

B Corp Impact Report 2024/25

Certified



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Corporation

DISTINCT

Contents:

1. Who we are

2. Our purpose

3. Leadership letter

4. Journey to certification

5. Our B Corp score

6. Impact areas

Who we are

Distinct is a soft services facilities management partner for luxury retail and commercial environments. We deliver consistently high standards through highly trained teams, clear routines, and close attention to detail.

Our role is to keep spaces performing at their best day after day, in ways that support our clients' standards and the people delivering the service. That means operational discipline, dependable quality control, and a focus on practical improvement across every site we support.

Our purpose

Our purpose is to raise standards in facilities services in a way that benefits people and reduces environmental harm. We focus that purpose through two clear commitments that guide how we operate, how we invest, and how we measure progress.

Environmentally, we prioritise chemical-free or low-chemical cleaning wherever it is right for the space. By leading with safer methods and reducing reliance on traditional chemicals, we help limit harmful substances entering the air and water, while supporting healthier environments for the people who use and care for these spaces every day.

Socially, we aim to improve social mobility in the locations where we operate by supporting under-employed populations into the workforce. Alongside creating access to meaningful work, we are committed to strengthening financial security across the business, so colleagues feel supported, valued, and able to build stability over time.

By keeping our purpose practical and measurable, we aim to lead the way in responsible facilities management, proving that high standards and positive impact can go hand in hand.



Leadership letter

At Distinct, we think about our work as preservation as much as cleaning. Preserving the spaces our clients are proud of. Preserving standards. Preserving trust. And preserving the wellbeing and dignity of the people who make our service possible.

In 2025, we chose to make that commitment more measurable and more visible. Not as a marketing message, but as a standard we are willing to be held to. In a year where many people still felt the pressure of everyday costs, and where climate impact feels increasingly immediate, that kind of accountability matters.

That is why this Impact Report matters. It is also why we are proud to share it alongside our B Corp certification, with a score of 99.1.

Over the past year we focused on changes that make a real difference in day-to-day delivery. We continue to lead with chemical-free cleaning wherever it is right for the space, using ozone technology. Where chemicals are necessary, we have moved our core products to Nordic Swan and EU Ecolabel certified options as our core standard.

We also kept our focus on people, strengthening wellbeing and practical financial support that colleagues actively use. And we are proud that every new contract we agreed this year was priced to support the UK and London Living Wage for the teams on site.

Our B Corp journey was demanding. It asked us to document what we do, formalise policies, and prove our impact with evidence, not intention. It took time, but it made us a stronger and more consistent business.

Over the next 12 months, we will treat certification as the starting point, not the finish line. We will embed clear impact KPIs into how we manage contracts, keep raising the bar on safer chemistry across core services, and reduce avoidable delivery miles through smarter planning and consolidation.

Thank you to everyone across Distinct who has made this possible. We are proud of what we have achieved, and committed to what comes next.

Darren Dickinson & Craig Godwin

Founders of Distinct



Journey to B Corp certification

We did not pursue B Corp to change who we are. We did it to prove it, strengthen it, and build on it.

Distinct has long focused on practical impact, in how we support our people and how we reduce environmental harm in the services we deliver. In 2025, we chose to put that commitment on the record in a way that is measurable and externally verified. This Impact Report is the evidence base behind that decision, and the standard we are committing to meet again and again.

Why we decided to become a B Corp

We pursued B Corp because we were already doing the work, and we wanted independent verification that stands up to scrutiny. It gave us a framework to evidence what we do, identify gaps, and keep improving year after year.

We also wanted to be part of a wider movement of companies using business as a force for good. The community matters because it keeps our team learning, sharing, and raising the bar.

And in our sector, it matters commercially too. Luxury retail and commercial spaces are under the microscope for CSR. Certification helps us compete with substance. It shows our standards are not a promise. They are built into how we operate.

How it aligns with our business strategy and culture

B Corp aligns with our strategy because our clients buy more than a cleaning service. They buy reassurance. In luxury retail and commercial environments, expectations are high and reputational risk is real. Certification gives us a recognised way to show that our approach to people, planet, and governance sits behind the service, not alongside it.

It also supports how we want to grow. As we scale across sites and regions, consistency matters. B Corp helps us hold the line on what good looks like, from responsible procurement and safer ways of working to how we support colleagues on the ground.

Culturally, it fits because we are practical. We do not chase perfection on paper. We focus on what works in real environments, and we improve by tightening the basics, raising standards, and sticking to them.

How becoming a B Corp has impacted our business

The biggest change has been discipline. B Corp pushed us to bring what we do into one clear system, turn good practice into consistent policies, and build the evidence to prove progress over time. It was detailed and time-consuming, but it has made us more joined up and more consistent across the business.

It also reduced reliance on individual champions. What used to be informal is now documented, owned, and easier to maintain as we grow.

And it has sharpened decision-making. We have a clearer line of sight between our purpose and day-to-day choices, from supporting colleagues to reducing operational impact and setting expectations with suppliers and clients.

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Our B Corp score

For context, the median score for an ordinary business completing the B Impact Assessment is 50.9. Certification pass score is 80.

The assessment measures performance across five areas: Governance, Workers, Community, Environment, and Customers.

Our first verified B Impact score (November 2025) **is 99.1**. This score reflects verified performance across our operations, policies, and evidence, rather than aspirations.

Our score breakdown

Governance: 13.1

Workers: 20.6

Community: 37.1

Environment: 24.8

Customers: 2.9

Our strongest area is Community, reflecting our local economic development model and our approach to suppliers and procurement.

Community, Local Economic Development: 16.3

We are especially proud of our Impact Business Model recognition in Local Economic Development. It reflects a simple choice we have made as we grow: to keep value closer to home through local procurement, local employment, and long-term partnerships with clients in the regions where we operate.

Re-certification ambitions

We are due to re-certify in November 2028. By then, we expect to be certifying under B Lab's new standards, which move away from an overall score and instead require minimum requirements across impact topics.

Our aim is to remain B Corp certified by meeting every mandatory requirement, and to raise our ambition beyond the baseline by delivering measurable improvement year on year.

Impact areas

Preserving standards takes more than intent. It takes discipline, measurement, and follow-through.

The next section covers the five B Corp impact areas: Governance, Workers, Community, Environment, and Customers. In each, we share what was in place before certification, what we strengthened to meet the standard, and what we will improve next.

This is how the score is earned in practice.

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Governance Workers Community Environment Customers

Governance

Governance is how we make decisions and hold ourselves accountable. Our financial controls and ethical policies were already in place, including anti-corruption measures and whistleblowing channels, and we have long made practical choices to reduce environmental impact, such as low-chemical methods and an all-electric fleet since 2015.

B Corp helped us see where we needed more structure. In particular, we had not yet set clear, company-wide social and environmental KPIs, and some good practice was not consistently documented across the business.

Governance in practice

Impact KPIs sit alongside service KPIs, so progress is reviewed consistently across contracts and leadership reporting.

Our core social and environmental KPIs include

- Maintain staff satisfaction above 80%
- Maintain customer satisfaction above 80%
- Increase the proportion of the workforce paid the Living Wage
- Increase the use of chemical-free methods where appropriate
- Increase the proportion of suppliers screened for social and environmental responsibility

Plans for 2026

- Launch a publicly accessible grievance route and commit to clear response and resolution timelines
- Publish our responsible lobbying policy and ensure leadership awareness and compliance
- Strengthen stakeholder feedback by formalising how insights are escalated and acted on at senior level
- Partner with stakeholders on one defined social or environmental initiative, with clear goals and ownership



Governance

What we've improved by going on the B Corp journey:

| February 2024 | February 2025 |
|---|--|
| <p>Articles of Association: Standard Articles, primarily focused on shareholder value</p> | <p>Articles of Association: Updated to reflect stakeholder considerations and a commitment to publicly report on social and environmental performance alongside financial performance</p> |
| <p>Mission: No written mission statement</p> | <p>Mission: Introduced a written mission with clear commitments to social mobility and chemical-free or low-chemical cleaning where appropriate</p> |
| <p>Impact management: No company-wide social and environmental KPIs, and no impact objectives for managers</p> | <p>Impact management: Completed a materiality assessment and introduced company-wide social and environmental KPIs, cascaded to all managers</p> |
| <p>Stakeholder engagement: No structured engagement on social and environmental performance</p> | <p>Stakeholder engagement: Mapped stakeholders, introduced a formal engagement plan, regular feedback, clear ownership for follow-up, and reporting to senior oversight</p> |

Workers

Our people deliver our standards, so support has to be practical and reliable. We have long focused on financial security, health and safety, flexibility, and development, built around the realities of frontline work.

B Corp helped us strengthen consistency across the business. It pushed us to make benefits clearer and more accessible, formalise routes for feedback beyond direct line managers, and measure engagement more reliably so we can respond to what teams experience across different sites.

Workers in practice

Support should be consistent across every site, not dependent on who manages it.

Plans for 2026

- Publish a clear pay and benefits policy so colleagues understand how pay is set, what is available, and where to go for support
- Introduce regular, structured worker feedback cycles and report back on what changes as a result

“Our B Corp journey has been as much about recognition as transformation. Many of the principles B Corp looks for, such as fairness, transparency, inclusion and genuine care for our people, were already part of who Distinct is. The process helped us articulate them, measure them, and strengthen them. The next chapter is about building a workplace where doing the right thing is part of our culture every day.”

- Elena Anghel, Head of People



Workers

What we've improved by going on the B Corp journey

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B CORP IMPACT REPORT 2025

| February 2024 | February 2025 |
|--|---|
| Workforce size: Baseline year | Workforce size: Total FTE increased by 6.2% year on year, reflecting continued business growth and investment in service delivery |
| Real Living Wage coverage: under 75% of the workforce | Real Living Wage coverage: 75 to 89% of the workforce |
| Internal promotion rate: 1 to 5% promoted in the last 12 months | Internal promotion rate: 6 to 15% promoted in the last 12 months |
| Pension: Access to NEST | Pension: Increased awareness of NEST ethical investment options |
| Insurance: No private insurance offered | Insurance: Introduced private health, dental, and accident insurance for all staff |
| Wellbeing: No formal wellbeing initiatives | Wellbeing: Introduced wellbeing initiatives, including a Steps Challenge, access to an Employee Assistance Programme, and ergonomics support, with management oversight of participation |
| Staff handbook: Mandatory information only | Staff handbook: Expanded to include benefits, training, and leave policies |
| Family leave: Statutory leave only | Family leave: Increased pay to 100% for primary caregivers for the first 6 weeks and secondary caregivers for the first 2 weeks, and introduced support for breastfeeding mothers |
| Feedback channels: Via direct line managers only | Feedback channels: Introduced a formal feedback and complaint mechanism beyond direct reporting lines, and began tracking usage and resolution rates |
| Engagement measurement: Attrition tracked | Engagement measurement: Introduced employee satisfaction and engagement surveys, with first results showing 65 to 80% satisfaction |

Community

Community impact is shaped by everyday business decisions: who we buy from, who we hire, and how we work with suppliers. Our operating model has been rooted in local relationships, long-term partnerships, and a diverse workforce.

B Corp helped us put clearer structure around that work. It pushed us to formalise local procurement and hiring preferences, strengthen inclusive recruitment, improve how we measure diversity across our teams and suppliers, and set clearer expectations for philanthropy, advocacy, and supplier standards.

Community in practice

Community impact comes from everyday decisions: who we buy from, who we employ, and the standards we expect across our supply chain.

Local economic development

Our business model is designed to strengthen the local economy by keeping a significant proportion of our procurement and sales local:

- 50%+ of our spend is with local, independent companies
- 80%+ of our revenue comes from customers local to our headquarters
- 80%+ of our spend is with British companies
- 100% of our owners are located locally to our headquarters

Plans for 2026

- Publish a JEDI (Justice, Equality, Diversity & Inclusion) commitment statement and set one practical improvement we will deliver this year (for example recruitment or progression)
- Formalise our human rights approach by identifying salient risks and embedding checks into procurement decisions
- Increase supplier screening coverage and follow up on results with clear improvement actions for priority suppliers

“Being a B Corp ourselves, we recognise the rigour and intent behind Distinct’s certification. Their purpose-led approach is evident in the way they operate and collaborate, and working with a business that shares our values creates stronger, more meaningful partnerships.”

- **Sam Stocks, Commercial Director, Simply Washrooms**



Community

What we've improved by going on the B Corp journey

DISTINCT

B CORP IMPACT REPORT 2025

| February 2024 | February 2025 |
|--|--|
| <p>Geographic footprint: One HQ in central London, with most colleagues working on-site across around 200 buildings. Limited remote working (UK), with one colleague based in Romania</p> | <p>Geographic footprint: Opened a warehouse in Peterborough and began operating in the United Arab Emirates</p> |
| <p>Local procurement and hiring: No written preferences for local procurement or local management recruitment</p> | <p>Local procurement and hiring: Introduced a written preference at each facility and recruit local managers</p> |
| <p>Inclusive recruitment: No formal inclusive recruitment policy</p> | <p>Inclusive recruitment: Introduced a formal inclusive recruitment policy, including a DEI (Diversity, Equality & Inclusion) statement in job postings, inclusive job description reviews, blind application screening where appropriate, and active recruitment through organisations supporting underrepresented groups aligned to our social mobility goals</p> |
| <p>DEI governance and measurement: DEI training in place for all employees, and gender-neutral restrooms at our offices</p> | <p>DEI governance and measurement: Assigned clear DEI ownership, strengthened accommodations for learning and emotional disabilities, began anonymous workforce demographic surveying, and started tracking diversity of supplier ownership. We identified that 10 to 24% of purchases are from businesses majority-owned by women or individuals from underrepresented populations</p> |
| <p>Charitable giving: Ad hoc donations, not formally tracked</p> | <p>Charitable giving: Introduced a formal statement on the intended impact of our philanthropy. Donated £9,310 to registered charities and began offering discounted products and services to eligible underserved groups</p> |
| <p>Policy advocacy: No policy advocacy activity</p> | <p>Policy advocacy: Signed up to the Better Business Act campaign</p> |
| <p>Supplier screening: Supplier code of conduct in place</p> | <p>Supplier screening: Introduced a social and environmental supplier self-assessment for suppliers and outsourced staffing services. 100% of outsourced staffing services completed it, and 72% of significant suppliers completed it</p> |

Environment

Before starting our B Corp journey, we already had strong environmental foundations in place, with practical systems designed to reduce impact and improve consistency.

We have operated an ISO 14001 environmental management system since 2021, and when we moved into our new offices in 2024 we chose energy-and water-efficient equipment from the start.

Our approach to chemical and toxin reduction is deliberately different. We prioritise chemical-free or low-chemical cleaning wherever it is right for the space, including through ozonated water technology. Where traditional chemicals are necessary, we select safer, independently certified options.

Across our own operations, we focus on the practical controls that matter most: what we use, what we buy, and what we measure. That includes energy efficiency measures, maintaining good indoor air quality, reducing waste, and supporting lower-impact travel through initiatives like Cycle to Work.

B Corp helped us strengthen measurement and set clearer targets, so we can track progress consistently and prioritise action where it will have the biggest impact.

Environment in practice

Preserving spaces properly means reducing the impact of how we clean, how we operate, and what we buy.

Plans for 2026

- Publish our Climate Action Plan on our website
- Assess whether any of our facilities are in areas of water risk and use this to guide monitoring and reduction efforts
- Conduct an assessment of actual and potential environmental impacts linked to our operations and value chain
- Integrate environmental impact considerations into procurement decisions



Environment

What we've improved by going on the B Corp journey

DISTINCT

B CORP IMPACT REPORT 2025

| February 2024 | February 2025 |
|---|---|
| Greenhouse gas emissions: Not measured | Greenhouse gas emissions: Began measuring our greenhouse gas emissions. For FYE August 2024, our total footprint was 263 tCO ₂ e, with the largest sources coming from business flights, business services, and employee commuting (bus and rail). Our carbon intensity, relative to turnover, was 28 tCO ₂ e per £m turnover. |
| Carbon offsets: No investment in offsets | Carbon offsets: Invested in 40 tCO ₂ e of carbon offsets |
| Environmental strategy: ISO 14001 commitment statement in place | Environmental strategy: Developed a more detailed environmental impact reduction strategy with objectives, targets, and a programme to achieve them, including a 20% overall emissions reduction target over the next year through system and process efficiencies, and the purchase of certified carbon credits to offset Scope 1, Scope 2, and employee commuting by road. |
| Environmentally preferable purchasing: No formal policy | Environmentally preferable purchasing: Introduced an environmentally preferable purchasing policy covering categories including cleaning, fleets, electronics, office supplies, paper, meetings and conferences, and food services. |
| Energy monitoring: Not monitored and recorded | Energy monitoring: Began monitoring energy usage and set a target to reduce annual energy use by 5% year on year. |
| Renewable electricity: Not on a 100% renewable tariff | Renewable electricity: Switched to a 100% renewable energy tariff. |
| Water monitoring: Not monitored and recorded | Water monitoring: Began monitoring water usage and set a target to reduce annual water use by 5% year on year. |
| Waste targets: Waste monitored and recorded, but no reduction target | Waste targets: Continued monitoring and recording waste and set a target to reduce annual waste production by 5% year on year. |

Customers

For our clients, trust is something you earn quietly. It shows up in consistent delivery, fast responses when something is not right, and confidence that information is handled responsibly.

On customer service, we operate under ISO 9001 and use formal quality controls, with clear routes for feedback and complaints. We monitor customer satisfaction and share performance internally, so we can address issues quickly and improve service delivery consistently across sites. Where customers raise an issue or query, we aim to respond within 24 hours wherever possible.

On data protection, we operate under ISO 27001, with a publicly available privacy policy and GDPR-compliant practices. Data privacy is embedded into our risk and compliance processes, supported by staff training and regular internal and external audits.

B Corp helped us sharpen how we communicate and measure the customer experience, so responsibility and service quality sit together and can be tracked consistently.

Customers in practice

Preserving trust means being consistent, responsive, and transparent, and protecting customer data as carefully as we protect their spaces.

Plans for 2026

- Build customer feedback into a structured improvement loop, and report on actions taken against recurring themes
- Maintain our customer satisfaction target and strengthen how we track service quality consistently across sites



Customers

What we've improved by going on the B Corp journey

| February 2024 | February 2025 |
|--|--|
| Ethical marketing: No formal ethical marketing policy | Ethical marketing: Introduced an ethical marketing policy |
| Customer satisfaction: Customer satisfaction was monitored, but without a formal target | Customer satisfaction: Set a customer satisfaction KPI target of at least 80% |



What comes next?

This is our first Impact Report as a certified B Corp. It sets our baseline and brings together the evidence behind the changes we have made so far.

The next report will be able to show clearer progress year on year, because we now have stronger systems for measurement, targets, and accountability across the business. In other words, not just good practice, but proof that it is consistent and improving.

Over the next 12 months, our focus is to keep raising standards and keep making responsible practice part of how we deliver every day. Certification is a milestone. The work now is to keep earning it.