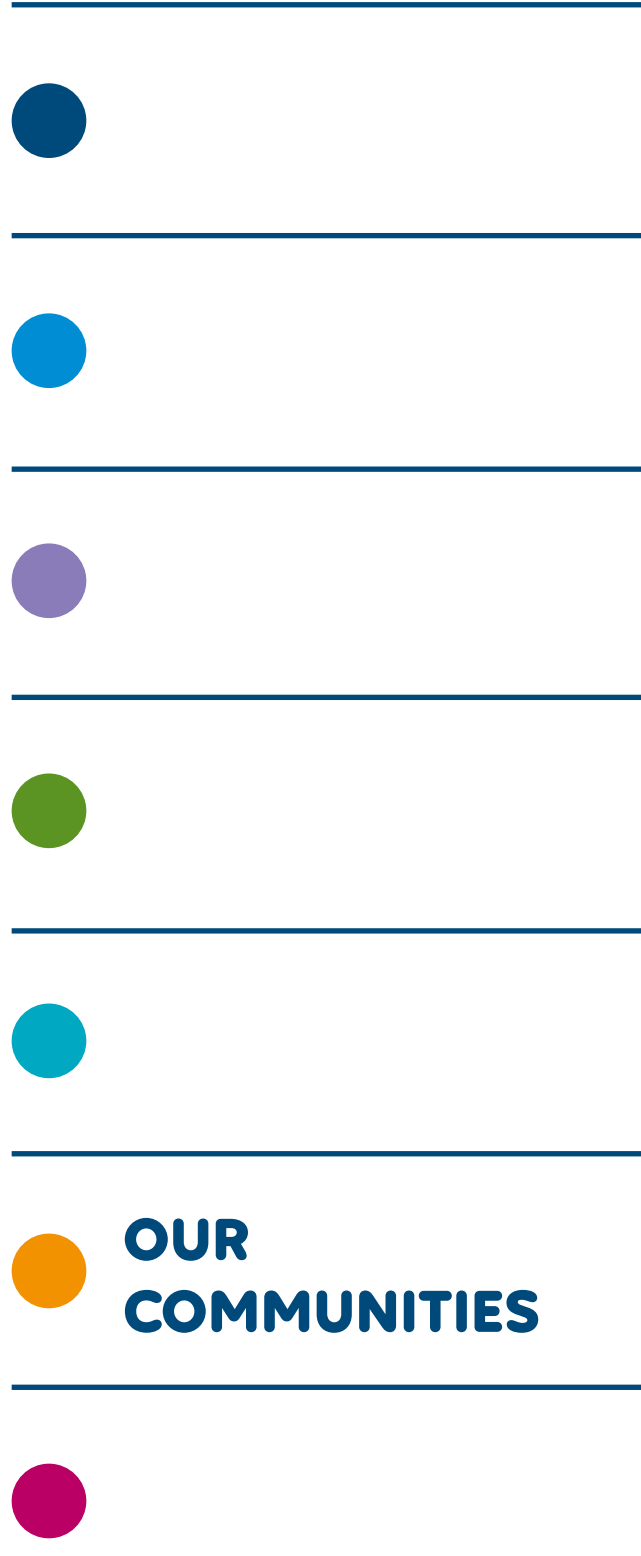


Increased volunteering hours from 129 in 2022 to over **1,600** in 2023.

PROVIDED
£40k
in-kind donations to various causes across the UK.



Launched the Local Communities Initiative, allowing employees to nominate company-funded charitable donations.



OUR COMMUNITIES

Creating Social Value

70 volunteering activities generating £20,000 social value

For over a century, JSG has been supporting our communities.

We have a strong history of supporting charitable activity including education, volunteering, fundraising and sponsorship opportunities. In 2023, we exceeded all expectations by significantly increasing our total social value figure by 124% from 2022 and, therefore, more than doubled the positive impact made by the Group.

Delivered 

£180,000

 in Social Value

Almost **£120k** donated to 388 charities


Local Communities Initiative donated **£68,300** to **143** charities.

332
HORECA employees volunteered, benefiting **15,000** people in nearby communities.

Delivered over **1,600** volunteering hours. 

£40k
DONATED IN-KIND PRODUCT DONATIONS WORTH

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 plant in Hadleigh hosted open days and work experience opportunities.

At Celtic Linen, we welcomed 45 college students, a university student, and a work placement student to support their further education.

Our Bourne site supported a special needs school with additional resources, and representatives from Pwllheli, visited a local secondary school to contribute to business studies lessons on topics such as diversity.

Our HORECA business supported local career fairs and presented to a secondary school group to inspire and support their career development and progression.



GIVING BACK THROUGH VOLUNTEERING

In 2022, we launched a new partnership with Neighbourly, a volunteering platform provider who has enabled us to connect our employees with live volunteering opportunities across the UK. Following a successful trial, we subsequently started to roll this partnership out across the wider Group in late 2023.

Employees across our business divisions have volunteered to support environmental projects, disadvantaged groups, health and wellbeing, educational support and animal welfare projects.

Volunteering activities included maintaining the Community Link's therapeutic garden in West Cornwall, painting and decorating Shaftesbury Youth Club in Dorset and providing administrative support to the Army Cadet Force in Essex. These practical and skills-based activities are an important aspect of providing support to our local communities.



The Big Yellow Bus Garden Project

A community health and wellbeing space, members of the JHRC team supported small building and garden projects.



Criccieth Beach Clean

Production team members from Johnsons Hotel Linen, Pwllheli, spent the day cleaning up Criccieth beach.



Cancer Help Centre

Workwear's business management team volunteered at a local Cancer Help Centre, where they spent the day renovating the outdoor areas.



Making a difference through product donations and charity

Our Group-wide charity programme, the Local Communities Initiative, is there to support the proactive activities of our employees all year round.

Each of our sites allocate £500 per quarter to donate to a local good cause. These charities are nominated by employees and voted on by everyone, ensuring that the donations go to meaningful and impactful local organisations that are important to our people.

In 2023, 388 charities received donations, including national organisations such as Andy's Man Club and the Fashion and Textiles Children's Trust, as well as local good causes such as the Tree of Hope and Perth Autism Support from our sites in Clacton, and Perth.

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, our Southall site donated towels to the local homeless shelter and also donated 175 chef jackets to West London College and to Hub International for culinary education. Our Leeds site regularly donated mixed linen bundles to support Homeless Hampers with new housing. These activities prolong the lifecycle of our products, so that they can provide comfort and practical support for even longer.



Hotel Linen

Regular donations of towel bundles and mixed linen to Homeless Hampers, Leeds.



Celtic Linen

Sent recycled linen to Humanitarian Aid charities that support non-natural disasters.



JHRC

166 donations of free linen rental for local community functions and charity events.



Workwear Lancaster

Laundry services for donated school uniforms at Morecambe Food Bank.



Regency

Donation of useable bedding textiles to Salvation Army in Kettering.



JHL Leeds Supporting Homeless Hampers

"Working as volunteers for Homeless Hampers on Sunday night, it was a real eye opener as we helped feed over 100 homeless people. Volunteers of the Homeless Hamper team, provide this help every Sunday and have been doing so for the last 8 years. Excellent work!"






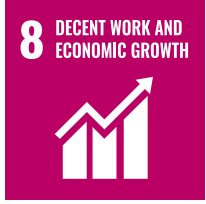






LOOKING FORWARD

“Having a solid, clear sustainability programme that’s ingrained in our operations is crucial for drawing in the next generation. But it’s also about looking ahead, as we move forward, we’re well-positioned to push our sustainability efforts even further in 2024.”

Alexandra Brennan

Head of Sustainability
Johnson Service Group

The Johnsons Way Sustainability Framework Our objectives and targets for 2024 and beyond.

	AIM	2024 TARGET AND FOCUS AREAS	2030 TARGET ALIGNMENT
OUR FAMILY   	<ul style="list-style-type: none"> By taking care of our Johnsons family and ensuring everyone feels that they belong we will deliver a first-class employee experience every day. 	<ul style="list-style-type: none"> Embedding sustainability into job roles. Businesses to develop ED&I action plans in alignment with the Group’s ED&I Strategy. 	<ul style="list-style-type: none"> An Effective ED&I programme. Developing the Academy to provide life-long learning and career paths.
OUR WORLD  	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Reduce Scope 1 and 2 CO2e emissions intensity. Reduce water consumption intensity. Reduction of single use plastics purchased. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> By continuing to demonstrate our integrity and commitment to responsible business practices we will position the organisation for future stability and growth. 	<ul style="list-style-type: none"> Increasing the percentage of sustainable content in our products. Publishing our roadmap for sustainable content. 	<ul style="list-style-type: none"> Fully sustainable core products as the preferred offerings. Ethical Business Conduct (internal and external).
OUR COMMUNITIES  	<ul style="list-style-type: none"> By further understanding the communities impacted by what we do, we can form better collaborative partnerships to support them as they grow and develop. 	<ul style="list-style-type: none"> Delivering 3,000 employee volunteering hours. Increase our social value contribution by 40%. 	<ul style="list-style-type: none"> Increase our social value spend as a % of revenue.



LOOKING FORWARD

Our Performance



Our Ratings and Memberships

We're involved in several external sustainability reporting programs, including:

- **Sustainalytics:** In 2023, we earned a "Low Risk" rating with a score of 18.
- **CDP:** For 2023, we achieved a "B-" in the Climate Change disclosure and a "C" in the Water disclosure.

Participating in these programs 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.



REPORTING CATEGORY	INDICATOR	UNIT	2021	2022	2023	GRI INDEX
Business 	Revenue	£m	271.4	385.7	465.3	GRI 201-1
	Adjusted EBITDA	£m	67.9	104.9	131.5	GRI 201-1
	Profit ¹	£m	9.4	38.2	44.5	GRI 201-1
	Weight Processed ²	Tonnes	229,393	277,122	316,790	GRI 301-1
Our Family 	Employees	Number	4,976	5,691	6,239	GRI 102-8
	Gender diversity of Board	%	20	33	43	GRI 405-1
	Gender diversity of supervisors	%	29	30	40	GRI 405-1
	Gender diversity	%	43	43	41	GRI 405-1
	Senior Management positions held by women	%	NA	NA	27	GRI 405-1
	Employees over 45	%	NA	44	49	GRI 405-1
	Employee engagement	%	82	83	85	GRI 404-3
	Training Courses Passed	Number	NA	NA	34,509	GRI 404-1
	Gender Pay Gap ³	%	13.1	13.2	9.9	GRI 405-2
	RIDDOR Frequency Rate ⁴	Number	0.5	0.3	0.3	GRI 403-9
	Accident Frequency Rate ⁵	Number	7.1	6.0	5.4	GRI 403-9
	Near Misses Reported	Number	NA	NA	2,534	GRI 403-2
	Health & Safety Training	Number	NA	NA	29,000	GRI 404-1

¹ Adjusted profit before taxation.

² We use an adjusted weight processed when calculating intensity rates for the October-September carbon year.

³ Difference in the hourly rate of pay (mean).

⁴ Number of RIDDORs per 100,000 hours worked.

⁵ Number of Accidents per 100,000 hours worked.



REPORTING CATEGORY	INDICATOR	UNIT	2021	2022	2023	GRI INDEX
Our World 	Scope 1 Emissions	tCO2e	57,775	86,085	89,609	GRI 305-1
	Scope 2 Emissions	tCO2e	6,078	8,369	9,409	GRI 305-2
	Scope 3 Emissions	tCO2e	11,720	17,026	17,504	GRI 305-3
	GHG Emissions Intensity	tCO2e/tonnes	0.410	0.402	0.373	305-4
	GHG Emissions	tCO2e	72,235	111,480	116,522	GRI 305-5
	Energy Use	kWh	313,184,491	487,719,427	510,524,332	GRI 302-1
	Water Use Intensity	m3/tonnes	7.940	7.679	7.250	GRI 303-1
	Water Use	m3	1,716,751	2,219,845	2,296,679	GRI 303-1
	Total Waste Generated	Tonnes	NA*	NA	NA	GRI 306-2
	Waste to landfill	%	NA	NA	NA	GRI 306-3
	Single use plastics purchased	Tonnes	NA	NA	1,327	GRI 306-2
	EV Vehicles in Fleet	%	NA	20	40	GRI 103-1
	Sites Certified to ISO 14001	%	NA	NA	33	GRI 103-1
Our Integrity 	Sustainability Supplier Audits	%	NA	76	73	GRI 308-1
	Confirmed Incidents of Corruption	Number	NA	NA	0	GRI 205-3
Our Communities 	Social Value	£	73,000	79,382	178,144	GRI 413-1
	Social Value as a % of revenue	%	0.03	0.02	0.03	GRI 413-1
	Charitable Donations	£	NA	NA	118,152	GRI 201-7
	Employee Fundraising	£	6,051	21,618	57,732	GRI 413-2
	Employee Volunteering	Hours	99	129	1,611	GRI 413-2
	Product Donations	£	NA	NA	40,000	GRI 201-7

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

Task Force on Climate-related Financial Disclosures (TCFD) Index

As part of our commitment to transparency and sustainability, we align our reporting with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The TCFD framework helps us better understand the financial implications of climate change on our business and communicate this information to our stakeholders.

The table below provides insights into how we identify, assess, and manage climate-related risks and opportunities. Our disclosures are structured around the four key pillars of the TCFD framework.

DISCLOSURE IN 2023 SUSTAINABILITY REPORT / 2023 ANNUAL REPORT & ACCOUNTS		SUMMARY OF OUR ALIGNMENT WITH THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)
GOVERNANCE		
Board's oversight	Page 41-42 AR&A Page 8 SR	Oversight of sustainability and climate-related risks and opportunities are managed at the highest level within JSG. We have created a dedicated Sustainability Committee which is chaired by the Group CEO and which reports into the PLC Board. The permanent members of the Sustainability Committee include the JSG Group Management Board plus the JSG Head of Sustainability. The Board and Committee is responsible for the Company's strategy and organisation as well as advising on financial and non-financial reporting, compliance and performance.
Management's Role	Page 41-42 AR&A Page 26 SR	The Board, Sustainability Committee and the Executive Pillar Sponsors and Pillar Working Groups are responsible for executing the Sustainability Strategy and translating the strategy into tangible actions including our pathway towards decarbonisation.
STRATEGY		
Climate-related risks and opportunities	Page 41-42 AR&A	Climate change and energy costs are identified as principal risks to the Group and mitigation identified includes investing in sites, installing the latest technologies and ensuring energy efficiency measures are utilised.
Climate-related risks and opportunities	Page 41-42 AR&A	Climate change and energy costs are identified as principal risks to the Group and mitigation identified includes investing in sites, installing the latest technologies and ensuring energy efficiency measures are utilised.
Impacts of climate-related	Page 41-42 AR&A	
Risks and opportunities		Climate change is important to us as a business and to our stakeholders and we are committed to energy efficiency improvement and reducing our greenhouse gas emissions, however, there remains the potential for us to see increases in both the cost of energy as well as the potential introduction of associated levies or taxation. Failure to appropriately demonstrate that, as a business, we are committed and moving towards net zero carbon emissions could negatively impact our brand and also impact our ability to operate and/ or remain relevant to our customers and consumers.
Resilience of the organization's strategy	Page 41-42 AR&A	
Risk Management		Potential areas of risk are identified through the Group's risk assessment programme and mitigated wherever possible. For more information on our wider risk management approach and processes please refer to pages 45 to 51 in our 2023 Annual Report and Accounts. The Group appreciates that we need to reduce our Scope 1 and Scope 2 carbon emissions through increased energy efficiency at each site, investment in appropriate plant and equipment and transitioning to renewable energy supply such as Power Purchase Agreement (PPAs). These actions will provide the opportunity to not only reduce our carbon emissions in line with our stated goals, but also future proof the business against possible energy supply issues, rising energy costs and the avoidance of future carbon tax costs. The Group also recognises the opportunity for the business to continue to promote our services as a commercially viable alternative to existing and prospective customers who will be faced with similar energy and carbon emissions concerns. For more detail, please refer to pages 41-32 in our 2023 Annual Report and Accounts.
Processes for identifying and assessing climate-related risks	Page 41-42 AR&A	
Processes for managing climate-related risks	Page 41-42 AR&A	
Integration into the organization's overall risk management	Page 41-42 AR&A	
TARGETS		
Targets used to manage climate-related risks, opportunities and performance	Page 41-42 AR&A	We review both our annual and Vision 2030 targets for achieving planned GHG emissions reductions monthly, quarterly and annually to understand how our activities are performing and enable us to provide a year-on-year data comparison to help us mitigate and adapt to climate risk.



Reporting Approach and Methodology

OUR APPROACH

This report is published alongside our [2023 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. In developing this Report, we followed the GRI Reporting Principles for defining report content. The GRI Report Index is available in a table on page 27 of this report. We do not yet have a fully compliant disclosure due to limitations to our data collection and reporting.

REPORT SCOPE

This report includes data covering our 2023 calendar year (January 1 to December 31, 2023). The JSG Carbon year for this reporting period runs from 1 October 2022 to the 30 September 2023. The data covers all of JSG and all its subsidiaries, sites and operations owned or occupied for the whole of 2023. The data does not include Celtic Linen, which was acquired by the Group on 31 August 2023, it is excluded from the figures due to its short period of ownership during the carbon reporting year, ending 30 September 2023.

This Report includes information on nearly all 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. 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. As a result, data related to carbon emissions and water has been restated in this report.

DATA MEASUREMENT AND UNCERTAINTY

All reported values represent the best data available at time of publication. Where actual data isn't 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.

During an internal assurance audit, we identified irregularities and inconsistencies in the waste data we were collating for 2023, as well as data previously reported for 2022. Following a detailed investigation and analysis, the business has decided not to report these datasets this year. We intend to continue to work with all the businesses across the Group to ensure suitable and sufficient waste data capture, recording and reporting processes are fully embedded to allow us to reinstate performance data reporting next year.

CHANGES TO BASELINE YEAR

Through robust internal reporting and audit processes, we identified anomalies within the 2023 water, energy and carbon data that we were compiling which, in turn, led us to review the data previously reported. That process, which included a thorough review of our data collection, recording and reporting processes, together with an alignment of data ownership and accountability, has concluded in us restating our 2022 data. As part of this process, we have also changed our water, Scope 1 and Scope 2 emissions baseline year from 2021 to 2022.

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've disclosed these changes and whether previous periods have been adjusted to reflect these updates.

ASSURANCE

This Sustainability Report is not externally assured. We are developing plans and our processes in order to obtain limited third-party assurance from an independent auditor for environmental data in our 2024 report.

All environmental data goes through an internal assurance process. Each site's general manager assures their plant-level data, followed by Financial Directors who conduct assurance for all sites and approve the data. The Group Sustainability team then provides an additional level of assurance on the approved data set before publication.

"The reporting requirements and scrutiny from our stakeholders around our sustainability data, targets and initiatives are increasing significantly. In fact, they now often receive a similar level of focus and importance as our financial results. Accordingly, the importance of accurately recording and reporting our sustainability data has never been greater – particularly as we will shortly need to get our data independently audited, just like our accounts."



Tim Morris

Director of Group Finance
Johnson Service Group



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

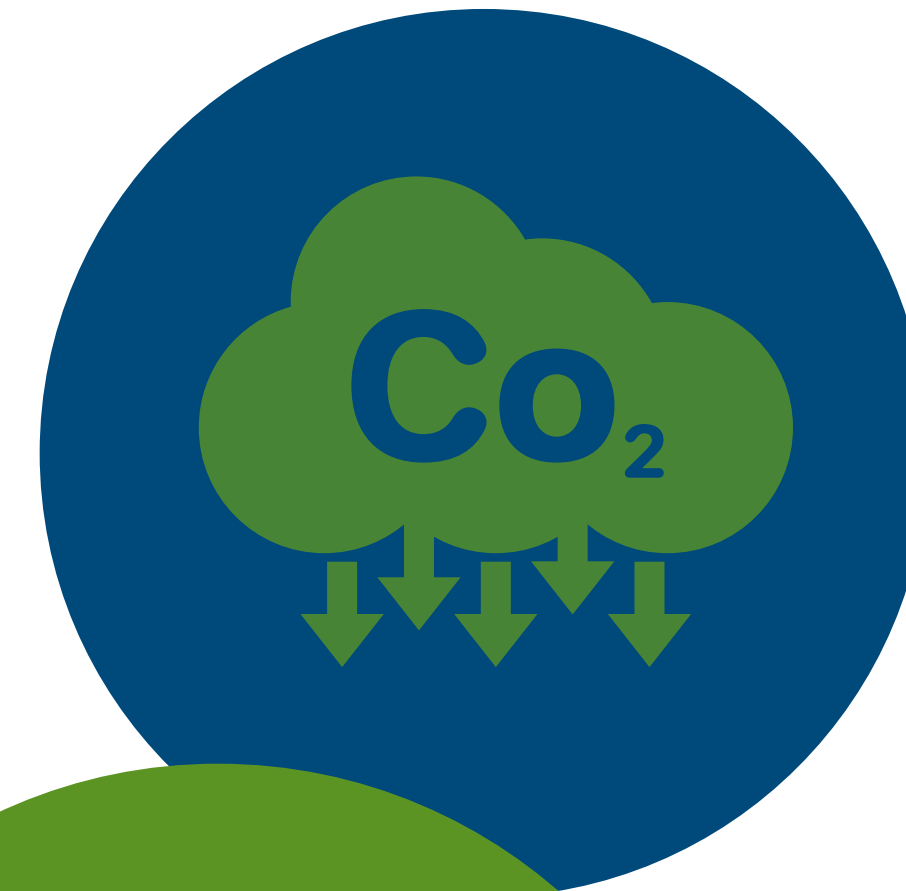
We have worked with third party carbon consultants to develop a methodology for calculating full Scope 3 greenhouse gas emissions which includes both upstream and downstream emissions for the baseline year of 2022. The Group adopted a spend-based analysis for this first disclosure, using annual spend with individual suppliers converted into emissions using conversion factors. The baseline year for this calculation is 2022 (1 October 2021 to 30 September 2022), aligning with our adjusted Scope 1 and Scope 2 baseline year. This baseline excludes the Regency and Celtic Linen businesses, which were not part of the Group during the baseline year.

WATER

Water consumption is equal to "water withdrawal – water discharge." The data for 2022 is our water baseline. Water data is based on actual metered or invoiced data when it's available. 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

During our internal audits we found irregularities in 2023 and 2022 waste data and so decided not to report these datasets this year. We are working on better waste data processes to get back to reporting next year.



SHAPING A SUSTAINABLE FUTURE TOGETHER

Want to learn more about
our latest efforts?

To stay up to date on our news and progress,
visit our [Sustainability Website](#).

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