



SUSTAINABILITY REPORT 2021



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INTRODUCTION



Dean Attwell



Sallie Attwell



Jeremy Hoare



Shaun Foley

Oakland's Strategic Board

CEO INTRODUCTION

We are delighted to release our first comprehensive sustainability report. We hope that what we share can assist others with their own plans for driving sustainability and social responsibility amongst their workforce and communities.

In this year we have really seen some momentum in our sustainability plans and we are extremely pleased to welcome our Sustainability Manager to lead on the accelerated rate of change that we have committed to. We have also submitted our B-Corp certification application, which we are hoping to achieve in 2023.

Environmental, Social and Governance or ESG is becoming increasingly seen as a point of difference for businesses. This is not a new agenda for Oakland as we have always operated with a desire to protect the environment and look after our people and communities whilst maintaining a professional approach to governance.

Our Strategic Board is fully committed to a journey plan which supports our desire to lead the way in innovations and working practices to drive down our carbon footprint.

We won't get there by doing what we have always done so we have engaged on ambitious and positive disruptive plans to shake up our sector, including but not limited to:

- Net zero food park development which can operate off-grid and provide a cost-effective base for producers to co-locate.
- Converting all refrigerated trailers in our distribution fleet to Eco-Drive electric units, with trials commencing in 2022.
- Returnable transit packaging solutions to remove the need for cardboard in the direct to consumer and direct to store supply chain channels.
- On-site anaerobic digestion to reduce road miles for transporting food waste and producing on-site power generation.
- Eco-homes to provide off-grid, affordable homes for our colleagues and their families.

We believe that a focus on environmental initiatives is not only good for the planet but it will also lead to providing an important measure of energy resilience and will assist with a more predictable and stable cost base for energy and waste management.

Our focus on the planet is mirrored by our approach to our people and our communities. We continue to fund and support our own charity, the Oakland Foundation, as well as with Molly Olly's charity. We also donate significant amounts of surplus food to charities and food banks.

We recognise the importance of sustainability and we have this firmly fixed in our culture, but we also know that we have a lot more to do, a lot more to learn and that we can also share our knowledge upstream and downstream in our supply chain.

Dean Attwell

Co-Founder & Chief Executive



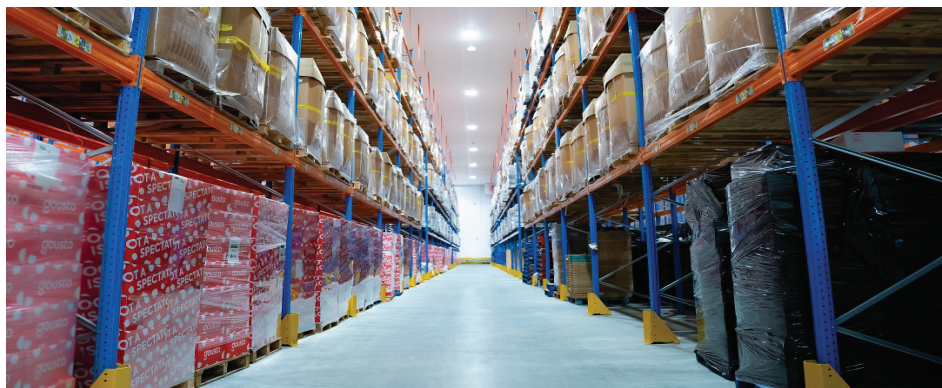
BUSINESS OVERVIEW

Multi Temperature Supply Chain Specialists

Oakland International is an award-winning integrated supply chain specialist that services retail, wholesale, discount and convenience markets via our UK and Ireland multi temperature-based facilities. Established in 1998 as a family business, sustainability has always been at the heart of the company.

As a trusted BRCGS accredited supply chain partner, we offer a cost-effective and efficient 3PL solution for many well-known food and consumer goods manufacturers and retail brands into all major destinations. We have three strategically located UK depots in Redditch (HQ), Corby and Bardon, and one in Dublin, Ireland. From these temperature-controlled warehouses, we fulfil a range of logistics services, ranging from storage to distribution.

Oakland has a longstanding commitment as a family enterprise to be a sustainable business with an environmental & social conscience that acts ethically and fairly at all times, and that shares focus on delivering sustainable growth through partnerships, collaboration & innovation.



Oakland At a glance



Our Vision

A responsible family business that shares focus on delivering sustainable growth through partnership collaboration & innovation with an environmental & social conscience



Our Mission

Working together to deliver solutions that make a difference

£55 m
Revenue

900+
Employees

67
Vehicles

66
Trailers

04
Depots

**Other parts of the Oakland group, which are not included in the scope of this sustainability report, are EORI customs clearance and Acorn Trade Partners*

Our Services



AMBIENT
STORAGE



CHILLED
STORAGE &
DISTRIBUTION



FROZEN
STORAGE &
DISTRIBUTION



DIRECT TO
CONSUMER
(D2C)



CASE
CONSOLIDATION



CONTRACT
PACKING



FOOD
TEMPERING



DISTRESS LOAD
MANAGEMENT
SERVICE



DISTRIBUTION



2021 HIGHLIGHTS



Planet

In December 2021, we installed new solar panels on our roof in Bardon. The installation represents:

Page 09

1608
Solar panels

£477k
Investment

529,000 kWh
Annual energy generation

25%
Proportion of the site's consumption

111 tCO2e
Reduction in annual emissions

Equivalent to
8,800
Trees planted annually



Net Zero Science-based targets (SBTi)

Commitment letter signed, officially joining the business ambition for 1.5°C

Page 06



First full Carbon Footprint

Completed

Page 6-7



People

48,701 KG

Of food donated to charity and food banks

Page 10

£151,181

Raised for charity through direct donations and staff fundraising

Page 14

£8,600

Raised with a Charity walk to the summit of Mount Snowdon in North Wales, completed by the Oakland IT team, raising £4,321 in 6 weeks. The proceeds were match-funded by Oakland to an amazing £8,600, which was donated to national children's charity Molly Olly's Wishes.

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PLANET

Our Carbon Footprint

You can't change what you don't measure

Our carbon footprint helps us track our impact on the environment and identify our emission hotspots. Our 2021 carbon footprint shows that our biggest sources of emissions are scope 1 and scope 3.

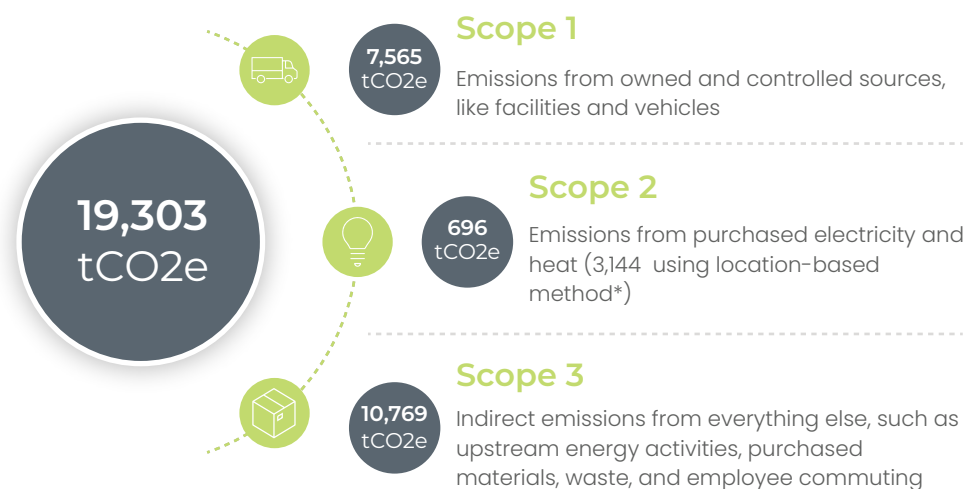
A carbon footprint is one of the best ways to measure a company's impact on the environment. It measures the greenhouse gas (GHG) emissions that are emitted across a company's value chain. A carbon footprint is split into direct emissions (scope 1) and indirect emissions (scope 2 and 3).

Oakland has completed our first full carbon footprint for 2021, with an external consultancy and in line with the GHG protocol. This will form the baseline for our reduction strategies and SBTi net zero targets, which we will be setting in 2022.

Scope 1 is our second biggest source of emissions, mainly due to the fuel combustion of our trucks. Reducing these emissions will be a key component of our long term sustainability strategy.

Our scope 2 emissions are mainly due to the cooling of our chilled and frozen warehouses. Using the market-based method* our emissions are significantly less than they are using the location-based method, because we purchase more renewable energy than the average grid electricity mix. Sourcing all of our electricity from renewable energy is one of our main priorities for the next few years, which will reduce our scope 2 emissions to zero. We are approaching this by both investing in more on-site electricity generation and purchasing green electricity contracts.

Our scope 3 is our biggest source of emissions, which is comprised of a variety of indirect sources, such as purchased goods and services, capital goods, upstream energy activities, business travel, and employee commuting. These require a variety of strategies, which are described in the following pages.



*Electricity emissions were calculated using the market-based method, which uses emission factors associated with the energy mix of our energy suppliers. Electricity emissions can also be calculated using the location-based method, which uses national average grid emission factors.

** tCO2e stands for tonnes of carbon dioxide equivalent. A carbon footprint covers all greenhouse gas emissions (carbon dioxide, methane, nitrous oxide, water vapour and fluorinated gases) and converts them to the equivalent amount of carbon dioxide (CO2e).

Net Zero targets

In May 2021, we joined the Business Ambition for 1.5oC Campaign, by submitting our commitment letter to set Science-Based targets to reach Net-zero emissions by 2050 at the latest. We'll develop and submit our targets for validation to the SBTi within the next year.

BUSINESS AMBITION FOR 1.5°C

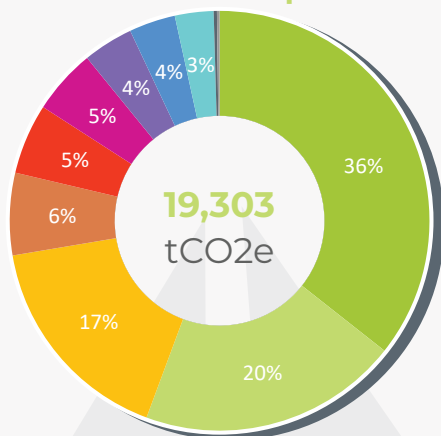


SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

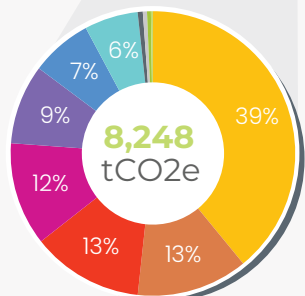


Oaklands Carbon Footprint



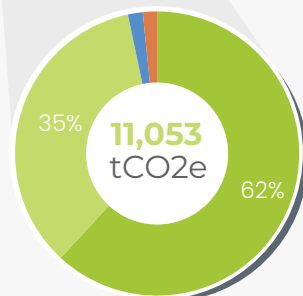
19,303
tCO₂e

Warehousing carbon footprint



8,248
tCO₂e

Distribution carbon footprint



11,053
tCO₂e

Legend

- Vehicle fleet
- Upstream fuel emissions
- Capital goods
- Employee commuting
- Purchased goods and services
- Purchased energy
- Upstream energy emissions
- Refrigerant
- Waste
- Business travel (<1%)
- Inbound logistics (<1%)

Our carbon footprint can be broken down further into the GHG protocol categories that make up scope 1, 2, and 3, and further divided into our warehousing and our distribution footprint. It shows that our biggest emission source is our vehicle fleet, and that our warehousing carbon footprint consists of several significant emission categories.

Vehicle fleet

Combining both direct fuel emissions (scope 1) and upstream fuel emissions (scope 3), our transportation fleet is responsible for 55% of our total carbon emissions. They are our most significant environmental impact, but they are also one of the hardest to tackle.

— Read more on page 11

Energy

Combining purchased energy (scope 2) and upstream energy emissions (scope 3), our energy usage has a combined impact of 9% of our carbon emissions, which is 20% of our warehousing emissions. Our approach to reducing these emissions is twofold: by reducing our energy consumption and by obtaining our energy from renewable sources.

— Read more on page 08

Waste

We send zero waste to landfill and recycle as much as we can, but we are continuously looking at ways to reduce our waste generation and find new recycling streams.

— Read more on page 10

Employee commuting

We will implement a green travel plan in the coming year to enable our employees to choose more sustainable ways of travel, in addition to our existing green travel options.

— Read more on page 11

Purchased goods and Services and Capital goods

Both of these categories will require more detailed data collection, as well as working with suppliers to find environmentally friendly alternatives.

Our carbon footprint follows the GHG protocol accounting and reporting standards, and was conducted with and verified by an external consultancy, Climate Partner.





Energy

Our temperature-controlled warehouses take a lot of energy to keep cold. Our strategy for reducing our impact is twofold: sourcing our energy from renewable sources and reducing our consumption by saving energy where we can.

Electricity usage

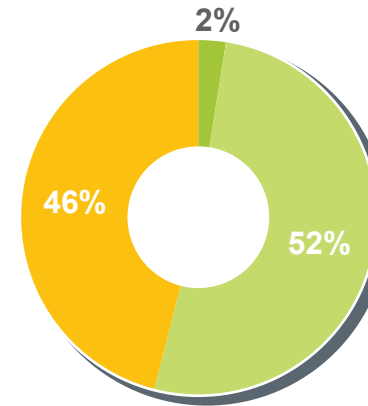
Currently, over half of our electricity is sourced from renewable sources, including 2% from our own on-site solar generation. Over the next few years, we will look at ways to increase both our self-generated and purchased renewable energy.

Our energy usage has increased significantly over the last three years, which is mainly due to the fast growth of the business. 2020 saw the opening of our newest depot, Bardon, which is our most energy efficient site yet, but due to its size was still responsible for 80% of the increase in electricity use in 2021.

We are reducing our energy usage by constantly improving energy efficiency, for example by

- ✓ Having low energy, occupancy-sensitive LED lighting in place throughout our warehouses
- ✓ Upgrading our refrigerant plants with newer, more efficient systems
- ✓ Installing fast action doors to minimise the time doors are kept open
- ✓ Installing voltage optimization technology
- ✓ Engaging and educating employees on ways to save energy
- ✓ Reducing energy leakage by sealing gaps around bays and doors

Oaklands electricity mix



- Self-generated solar
- Purchased renewable
- Purchased unrenewable

Electricity consumption (MWh)

2019	2020	2021
6,187	8,129	12,248



Energy efficiency

Our headquarters in Redditch has been signed up for the Climate Change Agreement (CCA) scheme since 2013, which gives us a discount on the Climate Change Levy (CCL) if we meet specific energy reduction targets, based on square footage of temperature-controlled space. While we have consistently reached the targets in the past, a recent reconfiguration of the base year, as well as significant changes in Oakland's structure, means that next year's target will present more challenges. We aim to improve our performance as much as possible.

Two of our other sites also have entered CCAs in 2021. Comparing their electricity consumption per temperature-controlled space shows they are much more energy efficient than the Redditch site. This is mainly because they have more modern systems and building design. We will be upgrading part of our Redditch refrigeration plant in 2022, which will improve energy efficiency significantly.



Solar

We have over 3,300 solar panels on the roofs of two of our main sites, Redditch and Bardon, with plans to add more.

The solar panels at Redditch, installed in stages starting in 2012, currently generate about 5% of the site's energy consumption. We are looking at ways to install more solar panels on this site.

The solar panels at Bardon were installed at the end of 2021 so they will start generating power in 2022. With a capacity of 530,000 kWh, they will generate about 20% of the site's energy requirement. That is enough electricity to power 265 2-bedroom homes for a year, and will reduce carbon emissions by 111,276 kg per year.

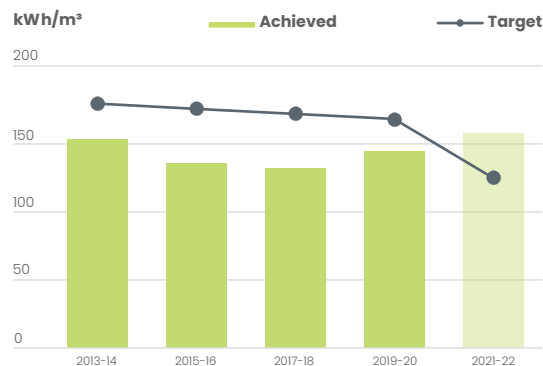


317,697 kWh

Of solar energy generated on-site

CCA targets performance

Redditch



Energy efficiency

Electricity use per temperature controlled space (kWh/m³)

Redditch	148
Bardon	49
Corby	70





Waste

Reduce, Reuse, Recycle – in that order

Managing Oakland's waste streams poses a two-fold challenge: ensuring waste generation is minimised, and ensuring it gets disposed of in the most environmentally friendly way.

We produce zero waste to landfill, as we make sure all our waste gets recycled or goes to energy recovery or incineration. While we already have well-established recycling processes for our main waste streams, we will be investigating the possibility of cultivating new recycling channels. However, the real challenge lies in reducing the amount of waste we generate and finding reusable alternatives to single-use materials.

Our largest waste stream is food waste, which consists of surplus food that hasn't passed quality checks, for example because it is contaminated or out of date. This is mainly generated by our distress load management service, which helps our customers salvage on average 85% of a contaminated load which would otherwise have gone to waste.

We try to save as much food as possible from being wasted by donating what we can to local charities, the Food Bank Scheme, and other good causes. What we can't donate goes to anaerobic digestion plants to be turned into products like biogas and fertilizer. We are looking into the feasibility of getting our own AD plant, to reduce road miles for transporting food waste as well as producing additional renewable electricity to power our warehouses.

The rest of our waste is mainly packaging waste that is generated through our logistics operations. Our two biggest waste streams, cardboard and plastic pallet wrap, are separated and baled on site, and then sent to be recycled. We are working with our customers and suppliers to find ways to reduce the amount of single use packaging that is used.

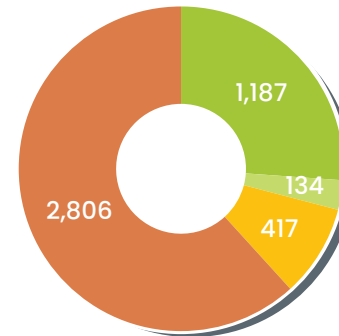
Additionally, we have an onsite, sustainable reed bed sewage treatment plant at our Redditch depot which treats sewage waste without damaging the environment.



48,701 KG

Of food diverted
from disposal by
donating to
charity

Waste sent for disposal
(tonnes)



Cardboard

Separated and compacted on site, then sent for recycling



Plastic

Pallet wrap. Separated by colour, baled on site, and then sent for recycling



General waste

Recyclable materials are extracted by the waste collectors, the residual goes to energy recovery or incineration



Food waste

Mainly the result of distress food loads or out of date foods. What we can't send to charity goes to Anaerobic Digestion

OakRA

Oakland is working on an initiative that will drastically reduce cardboard waste. The OakRA (Oakland Returnable Asset) is a reusable transit packaging system for temperature sensitive foods, to replace the traditional cardboard boxes. Unlike cardboard boxes, which are used once and then thrown away, the OakRA stays in the economy by being returned and reused, following circular economy principles. OakRA is set to launch in 2022.

Keep up with OakRA's development at www.oak-ra.co.uk



TRANSPORTATION



Our Distribution

The fuel combustion from our HGV fleet has significant impacts on the environment. We are trialling new technologies and finding other ways to increase fuel efficiency to reduce our impacts.

Oakland Distribution was launched in 2018 to offer complete supply chain control at a number of our delivery destinations. Oakland Distribution specialises in the transportation of temperature-controlled goods and operates a fleet ranging from 44T articulated to 26T rigid vehicles, all with multi-temperature capability. Our distribution service has continued to expand over the past few years, and by the end of 2021 our fleet had expanded to nearly 70 vehicles and trailers.

The carbon emissions from our distribution vehicle fleet account for 55% of our total emissions. While this makes decarbonising our fleet an obvious priority, alternative fuel technologies for long range heavy goods vehicles are still in their infancy, though significant technological advancements are being made. We are continuously keeping up with developments in areas such as electric and hydrogen to find viable and scalable solutions for our vehicle fleet.

In 2022, we will start trialling Eco drive units, a piece of equipment that generates electricity from the tractor units to power the refrigerated trailers, eliminating the need for red diesel. If successful, this has the potential of reducing our fleet emissions with 520 tonnes of CO₂e, equivalent to 620 flights from London to New York.

We encourage fuel efficient driving techniques by measuring our driver's performances and presenting them as daily scorecards, which are used to compare driving behaviours and identify where there is room for improvement.

In the coming years, we will actively look for other ways to decarbonise our fleet, by finding the right technologies and training to both improve our fuel efficiency and reduce fuel usage.



67
Vehicles



66
Trailers



Employee Travel

We have a variety of initiatives in place to enable our people to use more sustainable means of travel for their commuting and business travel.

- We have free EV chargers at all our sites. In 2021 we installed an additional 15 chargers, bringing our total to 29.
- All our pool cars have been replaced by electric and hybrid models.
- We have an EV salary sacrifice scheme in place, to help our employees buy an electric car with tax benefits. In 2021, 10 employees purchased an electric vehicle this way, with more on order for the coming year.
- We have a Cycle to Work scheme in place, which we will be reopening for applications in 2022.

In May 2021, we conducted a travel survey among our employees to measure commuting behavior and identify ways to help our employees choose greener ways of travelling. We will be implementing a green travel plan in 2022, looking at initiatives such as a green travel guide, personal travel planning, cycling schemes, lift sharing apps, and more.



PEOPLE

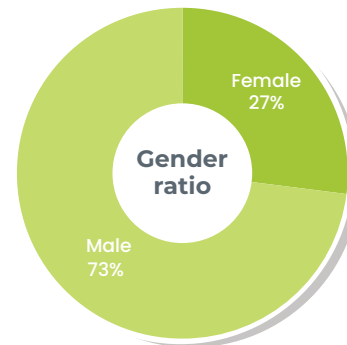
Our Team

Our people are the key to our success. As a responsible family business, we are committed to ensuring a safe, fair, and supportive work environment.

Our team in numbers

Oakland has seen incredible growth over the last few years. In 2021, our team grew from 541 to 929 employees. This is mainly the result of our newest depot, Bardon, as well as the growth of some of our existing sites.

The majority of our workforce consists of positions that tend to attract more men than women, such as warehouse operatives or truck drivers. Our admin and management functions generally consist of a higher proportion of women. We are strongly committed to maintaining open and unbiased recruitment processes, and we regularly monitor a variety of factors such as pay rates and bonus payments to ensure we remain fair and equal to all.



Number of employees by employment type

	2020	2021
Full time	510	830
Part time	29	97
Temporary	2	2

Key operational health and safety indicators

	2020	2021
Fatalities	0	0
LTIR*	0.8	1.7

* Loss Time Incident Rate:
Sum of LTI × 200,000 / hours worked

COVID-19 Response

As an essential part of UK food security, Oakland stayed operational during the Covid-19 pandemic. In order to protect our on-site workers and minimise the risk of spreading the virus, we introduced extensive safety measures and guidelines, including:

- **Social distancing** using bubble management
- **Sanitisation points** across sites
- **Personal protective equipment** for all employees

- **Digital COVID-19 safety training**
- **Remote working** where possible
- **Visitor restrictions**

We also paid a bonus to all eligible employees to thank them for their commitment during the pandemic.

Health and Safety

Occupational health and safety is a high priority for Oakland, and we make sure to conduct business in a way that respects the health and safety of our employees, customers, and communities in which we operate.

We have a comprehensive health and safety management system that complies with all applicable laws and the HSE standards. Every employee receives safety training, we have clear guidance and procedures in place, and on-site safety contact points. We also have monthly staff and operational board meetings where we keep track of KPIs (Key Performance Indicators), as well as monthly compliance checks.

Over the last year we have improved our reporting procedures, and we have seen an increase of reported safety incidents, as shown by the LTIR. We have responded by updating and standardising our safety guidelines and procedures across our sites, adding more types of training, as well as putting an increased focus on safety at monthly operational board meetings.

We continuously monitor our performance and evaluate our procedures to reinforce safety across the group.



Benefits

Comprehensive benefits are among the most important ways we support our employees and their families.

We offer a variety of financial security schemes, as well as discounts, purchasing schemes, and bonuses, such as

- Subsidised canteen meals
- 50% discount at a local farm park
- Electric Vehicle purchase scheme
- Monthly employee lottery

Health and wellbeing

To support our employees with their mental health and wellbeing, we have an Employee Assistance Program (EAP) in place with Care First, which provides our employees with free information, confidential counselling, and support.

To help look after our team's physical health, we also offer benefits like a PMI (Private Medical Insurance) scheme and a free gym at our headquarters.

Human rights

At Oakland we are committed to ensuring human rights are safeguarded across our value chain. We follow all applicable human rights and modern slavery laws and we are members of SEDEX, which means we are also committed to the ETI (Ethical Trading Initiative) base code, an internationally recognised code of good labour practice.

Workforce development

We actively encourage and support the personal development of all employees, to help our people fulfill their potential and progress with their careers.

All employees have access to our online training platform partner Flick, where they can complete accredited training courses for both personal and career development. We use it for inductions and compulsory courses but also offer a wide range of voluntary courses.

Training our people have completed in 2021 include:

- MHE training
- Management and leadership training
- Equality and diversity
- Mental health awareness
- Modern day slavery
- Health and safety



11 hours
Of average
training per
employee



Our Community

At Oakland we know we have a responsibility to look after our local communities. For years, Oakland has supported various charities and community projects, by direct donations, organising fundraising campaigns, and volunteering.



£130,753

Donated to charity
and community



£20,428

Raised through
employee
fundraising

In 2021, Oakland has raised more than £150,000 for charity. The majority of this is direct donations made by Oakland to our chosen charities, but we also organised and sponsored various fundraising events throughout the year.

Additionally, Oakland staff raise funds for charity on an ongoing basis through many initiatives, such as a monthly staff lottery, of which half the proceeds go to the Oakland Foundation and Molly Olly's, staff sales of leftover foods, dress down days, and other events.

Oakland Foundation

Oakland has founded and provides the majority of funding for the Oakland Foundation, a registered charity (1153547) based in Redditch. The charity was launched in 2012 and was officially opened by Her Royal Highness, The Princess Royal.

The Foundation's target group is children under the age of 16 and their families who live in England and Wales, focusing on the following themes:

- Education: to ensure children get the best education, no matter what their background
- Health and nutrition: to ensure children have access to healthy food
- Sport: to ensure children have access to sport and activities irrespective of social background or physical ability

An example of one of the many projects the Foundation supports is Bonterre. The Oakland Foundation has been supporting Ipsley School in Redditch to send pupils on Bonterre programmes for several years, with the latest cohort completing their programme in 2021. Bonterre is a specialist educational provision on a 15-acre farm in Worcestershire. They have a proven track record in helping children with autism, ADHD and other issues affecting school engagement. They offer a wide range of services that are individually designed to meet the specific needs, whether that be for individuals, groups, children or adults. The emphasis is on providing a range of alternative educational interventions which allow pupils to experience and understand the countryside.

Learn more about the Oakland Foundation at <https://www.oakland-foundation.com/>



Molly Ollys

Molly Olly's is Oakland's chosen national charity which supports children with terminal or life threatening illnesses and their families to help with their emotional wellbeing.

They provide specialist equipment to help with day to day living, alternative therapy treatment, granting wishes to ensure a child doesn't become isolated, and developed a therapeutic toy lion, Olly The Brave, to help with a child's emotional wellbeing, which they donate to hospitals and individuals throughout the U.K.

Oakland International provides £1,000 per month to provide office space for Molly Olly's in Warwick along with many additional avenues of sponsorship and support which include:

- Oakland's IT team's climb of Snowdon, raising £4,321 in just 6-weeks which we match-funded to £8,600
- Jointly organised and sponsored a charity golf day, which raised £26,252
- Sales of food boxes in several of our depots, which raised £1,589

Learn more about Molly Olly's at <https://mollyolly.co.uk/>

Redditch Foodbank

Oakland International has hosted the Redditch Foodbank since 2013, by providing a workspace, a storage area, and additional support.

Learn more about the Redditch Foodbank at www.redditch.foodbank.org.uk



THANK YOU FOR READING

If you have any feedback,
questions, or simply want to
chat about sustainability,
please reach out to

VERA BRUNTINK

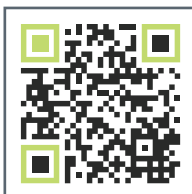
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