



# Calabash

Cleaning Excellence

A photograph of a water splash in a forest. A single water droplet is suspended in the air above the splash, which is creating ripples in the water. The background is a blurred forest with green foliage.

Sustainability  
Report 2025



# Forward

At Calabash, we have always believed that quality, responsibility and long term value should go hand in hand. Our reputation has been built on delivering high standards for clients, but we also know that expectations are changing. More businesses than ever want partners who can not only provide excellent service, but also show that they understand their wider environmental and social impacts and are taking practical steps to manage them. That is why continuing to strengthen our sustainability approach remains so important to us.

This year has been about putting stronger foundations in place. We now have three years of greenhouse gas emissions data, which is giving us a much clearer picture of our footprint and where our most significant impacts sit. Just as importantly, we have made good progress in broadening the scope of our reporting and improving the completeness of the data we collect, particularly across Scope 3. That matters because better quality information allows us to make better decisions and gives us a more credible basis for action in the years ahead.

We have also worked hard to involve more people across the business in this process. Sustainability cannot sit with one or two individuals. It needs to be understood, supported and carried forward by the wider team. Over the past year, we have taken steps to build that sense of shared ownership and to make sure that more of our people feel part of the journey. That is an important part of embedding our strategy and turning it into something that is reflected in the day to day running of the business.

I am encouraged by the progress we have made and excited about the year ahead. We now have a clearer Action Plan, a stronger evidence base and a better understanding of where we need to focus our efforts. The next step is to build on these foundations, keep improving the quality of our data, and work together across the business to turn our priorities into meaningful progress. We know there is more to do, but we are moving in the right direction and remain committed to doing so with honesty, ambition and a determination to keep improving.



Thomas Salmon  
Managing Director



*Sustainability cannot sit with one or two individuals. It needs to be understood, supported and carried forward by the wider team.*

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Produced in collaboration with our Sustainability Partners  
Wylde Connections Ltd – [www.wyldeconnections.co.uk](http://www.wyldeconnections.co.uk)  
V2:1 published April 2026 – to be reviewed November 2026

# About Calabash

Established in 1992, Calabash has grown to become one of London's leading facilities management companies. We built our reputation in luxury retail, where exacting standards, reliability and attention to detail are essential.

Our talented and dedicated workforce is trained to respond to the changing needs of our clients. We offer a one stop shop of services, from specialist floor and window cleaning through to washroom services, waste management and pest control. As our business has evolved, we have continued to adapt our services in ways that support both operational excellence and more responsible business practice.

Our sustainability journey was born out of our values and commitment to how we want to operate as a business. This included our refusal to use zero hours contracts, commitment to fair pay through the real Living Wage, selection of lower impact cleaning products, and support in managing resources more responsibly.

In recent years, we have taken a more structured approach by developing a robust sustainability strategy, establishing our greenhouse gas (GHG) emissions baseline, and working to embed ESG priorities more formally across the organisation. We are determined to demonstrate that commercial cleaning and facilities management can deliver high standards for clients while also creating positive environmental and social impacts.



## An Integrated Offer

Over more than three decades, we have built strong relationships with clients across a range of sectors. While our roots are in luxury retail, our client base has grown and evolved over time. Today, we support customers in a variety of environments, adapting our services to meet different operational needs while maintaining the high standards and attention to detail for which we are known.

### Sectors

**Luxury Retail** – We built our reputation in luxury retail, where presentation, consistency and attention to detail are critical to the customer experience.

**Corporate Offices** – We support office-based businesses in creating clean, well maintained and welcoming workplaces that reflect their brand and support employee wellbeing.

**Hospitality and Leisure** – We work with restaurants, leisure venues and other customer facing environments where cleanliness and presentation play a key role in the overall experience.

**Education** – We help create clean, safe and well cared for learning environments for students, staff and visitors.

## Services

We have developed our service offer to respond to the practical and changing needs of our clients. One of the key challenges many organisations face is finding a trusted partner that can deliver consistently high standards while also supporting wider operational and sustainability priorities. As an ISO 14001 accredited business, we use products selected to reduce environmental impact and apply methods that help minimise the use of water and energy wherever possible.

**Carpet and Hard Floor Cleaning** – Cleaning and maintenance solutions ranging from stain removal through to full floor restoration.

**Washroom Services** – Clean, hygienic and well-maintained washroom facilities that help create the right impression for staff and visitors.

**Waste Management** – Through our contractor, waste is collected and managed responsibly, with a focus on reducing landfill.

**Jet Washing and Exterior Cleaning** – Removal of dirt and build up, including gum and pavement cleaning, as well as awnings and canopies

**Event Cleaning** – From product launches to store openings, we help create positive and well-presented environments through close attention to detail.

**Window Cleaning** – Our teams use a range of industry recognised methods including traditional window cleaning, reach and wash systems, abseil access and MEWPs.

**Pest Control** – We are committed to removal and relocation wherever possible, with lethal control used only as a last resort.



## Our Purpose

Our purpose is to transform spaces into vibrant, healthy, and sustainable havens that reflect our commitment to quality, innovation, and responsible practices. By embracing sustainability, working transparently, and fostering fairness through diversity and inclusion, we consistently exceed the needs of our luxury brand retail customers. Not only do we clean and manage spaces to the highest standards, but we contribute to the well-being of individuals, communities, and the planet.

## Our Mission

We are a leader in the commercial cleaning industry through our sustainable practices, innovative solutions, and an unwavering commitment to quality. By fostering diversity and respect within our teams and across our business and forging lasting partnerships with our customers, we create cleaner, more inclusive environments that positively impact both people and the planet.

## Our Vision

### Pioneering Excellence and Sustainability Through Innovation

Our vision is to pioneer excellence in the commercial cleaning and facilities management industry, driven by our core values of quality, innovation, and sustainability. With a commitment to staying ahead of the curve and utilising leading-edge techniques, we aspire to set new and higher standards in eco-friendly practices. Through collaboration, transparency, diversity, and inclusion, we will build a strong foundation of trust and help our industry move towards a brighter, cleaner, and more responsible future.

## Our Values



We strive to meet and exceed your needs and expectations.



We are committed to Fairness, Diversity, and Inclusion.



We forge trusted, transparent, and long-lasting relationships and partnerships.



We contribute to the wellbeing of individuals, communities, and the planet.



We empower and enable people.



We transform spaces into sustainable, vibrant havens.



We have an unwavering commitment to providing a high-quality experience.

# Identifying Our Priorities

To help us focus our efforts, we need to understand which ESG issues matter most to our business and our stakeholders. As part of our 2025 Annual Review process, our senior management team undertook an internal double materiality assessment. This is a structured exercise that helps us identify the sustainability topics that are most significant from two perspectives: the impacts our business has on people and the environment, and the risks and opportunities those issues create for Calabash itself.

The assessment grouped material issues across environmental, social and governance themes, with each issue scored according to its level of significance. This helps us prioritise action, strengthen decision making and focus attention on the areas where we can have the greatest influence and where expectations from clients, staff and the wider market are increasing.

We have aligned these material issues with the United Nations Sustainable Development Goals, or SDGs. The SDGs are 17 global goals designed to address the world's most pressing social, environmental and economic challenges by 2030. They provide a useful framework for connecting our business priorities with wider global priorities and for guiding the action we take to maximise positive impacts and reduce negative ones.

The topics mapped were:

## Governance:

- ① Quality of Service
- ② Governance & Accountability
- ③ Data Privacy & Cybersecurity
- ④ Environmental Management Systems
- ⑤ Responsible Payment Practices & Supplier Relationships
- ⑥ Supply Chain Due Diligence & Transparency
- ⑦ Market Integrity & Greenwashing Risk
- ⑧ Anti-corruption, Bribery & Whistleblowing

## Social:

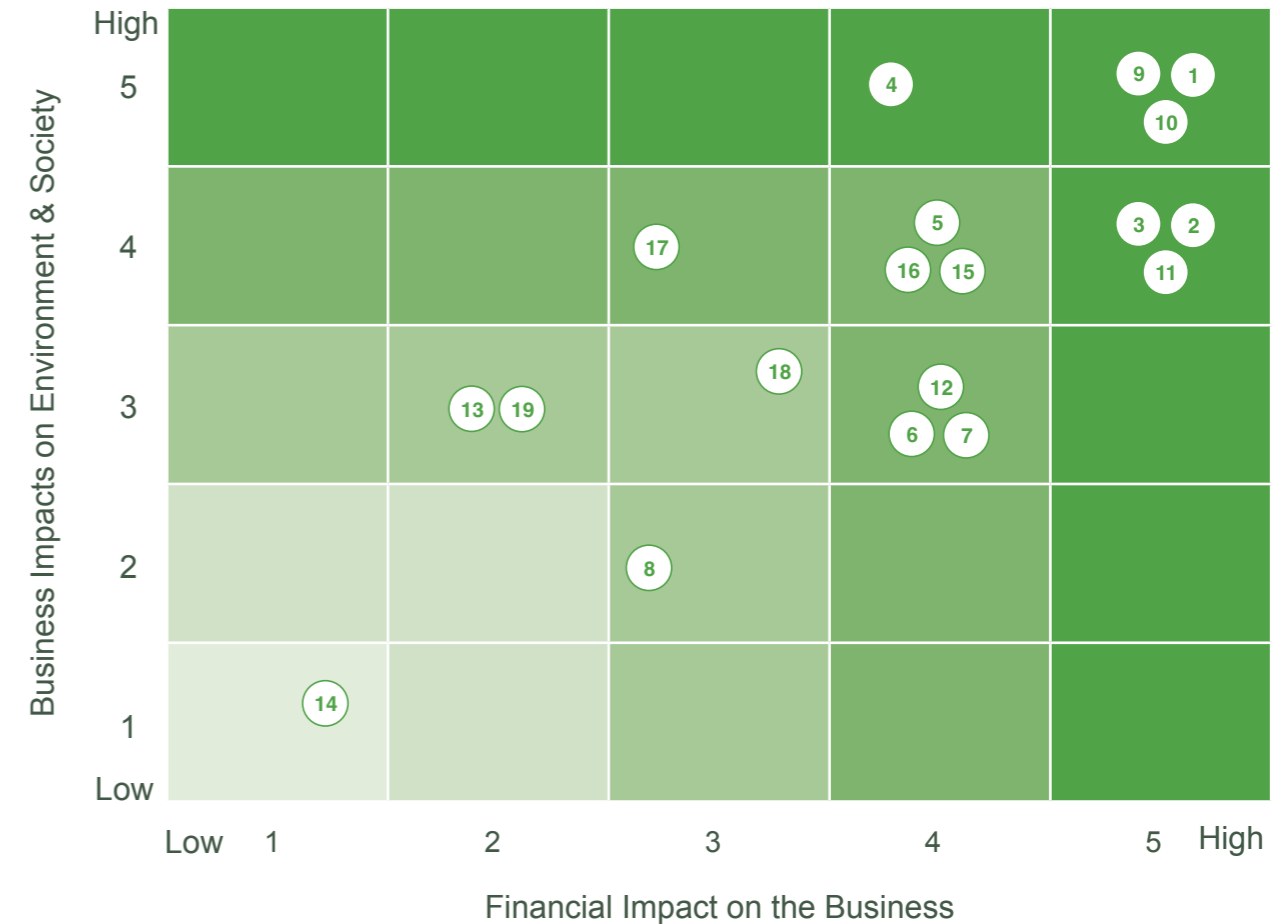
- ⑨ Workforce Wellbeing & Fair Pay
- ⑩ Health & Safety
- ⑪ Training & Skills Development
- ⑫ Stakeholder Engagement
- ⑬ Diversity, Equity & Inclusion
- ⑭ Social Value & Community Engagement

## Environmental:

- ⑮ Water Use & Nature Dependencies
- ⑯ Product and Service Lifecycle Environmental Impacts
- ⑰ Waste, Resource Use & Circularity
- ⑱ Chemicals & Hazardous Substances
- ⑲ GHG Emissions & Energy Efficiency

# Double Materiality Matrix

Each material issue was scored on a scale of 1 to 5 with 1 being the least and 5 being the most impactful. Scores were given across two dimensions: its significance to Calabash from a business and financial perspective, and its significance from an environmental and social impact perspective. These scores were then plotted on the double materiality matrix, with one score shown on each axis. This allowed us to see clearly which issues are most material overall and where we should focus our attention and action.



# Governance

Good governance has always mattered to Calabash, even before sustainability was being discussed in more formal ESG terms. Our reputation has been built on high standards, long standing client relationships and a determination to do things properly. Over the past few years, that has increasingly been supported by more structured systems and processes, including ISO accreditations, stronger data collection, and the development of a clear sustainability strategy, action plan and GHG emissions baseline.

In 2025, our focus is on strengthening governance of the sustainability agenda itself. We are moving from a model centred mainly on senior leadership review towards a more embedded approach that involves more people across the business. As part of this, we are setting up a Sustainability Working Group to help respond to the Action Plan, build ownership across the organisation and accelerate progress in priority areas. This is an important next step in ensuring sustainability is not treated as a standalone exercise, but is increasingly built into decision making, accountability and the day to day running of the business.

# Materiality Issues

## Quality of Service

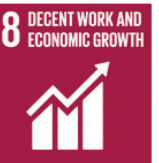
Materiality score:



Financial Impact **5**



Environmental & Societal impact **5**



Quality of service remains central to our business and is consistently seen by senior management as our core commercial differentiator. Throughout the Annual Review process, it was clear that a number of our largest clients have stayed with us because of the quality and consistency of our service, even in the face of cost pressure. Operational improvements, including clearer rules on PPE, behaviour standards and supervision, have strengthened service delivery and client relationships. This is underpinned by a strong focus on staff engagement and retention, investment in training and supervision, and high operational standards linked to our ISO management systems.

This matters because quality has a direct bearing on both business performance and wider ESG outcomes. Higher service standards support safer working conditions and more consistent staff behaviour, while also improving reliability and trust, particularly in high end retail and corporate environments. The risks are equally clear. In a highly visible, client facing sector, any drop in quality carries reputational risk, and margin pressure remains where clients push back on price despite expecting the highest standards. The opportunity is that quality continues to help us retain major contracts and differentiate ourselves in a commoditised market.

Our strategic direction is to maintain quality as a core pillar of both our commercial and sustainability strategy. As part of that, we will continue investing in training, including water efficiency, DEI and sustainability awareness by 2027. We also plan to increase the percentage of suppliers reviewed for ESG performance to 75% by 2027 and to engage suppliers more actively to gather satisfaction levels with our current service.



# Governance & Accountability



Materiality score:

Financial Impact **5**

Environmental & Societal impact **4**

Our sustainability performance is currently reviewed formally through the Annual Review process rather than through a regular internal governance cycle. At the same time, ISO 9001 and ISO 14001 provide a strong backbone for compliance and management, while external health and safety and HR consultants support legal compliance. These systems give us a solid base, but there is currently no formal internal cadence such as quarterly reviews for monitoring progress against the sustainability action plan.

That creates both strengths and risks. Our existing systems and advisers help ensure baseline compliance and control, but without a more regular rhythm of accountability there is a risk that sustainability is seen as project based rather than embedded in business as usual. Actions can lose momentum, and future client or regulatory expectations could move faster than our internal structures. The opportunity is to strengthen accountability without adding unnecessary bureaucracy by building sustainability into routine management processes.

We intend to move from annual review to embedded governance. We will integrate sustainability progress reviews into quarterly management meetings and deliver two review meetings before the end of 2026. We will also assign internal responsibility for tracking action plan delivery, with 100% clear ownership by Q2 2026, and use the Action Plan as a live management tool that is updated and reviewed during those quarterly meetings.



# Data Privacy & Cybersecurity



Materiality score:

Financial Impact **5**

Environmental & Societal impact **4**

We manage data security through external IT providers, and no data breaches have been reported. Staff awareness of confidentiality and data protection expectations is already in place, which helps support sound day to day practice across the business. In a service business built on trust, particularly with high end and high profile clients, these controls are an important part of maintaining confidence.

The main impact here is the protection of employee and client data. The environmental impact is minimal, but the business risk is significant if controls lapse. A breach could damage trust quickly, and increasing digitalisation means our exposure grows if awareness, systems or external support weaken. At the same time, strong data governance supports professionalism and reinforces client confidence.

We are committed to maintaining robust controls rather than expand scope unnecessarily. We will continue external IT support and periodic review, while maintaining a zero incident target.

# Environmental Management Systems



Materiality score:

Financial Impact **4**

Environmental & Societal impact **5**

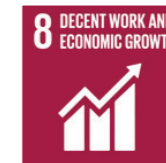
Our ISO 14001 Environmental Management System is in place and actively maintained. At present, it is used primarily for compliance and internal operations, providing a structured way to identify and manage environmental risks. We also recognise that many of our most significant environmental impacts occur on client sites, beyond our direct operational control.

This gives us a strong starting point, but also highlights the challenge. The EMS creates positive environmental value by giving us a disciplined framework for managing risks and improving performance. The limitation is that if the system is not evolved, it may not fully capture the influence we can have over impacts linked to client owned infrastructure, utilities and wider service delivery. The opportunity is to use the EMS as the backbone for expanding our work on water, waste and supplier related environmental issues.

Our priority is to use the EMS as the framework for continuous improvement. We will integrate Action Plan targets into EMS objectives and use the EMS more actively to support credible external reporting and measurable progress.



# Responsible Payment Practices & Supplier Relationships



Materiality score:

Financial Impact **4**

Environmental & Societal impact **4**

We pay suppliers and subcontractors on agreed terms, and our current checks focus mainly on insurance, RAMS and legal compliance. These processes provide a baseline level of control and support stable supplier relationships, but ESG considerations are not yet embedded systematically into the way we manage suppliers.

That means the social and commercial foundations are in place, but wider ESG risks in the supply chain are not yet fully visible. Fair payment helps support stable relationships and dependable delivery, while any weakness in supplier practices can create reputational exposure. The opportunity is to strengthen resilience and transparency by gradually building ESG expectations into supplier engagement rather than treating them as a separate exercise.

We intend to formalise supplier ESG expectations progressively. We will update and reissue the Supplier Code of Conduct, integrate ESG questions into annual supplier reviews and begin tracking supplier responses year on year.

# Market Integrity & Greenwashing Risk



Materiality score:

Financial Impact **4**

Environmental & Societal impact **3**

We take a cautious, evidence-based approach to sustainability communications. We share our Sustainability Report proactively and avoid overstated claims or marketing led sustainability positioning. That gives us a strong platform of credibility and trust.

The challenge is one of balance. Greenwashing scrutiny is increasing across the sector, so evidence-based communication is essential. At the same time, being too cautious can create a risk of under communicating the progress we are making. The opportunity is to strengthen our reputation over the long term by continuing to communicate transparently and align claims closely with action.

We are committed to maintaining conservative, evidence led communications. We are working towards B Corp accreditation, and we will continue to ensure that external communications are aligned with the Action Plan.

# Anti-corruption, Bribery & Whistleblowing



Materiality score:

Financial Impact **3**

Environmental & Societal impact **2**

We have anti-corruption, bribery and whistleblowing policies in place. All staff receive the employee handbook and are informed about speaking up routes. However, policy acknowledgements, training completion and incident logging are not yet tracked for annual reporting, and there is no annual summary to senior leadership on cases, training or acknowledgement rates.

These policies help protect our people, our clients and the integrity of the business, particularly across a dispersed frontline workforce. The risk is that without tracked acknowledgements and short refresher training, the effectiveness of these arrangements is harder to evidence to clients and auditors. There is also reputational exposure if allegations arise and records are incomplete. The opportunity is that this gap can be closed quickly through low burden e-acknowledgement, a short 10 to 15 minute refresher module, and a simple annual assurance update to senior leadership.

Our strategic direction is to move from having policies in place to providing light touch assurance. We will introduce annual policy acknowledgement for all staff and track completion each year. We will also deploy a short bribery and whistleblowing refresher and track the percentage trained, with a target of 75% by Q2 2027. We will also log any cases and provide an annual SLT summary, with a target of zero cases and 100% resolved if any arise.



# Supply Chain Due Diligence & Transparency



Materiality score:

Financial Impact **4**

Environmental & Societal impact **3**

At present, no suppliers have been formally audited on ESG, and our supply chain tiers are not yet fully mapped. During the Annual Review, management explicitly recognised this as a gap. That means we do not yet have the visibility we need over wider social risks or Scope 3 emissions across the value chain.

This creates a clear challenge, but also a strategic opportunity. On the one hand, unknown emissions and social risks weaken reporting completeness and could leave us exposed as regulatory and client expectations increase. On the other, taking early action can position us ahead of parts of the market and improve the quality of the decisions we make with suppliers.

Our priority is to move from no data to baseline data. We will ensure that our Code of Conduct includes a commitment to work collaboratively to collect better quality data, conduct supplier ESG performance reviews by March 2027, and expand activity based Scope 3 data collection to cover at least 30% of emissions for the 2026/27 emissions report.

# Social

Social responsibility has been one of the clearest strengths of Calabash's sustainability journey from the beginning. Long before publishing a sustainability report, we had already made decisions that reflected the kind of business we wanted to be, including refusing to use zero hours contracts and committing to fair pay through the real Living Wage. We have made significant progress with more than 90% of clients signed up to paying the Calabash team the real Living Wage. Alongside this we have a strong health and safety record, a diverse workforce and a clear focus on fairness, dignity and respect at work.

That foundation continues to shape our priorities and we will continue to work to expand the real Living Wage coverage, maintain a strong pay equity position and place staff wellbeing, safety and training at the heart of the business. At the same time, we recognise that embedding social sustainability more fully means going beyond good intentions and strong values. It means building more structured approaches to engagement, training and inclusion so that we can better understand workforce experience, respond to staff voice and demonstrate progress more clearly over time.



# Materiality Issues

## Health & Safety



Materiality score:



Financial Impact **5**



Environmental & Societal impact **5**

Health and safety is one of the clearest strengths in our current performance. We recorded zero reported accidents and zero near misses, supported by strong practical training, clear site rules, supervision and external health and safety support. This reflects the importance we place on safe working conditions and disciplined operational practice.

We recently achieved ISO 45001, demonstrating that we have a recognised occupational health and safety management system in place and is committed to protecting its people, reducing workplace risks, and continually improving health and safety performance. Strong health and safety performance supports staff confidence and reliable service delivery, and it also reinforces trust with clients. The risk is that cleaning operations always involve inherent operational hazards, so standards have to be maintained consistently. The opportunity is that strong health and safety performance underpins both quality and credibility.

We are committed to maintaining a zero incident culture. We will maintain a record of 0 near misses and 0 accidents, ensure 100% of new starters receive health and safety training, and introduce annual health and safety refresher training from 2027.

## Training & Skills Development



Materiality score:



Financial Impact **5**



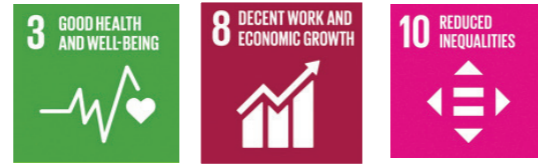
Environmental & Societal impact **4**

Training is already a strength in the business, but sustainability related training remains more informal. Environmental topics such as water, waste and energy are discussed, but they are not always documented consistently, and relatively few employees have accessed or completed voluntary online training. That gives us a good base, but not yet a fully structured system for building capability and evidencing progress.

This matters because skills development supports service quality, confidence and consistency, while a lack of structure makes it harder to measure effectiveness or scale learning across the business. The opportunity is clear. A more formal approach would allow us to demonstrate progress more credibly and strengthen the link between training, operational standards and sustainability outcomes.

Our intention is to formalise sustainability training. We will ensure the senior leadership team receives sustainability training by Q3 2026, include sustainability training in new starter induction by Q4 2026, and have staff undertake water efficiency training by 2027.

# Workforce Wellbeing & Fair Pay



Materiality score:

Financial Impact **5**

Environmental & Societal impact **5**

Fair treatment and workforce wellbeing are central to who we are. 99.3% of client sites pay our team the London Living Wage, which is 159 out of 160 sites. As a result, at least 95% of our employees are paid the real Living Wage. Our pay equity ratio has improved from 0.99 in 2022/23 to 0.998 in 2024/25, which means women are paid on average £0.03 per hour less than men. We no longer accept contracts that do not pay employees the real Living Wage, and we are considering WageStream and a benefits platform to support wider financial wellbeing.

This has a strong positive social impact. Fair pay supports income security, dignity and morale, while also strengthening retention in a sector known for workforce churn. The remaining gap is largely due to client control, which creates some reputational sensitivity, and maintaining these standards in a cost-conscious market can put pressure on margins. Even so, this remains a point of differentiation in recruitment and retention and aligns strongly with what many clients now expect on ESG.

We wish to maintain at least 95% the real Living Wage coverage. We will maintain current levels of employees paid the real Living Wage, measure staff retention rates for the past three years by Q2 2026, and work towards 75% of employees accessing WageStream and the benefits platform by Q2 2027.



# Stakeholder Engagement



Materiality score:

Financial Impact **4**

Environmental & Societal impact **3**

At present, our engagement with staff is largely informal and happens through supervisors, managers and an internal newsletter. Leadership has identified the need to translate the newsletter into relevant languages, specifically Spanish, Portuguese and French, to improve access for our multilingual workforce. We have not yet issued a staff survey, and we do not currently publish a visible “you said, we did” feedback loop.

This is important because accessible, multilingual and two way engagement supports wellbeing, clarity and service quality. It also helps surface safety and service improvement issues earlier. The current risk is that without more structured surveys and clearer follow through, issues can remain unseen and opportunities for improvement can be missed. It also limits the evidence we can provide in tenders where staff voice and responsiveness are increasingly relevant.

We plan to establish a light, repeatable cadence of survey, action log and multilingual update. We will issue our first staff survey by Q2 2026, target a response rate of at least 60%, publish a brief action summary, and translate the internal newsletter into the relevant languages spoken by our employees.

# Social Value & Community Engagement



Materiality score:

Financial Impact **1**

Environmental & Societal impact **1**

Our social value activity is currently ad hoc and primarily financial rather than programme based. We already support the Bumblebee Conservation Trust and the Calabash team is involved in fundraising donations. However, volunteering hours are not yet formalised or tracked, so while positive activity is happening, it is not yet measured in a structured way.

Although this is one of the lower scoring topics in the materiality assessment, it still matters. Modest and well targeted activity can strengthen morale and local relationships, and biodiversity links sit naturally with our brand and sector. The main risk is around proportion. Overcommitting could strain a lean team, while underreporting could mean existing contributions are undervalued. The opportunity is to create a simple, manageable social value programme with clear tracking of pounds donated, hours volunteered and participation levels.

Our strategic direction is to make social value measurable. We will grow to 3 biodiversity or community partners by 2026, introduce 1 volunteering day per employee by 2027, and track participation rates and financial contributions annually from FY 2026/27.



# Diversity, Equity & Inclusion



Materiality score:

Financial Impact **2**

Environmental & Societal impact **3**

We already have a strong practical base in this area. More than 95% of employees are on the real Living Wage, with one client controlled exception, and our pay equity ratio is approximately 0.998 in 2024/25. Our workforce is 55% female and 45% male. Age distribution is 19 aged 18 to 25, 64 aged 26 to 49, 82 aged 50 to 64, and 13 aged 65+. Our ethnicity data is 6 Black, 4 White, 6 undeclared and 163 mixed, while the senior leadership team currently consists of 1 male, who is White British and aged 26 to 49. We hold workforce gender and age data, but formal DEI training has not yet been deployed and we do not yet publish an annual DEI snapshot externally.

These figures show that we already have meaningful people data and strong pay related foundations, but there is more to do to evidence our approach clearly. Proportionate DEI practice supports fairness, recruitment and retention, while pay transparency and the real Living Wage leadership strengthen our reputation. The risk is that without a basic awareness programme and a simple annual snapshot, good practice may be under recognised and harder to evidence in response to client questions. The opportunity is to create high credibility wins through a short multilingual DEI module and a concise annual disclosure using data we already hold.

We intend to keep DEI practical and proportionate, focusing on pay equity, the real Living Wage coverage, basic awareness and transparency. We will aim for 100% of staff to complete DEI awareness by Q4 2026, maintain a pay equity ratio of 1.00 by 2028, reviewed annually, and publish an annual DEI snapshot covering gender, age, ethnicity and the real Living Wage narrative.

# Environmental

Calabash has already made meaningful progress in reducing the environmental impact of its operations and services. We use lower impact cleaning products, apply more water efficient cleaning methods and work with partners to support more responsible waste management. We have also developed a clearer understanding of its environmental footprint by establishing a greenhouse gas baseline and strengthening the systems and data needed to support future improvement.

The next phase is about building on these practical foundations in a more structured and measurable way. Calabash is focusing not only on carbon, but also on the wider environmental issues most relevant to its sector, including water use, product choice, waste, circularity and chemical management. As many of the most significant impacts sit within client environments and the wider supply chain, the emphasis is on improving data, strengthening influence and embedding better environmental practice more consistently across the business.

## Materiality Issues

### Water Use & Nature Dependencies



Materiality score:



Water use is an important issue for us, but one where direct control is limited. Office water tracking is currently estimated, while much of the water used in service delivery sits within client controlled environments. Even so, we already use flat mopping and leak reporting to help reduce consumption.

This issue matters because efficient water use reduces environmental impact and can improve operational efficiency, while poor visibility makes it harder to identify where the biggest improvements can be made. There is also the broader risk of water scarcity and future restrictions. The opportunity for us is to improve what we measure directly and strengthen our influence based approach with clients and teams.

Our strategic direction is to measure what we can control and influence the rest. We will start collecting water consumption data, rather than relying on spend based data, for the 2026/27 GHG emissions report, and we will embed water efficiency in training by the end of 2026.

### Waste, Resource Use & Circularity



Materiality score:



Our office waste volumes are low, and there is growing interest in extending equipment life and strengthening sustainable procurement. That means the issue is not one of scale so much as one of discipline and improvement.

Reducing waste and resource use can lower environmental impacts, support efficiency and strengthen alignment with client sustainability goals. Direct risks are relatively minor because of the scale of our own waste footprint, but stronger data and clearer procurement choices would help us evidence progress more effectively and take a more practical approach to circularity. Our new waste contractor gives clients full visibility of their waste and the information they need to manage resources more responsibly.

We are committed to proportionate circularity. We will improve waste data quality beyond spend based data for the 2026/27 GHG emissions report and implement a Circular Procurement Policy by the end of 2026.

# Product & Service Lifecycle Environmental Impacts



Materiality score:

Financial Impact **4**

Environmental & Societal impact **4**

We already use certified low impact cleaning products and water efficient methods such as flat mopping and steam cleaning. A recent supplier change preserved those product standards, which is positive. However, site level adoption rates, such as the percentage of sites using flat mops, are not yet tracked, and we do not yet have a circular equipment policy or a measure for refurbished or rented equipment.

This matters because safer chemistry and efficient techniques reduce environmental and health impacts for cleaners and building users. The risk is that without tracking adoption and outcomes, it becomes harder to evidence improvements to clients and auditors. The opportunity is to codify these choices more clearly in procurement and training, adopt circular equipment where suitable, and publish proxy water and chemical savings.

We intend to embed lifecycle choices into procurement, training and reporting. We will ensure 100% of cleaning products carry recognised environmental certifications by Q1 2027, achieve 100% of client sites using water efficient methods by the end of 2026, with proxy savings reported, introduce a circular equipment policy by Q3 2026, and reach at least 50% refurbished or rented end user equipment by 2028.



# Chemicals & Hazardous Substances



Materiality score:

Financial Impact **3**

Environmental & Societal impact **3**

Our core cleaning products are certified low impact, and continuity was maintained after a distributor change. That gives us a strong base and reflects a long standing commitment to lower hazard formulations. However, ESG reviews of pest control providers are not yet systematic, and we do not currently publish a consolidated assurance summary such as the percentage of certified SKUs in use.

This is significant because lower hazard formulations help protect cleaners, occupants and ecosystems, while responsible pest control helps avoid non target impacts. The risk is that without scheduled checks, portfolios can drift or pest control practices may vary by provider. The opportunity is to codify safer chemistry criteria more clearly, publish the proportion of certified SKUs, and introduce annual pest control ESG reviews.

It is important for us to pair safer chemistry procurement with annual assurance and pest control reviews. We will ensure 100% of cleaning products have recognised environmental certifications by Q1 2027, and 100% of pest control suppliers are reviewed annually and meet ESG standards by 2027.

# GHG Emissions & Energy Efficiency



Materiality score:

**Financial Impact** **2**

**Environmental & Societal impact** **3**

We have established our greenhouse gas baseline, and Scope 3 remains the dominant part of our footprint. Commuting accounts for 22.4% of total emissions, although 94% of employees use public transport, walk or cycle to work. Reported emissions increased as data coverage improved, with all relevant suppliers included in Scope 3 for the first time. Clients are not yet asking for emissions data, but we are taking a proactive approach.

This creates a more complete and transparent picture, but it also means the data can be misunderstood. Better coverage improves readiness and supports future compliance, yet it can appear as though performance has worsened when in reality the reporting boundary has become more complete. There is also only limited direct control over some of the largest sources, particularly commuting and supply chain emissions. The opportunity is to build leadership and readiness by improving data quality first and then focusing on influence based reduction measures.

We are working to improve data quality. We will expand activity based Scope 3 data so that at least 30% of Scope 3 emissions are activity based for the 2026/27 GHG emissions report, and we will focus on influence based reduction measures in the meantime.

## GHG Emissions:

	2022/23	2023/24	2024/25
Scope 1	4.71 tCO <sub>2</sub> e	5.90 tCO <sub>2</sub> e	5.88 tCO <sub>2</sub> e
Scope 2	1.93 tCO <sub>2</sub> e	1.65 tCO <sub>2</sub> e	2.11 tCO <sub>2</sub> e
Scope 3	108.82 tCO <sub>2</sub> e	156.13 tCO <sub>2</sub> e	212.35 tCO <sub>2</sub> e

## Emissions trend

<b>2022/23</b>	115.45 tCO <sub>2</sub> e	<b>2023/24</b>	163.69 tCO <sub>2</sub> e	<b>2024/25</b>	220.34 tCO <sub>2</sub> e
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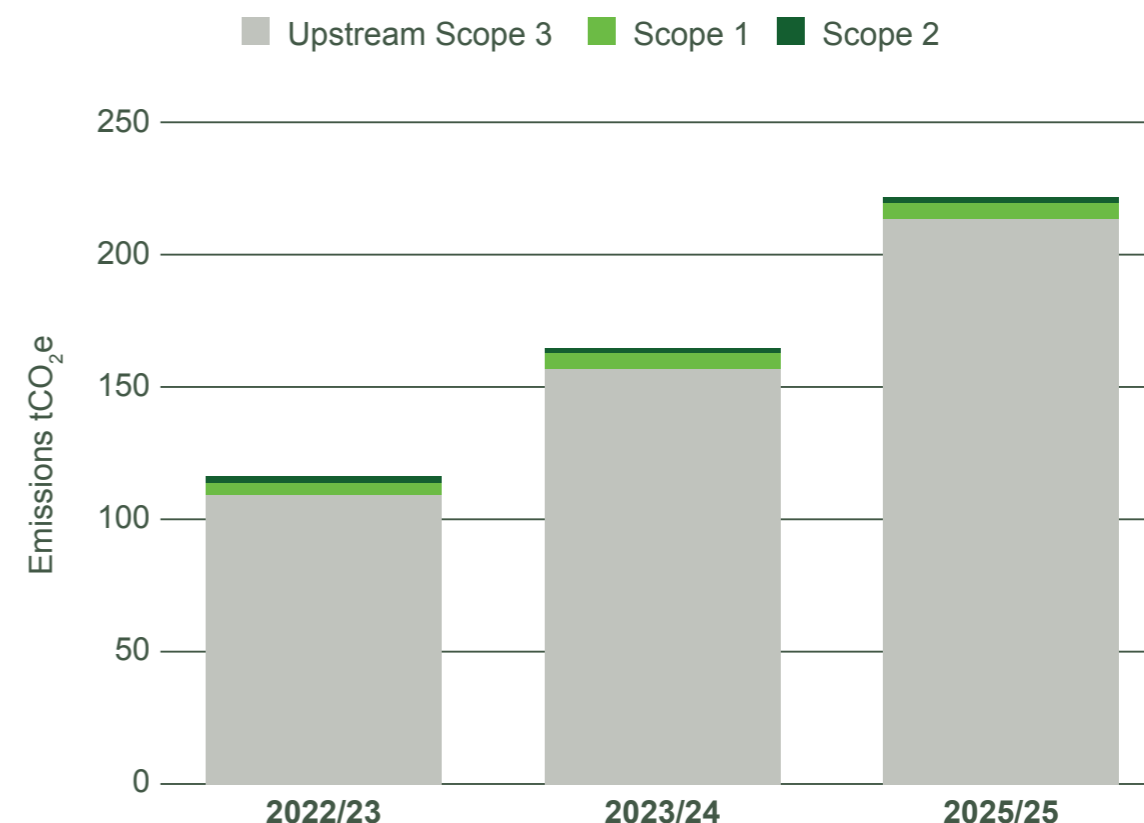
Our reported emissions increased in 2024/25, rising to 224.67 tCO<sub>2</sub>e from 163.69 tCO<sub>2</sub>e in 2023/24 and 115.45 tCO<sub>2</sub>e in our 2022/23 baseline year. This increase needs to be understood in context. It reflects not only operational activity, but also a significant improvement in data coverage and reporting completeness, particularly across Scope 3. As a result, this year's figure provides a more complete and transparent picture of our emissions profile.

A large part of the increase came from better visibility of emissions that were previously only partially captured. Purchased goods and services rose as more supplier data was included, with data coverage expanding significantly compared with the previous year. Waste emissions also increased because the reporting boundary was widened to include waste

collection and disposal from client sites, rather than head office alone. Electricity emissions were higher as a result of increased operational activity and estimated consumption for part of the year where meter readings were unavailable.

While emissions intensity has also increased, this does not in itself indicate that operational efficiency has worsened. It reflects a year in which we strengthened the completeness and robustness of our carbon accounting. This improved baseline puts us in a better position to track future performance more accurately and to focus reduction efforts on the areas where we can have the greatest influence, particularly purchased goods and services, waste and electricity.

Fossil Emissions Over Time (tCO<sub>2</sub>e)



## Maintaining momentum

Looking ahead, we have committed to reducing our absolute greenhouse gas emissions by 50% by 2030 against our 2022/23 baseline. While our reported emissions have increased as data coverage has improved, this does not change the direction of travel. Our priority now is to strengthen the quality of the data underpinning our emissions profile so that future reductions can be tracked more credibly and targeted more effectively.

In the shorter term, we are focused on improving Scope 3 data quality and increasing the proportion of activity based data within our emissions inventory, with a target for at least 30% of Scope 3 emissions to be activity based by the 2026/27 GHG emissions report. We will also continue to pursue practical measures that can help reduce emissions over time, including lowering electricity use, supporting lower carbon travel choices and improving our understanding of emissions linked to purchased goods and services, waste and wider operational activity.

# A Values Journey

**Our sustainability consultancy partner Wylde Connections has supported us throughout our journey. Managing Director Denise Taylor, shares her reflections on our progress.**

Our relationship with Calabash began through a shared recognition that sustainability should not sit separately from the day to day running of a business, but should be part of how it creates value, builds trust and delivers quality.

From the outset, it was clear to me that Calabash was a business with strong values and a genuine desire to do things well. In a sector that is often under pressure on cost and margins, Calabash had already made some important choices about the kind of company it wanted to be. It had rejected zero hours contracts, committed to fair pay through the real Living Wage, and begun making more responsible decisions around products, waste and service delivery. Those choices mattered because they reflected a business that understood that quality, fairness and responsibility belong together.

What has been especially encouraging since then is seeing how those values have been strengthened through a more structured and strategic approach. Calabash has built strong foundations and it has continued to build on this by developing a clearer sustainability strategy, establishing its greenhouse gas baseline, strengthening its environmental management systems and taking a more robust look at the issues that matter most to the business and its stakeholders. This year's report reflects a business that is not simply talking about sustainability, but working hard to embed it more meaningfully into the way it operates.

That is important because real progress does not come from good intentions alone. It comes from leadership, honesty and a willingness to keep improving. Calabash has shown that through this year's materiality process and through its commitment to improving data, strengthening supply chain visibility and taking a more joined up approach across governance, social and environmental priorities. What stands out most to me, though, is that the social side of sustainability remains firmly at the heart of the business. Fair pay, workforce wellbeing, health and safety and respectful employment practice are not treated as secondary issues. They are part of the culture and values that shape how Calabash works.

It is also very positive to see the business now strengthening governance of its sustainability agenda. As the strategy moves further into implementation, responsibility is being shared more widely across the organisation, with the creation of a Sustainability Working Group helping to build ownership, respond to the Action Plan and keep momentum moving in the right direction. That is a very important step, because it means sustainability is becoming more deeply embedded in the day-to-day life of the business.

Calabash is operating in a market where expectations are shifting quickly. Clients want partners who can deliver excellent service, strong standards and credible ESG performance all at once. Calabash is showing that this is possible. There is still more to do, but there is also real momentum, a clear sense of direction and a genuine commitment to keep moving forward. I am proud that Wylde continues to support Calabash on this journey and I look forward to seeing how the business continues to grow and evolve.



Dr Denise Taylor  
Managing Director  
Wylde Connections Ltd



# Working together

We value collaboration in supporting each other on the road to sustainability.

Let's talk... [info@calabashgroup.co.uk](mailto:info@calabashgroup.co.uk)



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Cleaning Excellence