

# Safetykleen Decarbonisation Plan

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# Executive Summary

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Sustainability is at the heart of Safetykleen's purpose to make the planet safer and cleaner and we have been on a decarbonisation journey since 2022, acknowledging our responsibility to address greenhouse gas (GHG) emissions while committing to a leadership role in advancing decarbonisation across the parts cleaning industry. Our Decarbonisation Plan outlines a pathway to achieving meaningful reductions across Scopes 1, 2, and 3.

We aim to:

- Achieve a **40% reduction in carbon intensity (tCO<sub>2</sub> per £1M revenue) by 2030.**
- Establish the foundations for long-term net-zero ambition *by 2050.*

Our targets are calculated against our 2021 emissions baseline, and our progress will be achieved working collaboratively with our employees, customers, suppliers, and partners.

Working with stakeholder across our organisation, we have identified 7 key focus areas that will allow us to achieve or exceed our stated target by 2030. This Plan, and the decarbonisation initiatives it proposes, applies to our machine services and waste collection business.

This document will be updated as data quality improves, technologies evolve, and regulatory frameworks mature.

Our GHG inventory covers 92% of our business by revenue. Safetykleen's businesses in Turkey, Brazil and our re-refiner Orm Bergold Chemie GmbH are currently excluded from the scope of this plan.



Sustainability expectations are intensifying globally, and Safetykleen is well positioned to play a leading role. We serve over 50,000 manufacturing and MRO businesses across 15 countries through a network of over 100 locations, and leverage this scale to bring safe, effective parts cleaning solutions to customers in the most efficient manner possible. Our purpose - **to make our planet SAFER and KLEENER by providing effective, sustainable, hassle-free parts cleaning solutions** - places decarbonisation at the core of how we grow, innovate and serve customers.

Our Decarbonisation Plan directly supports the company's ambition to be a champion of sustainability in the parts cleaning industry, and aligns with our strategic pillars of Sustainability & Innovation, Excellent Customer Experience, Winning Go-to-Market, and Operational Leadership. As we expand the reach of our full service parts cleaning model, we aim not only to reduce our own footprint but also to help our customers improve productivity, lower environmental impact and achieve their sustainability goals.

Decarbonisation is also a key enabler of our commercial objectives: Driving responsible growth, strengthening customer loyalty, and differentiating our brand across our core geographies and customer segments. Our dense branch network, standardised solutions, and continued innovation in machines, chemistries and waste management also provides us a structural advantage in minimising emissions across the value chain.

Our Plan is therefore shaped by three drivers:

- **Stakeholder expectations** – Employees, customers, regulators and investors increasingly require credible climate action.
- **Competitive advantage** – Low-carbon, circular solutions enhance customer value, strengthen retention, and support our go-to-market priorities across Manufacturing and MRO.
- **Leadership ambition** – Safetykleen's growth and innovation agenda is anchored in cleaner, smarter solutions, including our target for a carbon-neutral fleet by 2030.

We have developed our targets based on the following guiding principles:

- **Credible** – built with expert input and aligned with best practice.
- **Ambitious** – matching the scale of our purpose and growth ambitions.
- **Transparent** – measurable and open to stakeholder scrutiny.

This Decarbonisation Plan is therefore both an environmental commitment and a business strategy: a roadmap that accelerates growth, improves operational efficiency, enhances customer experience, and reinforces Safetykleen as the global leader in sustainable parts cleaning.



# Alignment with Private Markets Decarbonisation Roadmap (PMDR) and other frameworks

Safetykleen's Decarbonisation Plan is aligned with the Private Markets Decarbonisation Roadmap (PMDR 2.0<sup>1</sup>), utilizing a structured, best-practice approach for a privately-owned business. Per the PMDR Alignment Scale, Safetykleen is moving from 'Capturing Data' to 'Preparing to Decarbonise', where a robust reduction plan is being defined. In line with PMDR guidance, the Plan prioritises emissions measurement, identification of reduction levers, and transparent reporting. A formal emissions-reduction target has been set after evaluating our baseline data and establishing a reduction pathway, aligned with credible transition scenarios, tracked annually, and disclosed alongside updates to the PMDR classification.

Safetykleen is also working to comply with reporting requirements under the European Union's Corporate Sustainability Reporting Directive (CSRD). As a first step, a Double Materiality Assessment (DMA) was conducted, to define materiality and reporting categories. The DMA highlighted climate change as a material topic for the business, and the following emissions-related impacts and opportunities were identified<sup>2</sup>:

- Scope 1 and 2 emissions that the business is directly in control of (e.g., fleet, energy mix) can intensify climate change impacts, such as extreme weather and rising temperatures. *(Impact)*
- Scope 3 emissions (e.g., procurement, customer machine use) contribute to the exacerbation of climate change effects. *(Impact)*
- Inability to achieve energy efficiency in operations (e.g., route optimisation, incineration, material recovery, hazardous waste treatment) and value chain (e.g., logistics, service providers) could lead to higher GHG emissions and increased resource depletion. *(Impact)*
- Implementing a robust sustainability strategy can enhance reputation, improve employee acquisition/retention and strengthen relationships with investors and customers, while also reducing future operational costs. *(Opportunity)*
- The adoption of energy-efficient alternatives can reduce operational cost and provide a competitive advantage. *(Opportunity)*

Safetykleen will be providing required disclosures related to the above, in accordance with CSRD timeframe and scoping.

This Decarbonisation Plan has been prepared and completed in accordance with the requirements of Procurement Policy Note (PPN) 06/21: Taking Account of Carbon Reduction Plans in the Procurement of Major Government Contracts, and the associated supporting guidance published by the UK Government. In accordance with this framework, Safetykleen has set out its ongoing measures, initiatives, and targets aimed at achieving measurable carbon reductions in support of the UK Government's commitment to achieve Net Zero by 2050.

1. The Private Markets Decarbonisation Roadmap (PMDR) is a voluntary framework that helps private equity and other private market investors measure, manage, and reduce greenhouse gas emissions across their portfolios. Developed by Initiative Climate International (ICI), the Sustainable Markets Initiative's Private Equity Task Force, and Bain & Company, it provides a common language and methodology for investors to assess and disclose where portfolio companies stand on their decarbonisation journey.

2. Under ESRS (European Sustainability Reporting Standard), impact materiality considers the company's actual or potential impacts (both positive and negative) on people and the environment. Opportunities are sustainability-related factors that can positively affect the company's financial performance, for example by reducing costs, creating new revenue streams, or strengthening competitiveness.

# Our Baseline



Our baseline Greenhouse Gas (GHG) Emissions Inventory was conducted in 2021 with the support of external consultants PwC. The inventory is updated annually by our team to calculate our annual emissions.

Safetykleen uses the Financial Control Approach to define its organizational boundaries for the GHG inventory. Under this approach, Safetykleen accounts for GHG emissions from any site (owned or leased) where it has direct and financial control over operations. This method aligns with how Safetykleen manages its business and allows the company to focus on areas where it can influence and reduce emissions. Facilities that are newly acquired, sold, or where leases have ended are included in the inventory only for the period during which Safetykleen had control.

Safetykleen has identified the following emission sources and categories within this organizational boundary.

## List of Scope 1 & 2 activities included in the report:

**Stationary Combustion (heating & cooling systems)**

**Mobile Combustion (fleet)**

**Purchased Electricity**

## List of Scope 3 activities included in the report:

**Category 1 - Purchased goods and services**

**Category 2 - Capital goods**

**Category 4 - Upstream transportation and distribution**

**Category 5 - Waste generated in operations**

**Category 6 - Business travel**

**Category 7 - Employee commuting**

**Category 13 - Downstream leased assets**

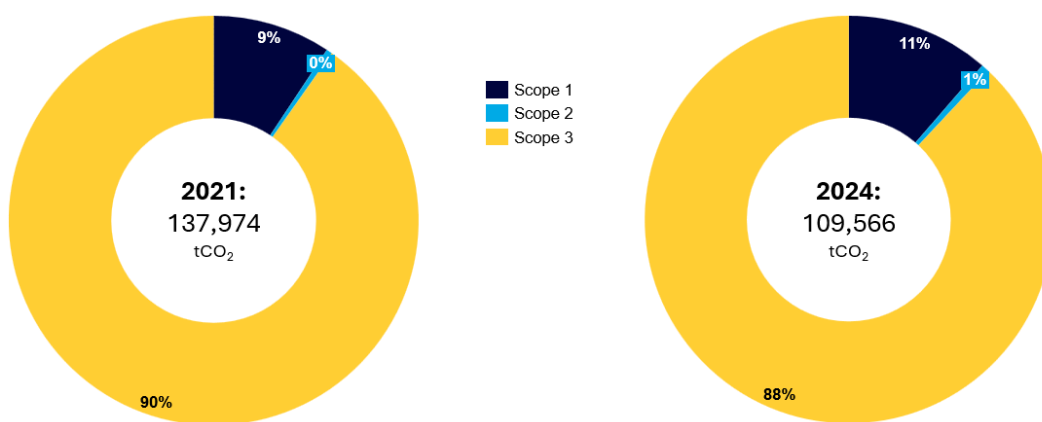
A mix of activity-based and spend-based data is currently used, with a commitment to progressively shift towards more activity-based, supplier-specific data. Our latest inventory (2024) covers 92% of our business by revenue. Safetykleen's emissions are primarily Scope 3, with fleet activities representing the main source of Scope 1 and 2 emissions. UK&I, France, Belgium, Germany, Italy, Spain, Portugal, Slovakia, Czechia, Hungary. Our businesses in Turkey, Brazil and our re-refiner Orm Bergold Chemie GmbH are currently excluded from our GHG emissions study.

3. The methodology was originally set up by external consultants PwC in 2021 as part of Safetykleen's baseline calculation exercise

4. Financial control is defined as having the power to direct financial and operational policies of an entity to gain economic benefits

5. UK&I, France, Belgium, Germany, Italy, Spain, Portugal, Slovakia, Czechia, Hungary. Our businesses in Turkey, Brazil and our re-refiner Orm Bergold Chemie GmbH are currently excluded from our GHG emissions study.

Table 1: Safetykleen's Greenhouse Gas Emissions (tCO<sub>2</sub>)



	2021	2024	% Change
<b>Scope 1</b>			
Mobile Combustion	12,176	11,893	-2%
Stationary Combustion	679	556	-18%
<b>Scope 2</b>			
Electricity	632	684	8%
<b>Scope 3</b>			
Purchased Goods & Services	32,066	34,788	8%
Capital Goods	15,478	10,837	-30%
Upstream Transportation	312	4,150	1230%
Business Travel	553	395	-29%
Waste	437	107	-76%
Downstream Leased Assets	73,387	43,484	-41%
Employee Commuting	2,254	2,673	19%
<b>Total</b>	<b>137,974</b>	<b>109,566</b>	<b>-21%</b>

## Our Target to 2030

We are establishing mandatory targets that reflect Safetykleen's ambition and align closely with best practice. Targets are validated through engagement with internal working groups and formally approved by Safetykleen Board of Directors and Leadership Team.

We commit to:

- Achieve a **40% reduction in carbon intensity (tCO<sub>2</sub> per £1M revenue) by 2030.**

**Beyond 2030:** We will continue to evaluate and determine formal net-zero target (including potential SBTi validation) once data coverage and decarbonisation levers are fully proven.

# Our Decarbonisation Strategy



We envisage reducing our Scope 1, 2 and 3 emissions by tackling the areas and emission categories below. Please refer *Appendix C* for a full list of initiatives already implemented over 2021-25.

Scope	Focus Area	Initiative	Estimated Impact
1 & 2	<b>Fleet</b>	<ul style="list-style-type: none"> <li>Transition company cars and vans to lower carbon models</li> <li>Implement route optimisation software across markets</li> </ul>	●●
	<b>Buildings related emissions</b> (existing sites)	<ul style="list-style-type: none"> <li>Collect and monitor energy use data</li> <li>Purchase certified green energy</li> <li>Facilitate behavioural changes and staff training</li> </ul>	●
	<b>Buildings related emissions</b> (new sites)	<ul style="list-style-type: none"> <li>Adopt energy efficient building standards</li> </ul>	●
3	Chemistries	<ul style="list-style-type: none"> <li>Transition from solvent-based to aqueous-based solutions<sup>6</sup></li> <li>Implement purified water and automated dosing technology in branches to minimize use of virgin chemicals<sup>7</sup></li> <li>Commit to further cleaning chemistry R&amp;D</li> <li>Collaborate and engage with suppliers to collect supplier and product-specific data</li> <li>Reduce chemistry-related packaging</li> </ul>	●●●
	<b>Machines</b> (existing machine park)	<ul style="list-style-type: none"> <li>Maximize machine repair and refurbishment to reduce capex and the unnecessary use of virgin steel<sup>8</sup></li> <li>Identify ideal candidates for decommissioning, upcycling, retrofitting or reuse to improve overall energy efficiency</li> </ul>	●●●
	<b>Machines</b> (new machines)	<ul style="list-style-type: none"> <li>Commit to further machine R&amp;D<sup>9</sup></li> </ul>	●●●
	<b>Packaging</b>	<ul style="list-style-type: none"> <li>Replace virgin-plastic packaging with recycled or reusable alternatives.</li> </ul>	●●
	<b>Behavioural changes</b>	<ul style="list-style-type: none"> <li>Implement policies encouraging lower-carbon practices across business travel and commuting</li> <li>Provide employee training and awareness programmes to highlight the environmental impact of our activities</li> <li>Foster a culture of sustainability by embedding environmental responsibility into employee engagement</li> <li>Transition to a new fully paperless, digitalised ERP system</li> </ul>	●

● Low impact    ●● Medium impact    ●●● High impact

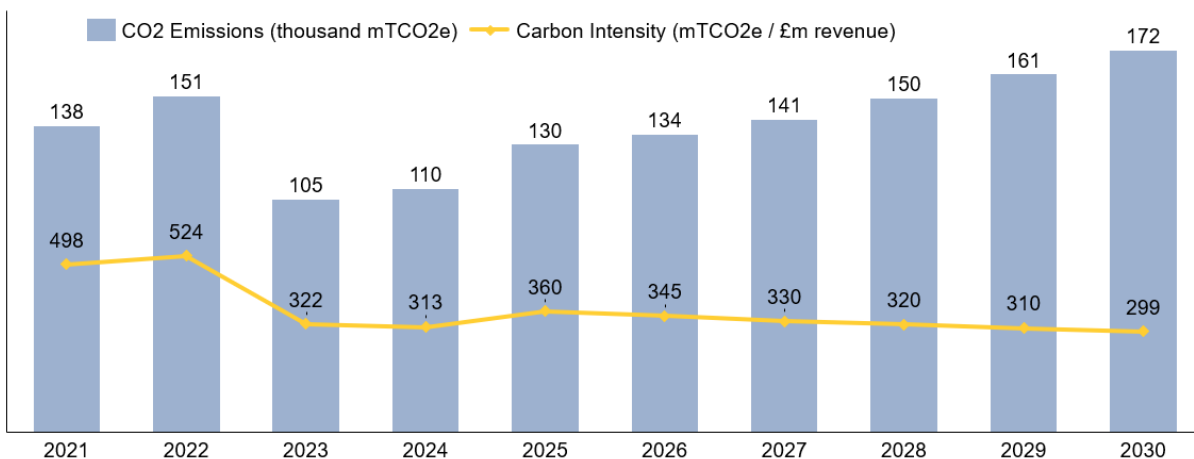
6. Solvent to aqueous transition is a part of SafetyKleen’s business strategy and has been an active initiative since prior to our 2021 baseline  
 7. Project in place since 2024  
 8. Project in place since 2022  
 9. New machine R&D includes our SonicKleen Eco and Jetkleen S programs today



# Our Roadmap

Our roadmap envisages a 40% reduction in Carbon Intensity measured in tCO<sub>2</sub> / £m revenue from an initial 498 t CO<sub>2</sub> / £m to under 300 t CO<sub>2</sub> / £m by 2030. This improvement occurs against the backdrop of revenues that grow consistently per our latest management plan, mirroring our ambition as a business, as well as the headwind of geographic expansion that reduces our ability to leverage branch networks and route density to improve our overall emissions intensity.

The roadmap focuses on decarbonising operations through operational efficiencies, innovation, renewable energy adoption and data-driven prioritisation, highlighting where the most significant emissions reductions can be achieved. By embedding sustainability into core business decisions and partnering closely with suppliers and other stakeholders, we aim to deliver meaningful and sustained emissions reductions across our expanding footprint.



**2021-2024**  
Reduction in total emissions and emission intensity over 2022-24 period primarily driven by machine repair, machine refurbishment and cleaning chemistry utilization initiatives  
*Please refer to Appendix C on completed initiatives*

**2025**

- Expansion to 2 new countries
- PCT operational for 1 year+
- Expansion of EV/hybrid fleet in France

**2026**

- New ERP system operational in top 6 markets
- Fleet strategy implementation for 1 year

**2027**

- Kleen35 in place for 1 year
- Benefit of Repair & Refurb plateau

**2028-2030**

- Full fleet strategy implementation
- Chemistry R&D
- Machines R&D

## Implementation

The responsibility for implementing SafetyKleen’s decarbonisation plan rests with its Management Team and will be led by a dedicated Group Sustainability Manager. Project teams will be established towards:

- the regular maintenance and monitoring of ESG data
- the management of specific decarbonisation projects
- the tracking of overall progress towards emission reduction targets

These project teams will engage employees at both country and functional levels (i.e. including operations, procurement, health & safety). Regular coordination meetings will be driven by the Group Sustainability Manager and Corporate Development Director, and progress will be reported to a quarterly SteerCo including the CEO and COO.

# Monitoring & Reporting

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Safetykleen is committed to transparent and robust monitoring of its decarbonisation progress. Emissions data will be collected through a combination of our existing excel-based PwC tool and our internal ERP system (QuickSilver). We will explore the opportunity for a dedicated ESG reporting software in the future. This approach ensures that we can gradually improve the accuracy, granularity, and efficiency of our data collection processes over time.

Group reporting will take place on an annual basis with progress monitored at country level quarterly, subject to data availability. Progress against targets will be published in the annual **Safetykleen Sustainability Report** and shared with investors through the **annual GHG/ESG Survey**. In addition, from 2028 onwards, disclosures will be aligned with the **Corporate Sustainability Reporting Directive (CSRD)** for the entities in scope, ensuring compliance with European regulatory standards and meeting the growing expectations of stakeholders.

Oversight of the overall Decarbonisation Plan implementation will rest with the Safetykleen CEO, COO, Corporate Development Director and Sustainability Manager who will provide strategic direction and ensure accountability for achieving the Group's sustainability goals. The outcomes of these reviews will be reported to the Board on an annual basis.

This monitoring and reporting framework will not only track progress against our targets but also inform decision-making across the business, ensuring that decarbonisation remains integrated into strategic planning and operational management.

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## Approval & Sign-Off

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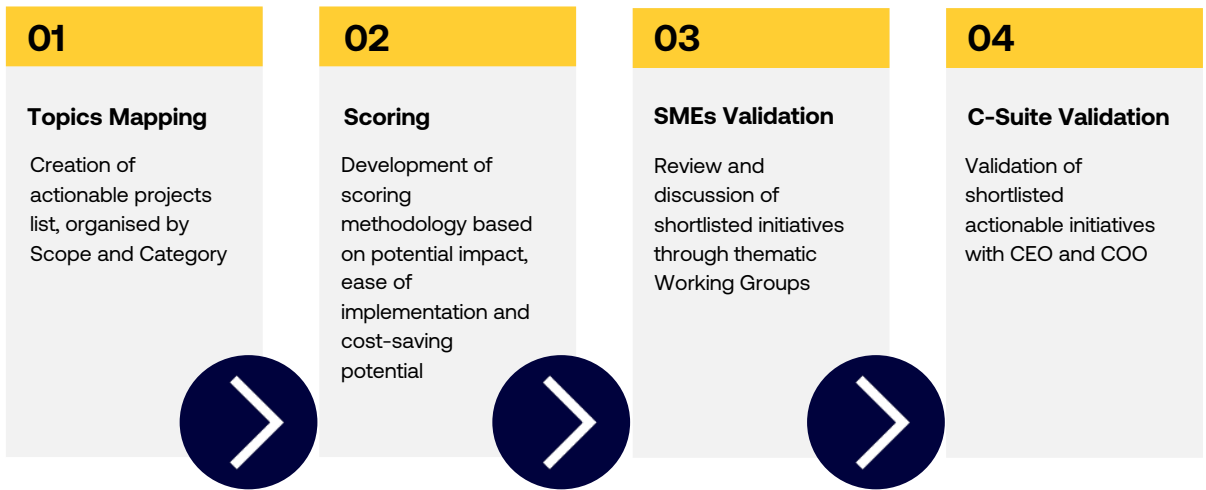
This Decarbonisation Plan has been approved by the Leadership Team and the Board of Directors.

Signed on its behalf by:

Chief Executive Officer



## Appendix A: Process overview of strategic action shortlisting.



## Appendix B: Results of thematic Working Groups

Workshops were conducted with multiple thematic working groups. Workshops sought to identify lists of possible decarbonisation initiatives as below, and to prioritize these by their relevance to Safetykleen. In the tables below, items highlighted in yellow are the selected initiatives moving forward. The other initiatives were discussed but ultimately discarded.

Working Group on Fleet	Scope 1
<b>Date:</b> 03/10/2025	
<b>Participants:</b> Ginny Etherington (Group Fleet Procurement Manager), Andrew Kirkby (Head of Fleet and Transport, UK), Marc Pascoe (Group Procurement Director), Pablo Castello (Director of Service and Operations, France), Nicolas Machacek (Procurement & Fleet Manager, France), Nuno Duarte (Transportation and Procurement, Portugal), Juan Ramón Jiménez-Zumalacárregui (Environment, Health & Safety and Transportation, Spain), Silke Herzog (Head of Fleet, Germany), Farah Shili (Buyer, France), Marco Idini (Senior Buyer, Italy), Stefano Riva (Operations Director, Italy), Kyle Pirie (Group Route Planning & Forecasting Manager)	
Proposed actions	Comments
Mandate that all new company cars and end-of-lease replacements are electric	This initiative is primarily driven by evolving country-specific legislation and a proactive corporate commitment to fleet decarbonisation.
Expand hybrid and electric van fleet	Expansion is supported by regulatory requirements in some markets and aligns with Safetykleen's leadership ambition to reduce direct emissions.
Introduce the use of alternative fuels (e.g., HVO)	Implementation is contingent on cost competitiveness, reliability of supply, and verified sustainability credentials of available fuel options.
Implement telematics across fleet	Currently not prioritised; potential future consideration depending on operational and cost efficiency benefits and data management capacity.
Introduce driver efficiency training programme	Expected emissions reduction is limited; may be considered as a complementary measure to broader fleet optimisation efforts.
Fully implement and optimise OptimoRoute across all markets	Rollout is ongoing; focus remains on ensuring consistent adoption and performance monitoring to maximise route efficiency benefits.
Implement carbon offsetting measures	Provides short-term mitigation value only; should be viewed as a transitional measure pending full decarbonisation of fleet activities.
Explore hydrogen-powered vehicle options	Currently constrained by the immaturity of technology, lack of refuelling infrastructure, and limited market readiness.



## Working Group on Buildings Efficiencies

## Scope 1

**Date:** 15/10/2025

**Participants:** Leyre Viguria Loyola (Environment, Health & Safety, Spain), Tammy Smith (Environmental Compliance Lead, UK & Ireland), Nick Watts (Facilities & Project Manager, UK), Raissa Brambilla (HSE Specialist, Italy), Emmanuele Venturino (HSE Manager, Italy), Alberto Hernandez Acevedo (Facilities Manager, Spain), Stefano Riva (Operations Director, Italy)

Proposed actions	Comments
Conduct expert energy audits across key sites	Comprehensive energy assessments could identify major efficiency opportunities; however, such audits can be resource-intensive and may require external specialist support.
Mandate ISO 50001 certification	Achieving and maintaining ISO 50001 certification would demonstrate strong energy management practices but may involve significant implementation and compliance costs.
Retrofit existing buildings with energy-saving technologies (e.g., lighting upgrades)	Implementation is ongoing, with upgrades already completed in several facilities; expected to yield measurable reductions in electricity consumption.
Retrofit existing buildings with upgraded heating and cooling systems	Modernisation efforts are progressing incrementally, typically undertaken during equipment replacement cycles; efficiency gains are already evident in some locations.
Enhance building envelope insulation	Primarily applicable to new or significantly refurbished facilities, where insulation improvements can substantially reduce energy demand for heating and cooling.
Install on-site solar PV systems where feasible	Deployment is limited due to high insurance and maintenance costs, as well as building ownership constraints.
Purchase certified green electricity	Provides a viable alternative to on-site renewable generation, ensuring lower-carbon energy supply without the associated operational and maintenance requirements.
Promote behavioural change and staff training	Increasing awareness among building users remains essential to minimise energy waste and encourage responsible consumption habits across all sites.
Enhance proactive data collection and energy monitoring	Greater visibility of real-time energy use is required to inform targeted interventions; data dashboards are not yet consistently available across the network.
Integrate energy efficiency into HSE and facilities management agendas	Embedding energy performance discussions into existing operational and safety forums will help ensure continuous improvement and cross-functional accountability.
Adopt high energy-efficiency standards in building design (e.g., LEED, BREEAM)	To be considered for all new builds and major refurbishments, ensuring that facilities are aligned with best-practice sustainability benchmarks.
Explore alternative renewable energy infrastructure (e.g., heat pumps)	Not currently prioritised; deployment will depend on site-specific technical feasibility and the overall decarbonisation roadmap.

## Working Group on Cleaning Chemistries

## Scope 3

**Date:** 06/10/2025

**Participants:** Cynthia Cazares (Group Category Manager Chemicals & Head of Procurement, Iberia), Adam Swadling (Group Head of Chemistry)

Proposed actions	Comments
Progress solvent-to-aqueous transition	Transition activities are ongoing, supporting the emissions reduction and improving workplace safety and environmental performance.
Optimise purified water technology (PCT) and automated dosing across the branch network	Project successfully completed; expected to deliver consistent product quality, at reduced chemical use.
Establish uniform product codes and dilution ratios	Historical data prior to ERP implementation is unavailable, limiting the ability to establish and quantify standardisation benefits.
Further implement R&D innovation initiatives	Development of low-temperature chemistries is ongoing, targeting improved energy efficiency and process optimisation.
	Bathtime extension initiatives are currently under evaluation to enhance chemical life-cycle efficiency and minimise waste.
	NET (Net Evaporation Technology) programme continues to progress, focusing on lower carbon and more sustainable practices for end of life waste management of aqueous solutions.
Liaise with chemistry suppliers to collect more accurate product data (embodied carbon)	Top key suppliers can provide product-level carbon data, enabling improved emissions accounting and transparency.
Collaborate with suppliers to identify lower-carbon chemistry options (e.g., substitutions, blending)	Technical limitations exist due to SafetyKleen's specifications and standard requirements, constraining substitution flexibility.
Introduce sustainable procurement requirements	Implementation is considered challenging, particularly with smaller suppliers who may lack the resources to meet enhanced sustainability criteria.
Reduce packaging associated with chemical products	Initiatives are ongoing, with a focus on packaging optimisation, increased recyclability, and reduction of single-use materials.



## Working Group on Machines

## Scope 3

Date: 06/10/2025

**Participants:** Alison Rankin (Operations Director, UK & Ireland), James Scott (Group Head of Engineering)

Proposed actions	Comments
Systematically phase out the oldest and least energy-efficient machines	While progressive replacement is planned, certain legacy assets continue to retain economic value and can still be refurbished or redeployed where appropriate.
Introduce retrofit and upcycling programmes to extend machine life	Opportunities for large-scale retrofit and upcycling are limited; however, selective interventions may provide incremental efficiency and sustainability benefits.
Expand and optimise the Repair & Refurbish programme across markets	The focus will be on consolidation, centralisation, and optimisation of processes, including logistics and transportation, to improve operational efficiency and resource utilisation.
Implement portfolio segmentation	Portfolio segmentation will support strategic decision-making by identifying machines suitable for retirement versus those that can serve as feedstock for optimisation or reuse.
Enhance customer education on machine use and maintenance	Expected impact on emissions and efficiency is limited, but continued communication and training may reinforce best practices and prolong equipment life.
Advance R&D innovation for energy and chemistry-efficient machine solutions	Research and development efforts continue to focus on technologies such as low-temperature chemistries and improved energy performance to reduce total life-cycle emissions.
Collaborate with suppliers and customers to accelerate adoption of circular and low-carbon technologies	Partnership initiatives will explore innovations in materials, design, and manufacturing to enhance circularity and reduce embodied carbon.
Implement remote monitoring capabilities on machines	Adoption is currently constrained by cost considerations; potential for future implementation as digital solutions become more scalable and affordable.



## Appendix C: Our progress to date

### Emissions Reporting & Methodology

- We have reported on Scope 1, Scope 2 and Scope 3 emissions since 2021, providing a baseline for our decarbonisation efforts.
- We engaged third-party consultants to establish a robust methodology for carbon accounting calculations, based on the Greenhouse Gas Protocol, ensuring accuracy, consistency and transparency in our emissions data.
- We set internal processes in place to gather and validate emissions data across our operations.
- Our emissions tracking is now integrated with strategic decision-making and aligns with our broader sustainability ambitions.

### Fleet

- We implemented route-optimisation software (OptimoRoute) across markets to support servicing and maintenance teams and reduce vehicle mileage and associated emissions.
- We have introduced electric vans (3.5t) and electric/hybrid vehicles in the UK and France for trial purposes.
- Our recently acquired fleet management system Alphabet will allow us to pull carbon travel data for our fleet.

### Building related emissions

- Several branches have been upgraded with smart sensors and LED lighting systems to enhance energy efficiency and reduce overall electricity consumption
- We have started trialling solar PV installations at some newly constructed branches, enabling on-site renewable energy generation and reducing dependence on grid electricity
- New facilities have also incorporated rainwater harvesting systems, which capture and store rainwater, helping to conserve municipal water resources.

### Chemistries

- For many years, we have been transitioning from solvent-based formulations to aqueous-based alternatives, significantly reducing our business' environmental impact and improving safety for users and the environment.
- In line with our solvent to aqueous transition, between 2023 and 2024, we streamlined our cleaning chemistry portfolio, consolidating our product range from 341 to 170 formulations.
- The introduction of our Purified Cleaning Technology (PCT) has further advanced chemical sustainability, reducing the need for virgin chemistry by up to 50% while maintaining high cleaning performance and consistency.

### Machines

- In 2022 we launched a Repair & Refurbishment Program to extend the lifecycle of our parts-washing machines, promoting resource efficiency through component reuse and minimizing the demand for new machines and associated raw materials.
- We have developed and launched the Sonickleen Eco, a next-generation machine line engineered for superior energy efficiency, delivering up to 57% reduction in energy consumption at customer facilities.
- Our innovation combines resource efficiency with a design approach focused on durability and reusability.
- To enhance equipment longevity and efficiency, we have integrated preventive maintenance into our service operations.

### Behavioural changes

- A suite of new governance policies including the Group Sustainability Policy has been introduced to embed ethical business practices into business decisions and company culture.
- All Safetykleen employees have completed mandatory compliance training on the Sustainability Policy, ensuring organization-wide awareness and alignment with responsible business practices.
- The rollout of our Egencia business travel platform enables tracking and reporting of carbon emissions for each travel journey, providing actionable insights to guide more sustainable travel choices and reduce business travel emissions.