



# Servicing and innovating for a **sustainable** world

JLA Sustainability Report 2022

**JLA**

## In this report

# Sustainability at a glance

Our products and services help organisations that are vital to the UK's social infrastructure keep thousands of patients, residents and students safe, clean and warm. We are committed to growing our business in a way that ensures we take care of our people, customers, planet and communities.

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### Caring for our customers

Enabling our customers to deliver social value to their communities through dependable high quality service.

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### Caring for our people

Helping colleagues prosper in a fairer, safer and more inclusive workplace.

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### Caring for the environment

Being active stewards of the environment by continuously improving sustainability performance.

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### Caring for communities

Helping communities flourish by supporting social infrastructure and creating more sustainable supply chains.

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### Operating with integrity

Working ethically, responsibly and with good governance in all we do.

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## Key sustainability highlights 2022

# Formalisation of our **sustainability** strategy



## Caring for our customers

Helped customers reduce their environmental impact

### 8 million kWh

reduction in energy

- **276 million litres** of water saved by using our OTEX ozone washer system
- Launched **JLA Connect** to monitor and fix more equipment remotely, reducing engineer visits/travel and pre-empting downtime
- **68%** more likely to fix problems remotely on connected machines than on comparable non-connected equipment



## Caring for our people

Launched diversity, equity and inclusion (DEI) policy

### 10 DEI Partners

appointed to promote this important topic

- **40%** C-suite gender diversity (2021: 14%)
- Lost Time Injury Frequency Rate of **2.929** demonstrating commitment to colleague **safety** (2021: 3.693)



## Caring for the environment

Improved JLA's operational efficiency

### 24%

reduction in average distance travelled to customer sites

- **6%** reduction in emissions per engineer journey
- **87%** of company cars fully electric or hybrid (2021: 31%)
- **74%** of electricity needs provided from renewable energy sources



## Caring for communities

Enhanced our approach to community support in 2022, which is expected to increase in 2023

Highlights include:

- Supporting charities, food banks, Ukrainian refugees and others with machine and equipment donations
- Supporting our charity of the year, Alzheimer's Society, with various fundraising initiatives
- Launching our 'Make a Difference' initiative, giving our staff one day off per year to volunteer in their community

## About JLA

# Whatever the challenge, we'll take care of it

JLA was founded in 1973 as a family-run company in West Yorkshire. Five decades on, we supply, install and maintain critical equipment for more than 22,000 organisations across 50,000 sites nationwide.

Our mission is to be a trusted partner in commercial laundry, catering, fire safety, infection control and heating, ventilation and air conditioning for the organisations that form a vital part of the UK's social infrastructure, holding communities together and helping people to thrive.

JLA has 10 locations across the country, with headquarters in Ripponden, West Yorkshire. Following acquisitions and organic growth, our group of companies now employs over 1,000 people, including 400 engineers.

Sustainability underpins our strategy and core values. We are committed to growing our business in a way that takes care of our people, customers, planet and communities.



# 50,000

sites served nationally

# 10

locations

# 1,000

employees

# 400

engineers

## Our products & services

# Safer, simpler and more efficient for our customers

JLA provides market-leading equipment and flexible service packages across a range of areas critical to our customers.



### Laundry

We have been a trusted name in commercial and industrial laundry solutions for 50 years. These include washers, dryers, ironers and performance detergents.

[> Find out more](#)



### Catering

Thousands of care homes, hotels, schools, pubs and restaurants rely on us to supply and maintain their essential cooking appliances.

[> Find out more](#)



### Heating & air conditioning

We offer a full range of solutions, from reactive boiler repairs and gas safety certification to the design and installation of low carbon heating and air conditioning systems.

[> Find out more](#)



### Fire safety & security

Drawing on our broad experience in fire safety and security, we protect people and premises with fire risk assessments, detection and warning solutions, fire-fighting equipment, and servicing, maintenance and compliance.

[> Find out more](#)



### Infection control

Managing the risk of infection outbreaks has never been more critical. We provide a range of solutions, including state-of-the-art ozone room disinfection, laundry systems and thermal dishwashers.

[> Find out more](#)

Our products & services continued

# Solutions for every need

Sustainability is embedded within each of our core services through the products we supply, our servicing model, and the communities we support through our customer base.

## Total Care

All-inclusive equipment and support package. For a monthly fee, customers can access new appliances without having to budget for repair bills, call-out charges or installation. They also receive 24/7 emergency support, breakdown response within eight working hours, and access to all features of the MyJLA customer portal. Eligible customers can also take advantage of Connect, JLA's remote equipment monitoring solution.

## Service contract

Tailored to meet the varying needs of customers and offer call-out-inclusive breakdown cover on a five or seven-day basis, with the option to add labour and compliance certification. Through our network of over 400 engineers, we respond to and aim to resolve issues within 24 hours of a customer call. This service is complemented by round-the-clock freephone advice and support.

## Buy outright

Market-leading commercial laundry, catering, fire safety, heating and air conditioning equipment. Products are supplied with 12-month warranties as standard and include an option to add service contracts covering maintenance, repairs and breakdown response.



Market-leading equipment for **no capital outlay**



Fully inclusive breakdown cover with **no wear and tear clause**



Industry-leading engineer response times, **wherever you are**



**Seven-day call-out** service including bank holidays



**No repair bills** or call-out charges, ever!



**24/7 support portal** with all essential documents in one place

## Our role in supporting the UK's social infrastructure

# Driven by our values

More than 70% of our customers – including care homes, housing associations, universities and the NHS – are integral to the UK's social infrastructure, holding communities together and helping people to thrive.

Our products help thousands of patients, residents and students to remain safe, clean and warm, and our primary focus is to ensure our customers' operations – and the equipment they rely on – continue to run smoothly.

Our offer as a partner is strengthened by our Total Care offering, JLA's all-inclusive equipment and support package. It delivers end-to-end support, from installation and maintenance to remote monitoring, enabling customers to deliver their services with peace of mind.

[> Find out more](#)

### Peace of mind

for more than

**22,000**

customers

**45,000+**

machines covered by Total Care

### The value we bring

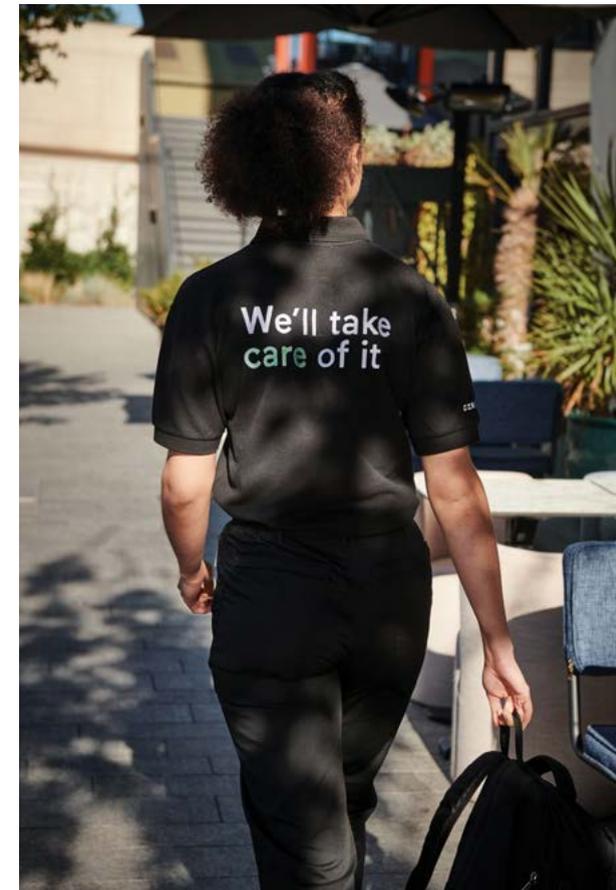
Our business is aligned with the key themes of the UK Government's Social Value Model, including tackling economic inequality, fighting climate change, equal opportunities, and wellbeing.

We play a crucial role supporting care homes with products and services that enhance safety and hygiene for their staff and residents.

We are also helping customers navigate the challenging path to decarbonisation, through access to our experts and comprehensive range of low to no carbon emission heating solutions. For more information, see Caring for the Environment on page 23.

With our proprietary OTEX technology, we are aiming to reduce the environmental impact of commercial laundries across the UK.

And we are supporting housing associations to better manage damp and mould issues to keep their residents safe and well. Our ozone room sanitiser provides an additional, temporary layer of reassurance by quickly removing mould spores from surfaces, and deodorising rooms, while housing associations look to resolve the root causes.



**JLA's three values reflect what we believe in and guide us as we strive to always behave in the right way**

### Care

We put the welfare of our customers and people before anything else. Right across our business, we are committed to equal opportunities, to giving back to the communities where we work, and to reducing our environmental impact.

### Commitment

You can rely on us to do the right thing. We proactively support our customers and make sure we keep our promises. As an industry leader, we use our position to help make things safer and better for everyone.

### Collaboration

In the office and out in the field, we are building a culture of accountability and teamwork. JLA is a place where everyone takes responsibility, and where success is always shared.

JLA's social value

# Servicing and innovating for a sustainable world

JLA's products and services support organisations that are vital to the UK's social infrastructure. More than 70% of our customers – including care homes, housing associations, universities and the NHS – are integral to society, holding communities together and helping people to thrive.

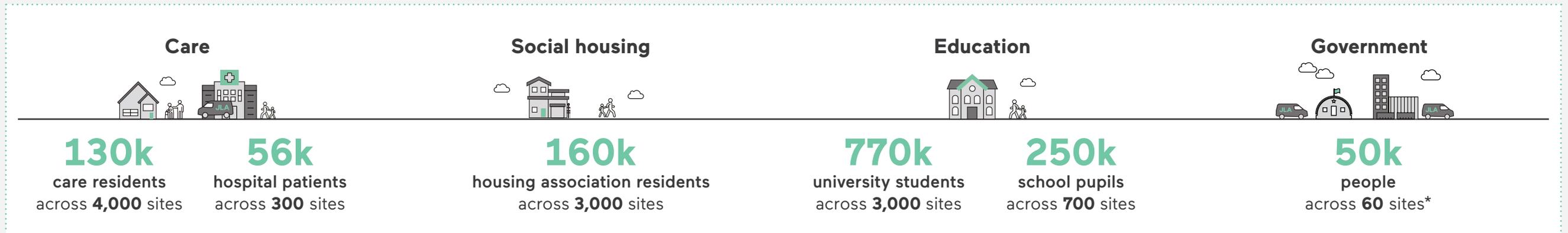


## Customers

State-of-the-art equipment, 24/7 support and expert advice are helping to **keep vulnerable adults and children safe, clean and warm.**

Advanced software and remote monitoring are preventing downtime and **helping our customers save time, energy and money.**

Innovations like OTEX cool-wash disinfection and low-carbon heating solutions are helping customers to **reduce energy usage and environmental impact.**



\* Ministry of Justice and Ministry of Defence.

JLA's social value continued

# Taking care of our people, planet and communities

We plan to continually improve our contribution to an inclusive, safer and more sustainable world for all, while supporting and encouraging our customers to provide services in a socially and environmentally responsible way.



## People

From training opportunities to holistic support, we **look after and invest in every single person we employ.**



## Community

Through volunteering and outreach, we directly **support some of society's most vulnerable people.**



## Planet

We are electrifying our fleet to **reduce carbon emissions**, while cutting response and travel times.



**1,000**

people employed

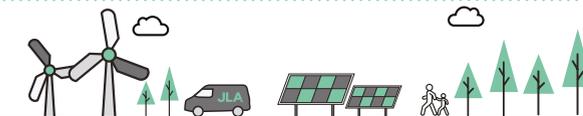
**10 DEI Partners** appointed internally to promote this important topic



**Make a Difference**

initiative launched

giving each colleague one working day to **volunteer in their community**



**200k**

customer visits

New software has cut travel distance to customers by **24%**

## CEO statement

# A pivotal year for JLA

In many ways, sustainability has always been core to JLA's strategy. Our mission is to provide high quality services while maintaining the comfort and safety of the people our customers serve.

We believe our value to society is embedded in the services we offer, so we are proud to help keep sheets clean, meals served, baths warm and people safe and comfortable, right across the UK.

In 2022, we launched several new digital propositions to help our customers save energy in their laundry rooms and beyond. Elsewhere, we progressed towards our goal of electrifying our company car fleets. And as socio-economic pressures, including rising bills, increased, we focused on enabling customers to transition to more efficient products, including more sustainable heating solutions, as they increasingly look to reduce their carbon footprints.

Of course, investment in our people is vital too. It is why, throughout 2022, we dedicated a significant amount of time to a revitalised diversity, equity and inclusion strategy. I am passionate about JLA having a genuinely inclusive culture, where employees can thrive and feel comfortable sharing their ideas, no matter their background or perspective – and I am excited about the initiatives we have launched to make this happen.

As we reflect on our sustainability journey so far, it is clear that one of our top priorities over the coming years must remain the decarbonisation of our products and services – a driving force behind the strides we have taken over the last year. Looking forward, we will build on our progress by:

- extending the roll-out of our innovative digital propositions;
- continuing to help our customers navigate the challenging path to decarbonisation;
- continuing to electrify our van fleet – an important pillar of our decarbonisation strategy; and
- contributing in more varied ways to the communities in which we operate.

I hope this report equips you with a helpful summary of our sustainability activities. We look forward to engaging with you and discussing how JLA, and our industry more broadly, can contribute to a more sustainable future for all of us.

**Ben Gujral**  
CEO



*I am passionate about JLA having a genuinely inclusive culture, where employees can thrive and feel comfortable sharing their ideas.*



2022 was a pivotal year for JLA, as we formalised our first sustainability strategy. It draws together the most important priorities for our business, reflects the issues that matter to our stakeholders, and outlines where we can achieve the most impact. In the months since consolidating this plan, we have made considerable progress in our efforts to deliver for our people, customers and the environment.

## Identifying material sustainability topics

# Materiality assessment

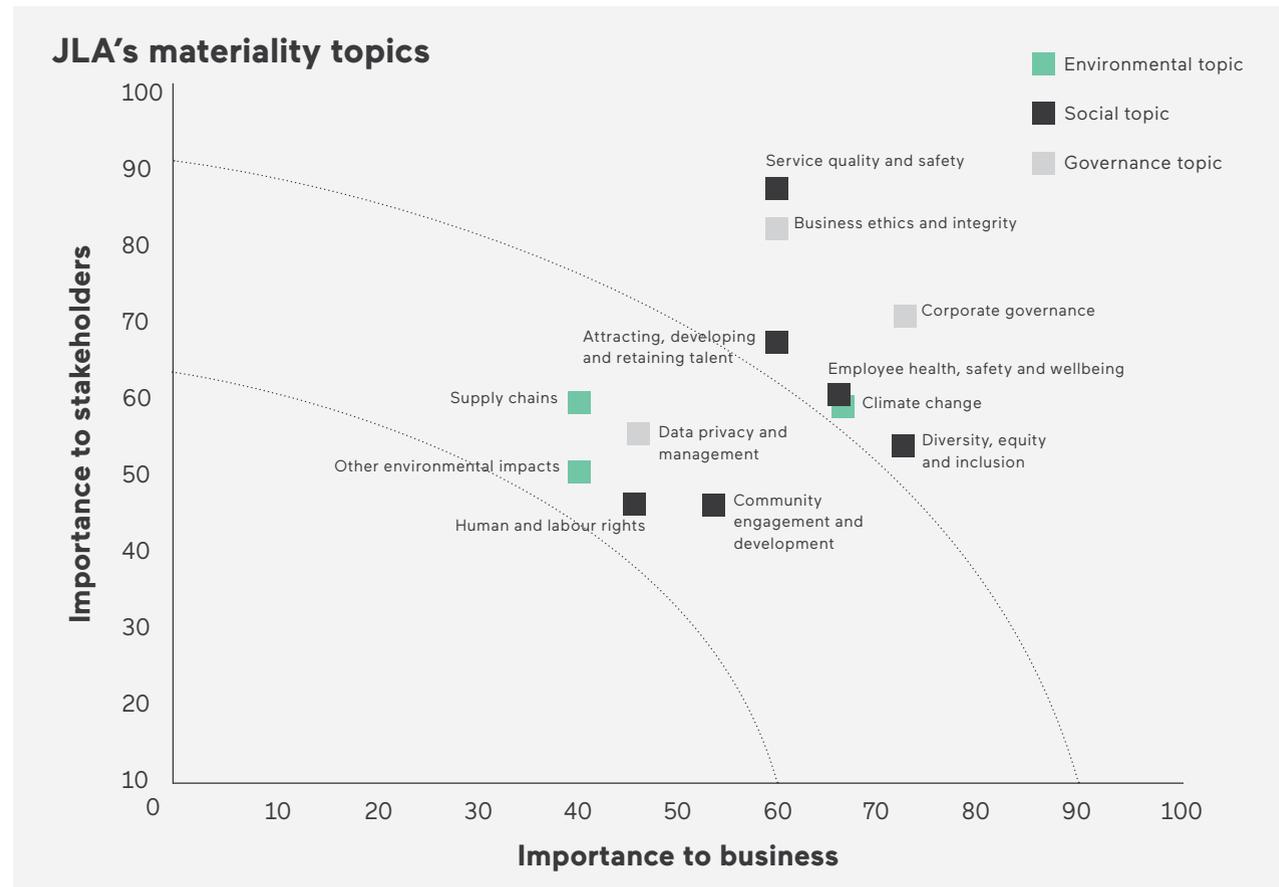
Sustainability is a core strategic priority for our business, driven by insights from, and discussions with, our stakeholders.

We undertook a materiality assessment to ensure we identify and respond to the sustainability topics that matter most to them. We surveyed our employees, supply chain and charity partners, and interviewed investors, customers and JLA’s Chair. The results from this work have supported the development of our sustainability strategy.

The matrix shown opposite reflects the outcomes of the materiality assessment and highlights the key sustainability issues for our stakeholders.

Seven topics across environmental, social and governance represent their highest priorities, with service quality and safety the most important, closely followed by strong corporate governance and business ethics and integrity.

Prioritising topics has informed our sustainability approach, as well as the focus areas of this report. Forthcoming sections outline our work to manage each material topic and our associated performance.



### JLA's most important sustainability topics

- Climate change
- Service quality and safety
- Attracting, developing and retaining talent
- Employee health, safety and wellbeing
- Diversity, equity and inclusion
- Business ethics and integrity
- Corporate governance

## Sustainability strategy

# Our sustainability vision

At JLA, we are committed to growing our business in a manner that ensures we take care of our people, customers, planet and communities.

We aim to have a positive impact and contribute to an inclusive, safe and sustainable world by providing services in a socially and environmentally responsible and ethical way. The vision outlined opposite reflects our ambition to improve the sustainability of JLA's customer offering, operations and supply chain.

Our sustainability strategy was developed by JLA's Executive and approved by the Board. We will continue to develop it and report on our progress.

**JLA's vision**

To continually evolve the business in a way that ensures JLA takes care of people, customers, the planet and communities

<p><b>Caring for our customers</b></p> <p><b>Ambition</b> Enabling customers to deliver social value for their communities by providing a consistent, dependable and quality service.</p> <p><b>Focus area</b></p> <ul style="list-style-type: none"> <li>• Service quality and safety</li> </ul> <p style="text-align: right;"><a href="#">&gt; View page 13</a></p>	<p><b>Caring for our people</b></p> <p><b>Ambition</b> Helping colleagues prosper by providing a fairer, safer and more inclusive workplace.</p> <p><b>Focus areas</b></p> <ul style="list-style-type: none"> <li>• Employee health, safety and wellbeing</li> <li>• Attracting and developing talent</li> <li>• Diversity, equity and inclusion</li> </ul> <p style="text-align: right;"><a href="#">&gt; View page 17</a></p>	<p><b>Caring for the environment</b></p> <p><b>Ambition</b> Being active stewards of the environment by striving to continually improve sustainability performance and that of customers.</p> <p><b>Focus areas</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Supply chains</li> <li>• Other environmental impacts</li> </ul> <p style="text-align: right;"><a href="#">&gt; View page 23</a></p>	<p><b>Caring for communities</b></p> <p><b>Ambition</b> Helping communities prosper by supporting social infrastructure and working to create more sustainable supply chains.</p> <p><b>Focus areas</b></p> <ul style="list-style-type: none"> <li>• Human and labour rights</li> <li>• Community engagement and development</li> </ul> <p style="text-align: right;"><a href="#">&gt; View page 28</a></p>
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**Operating with integrity**

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Ensure the business operates in an ethical and responsible way by acting with integrity and good governance in all that JLA does

<p><b>Business ethics &amp; integrity</b></p>	<p><b>Corporate governance</b></p>
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## Accreditations & professional associations

# Our memberships

[> Find out more](#)

As a responsible business, JLA is committed to operating to the highest professional standards. One way in which we demonstrate this is through our membership of leading professional accreditation schemes.



BAFE – fire alarm system service provider



Catering Equipment Distributors Association (CEDA)



Catering Equipment Suppliers' Association (CESA)



CHAS



Constructionline



Electrical Contractors' Association (ECA)



F-Gas



Gas Safe



IFC UKAS



ISO 9001



ISO 14001



Mitsubishi Electric: Diamond Quality Partner



National Care Association



SafeContractor approved



Smoke Control Association



Society of Laundry Engineers and Allied Trade (SLEAT)



Textile Services Association (TSA)



Water Regulations Advisory Scheme (WRAS)



Water Technology List (WTL)



# Caring for our customers

**Our ambition:**

Enabling our customers to deliver social value to their communities through dependable, high quality service.

**Our focus area:**

- Service quality and safety

## Caring for our customers

# Helping people thrive

Around 70% of our customers provide the social infrastructure that holds communities together and helps people thrive.

We have an essential role to play in enabling them. Whether we're partnering with a care home, hospital, university or housing association, our services enable customers to spend more time improving the wellbeing of their patients, residents and students.

Every day, our teams help to keep people safe, handling everything from fire risk assessments and standards to gas safety checks, dryer duct cleaning and planned preventative maintenance. Safety is particularly important for the c.4,000 care homes we work with and their 130,000 residents. In these high care environments, we manage critical equipment and help our customers keep on top of their regulatory requirements so that staff can spend less time on maintenance and regulatory issues and more time on what matters most: taking care of people.

## 10,000+

social infrastructure sites using Total Care



Caring for our customers continued

# Service quality and safety

Our commitment to quality and safety runs right through JLA.

We work as trusted, long-term partners to our customers, achieving the highest levels of satisfaction by delivering safe, effective products and services. We also continue to seek new ways to make life easier for customers by acting on feedback and driving digital innovation, including helping them to achieve their own sustainability goals.

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## Customer safety

High quality customer service is only possible if customers and the people they serve are safe. This is why we carefully maintain all corporate and engineer accreditations, and why products supplied by JLA meet and/or exceed the latest safety standards. For example, our tumble dryers use a sensor that will detect and extinguish a drum fire if the worst should happen. We also regularly inform our customers about the safest ways to use our equipment.

We have processes in place to manage the safety of customers, the public and employees when operating on site, and we always conduct risk assessments to identify and mitigate potential issues. Any customer-reported incidents are immediately escalated to our Executive before investigation, with lessons learnt quickly implemented.



## Supporting Radcliffe Housing Society to meet fire safety requirements

January 2023's new Fire Safety (England) Regulations make it a legal requirement for those responsible for safety in multi-occupied residential buildings over 11 metres high to undertake quarterly checks of all fire doors.

This applies to common areas and requires annual examinations of all flat entrance doors, including self-closing devices, that lead to these areas.

JLA contacted all housing customers to offer support on navigating these regulatory changes, including Radcliffe Housing Society, an existing laundry customer, in late November 2022. Following these discussions, the Society chose to partner with us to inspect and remediate fire doors across 13 sites on a quarterly basis.

## Caring for our customers continued

### Ensuring consistent quality management

Every day, thousands of people rely on the equipment we provide to live safely and well, so taking a robust approach to quality management is essential. Service quality and safety is also the number one sustainability priority for our stakeholders, as identified by our materiality assessment on page 10.

We have 872 colleagues working in customer-facing roles. Our careful planning, national coverage and advanced technology ensure our in-house engineers are in the right place, have the right training to handle customers' equipment and communicate clearly and professionally. Every JLA engineer must provide proof that they are legally competent to do their job.

Our commitment to quality extends to our products and services. We hold ISO 9001 accreditation for quality management, and work closely with suppliers to guarantee their competence and product performance. Similarly, our Research & Development team liaises with JLA's equipment manufacturers to ensure new machines meet all requirements. We also operate a test lab in Ripponden, where new machines undergo rigorous checks before deployment.

Our digital tracking system both informs engineers when JLA-owned assets have stopped working at their best and ensures we have relevant parts in stock. We can even measure and analyse the 'health score' of certain appliances by recording how often faults arise and replacements are needed. To minimise downtime, our Total Care package provides an eight-working-hour engineer response time (four hours for fire equipment) and offers round-the-clock monitoring for compatible equipment.

In 2022 we introduced JLA Connect, a new system that enables us to connect remotely to our laundry machines and monitor their performance in real time. This proprietary technology helps us resolve more reported problems remotely, meaning less machine downtime for customers and fewer engineer call-outs, reducing travel and its environmental impact. In addition, we believe it will allow us to reduce appliance breakdowns in the future. Our ambition is to strengthen this proposition and make it more widely available across more of our machines.

## 2,600+

**assets connected to JLA Connect in 2022, enabling us to monitor product performance in real time**

Feedback is critical for us to ensure consistent quality. Following each completed job, we engage customers through surveys and use the widely recognised Net Promoter Score – alongside other metrics and insights – to provide an actionable view of their experience with us.

Our Group Health, Safety, Quality and Environmental (HSQE) team manages all aspects of safety and quality for customers, colleagues, contractors and other stakeholders. It is responsible for maintaining our accreditations, and we have a number of specific certifications that are renewed regularly, depending on the vertical. For example, Gas Safe accreditation (essential for our laundry, catering, and heating, ventilation and air conditioning products and services) is renewed every five years.

Compliance procedures are reviewed monthly by the operational leadership team, and our internal operational and commercial activities are also monitored and managed for quality.

Of course, it is not enough to simply maintain standards internally. As an active voice within the industry, we continue to build partnerships as our business grows. We routinely evaluate our membership of relevant trade and industry bodies, such as the European Ozone Trade Association, to better liaise with allied industry partners and set new benchmarks in systems safety and performance.

### Delivering quality service by connecting with customers digitally

Our vision is to be a digital-first partner for all our customers, across every aspect of critical asset installation and servicing, including in hospitals, care homes, universities and housing associations. This approach will improve customer experience by enhancing our operational efficiency and making our systems more intuitive and easier to use for and on behalf of patients, residents and students.

## 10,900+

**social infrastructure sites supported via Total Care in 2022**

We continue to evolve our customer propositions. 2022 saw the launch of MyJLA, a web-enabled portal that gives our Total Care customers round-the-clock access to key documents, the ability to pay online and a simpler way to book engineers. It also allows customers to interact with JLA colleagues in real time.

We have received positive feedback about MyJLA and have a clear roadmap of future improvements to increase engagement with existing users and encourage more eligible customers to sign up.



*Anything that saves a call or email is ideal for us and with MyJLA and Connect everything I need to manage each site is all in one place. The dashboard answers a lot of questions about cost and performance and lets me see trends that ultimately help us manage faults. I've already signed up my team because we get a lot of value from it.*

**Jill Young**

**Operations Director at Vida Court, Harrogate**





# Caring for our people

## Our ambition:

Helping colleagues prosper in a fairer, safer and more inclusive workplace.

## Our focus areas:

- Employee health, safety and wellbeing
- Diversity, equity and inclusion
- Attracting, developing and retaining talent

Caring for our people

# Employee health, safety and wellbeing

Our people are essential to our success, and we recognise the value that individuals from different backgrounds and perspectives bring. We invest to attract and retain skilled talent, and we strive to create a diverse, inclusive, fair, safe and healthy place to work.

Key to this is embedding our organisational values – Care, Commitment and Collaboration – in everything we do, along with encouraging colleague feedback.

### Employee health and safety Key performance indicator

KPI	2021 (%)	2022 (%)
Lost Time Injury Frequency Rate	3.693	<b>2.929</b>

We want to make sure every JLA employee and contractor returns home safely each day, avoiding work-related injury and illness.

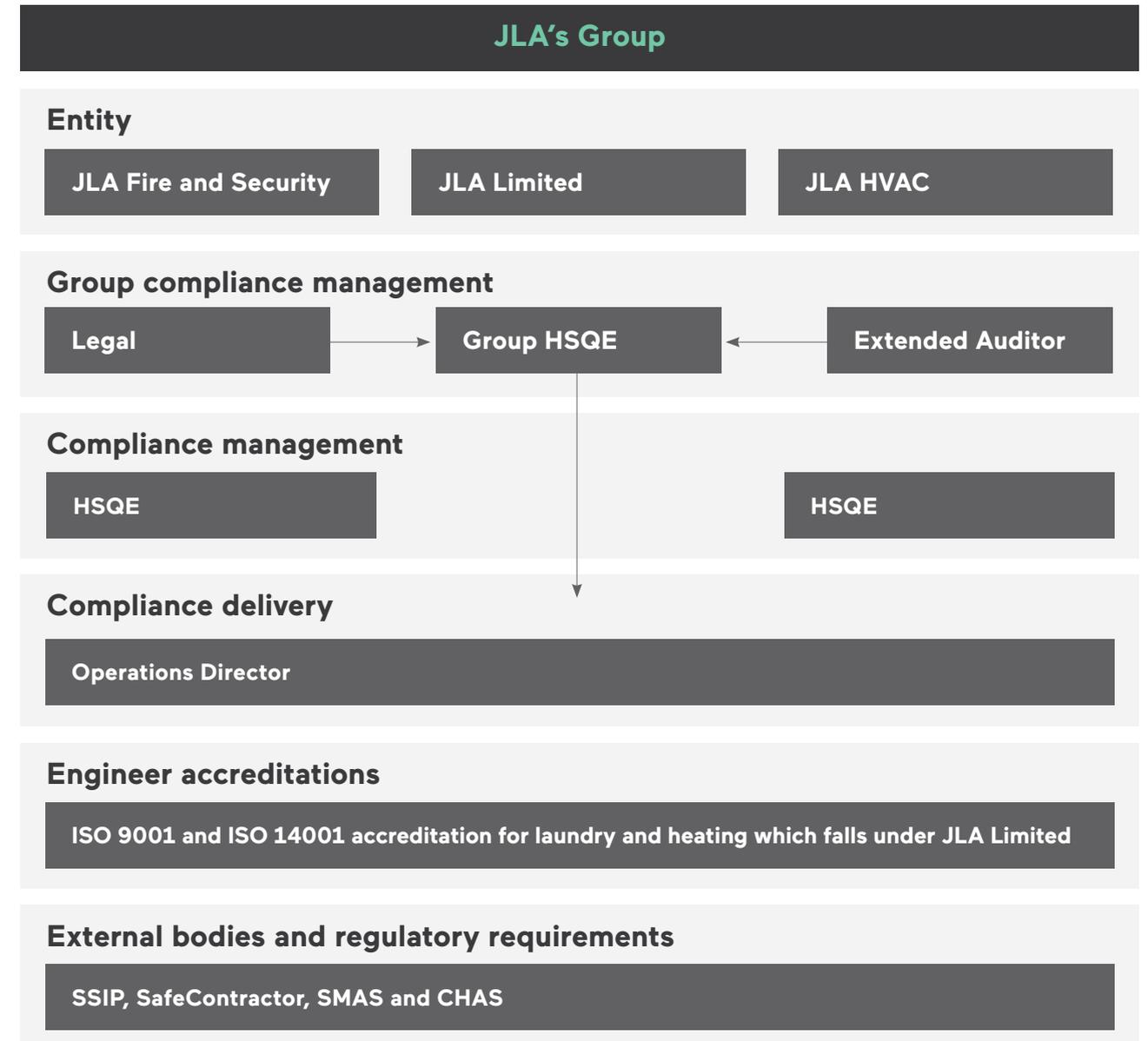
We take our responsibilities seriously, and a comprehensive set of policies and procedures make up our health and safety management system, covering all Group operating companies. The Health, Safety, Quality and Environmental (HSQE) team is responsible for managing this system, which also oversees compliance management. We maintain a number of health and safety-specific accreditations.

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Health, safety and compliance is reviewed on a regular basis, covering any customer incidents, road traffic accidents, fleet emissions, the lost time injury frequency rate, accidents/near misses by region, and updates by appliances.

Our ongoing focus on health and safety is reflected in a reduction in the amount of colleague working time lost as a result of injury at work. This is measured by our lost time injury frequency rate which was 2.929\* in 2022 – an improvement on our 2021 figure of 3.693.

\* Lost Time Injury Frequency Rate is the number of lost time injuries occurring in a workplace per 1 million hours worked. This is a common KPI used to measure how many injuries occur in the workplace.



## Caring for our people continued

### Employee health and safety continued

Our health and safety management system is supported by Thrive, JLA's learning management platform, which provides mandatory compliance and health and safety training for all employees. We host regular toolbox talks with engineers on topics such as working at height, regularly updating them to reflect best practice, legal requirements, and lessons learned from incidents in the industry.

All colleagues in the HSQE team are trained by the Institute of Occupational Safety and Health (IOSH) and hold qualifications from the National Examination Board for Occupational Safety and Health (NEBOSH). Regular health and safety competence checks are undertaken with engineers.

We also take fleet safety seriously. All vehicles are tracked by a digital app that provides live feedback, with metrics regularly reviewed.

Our commitment to creating a safe and healthy working environment also includes a policy on drug and alcohol misuse and, where necessary, we support employees to seek confidential help.

We collect data from Company and customer sites to ensure health and safety incidents are investigated thoroughly and reported to the Board on a monthly basis. A feedback loop ensures learnings are acted upon to avoid repeats. Improved hazard perception has also reduced accidents overall.

All JLA contractors are expected to adhere to our code of practice and the same stringent safety standards as our employees, as well as meeting customer requirements. We send a health and safety questionnaire to all contractors and suppliers to assess their policies, and all third parties working at JLA-controlled sites are required to hold relevant Safety Scheme in Procurement (SSIP) certification.

### Employee wellbeing

We aim to create a positive, inclusive environment in which work contributes to employee wellbeing. We celebrate people's achievements through our monthly Colleague Recognition Scheme, long-term service awards and annual end of year JLA champions.

To aid mental wellbeing, we offer a range of self-care tools, support awareness events and share guidance from mental health charity Mind. Our employee assistance programme also continues to offer telephone and online help.

We have a comprehensive range of policies including Time Off for Dependents, Time Off for Medical & Dental Appointments, Shared Parental Leave (Adoption), Parental Bereavement Leave, Leave for Fertility Treatment, Maternity Leave, Menopause and Compassionate Leave.



Stuart Bratt at JLA's head office in Ripponden

### Shining a spotlight on mental health for men

Suicide is the biggest killer of under 35s and of men under 50. As many of our colleagues are in this group, we invited Stuart Bratt – former JLA Field Service Engineer and founder of Tough Enough To Care, a charity tackling stigma and promoting positive conversations about mental health – to deliver a series of presentations, highlighting the support available to people who may need it.



*We want men of all ages to feel comfortable talking about their emotions... instead of bottling them up until they reach breaking point. We also want men to be able to spot when others may be struggling. There's no shame in being Tough Enough To Care.*

**Stuart Bratt**

**Founder & CEO, Tough Enough To Care**

Caring for our people continued

# Diversity, equity and inclusion (DEI)

Our approach to DEI is simple: we encourage our people to be their authentic selves at work and we want them to feel valued for who they are and what they do. We have set ambitious DEI targets and are on track to achieve them.

Although we have made good progress on gender and ethnic diversity since 2021, we recognise that there is still work to do to improve gender diversity at all levels of the business.

## Progress against key targets

Focus area	2021 (%)	2022 (%)	FY30 goal (%)
Board gender diversity	—	20	40
C-suite gender diversity	14	40	50
Total workforce gender diversity	32	33	50
Employee ethnic diversity	7	10	18

Improving gender diversity is an opportunity for the broader industry we operate in. Our large engineering workforce is predominantly male, reflecting the candidate base in the market. However, we have a real opportunity to shape the industry by promoting gender equality, and this starts with our people. We are focused on building a more gender-diverse pipeline of talent by recruiting more female engineers and apprentices. Our Field Management Development Programme includes a module on recruitment and cognitive bias to help support recruitment of a more gender-diverse pipeline.

Over the last two years, we have recruited a number of female apprentices across all areas of engineering and have partnered with the Women in Engineering Society, a charity and professional network of female engineers in the UK. We have seen an improving gender balance among our engineering apprentices and we will continue to drive progress in this area.

JLA's Gender Pay Gap Statement 2022 reported the results of our annual pay benchmarking and adjustment exercise. In 2022, a higher proportion of female colleagues (64.2%) received a bonus than male colleagues (54.8%), but the overall hourly and bonus pay gap still remained in favour of men. We are actively using guidance from the UK Government's Gender Pay Gap Service to drive parity in this area.



Colleagues celebrating International Women's Day 2022

## Apprenticeships: Women in Leadership

Our Women in Leadership Apprenticeships aim to inspire, motivate and empower current female leaders and stimulate future talented women to meet their potential. Three of our female colleagues are currently working towards their Women in Leadership Level 3 Apprenticeship, and two more are expected to join the course in 2023.



*The Women in Leadership course is improving my self-awareness and leadership skills and improving my confidence as a leader. This is having a positive effect on team performance and engagement. I am thoroughly enjoying the course and feel grateful for the opportunity.*

**Elaine Talbot**

**Customer Services Manager – HVAC**

## Caring for our people continued

### Building a more inclusive organisation

2022 saw the launch of our DEI policy, which helped to raise further awareness of this important topic among our colleagues. We strongly encourage all employees to be aware of the contents of the policy and to make management aware of any issues or incidents that do not reflect it. These are addressed through appropriate disciplinary and grievance procedures in line with our Grievance policy.

In 2022, we launched our DEI Partner initiative, enabling employees to educate their peers on important diversity, equity and inclusion topics.

Another focus in 2022 was the October launch of our Menopause Support Group. It provides a monthly forum to help support and educate all employees about menopause, while working to reduce stigma.

From 2023, we are excited to launch an inclusion survey with colleagues to better understand what we are doing well and what further DEI improvements we need to make to ensure inclusivity across the business.

### Educating and empowering our colleagues to be DEI champions

We created the role of DEI Partner so that colleagues can educate others and raise awareness of this important topic. In 2022, ten DEI Partners delivered workshops to over 170 line managers across four sites, covering topics including creating an inclusive culture; the power of diversity; discrimination; unconscious bias; protected characteristics; and the Equality Act 2010. We hosted the workshop content on an internal learning platform to ensure accessibility for all employees. It received 475 views online. All new starters are asked to view the workshop as part of their onboarding and to complete a knowledge check.



*We all come from different backgrounds, with different circumstances, needs and wants, which don't take away from our ability to do our job in a supportive environment that recognises us as individual people, not just a number. DEI support and acknowledgement make a business successful, and are integral to how we conduct ourselves day to day.*

**Andrew McGovern**

**Credit Control Team Leader/DEI Partner**



Stephanie Hirst at JLA's head office in Ripponden

### Creating an inclusive workplace for the LGBTQ+ community

We have partnered with several specialised recruitment firms to reach potential applicants including from LGBTQ+ communities.

In June, we celebrated Pride Month, raising awareness, showing support and advocating for a world in which everyone can thrive, irrespective of their sexual orientation or gender. We also hosted a charity quiz to raise money for LGBTQ+ charities.

We welcomed DJ and TV presenter Stephanie Hirst to speak to colleagues. Stephanie rose to fame working on radio stations, including Hits Radio. She had struggled with her gender-identity since early childhood, and finally found the courage to transition over a decade ago. Stephanie shared how her transition affected her job as a broadcaster and the fight to re-build her career, along with the way she was viewed by other people in society. Her thought-provoking 'Believe Achieve' keynote story helped us to better understand the impact that individuals' thoughts, perceptions and actions can have on others in the workplace.

Caring for our people continued

# Attracting, developing and retaining talent

We are highly focused on nurturing emerging talent and have an apprenticeship programme running throughout the business.

We are highly focused on nurturing emerging talent and have an apprenticeship programme running throughout the business. At the end of 2022, we had 25 apprentices across all our verticals, and we have plans to expand the apprenticeship programme in line with our growth, with two intakes each year. Our Learning and Development team works closely with Operations Directors to identify the number and location of apprentices required, reserving college places for them and administering the apprenticeship levy. Apprentices are then paired with a qualified engineer mentor and provided in-house and on the job training, as well as following a college course. We are keen to ensure every apprentice is fully supported during their apprenticeship and our approach ensures a smooth transition to fully qualified engineer.

We have a comprehensive onboarding programme for all new colleagues and aim to provide them with the best possible start in the business. It includes a feedback session after the first 30 days.

To drive successful business outcomes and enable fulfilling careers, we have five core pillars to our learning and development strategy, focused on: attracting talent, retaining talent, developing capability, creating a talent pipeline and demonstrating our commitment to sustainability. The Learning and Development team works with colleagues to deliver a range of resources, programmes and policies across these pillars.

In 2022, approximately 170 JLA managers undertook a six-month development programme to enhance their leadership competencies. It focused on a consistent approach to management, including workshops on effective planning, communication, objectives setting, team engagement, development of others and quality one-to-one meetings.

## c. 170

**JLA managers who undertook a Management Development Programme in 2022**



Rhys with his van

## The JLA Academy

The JLA Academy aims to help our employees thrive by equipping them with the right skills, resources and knowledge to succeed and progress in their careers. Training varies according to need, including mandatory annual training, modules delivered over a fixed period, and ad hoc refresher training for teams and individuals.

Areas we focus on include:

### Engineering

Continuing to cross-skill engineers and build out our engineering capability to be fit for the future across all verticals.

### Apprenticeships

Serving our long-term strategy to be future-ready by creating a pipeline of engineering talent:

- providing recognised training to enable learning and progression; and
- two intakes per year.



*I've loved my apprenticeship journey so far. I've learned so many new skills in such a short space of time that I get to apply them on a daily basis. I've developed a great relationship with my mentor and fellow apprentices and always feel supported. I'm so happy that I made the decision to complete this apprenticeship and am excited about my future career with JLA.*

**Rhys Moore**

**Apprentice Catering Engineer**

### Sales development

Building sales credentials in our people, including product and market training, and field sales development programmes. We have a c.150 strong Commercial team and new recruits receive detailed sales training when they join, followed by ad hoc refresher training on product knowledge and new propositions, as well as one-on-one coaching where necessary.

### Learning management

Training for all employees on important compliance topics, including GDPR, cyber security, and health and safety. This is mandatory for all our colleagues, with records kept for compliance purposes.

### Management development

170 managers attended our Management Development Programme in 2022, providing them with the necessary skills to effectively manage their teams and functions.



# Caring for the environment

## Our ambition:

Being active stewards of the environment by continuously improving sustainability performance.

## Our focus areas:

- Climate change
- Sustainable supply chain
- Other environmental impacts

## Caring for the environment

# Taking care of our planet

Taking better care of our planet has never been more important, and we are committed to playing our part in tackling climate change.

As the world transitions to a low carbon economy, changes to social infrastructure create a significant opportunity for us to deliver added value for the organisations we serve and the communities in which they operate. That means striving to hit ambitious targets to reduce our own emissions and innovating to help our customers do the same.

We continue to innovate in this regard, with our proprietary OTEX laundry solution helping customers reduce their environmental footprint. The launch of our Connect proposition will in time help customers use their machines in more efficient and therefore sustainable ways, and we are working closely with suppliers to ensure we can offer our customers the best in decarbonised heating solutions.

We are committed to sourcing all our electricity from renewable supplies by 2030. By the end of 2022 we had made real progress – sourcing 74% of our energy from renewable sources, as a result of agreeing a contract with a new supplier.

In 2022, we also made significant strides in improving the quality of our environmental reporting, including developing a baseline carbon footprint for 2021, covering Scope 1, 2 and 3 with support from Imperial College. We plan to build on this momentum in the coming years as we further refine our climate strategy.

### Climate change

To play our part in tackling climate change, we have set ourselves clear targets to reach by 2030. As well as ensuring that 100% of our electricity is renewable, we have set a goal to reduce our operational carbon intensity by 50%, compared to 2022, and make sure all our company cars are fully electric or hybrid. In addition, by 2030 we also want 80% of our vans to be electric or hybrid.

#### Key performance indicators

KPI	2021	2022	FY30 goal
Proportion of electricity sourced from renewable sources (%)	n/a <sup>1</sup>	<b>74</b>	100
Operational carbon intensity (tCO <sub>2</sub> e per £1m revenue) <sup>2</sup>	23.1	<b>26</b>	13
Mileage carbon intensity (tCO <sub>2</sub> e per job travelled)	0.016	<b>0.015</b>	0.003
Proportion of company cars that are fully electric or hybrid (%)	31	<b>87</b>	100
Proportion of van fleet being electric or hybrid (%)	—	—	80

Progress towards our 100% renewable electricity goal was a key highlight of 2022, as was our work with independent researchers Professor Nilay Shah and Dr Salvador Acha Izquierdo from Imperial College London to measure our emissions. Detailed Scope 3 emissions were calculated for JLA's Total Care offering, as well as waste disposal, employee travel, water use and treatment, and upstream emissions from electricity and fuel purchases. As this was a baseline exercise, it was not possible to calculate Scope 3 emissions for the supply chain due to data availability.

Looking ahead, we are working to improve our calculations for future years. Importantly, our work with the team from Imperial mapped out future carbon projections and used our 2025 business growth ambitions to prioritise interventions and determine achievable carbon emissions reduction strategies. This will form the basis for a climate transition plan for JLA in future in line with UK regulation.

1. Data unavailable.

2. The increase in operational carbon intensity between 2021 and 2022 reflects less time on the road during the COVID-19 pandemic and national lockdowns through 2021. With business returning to more normal operations in 2022, we saw an increase back to pre-pandemic levels.

The increase in operational carbon intensity between 2021 and 2022 reflects less time on the road during the COVID-19 pandemic and national lockdowns through 2021. With business returning to more normal operations in 2022, we saw an increase back to pre-pandemic levels.

Throughout 2022, we progressed against our plan to transition our car fleet to electric or hybrid vehicles. In December 2021, 31% of company cars were fully electric or hybrid, and we increased this to 87% by December 2022.

## Caring for the environment continued

### Scope 1

Given the nature of our services business, the bulk of JLA's Scope 1 emissions (93%) can be attributed to our fleet of heavy goods vehicles (HGVs), vans, company cars, pool/hire cars and grey fleet\*. Accordingly, we are implementing emission reduction initiatives in three ways:

- 1. Transitioning employee fleet to hybrid/electric vehicles.** 87% of JLA company cars were fully electric/hybrid as of December 2022. We are on track to have a fully electric/hybrid car fleet by 2030, ahead of a large number of EV100 members – businesses that have made similar commitments to electrify their fleets by 2030.
- 2. Reducing the number of internal combustion engine vans for engineers.** We are committed to our goal of achieving an 80% electric/hybrid van fleet by 2030 and recognise that our progress depends on the rate of technology and infrastructure development, particularly charging stations. In 2023 we will be deploying c.140 mild hybrid vans and we are working with our engineers to trial and roll out electric vans where possible.
- 3. Adopting a 'fast, lean and smart' (FLS) approach to engineer journey scheduling.** FLS, a real-time scheduling and dispatch system, allows us to reduce the average mileage of client visits from 27 to 21 miles. As we make around 200,000 customer site visits every year, this has substantially reduced our mileage and associated environmental impact. In 2022 this resulted in a saving of c.414 tCO<sub>2</sub>e.

### Scope 2

The second biggest contributor to JLA's operational emissions is electricity consumption. Our owned buildings, for instance, were responsible for 250 tCO<sub>2</sub>e in 2021. We are now aiming to establish performance benchmarks for total energy efficiency across the estate, having analysed the performance of our Ripponden head office.

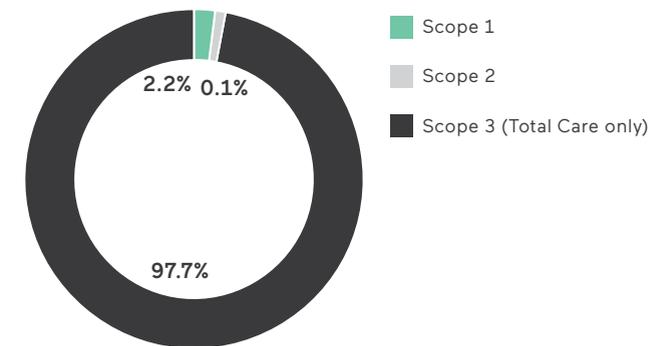
Our emission reduction priorities are optimising energy efficiency and decarbonising our energy supply. In mid-2022, we agreed a new contract with a renewable energy provider to source electricity from renewable sources; by the end of 2022, 74% of our electricity was procured this way. To further decarbonise our facilities, we are exploring the use of more efficient machinery and the installation of solar panels at Ripponden. In 2023, we also plan to undertake mandatory energy assessments of our premises in line with the UK Government's Energy Savings Opportunity Scheme (ESOS).

### Scope 3

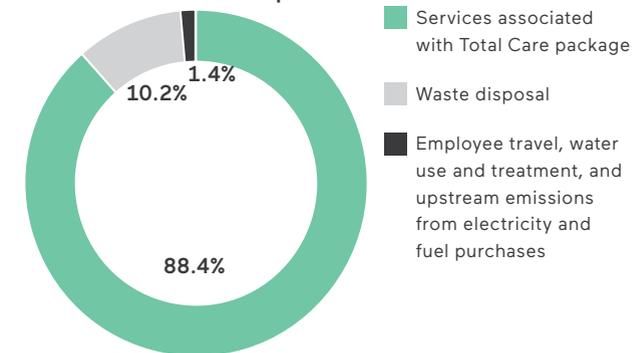
Most of JLA's Scope 3 emissions (to the extent measured in the baseline for 2021) came from services associated with our Total Care package (88.4%), followed by waste disposal (10.2%). For Total Care in particular, laundry and heating (47% and 45% respectively) comprise the bulk of the carbon footprint, with the remainder of emissions from catering (8%). As the study did not cover the full scope of JLA's supply chain, total Scope 3 emissions are likely to be higher – something we will be doing further work to determine in future.

We recognise the significance of Scope 3 emissions in decarbonisation and will continue to deepen our understanding of this emission scope.

**Baseline carbon performance of Scope 1, Scope 2 and Scope 3 emissions as a share of JLA's total carbon emissions**



**Breakdown of our Scope 3 emissions**



### Increasing energy and water savings with JLA's OTEX system

We developed the UK's first validated ozone washer system in 2004 in response to rising healthcare infections. Today's OTEX technology-powered washing machines deliver powerful natural chemical disinfection at lower temperatures, leading to reduced water, gas and electricity consumption versus traditional thermal disinfection.

In 2022, we deployed 1,000 OTEX washing machines across the UK, each helping to reduce energy and water consumption by up to 50% compared to a non-OTEX standard machine.

### Environmental impact of OTEX in numbers:

Key performance indicators	
KPI	2022
Water saved via use of OTEX (litres per annum)	<b>276 million</b>
Energy saved via use of OTEX (kWh per annum)	<b>8 million</b>

\* Personal vehicles used for business purposes.

## Caring for the environment continued

### Shaping a low carbon future

Our work with the Imperial team, commissioned through Imperial Consultants, highlighted the potential for our products and services to support our customers' own decarbonisation journeys. While we are already helping customers by installing modern, energy efficient kit that helps them reduce their energy usage and carbon footprint, we will continue to explore ways in which we can further reduce their emissions across all scopes.

We are committed to helping our customers move towards more sustainable, lower impact alternatives across all our product ranges, while recognising our heating and laundry divisions offer the greatest potential. For example, we are increasing customer uptake of OTEX ozone washer systems to help reduce the energy usage of Total Care laundry assets, and we frequently quote for low carbon alternatives when speaking with customers about their heating requirements.

Through our online customer portal, MyJLA, we provide information on the number of cycles our machines run, alongside estimates of their energy and water consumption. This way, customers can track usage costs and view live estimates of carbon emissions, allowing them to make more informed choices about how and when they run their appliances. This is all possible thanks to JLA Connect, a remote monitoring system that also allows us to identify potential issues and offer proactive solutions.

> [Find out more](#)

We continue to expand our range of low carbon heating solutions, including air-to-air heat pumps that can switch between heating and cooling depending on the season; air-to-water heat pumps that transfer heat to an existing wet heating system; and hybrid heating solutions where air source heat pumps are combined with a condensing boiler.

### New technologies for a greener future

Air source heat pumps are over 300% more energy efficient than conventional natural gas boiler systems. They have, on average, a five-to-ten-year longer lifespan, which helps customers reduce their carbon footprint and save over the long term. We are also working with our supplier Viessmann to introduce hydrogen-fuelled boilers, which have a significantly lower likelihood of breaking down.

We are excited about the potential of these technologies for our business. Notwithstanding the financial challenges of retrofitting and running costs, new-build care homes and post-1990s social housing (where insulation standards are higher) remain the greatest potential markets for alternative heating solutions.

As such, in the medium term, we are piloting a hybrid model – combining air source heat pumps with a natural gas boiler to meet peak demand – and we believe this will appeal to customers in these markets.

Sixteen engineers have been trained to deliver this proposition and three manufacturers have been selected, with agreements in place for equipment supply. As always, we continue to assess the latest technological developments and add the right solutions to our service lines as they emerge.

### Helping national care provider reduce heating emissions

Innovating and supporting customers to decarbonise their heating is an important part of our efforts to better care for the environment.

We are proud to be working with a large care home provider as trusted advisers on a programme to upgrade their hot water systems.

In the longer term, the provider wants to replace all its gas boilers with more environmentally friendly air source heat pumps (ASHPs).

Phase one of the programme, which involved stabilisation and remediation work on existing combined heat and power (CHP) units, is now complete.

Given recent high electricity costs, the interim approach is a hybrid solution that transfers electricity generated by the CHPs to the air source heat pumps. Once prices reduce, the existing CHPs will be gradually phased out and replaced by ASHPs, eliminating fossil fuel heating from the provider's 120 care homes.



### Working with our suppliers to reduce JLA's Scope 1 carbon footprint

In January 2022, we worked with a supplier to reduce our Preston site's carbon emissions. Our hired plant was historically powered by hydrocarbon fuel, so we sought a lower carbon alternative.

Through quarterly supplier contract management meetings, we identified the solution: electrically powered boom lifts fuelled by hydrotreated vegetable oil (HVO), which were deployed across the site. These lifts save an average of 90 kgCO<sub>2</sub>e/hr and are now used weekly on projects across all our UK sites.

## Caring for the environment continued

### Sustainable supply chain

JLA's supplier selection process involves a systematic review of a vendor's sustainability commitments. In each case, we seek confirmation of their efforts to reduce environmental impact (recycling and scrap management practices), alongside modern slavery and other compliance policies. In 2023, we will enhance our supplier due diligence process.

We enjoy ongoing dialogue with current and potential suppliers about advancing product technology. Our supplier assessment covers innovation strategy and considers how potential suppliers measure themselves against competitors. We seek evidence of technical expertise and product improvement capabilities, including those that could deliver direct and indirect environmental benefits.

We also work with existing suppliers and contractors to collect and report their carbon footprint data and consult on ways to reduce their impact. Alongside this, we encourage customers to adopt new waste reduction practices, water recycling and filtration systems in laundrettes, and automated pumps for detergents.

Throughout 2022, we made substantial progress with suppliers to reduce the environmental footprint of our heating, ventilation and air conditioning, and laundry divisions.

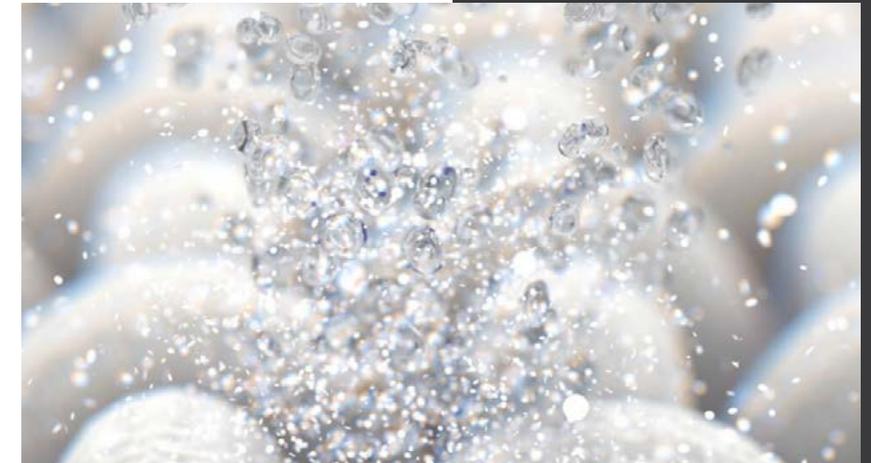
### Other environmental impacts

Beyond carbon emissions, we are committed to limiting the environmental impact of our operations, with a particular focus on water and waste. We are fully compliant with Waste Electrical and Electronic Equipment (WEEE) regulations, which encourage the reuse and recycling of electrical equipment. We are also working to extend the lifecycle of our products; new leases are provided with guaranteed maintenance for customers, and new contracts have, on average, an eight-year span.

As part of efforts to embed circularity into our supply chain, all of our equipment is recalled at the end-of-life stage and either refurbished or stripped for reusable parts. Additionally, we have ongoing recycling initiatives: all of our timber, card and metals are recycled, with card recycled on site and redirected back into packaging to reduce waste sent to landfill.

JLA's environmental management system for laundry and catering is certified to the ISO 14001 standard, which means we continue to reduce our environmental impact through an internationally recognised framework. This accreditation is managed at the Executive level, and areas of the business are being scoped for compliance in the future. We also engage independent parties to carry out regular audits and reviews, allowing us to assess and improve performance.

Finally, our employees are encouraged to be aware of their own environmental responsibilities, from recycling to minimising travel.

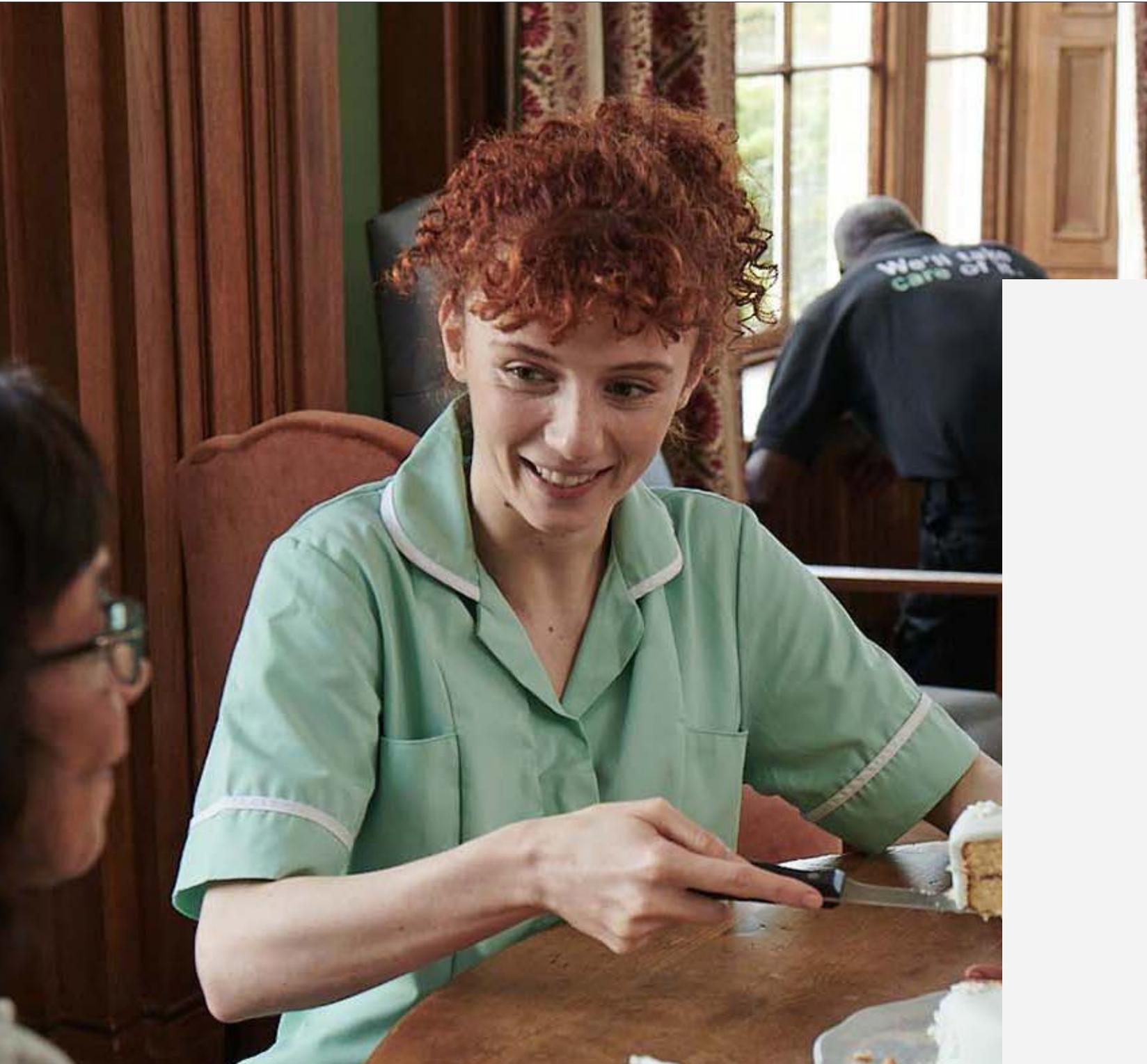


### Sourcing and supplying more environmentally friendly consumable products

As part of a tendering process for a new laundry and catering consumables supplier, we asked potential vendors to include a sustainability statement and highlight their phosphate-free products.

This type of product is vital to our business because a number of our customers are located in environmentally sensitive locations of high biodiversity. For instance, one, at Holbeck Ghyll in the Lake District, discharges wastewater near a site of scientific interest. Phosphate entering water here would cause nutrient pollution and harmful algal blooms, resulting in eutrophication and even the death of marine-dwelling organisms.

In line with our aim to minimise environmental pollution, we only progressed negotiations with suppliers which could help to promote the supply of phosphate-free detergent products. Our new supplier will start work with us in late 2023, and partner with us to develop more sustainable solutions for our laundry supply base.



# Caring for communities

## Our ambition:

Helping communities flourish by supporting social infrastructure and creating more sustainable supply chains.

## Our focus areas:

- Human and labour rights
- Community engagement

## Caring for communities

# Positively impacting communities

At JLA, we proudly support the UK's social infrastructure through the core services we provide to organisations whose work holds communities together and helps people to thrive.

We only partner with suppliers which uphold ethical labour practices, we support organisations working with some of society's most vulnerable people, and we seek out opportunities to engage with local communities.

## 1.3million+

residents, pupils and patients supported by Total Care

### Community engagement

Our work with hospitals, care homes and housing associations positions us to positively impact the lives of the most vulnerable people in society. It is a responsibility we take seriously. We actively engage and invest in the communities in which we operate and want to create a positive and long-lasting legacy.

Part of this vision is fulfilled by our 'Make a Difference' charitable donation programme, whose four key streams focus on sponsorship, donations, local volunteering opportunities and supporting a JLA-chosen 'charity of the year'.

Our Charity of the Year for 2022 was Alzheimer's Society, a care and research charity for people with dementia and their carers.

We actively support various other causes through fundraising and donations, including Movember. Manchester office colleagues recently collected food in aid of the Salford Food bank, which supports more than 200 families in the local area struggling with food insecurity. Elsewhere, JLA engineers in Scotland helped to install a thermal disinfection dishwasher donated by the business to the NHS Greater Glasgow and Clyde Donor Milk Bank.

The donation ensures the hygienic cleaning of bottles and vials to protect infant patients. JLA engineers also installed a combination of donated laundry and catering equipment to Albert Road Community Hub in Bradford, in support of community activities.

We also launched our 'Make a Difference Colleague Volunteering' initiative in 2022, which gives each JLA colleague the opportunity to use one full working day of paid leave for volunteering each year.

### Human and labour rights

#### Engaging with suppliers

We source our products and essential equipment – including fleet vehicles and IT systems – from trusted suppliers based in the UK and around the world. We also engage with local partners to procure essential office support functions such as cleaning and security.

[Our 2022 Modern Slavery and Human Trafficking Statement](#), which outlines our zero-tolerance approach to modern slavery in our business and across our supply chain, can be viewed here:

[> Find out more](#)

Importantly, we communicate our ethical business practice standards to colleagues, suppliers and contractors through an onboarding pack that contains key documents including our Supplier Code of Conduct, Modern Slavery and Human Trafficking Statement, and Safeguarding policy.

In the coming year, we plan to enhance our supplier due diligence process so we can identify higher risk relationships across our supplier base. This will include:

- reviewing how best to identify suppliers that may be at a higher risk of using modern slavery; and
- providing training to help our colleagues identify potential risks or suspected wrongdoing.



# Operating with integrity

## Operating with integrity

# Empowering individuals to act responsibly

Operating ethically and accountably is crucial for the work JLA does to help keep thousands of people safe, clean and warm.

To maintain compliance and best practice, we adhere to a range of policies that outline our commitment as a business and our expectations of all employees, whether in our offices or out in the field. These policies focus on empowering individuals to act responsibly and meet the standards expected under our robust governance system. Key policies are issued to all suppliers and contractors, and include the safeguarding of vulnerable adults and children, and GDPR-compliant data processing agreements.

## Business ethics and integrity

### Transparency

Since incorporation, we have maintained robust corporate governance by regularly examining our arrangements and making sure standards remain appropriate to meet the expectations of all our stakeholders, externally and internally.

We are committed to transparency, applying and supporting laws and regulations that promote it. We track reporting and disclosure developments and remain committed to meeting new transparency requirements as they become relevant.

Further information on compliance with the Guidelines can be found in our respective Interim Report, Annual Report and financial statements.

### Tackling bribery and corruption

Through our Anti-Bribery and Corruption policy, employees are made aware that any form of unethical conduct can result in criminal prosecution, substantial fines and potential dismissal, as outlined in our Disciplinary policy. Other key policies include the Code of Conduct, Whistleblowing policy and Competition Law policy. A Gifts and Hospitality register formally records gifts offered and received, and a Whistleblowing policy and independent whistleblowing hotline provide a mechanism for reporting incidents of non-compliance across the Group.

> [Find out more](#)

### Ethical and inclusive employment

All of our employment practices comply with applicable employment health and safety legislation. JLA is an equal opportunities employer.

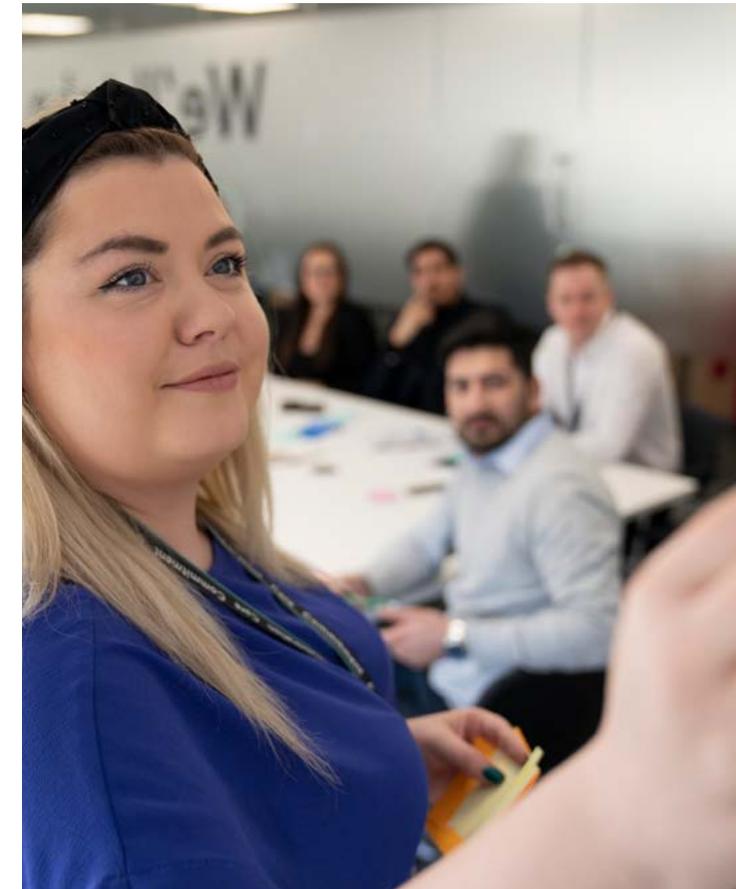
Our aim is to provide parity of pay wherever possible, particularly for lower paid colleagues. At an absolute minimum, the business pays the 'age 23+ rate' of National Minimum Wage (regardless of age), then adds a further 25p per hour on top of this. This commitment to fair pay is also applied to apprentices – we pay more than double the minimum wage required by law.

### Protecting vulnerable adults and children

We maintain several contracts with customers where our teams may be in contact with vulnerable adults or children. Each job role is assessed to determine whether a Disclosure and Barring Service (DBS) check is necessary. Where applicable, employees complete the standard check when they join us. All relevant employees are subject to subsequent DBS checks (or their equivalent) every three years.

### Data privacy and management

We handle a large amount of employee and customer data and take our responsibility to keep this information and our systems secure very seriously. We have GDPR, Data Breach Procedure, Data Privacy and Records Management and Retention policies in place, and take active steps to ensure employees are fully aware of best practice in data protection.



## Operating with integrity continued

### Corporate governance

JLA operates a robust system of checks and balances at both Board and operational levels to ensure effective oversight and governance across the Group.

Our reporting framework ensures that, where issues are identified, they are escalated in a timely manner and involve the appropriate team members. So that we can make sure people across the Group feel seen and heard, we arrange regular forums with senior leaders, during which colleagues can ask questions and share honest feedback.

### How JLA manages sustainability

JLA's Executive Committee, led by our CEO, is responsible for overseeing all aspects of the business, including sustainability. Delivery against objectives is overseen by the Board of Directors, which comprises Ben Gujral and Sarah Norton (CEO and CFO), Daniel Tanase and Rory Neeson (from Cinven) and Lord Birt (Chair).

Sustainability-related matters are managed and governed by the business as detailed opposite.

We aim to encourage participation by all parts of the business to make progress on our sustainability strategy.



#### Board of Directors

Led by the Chair

CEO has overall responsibility for sustainability matters

#### Board Audit, Risk and Compliance Committee

#### The Executive

Reports on risk register, health and safety and compliance

### We aim to encourage participation by all parts of the business to make progress on our sustainability strategy

The CEO has Board responsibility for implementing the Group's Sustainability policy. This policy is reviewed and updated on an annual basis by the Board.

The C-suite meets periodically to discuss progress on sustainability initiatives across the business. These are aligned with our key sustainability risks and opportunities, and our stakeholders. Progress on our initiatives is tracked via corresponding KPIs and reported to the Board on a quarterly basis.

The Executive is responsible for setting JLA's overall direction and strategy in relation to sustainability and reporting to the Board. Meanwhile, the Group's senior management is responsible for delivering initiatives identified by the Executive and reporting on progress.

We work to inspire colleagues to put customers and sustainability at the heart of actions and decision making. This effort is led by two Sustainability Ambassadors, the Chief Data and Marketing Officer and our Legal & HR Director. Colleagues receive updates on sustainability progress through a monthly newsletter.

## Concluding statement

# Committed to sustainability

We are committed to ensuring that our sustainability strategy evolves so that we can grow the business in ways that ensure we take care of our people, our customers, the planet and communities.

We remain proud of the long-standing impact we make through the products and flexible service packages we deliver to organisations that maintain the UK's social infrastructure, holding communities together and helping people to thrive.

Our Total Care package reinforces our commitment to providing a safe and quality service, rooted in care. We are also supporting customers to transition from domestic appliances to commercial appliances that last longer and are more likely to meet compliance standards.

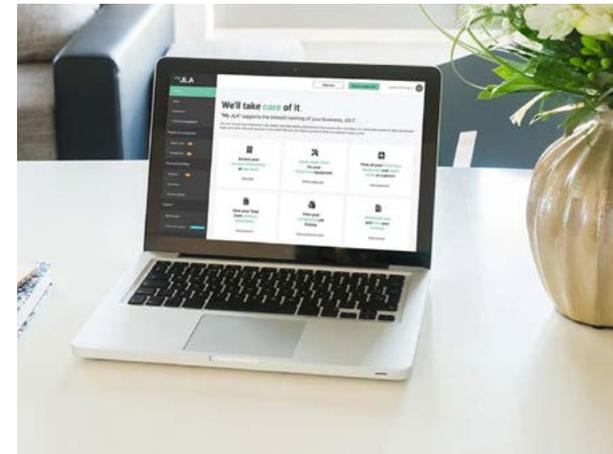
To succeed as a business, we need to be a diverse, inclusive, fair, safe and healthy organisation. This year, we stepped up our efforts to build a culture that allows JLA colleagues to thrive. There is still much to achieve, which is why we endeavour to continue developing support networks for our employees, rolling out management development programmes, and contributing more to the communities in which we operate. Of course, collaboration will remain at the heart of JLA's approach. Ours is a business committed to working with all our stakeholders to accelerate progress towards a more inclusive, equitable and resilient society.

Throughout 2022, we took action on climate change by reducing emissions in our own operations and working towards helping our customers achieve the same. We explored and launched new energy-saving digital propositions. We also made real progress towards our goal of sourcing 100% of our electricity from renewable sources, achieving 74% as a result of agreeing a contract with a new supplier.

We remained committed to helping customers on their journey to heating decarbonisation, through access to our experts and range of green solutions. We invested in more innovative products, such as air-source heat pumps, and will continue to work with suppliers and monitor the market for energy efficient options that also deliver performance and value. We will continue to be an active steward of the environment – monitoring and improving the sustainability of our business operations, our products and services, and our suppliers.

JLA's vision is to be a digital-first partner in critical asset installation and servicing. This approach, strengthened by MyJLA and JLA Connect, improves customer experience by enhancing operational efficiency and ease of use. We look forward to developing additional digital propositions that will help us drive operating emissions as low as possible. Progress is happening; we have already implemented digital tools that alert engineers to equipment faults and increase equipment efficiency.

2022 was a year of important progress for us as we formalised our first sustainability strategy and began to deliver it. Now, there is much work still to do and we look forward to making further headway and sharing our progress in 2023 and beyond.





# Appendices

## Climate disclosure

This disclosure is made in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and covers the JLA Group (JLA Limited and JLA Total Care Limited and each of its Group companies) for the calendar year ended 31 December 2022.

JLA recognises that alignment with the TCFD recommendations is important for the business, and that there is growing interest among key stakeholders to increase the pace and scale of the transition to a low-carbon economy.

In the sections below, we explain JLA's alignment to the pillars of TCFD: governance, strategy, risk management, and metrics and targets.

### Governance

JLA has established processes and structures for sustainability that align its governance to the TCFD recommendations.

JLA's Board and management team are the Company's highest governing bodies. They are responsible for the strategic direction of the organisation and the effective monitoring of sustainability and climate change performance. Ben Gujral, CEO, has responsibility for sustainability and climate-related topics, and the Board receives relevant reports on these matters on a regular basis.

JLA's management team is responsible for the strategic and operational leadership and management of the business, and its subsequent management of climate-related financial risks and opportunities.

Please see page 32 for further details of JLA's management and governance arrangements for sustainability and climate.

### Strategy

We recognise that the products we provide have typically been high consumers of energy and water. Energy consumption and related costs and carbon emissions are now critical considerations for many of our customers and will be central considerations to the transition to a lower carbon economy. The ability of the Company, through its products and services, to support customers to reach their own climate-related targets and regulatory requirements has been identified as the principal risk. Conversely, the Company is well positioned, through its role as a provider of critical equipment, to support customers through the provision of energy efficient and low carbon service solutions.

In recognition of the demand from customers, and the role JLA can play, we are continuing to transition towards the low carbon economy by developing our product proposition to include products and services that support lower carbon emissions and help customers to operate more efficiently.

JLA also recognises that the physical impacts of climate change may affect its suppliers' ability to provide products and parts from their own global supply chains.

We are occasionally affected by weather-related disruptions which have the potential to impact the services we provide to customers. However, due to our national coverage, we are able to promptly respond in such instances.

Climate-related risks and opportunities have been considered in JLA's strategy and financial planning to minimise potential risks and maximise opportunities.

We have considered climate-related issues within our commercial and sustainability strategies, specifically relating to:

- transitioning the Company's transport fleet to electric vehicles which spans across company cars and vans (read more information on page 25);
- reducing the number of miles travelled by engineers between sites by deploying real time scheduling and dispatch software (read more information on page 25);
- offering customers low carbon products, including heating solutions such as air source heat pumps (read more information on page 26); and
- extending product life with replacement parts and repairs.

The Company, through our close relationship with many customers, continues to track changes in the appetite for our products and services and the effect which the transition to a low carbon economy may have on customer preferences.

We have not yet reviewed our strategy to take into consideration different climate-related scenarios.

### Risk management

JLA's risk management policy is aimed at striking the best balance between maximisation of business opportunities in the context of the Company's strategy, and managing the risks involved.

We identify and monitor climate-related risks using the existing enterprise risk management framework. Climate-related risks are considered to be emerging risks to the business rather than principal. There is recognition that shifts in customer needs and emerging climate regulatory requirements may require JLA to understand the operational impacts to make changes to existing processes, including the existing portfolio of products and services.

We will consider whether further management measures are required for the climate-related risks and opportunities for alignment with TCFD.

### Metrics & targets

The main metrics we use to monitor climate change risks and opportunities are GHG emissions metrics, including emissions from Scope 1, Scope 2 and Scope 3 which are being reported in accordance with requirements of the UK Streamlined Energy and Carbon Reporting (SECR) legislation.

We are actively working to reduce emissions across our operations. In particular we have entered into contracts to source the majority of energy used to heat and light buildings from renewable sources.

JLA aims to set ambitious targets to continue to decarbonise and will develop a roadmap to clearly define the future expectations of the business to continue to develop its approach to managing climate change issues.

## About this report

The information in this report provides an overview of the sustainability approach, activities and performance of the JLA Group (JLA Acquisitions Topco Limited and its subsidiaries, including JLA Limited and JLA Total Care Limited) for the calendar year ended 31 December 2022. The content of the report is based on the sustainability focus areas that have been identified as most material to the business. The report details the ways in which we deliver value across our focus areas and progress towards achieving our key targets.

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