

Sustainability Report | 2023



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Introduction

This report presents our sustainability progress in 2023. It details the strides to date and plans towards realising our Environmental Sustainability strategic goals and decarbonisation ambitions. The report also highlights further activities delivered or achieved in line with our wider Sustainability and ESG strategy.

Its focus is on Oakland International's businesses and its operations. To chart the next phase of our Sustainability journey, we have mapped our priorities and key commitments for the year ahead.

Our carbon footprint report for 2023 was prepared jointly with our consultants, Climate Partners. We have strengthened our carbon data collection processes and agreed credible methodologies to give our carbon footprint report more transparency and integrity.

Our reporting this year is therefore based on our performance against business growth. Even though we have recorded increased emissions across Scopes 1 and 3, we have lowered our carbon emission intensity across those emission categories, and our projections shows we are still on course to being a Net Zero business by 2040.

We trust that you will find this report very useful. We would welcome feedback from our readers to help us continue to improve the way we communicate our ESG and Sustainability performance.

More information

Please contact the Sustainability and ESG Team:

Sustainability@oakland-international.com

“Foreword



From Our Co-Founder

Our business has a long-standing record and commitment to Sustainability, and we are pleased to release our fourth comprehensive Sustainability Report, marking another great milestone for the Group.

Through a series of coordinated strategic actions, dynamic partnerships, commitments, and targeted investments we have empowered our people, improved our environment, strengthened our resilience, expanded our operations and given back to our communities, advancing our Sustainability ambitions. We have strengthened Sustainability Leadership and Governance across the Group by making focused appointments and setting up Governance and Implementation Committees to help advance and transform our obligations.

We have made significant strides to reduce our carbon footprint. In 2023, we received our B Corp Certification with clear prioritisation of People, Planet and Profit – in that order. We have defined a pathway to achieve our Net Zero ambition, verified by the Science Based Target Initiative (SBTi).

Our renewable energy generation capacity has been expanded and we are proud of our ‘Pure Green’ energy procurement commitment which means 100% of our energy comes from wind, solar and hydro sources. We aim to self-generate 100% of our own energy by 2030.

We have fully embraced circularity across our operations and boosted our electric vehicle fleet and scaled associated infrastructure. We are engaged in developing and scaling decarbonisation technologies, forging innovative partnerships and prioritising greening of our transportation fleet, where we are exploring opportunities with sustainable alternative fuels, route optimization technologies and transitioning to cleaner vehicles.

This report provides an insight into our approach to Sustainability and reflects our ongoing efforts and achievements in creating a positive impact on the environment and society at large.

Dean Attwell

Dean Attwell



2023 highlights

Key

- 1 EV Fleet and Infrastructure expansion.
- 2 Expanded our Renewable Energy Generating Portfolio to provide up to 27% of our energy use.
- 3 Created a partnership with FareShare to avoid food waste and impact our communities.
- 4 Together with our charity partners, we delivered impact across our communities, feeding the needy.
- 5 Investment in Carrier's Eco-drive technology, replacing diesel and engine run time, driving down carbon emissions in the process.
- 6 Collaboration with COOLWAYS to optimize logistics and transportation and reduce emissions from distribution fleet.
- 7 Cycle to Work Scheme launched.
- 8 Achieved B Corp certification.
- 9 Partnership with Molly Ollys charity to fund healthcare costs for children.
- 10 Engagement and development of our people to drive efficient energy management.
- 11 Winter coat donation and shipping to communities in Ukraine and Moldova.
- 12 Cycle ride raising money for charity.

Our ambition and progress

Activity	Target and ambition	FY2023	FY2022
Environment	Carbon Emission Reduction	Increase in emissions due to business growth but reduction in carbon intensity	21% increase overall, 5% reduction in intensity ratio
	Electricity consumption reduction by 5% annually	7% reduction	7% reduction
	Achieve bi-yearly CCA energy efficiency targets	2 out of 3 targets reached	1 out of 3 targets reached
	Scale renewable energy to 100% by 2030	25% onsite generation	8% onsite generation
	Zero waste to landfill by FY23	<1% landfill	<1% landfill
	Net Zero Pathway Strategy (strategy development & implementation)	Ambition for 2024	N/A
	Maintain an environmental management system to the standard of ISO 14001:2015	Gap analysis done and implementation to commence in 2024	N/A
Innovation	Internal Sustainable Innovation Forum	Ambition for 2024	N/A
	Partnership opportunities with a reputable higher institution to drive sustainable innovation and sustainable development	Ambition for 2024	N/A
Community	Deepen community engagement and partnership for sustainable development	Ongoing	N/A
	Transforming our communities together	Ongoing	N/A
Responsible Supply Chain	Development of supply chain charter	Ambition for 2024	N/A
	Increase awareness of Socially Responsible Procurement Policy internally and externally	Ongoing	N/A
	Achieve a 100% supply chain engagement	Ambition for 2024	N/A
People	Constitution of our Sustainability Steering Group	Ambition for 2024	N/A
	Shape the future of work for our employees	Ambition for 2024	N/A
	Engage and empower all employees to act for sustainability	Ongoing	N/A
	Gender parity (pay gap statistics)	Mean 15%, Median 8%	Mean 12%, Median 6%

What we do

Oakland International is an award-winning family business and trusted Brand Reputation Compliance Global Standards (BRCGS) partner and a leading integrated supply chain specialist that was established in 1998.

Our business services the retail, wholesale, discount and convenience market sectors via our UK and Ireland multi temperature-based facilities, fulfilling a range of storage to distribution functions. Sustainability is woven into the fabric.

We provide cost-effective and efficient third-party logistics (3PL) solutions for many popular food and consumer goods manufacturers and retail brands in all major destinations. We have three strategically located depots in the United Kingdom in Corby, Bardon and Redditch, as well as one depot in Dublin, Ireland. The business will continue to grow, with the addition of new sites scheduled for 2024.

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



Our vision



Our mission

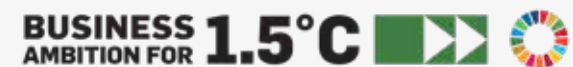
Working together to deliver solutions that make a difference

Recognition of our progress and achievements

Oakland International is striving to be at the forefront of best practice within the transport and logistics sector, and beyond, and this has reflected in the sector leading scores, ratings and recognition we have received from credible organisations.

We are proud to be one of the over 8,600 B Corp accredited organisations around the world, and across 162 industries.

We received validation for near- and long-term science-based emission reduction targets. We committed to the Science Based Initiative Target (SBTi) to reduce Scope all scopes of emission by 42% in 2030 and we have increased our annual sourcing of renewable energy to 100%, ahead of our initial target of 2030.



Our guiding sustainability principles

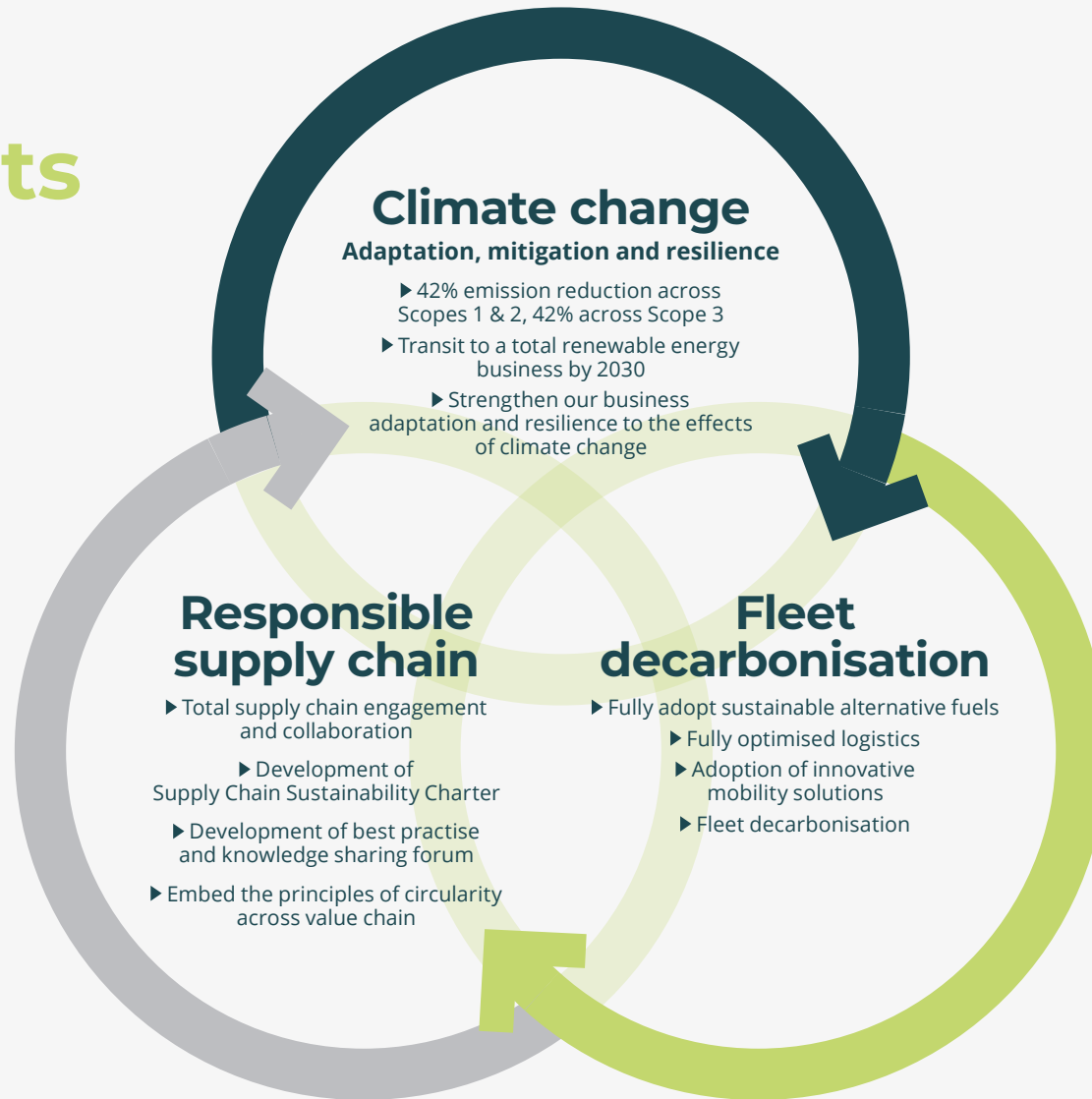


As a sustainable company, we fully subscribe to the Sustainable Development Goals (SDGs) to guide us in our sustainability efforts. As an energy intensive business in the food sector, SDG 7 and 12 are natural focus points for us. Due to our large manual workforce, stimulating decent work and economic growth, SDG 8, is another important priority for us. Lastly, many of our sustainability efforts support SDG 13, climate change, as we try to mitigate our impact as much as possible and make positive contributions instead.

The SDGs shape our social value framework, which consists of five core pillars. The pillars have specific focus areas and targets for positive social impact. We will continue to review our company's goals and initiatives and ensure that these are aligned with the priorities that are relevant to us as a business.

<p>Environment</p>	<p>The climate emergency is approaching worst case scenarios, but it is a race we can win, and it is critical that our people understand the consequences and the role they play in mitigating our impact and how we can positively change things beyond our organisation.</p>	 
<p>People</p>	<p>Our people are our greatest asset, and it is our responsibility to ensure they are supported and empowered to grow and make Oakland International a great place to work.</p>	     
<p>Innovation</p>	<p>We have been driving sustainable innovation through innovative partnerships and we will continue to do all we can to remain at the forefront of sustainable innovation.</p>	   
<p>Responsible Supply Chain</p>	<p>Our aim is to create a cascade of diverse and robust sustainable practices that flows smoothly throughout the supply chain.</p>	  
<p>Community</p>	<p>The communities we operate in means a lot to us and we will continue to deliver social value for all our stakeholders.</p>	   

2030 Key commitments and targets



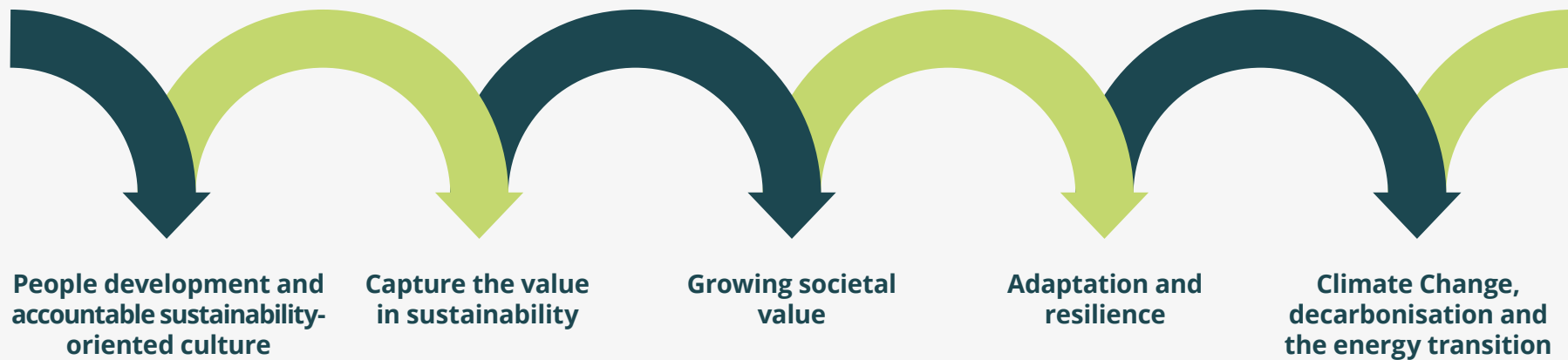
Strategic sustainability priorities

Oakland International has fully embraced and prioritised Sustainability as a core aspect of our business operation and as our Sustainability agenda continues to evolve and our business continues to grow in 2023, we have revised our Group Sustainability Strategy and it sets out our route map of intent, priorities, direction and desired outcomes over the next five years and how we will achieve those outcomes. This strategy will be fully embedded into our organisational structure and aligned with our growth plans over the same period.

We have adopted a tactical, value and compliance based strategic approach to support our Sustainability transformation and elevate our Environmental, Social and Governance (ESG) obligations. Developed with a focus on long term success, it will help us meet expectations, comply with requirements, tackle threats and challenges, help us build an advantageous position in the market, strengthen our performances, and unlock true value in Sustainability.

Our newly formed Sustainability Steering Group (SSG) will help to implement and review the strategy on an ongoing basis and monitor our progress against our desired outcomes to ensure we continue to evolve in practice, manage risks, deliver on expectations and be a leader within and beyond our sector.

We have identified key areas of action over the coming years, and to accelerate progress, we will prioritize opportunities that benefit multiple stakeholders, breakdown our ambitions into a portfolio of business outcomes and develop systems to scale Sustainability.



Climate and the environment

Climate change continues to be one of the major global challenges of our time and we are committed to achieving the Paris Climate Agreement target of 1.5-degree. As global average temperatures continue to increase, people’s lives are also changing, and the impacts of climate change are worsening.

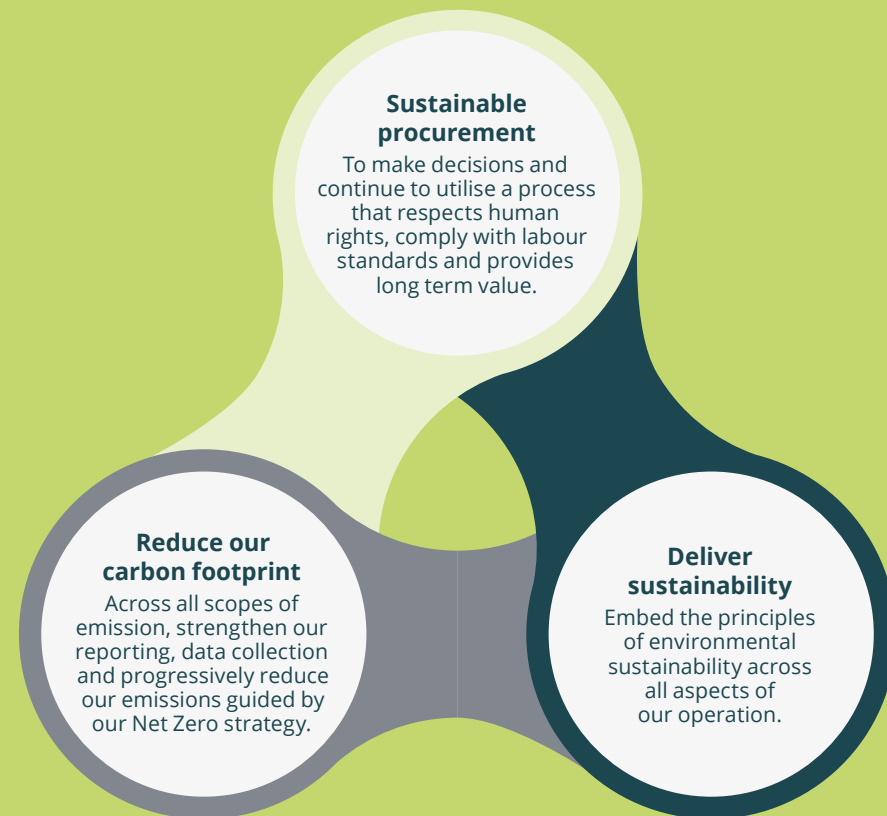
We understand the risks and opportunities it poses for society and for our business, and that is why we and our stakeholders are taking genuine action to ensure that we do not contribute to the threshold of temperatures where changes could accelerate and become irreversible.

Climate change and its impact forms a core part of our Sustainability and risk management approach, and across our entire value chain. Our commitments to meet our climate goals remains resolute and we will continue to enable positive societal impact, advance sustainability initiatives, build resilience and empower our stakeholders and others to act, as we strive to build a sustainable future.

We are aware of our local community biodiversity priorities, and we will do all we can to support these priorities.

In all we do at Oakland International, we minimize our local environmental impact through best practice Management Systems and Processes, and support initiatives that promote positive outcomes. We strive to conserve natural resources and boost biodiversity and ecosystems.

Our environmental bond





Carbon footprint

For the third consecutive year, we have undertaken a robust carbon footprint exercise to help us keep track of our impact on the environment, identify key decarbonisation areas and measure our progress against our plans to be a Net Zero business.

To align with best practice and improve the integrity of our carbon footprint numbers, we have updated the methodology behind our carbon footprint data collection and calculation exercise. We recognise that it is normal for measurements to change due to an evolving landscape of data availability and reporting requirements.

Our vision for 2023 was to focus on bringing our emissions down in line with our Net Zero ambitions and decoupling business growth from emissions increase. We are proud of what we do, and we will continue to innovate, collaborate and do the work required to deliver for our customers, serve our communities and contribute to a healthier plant.

Scope 1 | Direct emissions and operations

In 2023, our Scope 1 emissions increased by 19% compared to 2022 and represent 65% of our total carbon footprint. This increase in emission is down to business growth and operational expansion. Our new Net Zero strategy is embedded with a clear plan to decarbonise our operations and it will accelerate our ambitions to achieving Net Zero by 2040.

Scope 2 | Indirect emissions from purchased electricity

We saw a reduction in comparison to 2022 by about 100% and this is down to our progressive transition to clean energy utilisation, with 100% green utility procurement contracts and increased green energy self-generation capacity for our operational use.

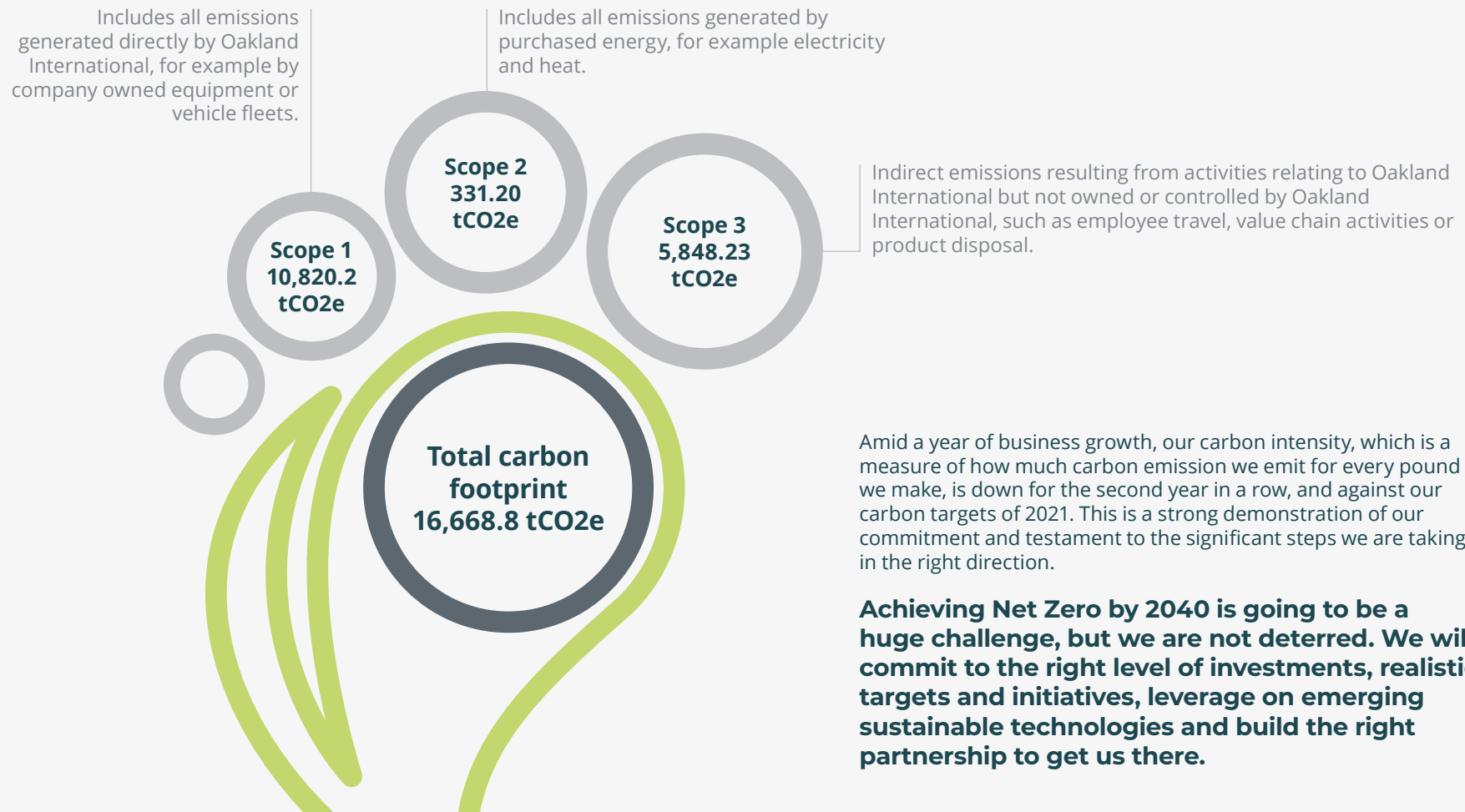
We have made some remarkable progress here, notably with our renewable energy supply contracts and the expansion of our existing renewable energy infrastructure to generate more energy for our operational usage. We will continue to look for ways to improve efficiency, empower our people to act for better impact and adopt more carbon free energy options.

Scope 3 | Emissions: indirect emissions from other sources

Scope 3 emissions are the next frontier for emissions reduction, and we will prioritise this as a key decarbonisation area. Our supply chain partner's efforts to reduce their own emissions are key to helping us progress towards achieving our own emissions targets, and we will work even more closely with the stakeholders along the value chain to realise our ambition.

We have begun assessing and engaging our suppliers better and developed a supply chain charter to guide our strategic plan. We will prioritize working with suppliers who are committed to decarbonisation and reaching Net Zero emissions, whilst challenging others to level up.

Oakland International carbon footprint 2023



Amid a year of business growth, our carbon intensity, which is a measure of how much carbon emission we emit for every pound we make, is down for the second year in a row, and against our carbon targets of 2021. This is a strong demonstration of our commitment and testament to the significant steps we are taking in the right direction.

Achieving Net Zero by 2040 is going to be a huge challenge, but we are not deterred. We will commit to the right level of investments, realistic targets and initiatives, leverage on emerging sustainable technologies and build the right partnership to get us there.

Energy

Some of our operational sites can be energy intensive and despite the business growing significantly, we managed to reduce electricity consumption by around 5% in 2023, in comparison to 2022. This was achieved primarily through efficiency, staff engagement and plant infrastructure upgrades.

We also made giant strides in our plans to reach Net Zero by phasing out gas consumption across our sites in 2023[PV1] and scaling our renewable energy generation to 25%, up from 8% in 2022.

Electricity consumption

Our electricity procurement contracts are green, with our supplies coming from renewable sources entirely.

Supporting energy transition

Energy transition is firmly underway and we at Oakland International, are proud to be one of the UK businesses that has committed to Net Zero, aligning with the UK government’s ambitions and leading the way in the world’s transition to a

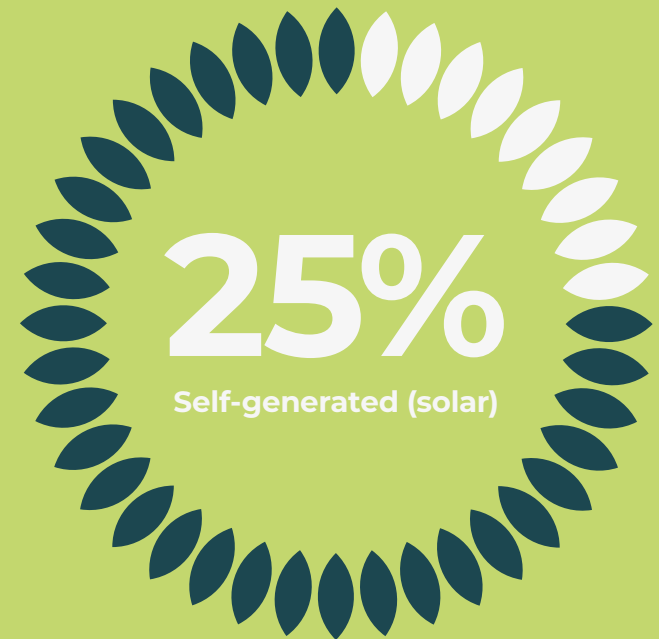
low carbon economy. We recognise the influence we wield to drive change across society and the economy, and the role we play in achieving the UK’s goal to tackle climate change by 2050.

From cutting emissions across our value chain, to reducing food waste, to driving good practices across our supply chain, reducing energy consumption, embracing circularity, investing in clean energy, championing sustainable infrastructure and opting for sustainable business practices, we are proud to be at the heart of the energy transition and will continue to work with and support the government and other stakeholders, to deliver a clean and green economy.

2024 Vision

In 2024, we will deepen our engagement with our people on energy efficiency, deliver smarter controls across our property portfolio, upgrade our metering infrastructure, scale renewable energy technologies and drive efficiencies across our operations.

Electricity Mix



75% supply renewable energy contracts

Circular economy



We have embraced circularity to reduce the environmental impact of our operations and value chain, tackle what we know poses an existential threat to people and to preserve the earth's resources for future generations.

From the people we work with, how we source products, to our production processes and packaging materials, as well as use and end of life phases, we are optimising for and applying the principles of circularity aggressively.

We know there are gaps and there is scope for improvement across our operations. We are taking further action by conducting a gap analysis and audit with the support of external stakeholders to determine a preliminary course of action, whilst we rethink our wider approach and processes for long term positive impact.

Packaging

Our ambitions and target for packaging are simple and straightforward, to maintain focus on packaging developed to optimise recyclability and reusability, support and adopt innovation aimed at efficient packaging like we did with the OakRA Sustainable Box and use materials from sustainable sources.



With our partners, we developed an innovative packaging product called OakRA box, to reduce waste and enable recycling.

The OakRA (Oakland Returnable Asset) is a reusable transit packaging system for temperature sensitive foods, to replace the traditional cardboard boxes. Unlike cardboard boxes, the OakRA stays in the economy by being returned and reused, following circular economy principles.

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



Our commitment:

- Use packaging designed for recycling or reuse
- Prevent packaging waste into nature
- Support and adopt packaging innovation for the future

Waste management

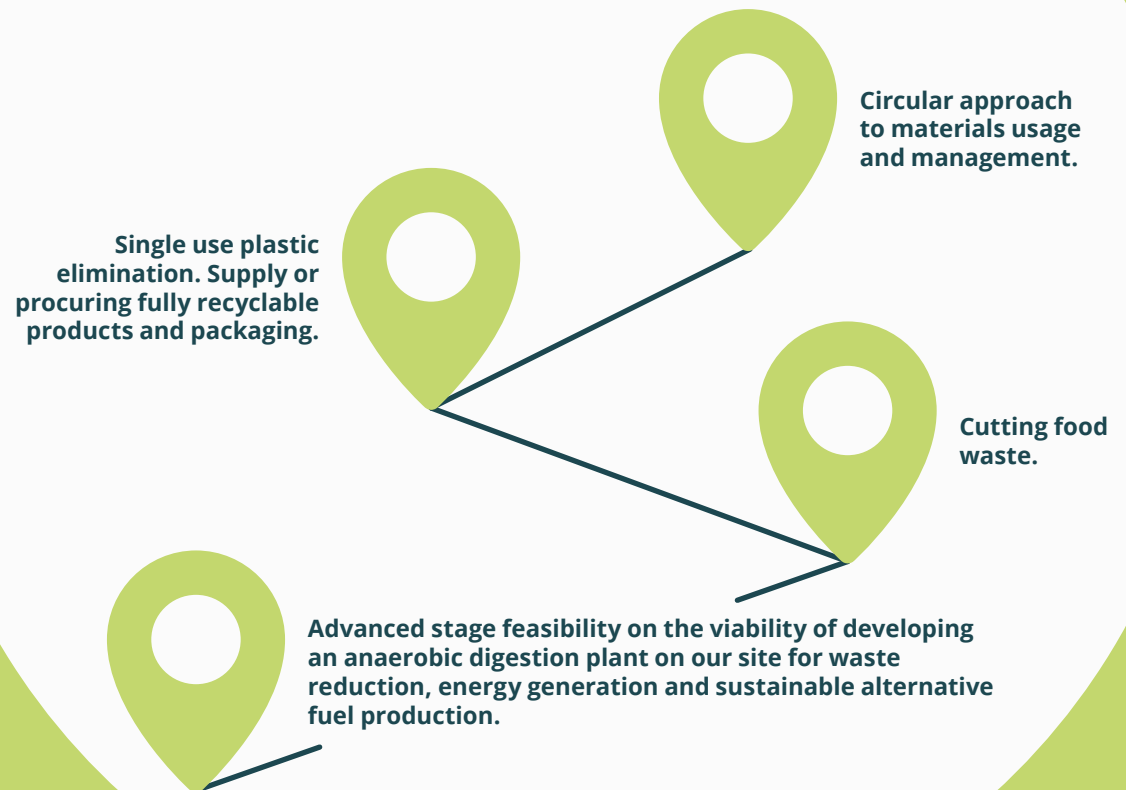
We work with our customers and supply chain partners to use less and re-use more and we plan to deepen our engagement across several cross-industry initiatives to drive innovation in packaging development for the future. Our in-case date coding initiative has resulted in less material used for repackaging of retail cases when date-coding from temper.

Our supply chain partners, who offer closed loop solutions, are also encouraged to adopt reusable crates for stock and product deliveries to customers, instead of cardboard boxes.

Our approach to waste management follows the “Prevent, Reduce, Reuse, Recovery and Disposal” hierarchy. We avoid, and where it is impossible to avoid, minimize the creation of waste in the first instance.

The categories of waste we generate throughout our business are primarily plastics, wood, food, cardboard and Waste Electrical and Electronic Equipment (WEEE). We recycle plastics and cardboard, send our food waste to anaerobic digestion plants close to our operational areas and the bulk of the rest to Energy Recovery Centres, with less than one percent going to landfill. We are looking at several ways and initiatives to help us eliminate waste to- landfill completely.

Our journey to zero waste



Waste management

Innovation

With our partner, Smurfit Kappa, we are implementing a closed loop solution for cardboard requirements. This ensures a looped recycling process where a product or material can be reused and then made into a new product without changing its properties during the recycling process. This system uses less raw materials, creates less waste and pollution.

Food Surplus

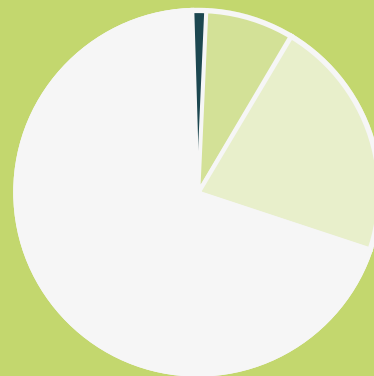
We made tremendous impact across our food charity partners, rescuing surplus food from our partners that would have normally gone to waste, to nourish thousands of people experiencing food poverty, reducing our waste and cutting carbon emissions.



City Harvest impact 2023



FareShare impact 2023



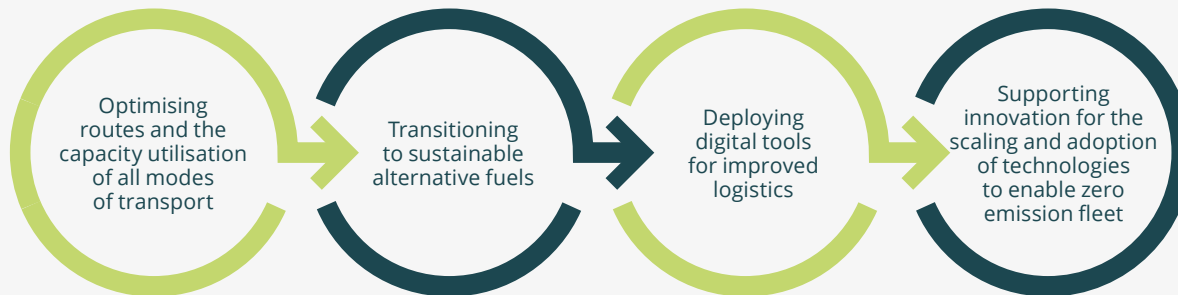
Waste disposal mix

● Landfill ● Energy recovery ● Anaerobic digestion ● Recycling

Travel and transport

Our transport and logistic vehicle fleet remains one of the largest sources of emissions across our business, and this is why it is one of the important decarbonisation areas for us.

Our approach to decarbonising this important stream of our business is by optimising transport and logistics processes, upgrading our fleet to more efficient types and transitioning to sustainable alternative fuels.



Business travel is a necessary part of the way we work but we are doing all we can to reduce travel emissions by reducing the number of business-related journeys our people make, encouraging virtual meetings, limiting air travel, choosing low emissions options and encouraging greener ways to commute. Soon, we will explore the viability of an internal carbon tax to advance our ambition to conduct travel across the business more sustainably.

Consolidating on the outcome of our recent Employee Travel Survey, we have begun designing a Green Travel Plan based on some of the outcomes and exploring a range of targeted measures including a car sharing scheme, to support the variety of existing initiatives already in place to enable our people to make a seamless transition to more sustainable means of business travel and commuting.



In 2023, we boosted our EV infrastructure across all sites for free use by our employees and visitors and added to our clean fleet of vehicles. Our pool cars are predominantly electric, and our EV vehicle Salary Sacrifice and Cycle to Work schemes remain popular amongst our staff.

People

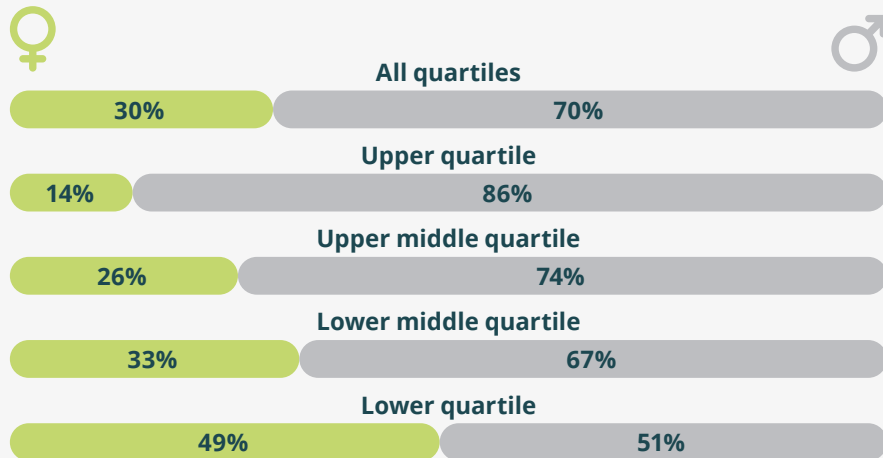
People are at the heart of Oakland International and key to the ongoing success of our organisation. With a heritage built on family values, the Co-Founder and directors are committed to strategies that attract, develop and retain an engaged workforce representative of the communities we serve. Our workforce comprise a good mix of diversity and we actively promote equal opportunities for all.

We have a duty of care to provide and ensure a safe, fair and supportive work environment for a diverse workforce in an inclusive environment.

We promote Fair Working Practice Conditions and follow all applicable human rights and modern slavery laws, and are a member of SEDEX, an internationally recognised code of good Labour practice.

Hourly pay	2022		2023	
	Mean	Median	Mean	Median
Pay gap	12%	6%	15%	8%
Bonus gap	-9%	-55%	12%	-1%

Pay distributions by quartile



Our pay distribution by quartile reflects the fact that men represent a higher percentage of the upper quartiles than women vice versa in the lower quartiles. What are we going to do?

- Run campaigns to attract women drivers
- Champion women in an apprenticeship scheme
- Offer flexible shift patterns
- Encourage internal mobility
- Publish transparent role pathways
- Identify more women in our succession plans
- Champion neuro-diversity
- Equip management to coach, mentor and lead authentically
- Investigate on-site childcare facility

Health and wellbeing

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

Learning and Development

Our learning and development strategy aims to provide opportunities for our people to achieve their career aspirations and realise their full potential. We have a compelling talent philosophy that seeks to inspire people through gradual growth, strengthening resilience and embracing learning to expand organisational capacity, extend knowledge and skills, and impart positive influence on the communities around us.

We launched and have sustained a Leadership Development Program in partnership with the Brathay Trust, in the Lake District. We have started looking at the development of talent through a skills-based learning strategy for all to retain and create quality roles and people, and we have created pathways to give apprentices opportunities to gain valuable skills and qualifications.

We provided a wide range of training, learning and development for our people in 2023, including expanding the learning options available through our New Staff Induction Programme. We plan to include a mandatory Sustainability module in 2024.

Commitments

- Tackle inequality
- Promote a diverse workforce
- Develop and retain talent
- Foster a healthy working environment
- Prioritise health and wellbeing
- Human Rights Protection

Employee engagement

We have maintained a sustained focus on employee engagement over the years and we are aware of how this has contributed to higher performance across our business. It is a broad area of our people strategy, and our approach has led to positive outcomes in motivating our people and strengthening our culture, from an organisation identification and commitment perspective.

Benefits

We provide a comprehensive range of benefits including financial security schemes, discounts and bonuses such as:

- Discounted physical therapy
- Electric Vehicle purchase scheme
- Cycle2work scheme
- Discounted food boxes
- Subsidised staff canteen
- Staff pension scheme



Occupational health and safety

Oakland International is committed to reducing the frequency of occupational accidents, whilst making sure that we go about our business in a way that respects the health and safety of our employees, customers and the communities we operate in.

Our Health and Safety Management Systems is of global standards, and it complies with all applicable laws.

Our records for Loss Time Injury Rate (LTIR) reduced by almost 50% and all injuries due to manual handling were investigated, preventive actions put in place and further training provided to prevent future accidents.

Employees concerned about their health and safety are permitted to temporarily step back from work until issues have been resolved satisfactorily.

We review our processes regularly, update our certifications, evaluate our procedures, raise awareness of occupational safety among all employees and continually monitor our performance to elevate our standards, as well as reinforce safety across the business.

Our HSE commitments

- Provision of a safe and respectful working environment for all, on-site and within the community
- Promote employee health and wellbeing
- Expand our HSE policies and certifications
- No damage to the environment



Thriving communities

At all levels of the Oakland International Group, we are respectful of the importance of our stakeholders. We make every effort to understand and support our local communities in a variety of ways. We have supported some of our community partners for years and have been able to increase that support in line with our business growth.

In addition to our direct donations to our registered charity Oakland Foundation and Molly Ollys we have raised important funds by:

- ♥ Sales of surplus goods to employees
- ♥ Team lottery programme
- ♥ Team event days e.g. dress down day

The Oakland Foundation

The Oakland Foundation is a registered charity and has held that status since 2013. The Foundation works with disadvantaged children under the age of 16 and their families focusing on projects in the areas of:

- ♥ Education
- ♥ Sports
- ♥ Nutrition & health

The aim is to support a range of beneficial projects in these areas available to all children in the areas particularly where Oakland International and its group of businesses are an integral part of the local community.

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





Molly Ollys is Oakland's chosen national charity, it supports children with terminal or life-threatening illnesses and their families.

Their main areas of work are:

- ♥ Fulfilling wishes by providing gifts to individual children
- ♥ Donating their therapeutic toy Olly the Brave and his story books
- ♥ Bespoke projects such as funding a Paediatric Palliative Care Consultant, and the furnishing of the Magnolia House palliative care facility, at Birmingham Children's Hospital

They also run support events for families of seriously ill children including afternoon teas where families can meet and share experiences, and an annual 'Remember Me' day for families.

Oakland has continued to promote the charity with branding on their growing fleet of trailers and the placement of fund-raising gifts within Reception and communal areas.

Learn more about Molly Ollys at: <https://mollyolly.co.uk>

Cycling for life

In addition to ongoing support, Oakland also undertakes special fundraiser events during the year. During 2023 a team of cyclists raised over £7,500 for charity.



Governance

An effective Governance structure and a demonstration of a good Governance practices as a baseline is critical to the success of our Sustainability programmes and ambitions. It provides an enabling platform for us to understand risks involved, implement sustainable initiatives, create opportunities for business growth, oversee and deliver our Sustainability programmes.

Through a culture of transparency and continuous improvement, we are positioned well to achieve Sustainability excellence. We can influence our stakeholders, partners and supply chain positively, as well as positively drive societal value and the communities we serve.

Our Governance approach is underpinned by our code of conduct. It sets out our expectations from all our employees and it links back to the UN Sustainable Development Goals standard, the International Labour Organization (ILO) and the Organization for Economic Co-operation and Development (OECD) Guidelines for multinational enterprises.

We are committed to acting responsibly, collaborating with all stakeholders, providing accountability for the management and guidance of risks and opportunities. If we are to deliver on our goals, strong governance is very important.



Our Governance framework is championed by our CO-Founder Dean Attwell, who has the ultimate responsibility for the oversight and delivery of our Sustainability agenda. In addition to the main Board Committee, Oakland International has a Sustainability and a Health, Safety and Environment (HSE) Committee.



Sustainability governance

Through our purpose, vision, business model and corporate strategy, we have embedded our commitment to sustainability. As sustainability becomes more of a strategic and operational necessity for us, our revised governance structure will help operationalise our sustainability strategy, measure progress towards our goals, and drive alignment between our programmes and overall operations.

Overall accountability sits with the Board. They are supported by the SSG, HSE (Health, Safety, Environment) and Risk Committee, Strategic Projects Team, and the Sustainability & ESG Department.

We have inaugurated our Sustainability Steering Committee, and they will meet four times annually to advance and transform Sustainability across the Group. Our Chief Operating Officer and Chief Financial Officer are part of this committee.

We have commenced the formation process for Green Ambassadors and Sustainability Coordinators within the Group. They will support the Group Sustainability team in the day-to-day management of our sustainability roadmap and help to implement our sustainability strategy.

There will be regular meetings with all Group Sustainability Ambassadors to inform everyone on related topical issues, share best practice, discuss issues and challenges, and help to strengthen our culture. The Group Sustainability Lead meets with the Co-Founder and reports

to the Senior Leadership Team on milestones, key projects and progress we make as part of a regular business update.

We have a strong relationship with our external stakeholders and draw on the insights they provide on Sustainability related issues. This stakeholder engagement approach has been very pivotal to the success of our business and has helped us to understand better how the world is changing.





Data

GHG reporting methodology statement

In preparing the corporate carbon footprint and this report, we have observed five basic principles in accordance with the GHG protocol.

These five principles are:



Carbon emissions were calculated using the company's consumption data and emission factors researched by our consultants, Climate Partner. Wherever possible, primary data was used and where it was unavailable, secondary data from highly credible sources were used. Emission factors were taken from scientifically recognised databases such as Ecoinvest and DEFRA.

Data is constantly changing, making re-baselining a norm as new research emerges to better track accurate reductions. The methodology behind our carbon footprint exercise has been updated to align with best practice and as such, we will be undertaking further exercise to recalculate our baseline year emissions in 2021 and revalidate our targets in line with the SBTi guidelines.

Reporting Period

Our emissions have been reported against the standard annual calendar year, covering January 1st to December 31st, 2023.

[oakland-international.com](https://www.oakland-international.com)

Reporting boundary

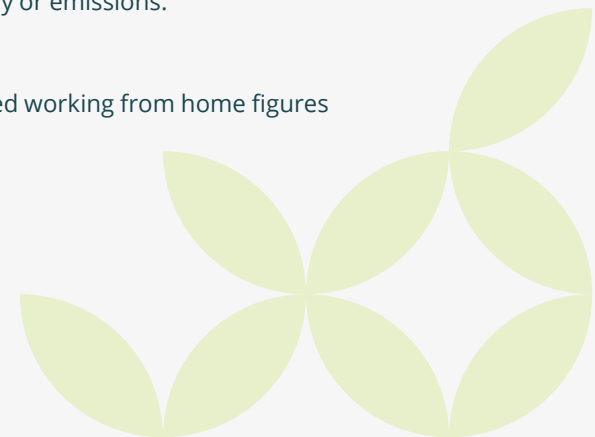
Our reporting boundary is based on emissions from our operations for which we can directly influence financial and operational policies to gain an economic advantage.

- Emission factors
- Oakland International has applied the UK Government's GHG reporting conversion factors for 2023. Baseline Year
- Oakland International's baseline year was set as FY21, when the SBTi target was verified and validated
- Science Based Target Validation (SBTi)
- Oakland International has validated SBTi
- Intensity Ratio

Oakland International uses tCO₂e/£m revenue as its intensity ratio to compare its emissions over time as it settles for changes in the scale of its business activities. The intensity ratio constitutes a simple measure of energy efficiency, as opposed to total energy or emissions.

Inclusions

For FY23, we have included working from home figures to cover all employees.



Looking ahead

Oakland International recognises the enormous environmental and social sustainability challenges facing the world and it is determined to play its part in making changes that enhance sustainable lives and preserve our planet. Since we started reporting our sustainability performance a few years ago, we have achieved steady progress across all dimensions of sustainability, influenced our people to play their part, impacted our communities positively, and inspired changes within our business sectors.

2023 has witnessed some exciting sustainability highlights and significant progress against our targets, where in year updates were available, and we are proud of that. We have redefined our sustainability approach and woven it into our business strategy. We are now better positioned to transform sustainability and elevate ESG concerns across the business. We have now set ourselves more realistic targets to achieve bigger impact in the years ahead and for us to achieve these goals, we will need to deepen collaboration with our stakeholders, play our part individually, embrace change and challenge our business partners to do more.

As we work towards achieving our 2030 and 2040 sustainability goals, our commitment to a transparent and accessible reporting of our sustainability performance will be steadfast, and we will continue to openly share our progress using the best available data and reporting channels.

I hope you have enjoyed reading our 2023 Sustainability Report.



Doyin Adeleye,
Group Sustainability and ESG Manager



Appendix

GRI content index

Statement of use: Oakland International has reported in accordance with the GRI Standards for the period 01-01-2023 to 31-12-2023
 GRI 1 used | GRI 1: Foundation 2021

GRI standard/other source	Disclosure	Location/answer
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	a. Oakland International Ltd b. Private Limited Company c. Redditch, United Kingdom d. United Kingdom, Ireland
	2-2 Entities included in the organization’s Sustainability reporting	a. Oakland International Ltd, which includes Oakland Distribution Ltd and Kool4Logistics Ltd (Oakland Ireland) b. The Oakland International Ltd consolidated financial statements are the same as the entities included in this report c. This report covers the entities in the Oakland International Ltd Level. The parent company OIG Holdco also includes Oakland International Ltd, Acorn Trade Partners, Green Clover Developments, and EORI, but they are not part of the scope of this report
	2-3 Reporting period, frequency and contact point	a. calendar year, annually b. financial reporting is from December 1st-November 30th, which differs from the Sustainability Reporting. The calendar year is considered more representative of Oakland’s Sustainability efforts c. October 2023 d. Henry Godber
	2-4 Restatements of information	None
	2-5 External assurance	a. certain parts of the report are externally calculated and assured, like the carbon footprint. The Board approved the report before publication
	2-6 Activities, value chain and other business relationships	p8 Business Overview
	2-7 Employees	P19 Our people
	2-8 Workers who are not employees	P19, our people

GRI standard/other source	Disclosure	Location/answer
General disclosures		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	a. Strategic direction from main board of Directors b. The main board of Directors c i. Five executive Directors c ii. Three employees, two non-employees c iii: between 25 and 6 years c iv: no roles outside of the group cv & vi: diversity tables cvii: relevant industry experience cviii: employee forums, membership of professional bodies
	2-10 Nomination and selection of the highest Governance body	a: Professional competence and experience. b: n/a
	2-11 Chair of the highest Governance body	a: Yes b: CEO and Co-Founder. Decisions made by main Board consensus
	2-12 Role of the highest Governance body in overseeing the management of impacts	a: board discussion, review of feedback from teams at all levels bi & ii: external monitoring and engagement with stakeholders c: consideration of feedback and creation of action plans
	2-13 Delegation of responsibility for managing impacts	ai & ii: monthly review of progress against targets, consideration of external feedback and verification. Delegation to onsite teams of staff b: daily management meetings and monthly review of progress
	2-14 Role of the highest governance body in sustainability reporting	The Board approved the Sustainability Report
	2-15 Conflicts of interest	a: main Board scrutiny of decisions. Expenditure controlled by dual signature sign off b: no formal disclosure but none of the stated scenarios apply here
	2-16 Communication of critical concerns	a: via confidential whistleblowing process b: none
	2-17 Collective knowledge of the highest governance body	Industry experience, contacts, professional networking
	2-18 Evaluation of the performance of the highest governance body	a: external verification of key facts b: yes, annually c: adjust strategic planning
	2-19 Remuneration policies	a & b: no specific payments made for this role. Total payments may be affected by performance against environmental targets
	2-20 Process to determine remuneration	Not applicable
	2-21 Annual total compensation ratio	p20
2-22 Statement on sustainable development strategy	p3 CEO foreword	
2-23 Policy commitments	Sustainability Policy Statement – Available on Website	

GRI standard/other source	Disclosure	Location/answer
General disclosures		
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	See entire report
	2-25 Processes to remediate negative impacts	We have grievance policies that outline the procedures to deal with complaints, concerns, and problems fairly and consistently
	2-26 Mechanisms for seeking advice and raising concerns	P19, Our people
	2-27 Compliance with laws and regulations	There have been no cases of non-compliance
	2-28 Membership associations	None
	2-29 Approach to stakeholder engagement	Materiality Assessment
	2-30 Collective bargaining agreements	None
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	p8 Business Overview Link: Annual strategic and financial report
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	p19 Our People, p24 Governance
	205-2 Communication and training about anti-corruption policies and procedures	
Energy		
GRI 302: Energy 2016	3-3 Management of material topics	p13, 14 Energy p21 Performance Tables
	302-1 Energy consumption within the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
Emissions		
GRI 305: Emissions 2016	3-3 Management of material topics	p13, 14 Carbon footprint
	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	

GRI standard/other source	Disclosure	Location/answer
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p16 Waste p13, 14 carbon footprint performance table
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p19 Our people p13, 14 Carbon footprint performance tables
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-5 Worker training on occupational health and safety	
	403-9 Work-related injuries	
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of Governance bodies and employees	p19 Our people
	405-2 Ratio of basic salary and remuneration of women to men	
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	P22, 23 Thriving communities

Get in touch

Thank you for reading. If you have any business-related feedback, questions or you want to chat about sustainability, please reach out using the contact details below.



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