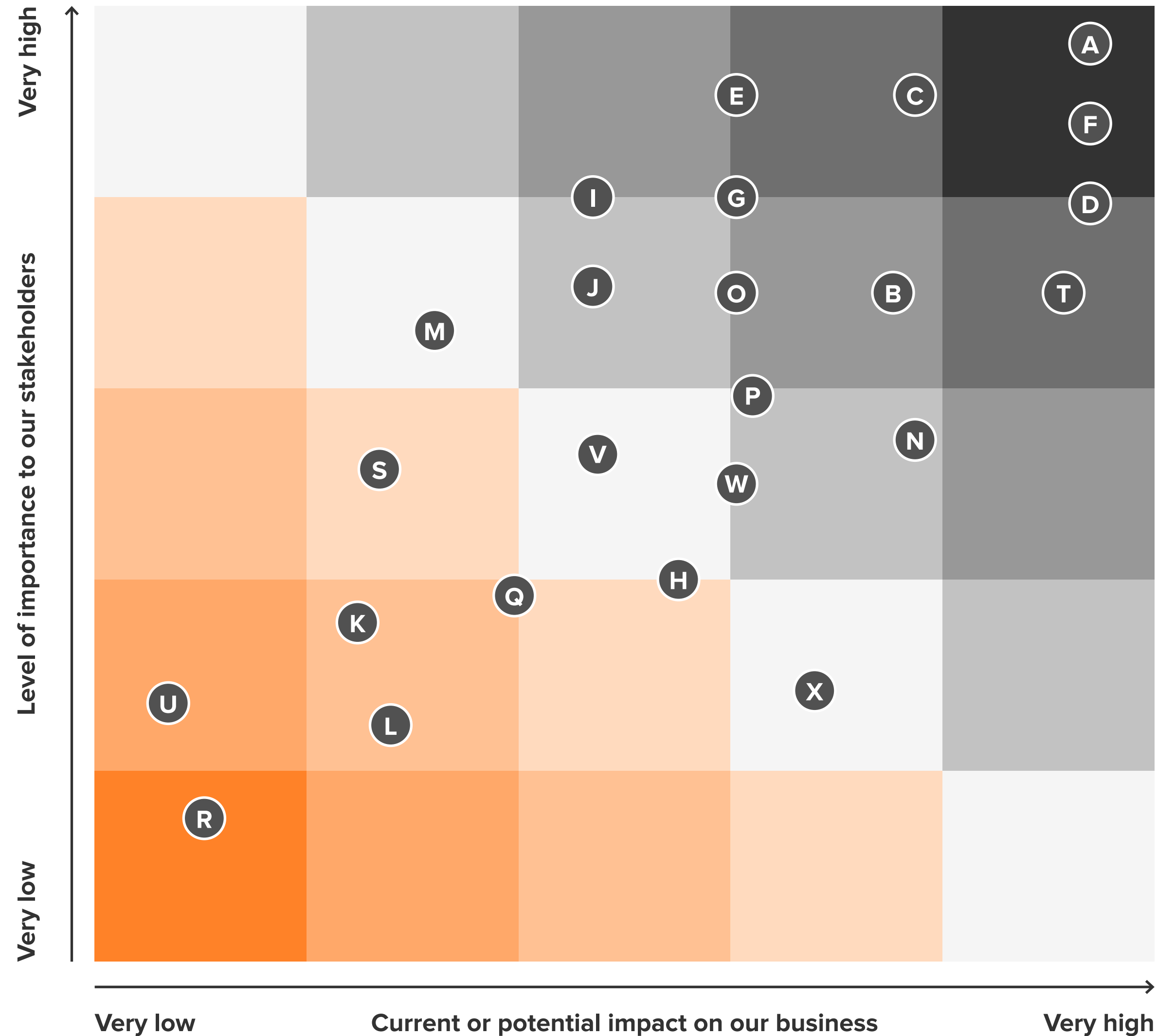


Governance

Materiality

The Company considers the materiality of its Responsible Business impacts and the importance of each impact to the business as a whole. This process includes analysing questions posed by major customers in contract tendering processes; reviewing colleagues' responses to corporate responsibility related questions in our Your Voice Counts employee survey; and reviewing questions received from socially responsible investment third parties.

Our materiality matrix was reviewed in light of the divestment of major workwear facilities in European countries (excluding France), and the increasing digitalisation of the business operations. The chart showing the priorities of greatest potential importance to our stakeholders is shown to the right.



Stakeholders	Impacts
Colleagues	Health and safety (A) Colleague training & development (B) Colleague engagement (C) Employee retention (D) Diversity, equality and inclusion (E)
Customers	Service delivery and Customer Retention (F) Product stewardship (G) Digitalisation (efficiency and service differentiation) (H) Innovation (product and service) (I)
Supply chain	Responsible consumption and production (J) Local sourcing (K) Supplier Audits (L)
Environment	Resource management (M) Climate change action (N) Sustainable services (O) Route management (density, vehicles) (P) Waste management (Q)
Community	Colleague volunteering (R) Community investment and partnerships (S)
Governance	Code of conduct (T) Policy Influence / Trade Association (U) M&A Integration (bolt-ons) (V) Cyber Security / Data Privacy (W) Brand Reputation (X)