SUSTAINABILITY REPORT 2026

Drivers of Change

Welcome to

Oakland International

www.Oakland-International.com

CONTENTS

01 Introduction
02 Who We Are
03 Our Services
04 Our Sustainability Highlights
05 Our Journey to Net Zero
06 Our Roadmap
07 2025 Carbon Footprint
08 Our Vision
09 The Virtuous Cycle
10 The Five Strategic Pillars
11 Fleet
12 Packaging
13 Renewables
14 Efficiency
15 Waste
16 People
17 Our Team
18 Supporting Women
19 Employee Initatives
20 The Green Team
21 Our Community
22 The Oakland Foundation
23 Food Resuce
24 Molly Ollys
25 Summary

01

INTRODUCTION

A MESSAGE FROM OUR CO FOUNDER, DEAN ATTWELL

" We are proud to share with you our fifth Sustainability Report.

Since we began in 1998, looking after our people, minimising our impact on the environment and giving back to our communities has been central to our business. This commitment is now more relevant than ever. The UK food supply chain will play a critical role in supporting the Government's ambition to reach net zero by 2050. We want to do more than just contribute to this; we want to lead the way.

With our own target of net zero by 2040 and goal to have our Redditch HQ site off-grid by 2029, we are embracing innovation. There are exciting new technologies to explore, partnerships to develop and lessons to learn along the way.

Looking back at 2025 and 2026, our sustainability actions are gaining recognition and translating into meaningful progress. The three sustainability awards we received are a testament to the hard work of our people and progress we are making. The development of our first roadmap to net zero, supported by five strategic pillars, will continue to guide this agenda.

I would like to thank our entire team for their continued commitment, hard work and belief in what we are trying to achieve. Sustainability is a responsibility shared by all, and only together can we create lasting change. "

02

WHO WE ARE

Multi Temperature Supply Chain Specialists

We are an award-winning and BRCGS accredited integrated supply chain specialist that serves retail, wholesale, discount, convenience and food service markets via our six strategically located depots across England and Ireland.

Find us in:

Redditch (HQ), Corby, Bardon, Knottingley, Skelmersdale and Dublin

Oakland International is a **family-owned business** established in 1998 by co-founders Dean and Sallie Attwell. We provide a **total solution package** for **chilled, frozen, ambient** and **ancillary services**, delivering a cohesive and transparent service from beginning to end.

Our Vision:

A responsible family enterprise that shares focus on delivering sustainable growth through partnerships, collaboration & innovation with an environmental and social conscience.

6 Depots	**£78.9m** Revenue	**70+** Vehicles
1,500 FTE Roles	**24/7** Operations	**70,000+** Storage Capacity

03

OUR SERVICES

Direct to Consumer (D2C)

Case Consolidation

Contract Packing

Food Tempering

Distribution

Ambient Storage

Chilled Storage

Frozen Storage

OakRA

Distress Load Management (DLM)

Acorn Trade Partners (ATP)

OAQ Foodservice

Direct to Store & Quick Service Retail

Green Clover Developments

04

OUR SUSTAINABILITY HIGHLIGHTS

584 tonnes
of cardboard & plastic recycled in 2025

1.85 GWh
of solar energy generated in 2025

73 million meals
redistributed with FareShare in 2025

6,200 children
supported by the Oakland Foundation in 2025

creation of our first Roapmap to Net Zero

MollyOllys

£67,737 raised for Molly Olly's

AWARD HIGHLIGHTS

'Sustainable Cold Storage Operators 2026'
Winners
Cold Chain Federation

'Sustainability Excellence 2026'
Winners
UK Warehousing Association

'Environmental & Sustainability 2026'
Winners
TCS&D Awards

05

OUR JOURNEY TO NET ZERO

TRACKING PROGRESS WITH SDG LTD.

Working with SDG Ltd, we have developed our first Net Zero Roadmap, setting a clear pathway to acheive net zero by 2040.

Using their ROOT platform, we can set standards and record our progress, ensuring we remain accountable to the commitments we make.

Alongside this, the platform monitors our performance against all 17 United Nations Sustainable Development Goals, helping us take a comprehensive approach to sustainability.

To us, sustainability means doing business responsibly by reducing our environmental impact and supporting our people and communities. By embedding sustainability into everything we do, we're building a stronger, more resilient future.

Our roadmap in action

2040
Net Zero Goal

5
Strategic Pillars

SBTi
Verified Targets

Carbon Footprint
Measured Annually

UN SDGs
Committed

OUR ROADMAP

oakland INTERNATIONAL
ROADMAP TO NETZERO
2026
Implement Green Champions
ESG staff training scheduled
Increase recycling by 10%
Start fleet transition to alternative fuel
Supplier packaging collaboration
2027
Increase staff engagement in sustainability
100% renewable energy on all sites
Start carbon footprint reporting per square metre of warehouse
Implement sustainability management system
Strive to use electric vehicles for short distance transit
SCIENCE BASED TARGETS
Rebaseline SBTi targets
10% of fleet using alternative fuel
Relative reduction of energy consumption by 10%
Increase renewable energy by 20%
2028
Continue relative energy reduction by another 10%
Review Net Zero calculations
2029
Reset all calculations
Redditch to be 100% off-grid
2030
Aim to cut Scope 1 & 2 by 40%
Cover all 17 UN Sustainable Development Goals in partnership with SDG Ltd.
By the end of:
2040
Become Net Zero
SDG
Scan to find out more, with SDG

07

2025 CARBON FOOTPRINT

TOTAL EMISSIONS (SCOPE 1,2 & 3):

32,887 tCO_2e

417 tonnes CO_2e per £1 million revenue

SPLIT ACROSS SCOPES:

63%

Scope 3

Indirect emissions from everything everything else in our value chain

37%

Scope 1

Direct emissions from our own operations

REBASELINING TO 2025

In 2025, we enhanced our carbon reporting methodology to provide a more complete and robust picture of our environmental impact. This, combined with continued business growth, has led us to rebaseline to 2025. Rebaselining is an accepted and established practice that helps ensure future reporting remains comparable and is based on consistent and robust data.

3%
1,011 TCO_2e
Refrigerants

34%
11,089 TCO_2e
Fleet

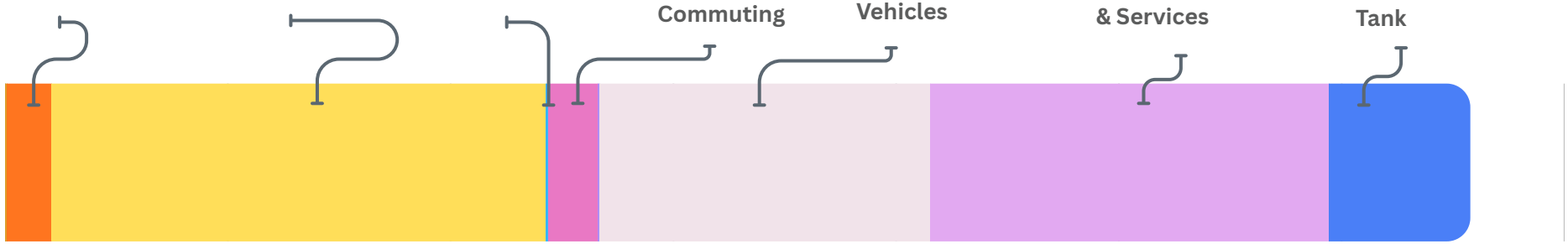
0.16%
53 TCO_2e
Electricity

3%
1,109 TCO_2e
Employee Commuting

23%
7,415 TCO_2e
Subcontracted Vehicles

27%
8,940 TCO_2e
Purchased Goods & Services

10%
3,176 TCO_2e
Well-To-Tank



OUR VISION

We want to make our food supply chain more socially and environmentally responsible. By regionalising this through Food Parks and adopting the virtuous cycle (captured on the next page), we support UK businesses, families and the climate agenda. Here's how:

Supporting economic growth

By clustering food manufacturing and supply chain businesses in one location, each Park enables seamless collaboration and shared resources. This helps small businesses scale and reduce high failure rates.

Supporting disadvantaged famiies

Affordable eco-housing at each site helps workers make more of their wages by reducing living costs. Flexible shifts, low energy bills, green travel options, on-site creches, and career development opportunities provide particular support for single-parent households.

Leading a sustainable future

As the world's first off-grid, net zero food manufacturing park, it provides businesses with a truly sustainable base. Powered by integrated renewable energy systems, including AD, solar, CHP and battery storage, the Park strengthens national food security while setting a new standard for sustainable food production.

09

THE VIRTUOUS CYCLE

Store / Restaurant

Receives regular food delivery with OakRA

Recycling Begins

Upon return, OakRA is filled with food scraps and recyclables

Reverse Logistics

Transports the food scraps and recyclables to be processed at Food Park

Electric Delivery

Transports produce to stores with no emissions

OakRA - the Oakland Returnable Asset

Anaerobic Digestion

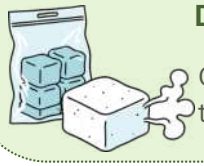
Processes the food scraps

Packing

Produce packed into OakRA with dry ice

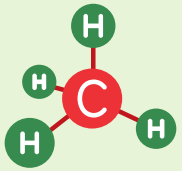
1 2 3 4 5 6 7 8 9 10

Dry Ice



Dry Ice

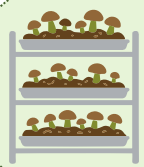
Carbon captured to create dry ice



Methane Generator

Creates electricty and carbon dioxide

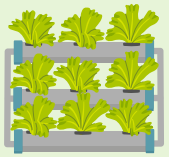
Carbon Dioxide



Mushroom production

Uses oxygen and creates carbon dioxide

Oxygen



Vertical Farm

Uses carbon dioxide and creates oxygen

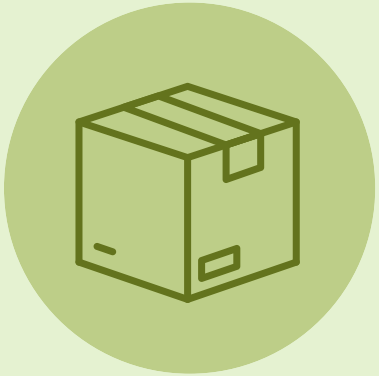
Carbon Dioxide

Electricity

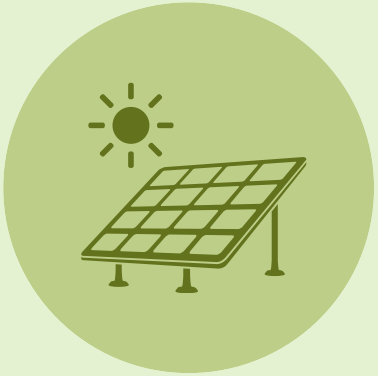
THE FIVE STRATEGIC PILLARS

Our five pillars underpin our sustainability agenda. It focuses our efforts on the areas where we can deliver the greatest environmental savings and create the most meaningful impact.

FLEET



PACKAGING



RENEWABLES

EFFICIENCY

WASTE

11

FLEET

Our Fleet at a Glance

12.4 million KM
travelled in 2025

112
Fridge trailers

60+
Artics

3
Curtain trailers

11
Rigids

17
Double deckers

In 2025, our fleet accounted for **34%** of our total carbon emissions, making it one of our greatest opportunities for emissions reduction.

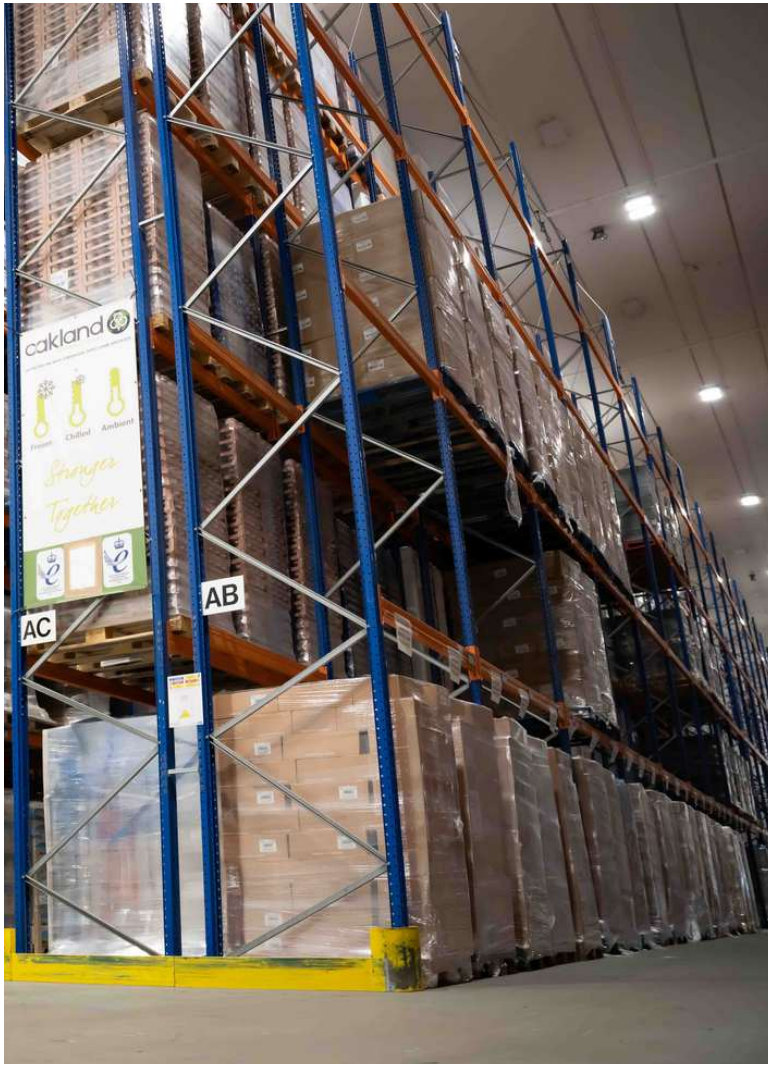
Current Actions:

- **Eco-Drive** technology is fitted to **88%** of our trailers, here the vehicle's Power Take-Off runs the refrigerated trailer and reduces diesel consumption
- Partnering with **HIVED**, we support **100% electric last-mile deliveries** into London through four eHGV chargers on-site
- **Optimised route planning** to improve fuel efficiency and reduce emissions

Currently Investigating:

- The use of solar and battery powered trailers to reduce emissions and improve energy efficiency
- Investing in our own eHGV fleet to support our journey to net zero
- Collaborating with industry partners to help develop and expand the UK's eHGV charging network

PACKAGING



The Issue: Overpackaging

Overpackaging has been identified as a significant environmental issue in today's society, and it is something we see in our warehouses every day.

Our current project

We are conducting packaging reviews of secondary cases across our warehouses to ensure that packaging dimensions are optimised for both the product and the pallet footprint.

By maximising pallet utilisation in both warehousing and transport, we can increase the number of cases per pallet, reducing environmental impact and economic costs associated with each product.

The Benefits

- Lower CO_2 emissions
- Lower transport costs
- Lower warehousing costs
- Less packaging

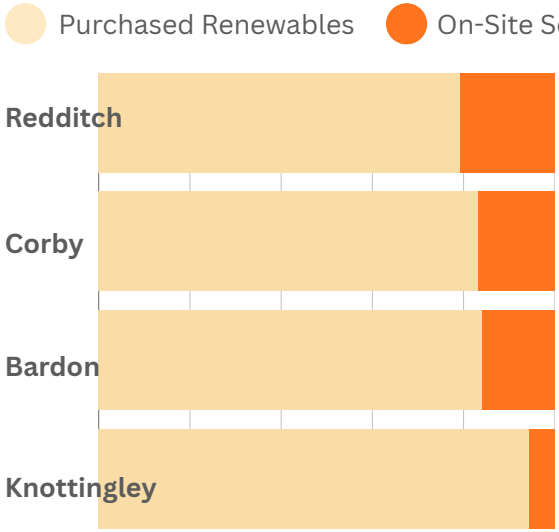
RENEWABLES

4
depots
with solar panels

1.85
million kWh
solar energy generated in 2025

100%
renewable energy
in UK depots

Our goal:
Off-grid by 2029
at our Redditch depot



Renewable energy is fundamental to achieving our **off-grid by 2029 goal** in Redditch. We are currently investigating a range of on-site renewable energy generation and storage technologies that can work together to support our operations, these include:

- Developing an on-site anaerobic digestion (AD) plant
- Installing battery energy storage systems
- Expanding our solar array
- Incorporating combined heat and power (CHP) generation

Using these technologies we aim to improve energy resilience, reduce reliance on the grid and lower our carbon emissions.

EFFICIENCY

12.2
million kWh
energy used in 2025

Keeping our refrigerated and frozen warehouses at the required temperatures, especially during increasingly hot summers, requires significant energy.

As we already use 100% renewable energy across our UK depots, we are continuing to reduce our environmental impact by improving energy efficiencies wherever possible.

Our latest depot, **Knottingley** was designed with sustainability and energy efficiency at its core:

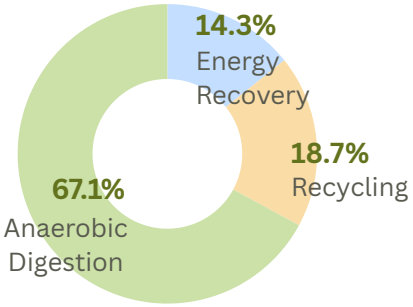
- High-performance insulated wall panels, roofing and insulated strip curtains reduce energy demand
- Brand-new energy-efficient chillers use modern compressors and intelligent controls to maximise efficiency
- An air-lock and rapid-roll shutter door helps maintain internal temperatures
- LED lighting throughout facility reduces electricity consumption

Knottingley

WASTE

We aim to prevent, re-use and recycle our waste wherever possible, operating a zero to landfill policy. Waste that cannot be reused or recycled is sent instead for energy recovery.

2025 Summary:



584 tonnes of cardboard & plastic recycled

0 tonnes sent to landfill

Preventing Food Waste

70,000kg of vegetables saved for Felix in 2025

Our **high-care food processing facility**, aims to reduce food waste at farm level by slicing, dicing or chopping surplus and wonky veg to then freeze for later distribution

85% of contaminated load saved

Our **DLM** service reintroduces safe food back into the food supply chain, saving good food from going to waste

73 million meals redistributed & donated in 2025

Good food shouldn't be wasted, that's why we give all we can to our partner **charities**

OakRA- reducing cardboard waste

What is it?

OakRA, which stands for Oakland Returnable Asset, works to replace the traditionally used cardboard box and stay within the economy.

This reusable transit packaging system is sent to our customers containing temperature sensitive food inside, returned and then used again.

As pictured on page 9, it is central to the virtuous cycle of food movement within the Food Park.

PEOPLE

Our people are at the heart of our success at Oakland International.

We are committed to providing a safe, fair and supportive working environment where everyone can thrive.

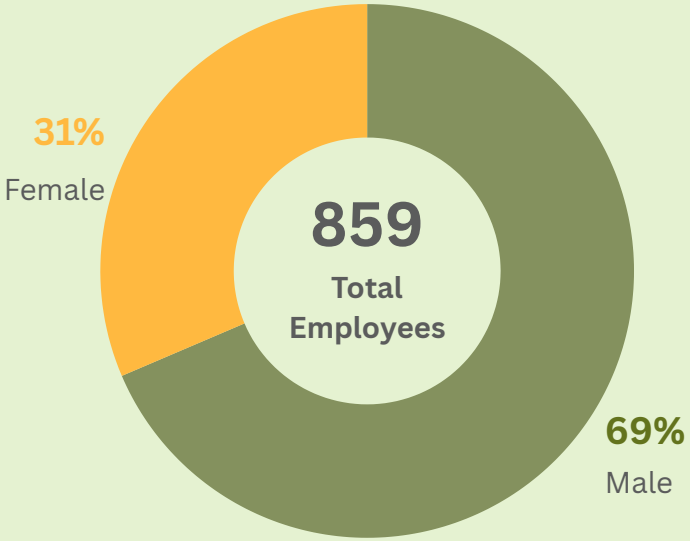
Alongside our permanent workforce, temporary agency colleagues help us respond to seasonal peaks and new customer demands.

Everything we do is underpinned by three core values:

OUR VALUES

- **Every Role Matters**
- **Fair Pay**
- **Mutual Respect**

PEOPLE AT A GLANCE



859 Total Employees	**6** Depots	**10** Mental Health First Aiders
4% Median Gender Pay Gap	**25%** Leadership Roles held by Women	**8** Green Board Members

OUR TEAM

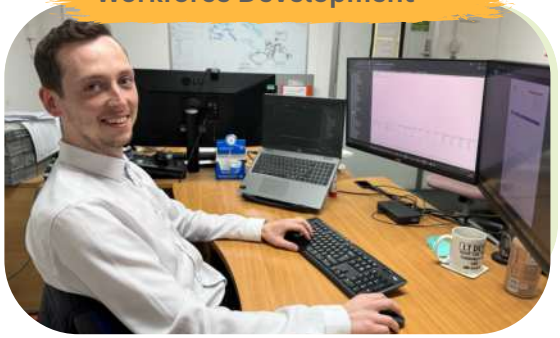
Looking after our team and giving back wherever we can is an important way we show our appreciation. We recognise the importance of both health and safety and mental wellbeing, encourage growth and development from within the company, and offer a range of employee benefits to support our people both professionally and personally.

Health & Wellbeing

Health and safety is our upmost priority for our staff, we ensure regular training, reporting and testing is carried out to ensure all our staff's safety.

We have **10 Mental Health First Aiders** across our sites, trained to identify the signs and symptoms of common workplace mental health troubles.

Workforce Development



To support career development within our team, we actively encourage **apprenticeships** and opportunities for **internal progression**.

A great example is Patrick, who joined us 10 years ago in the warehouse. In 2024, he began an IT apprenticeship, successfully completed it, and has since progressed to become our IT Manager in Redditch.

Employee Benefits

We provide a variety of wellbeing & financial schemes to show our appreciation and support to our team:

- Discounted physical therapy
- EV leasing scheme & subsidised charging
- Supermarket discounts
- Employee Assistance Programme

SUPPORTING WOMEN

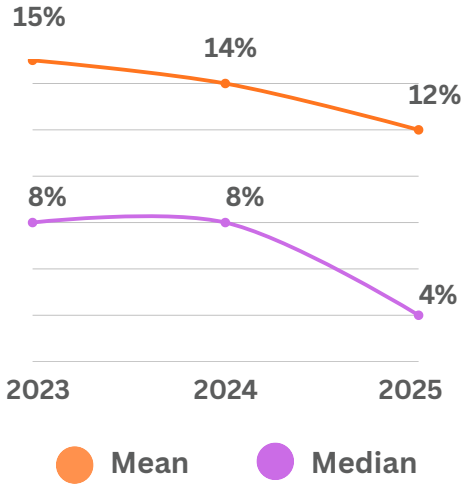
Our industry has traditionally attracted more men than women, and we are committed to encouraging more women to build rewarding careers in logistics. We love recognising and celebrating the valuable contributions of the women across our business who play a vital role in driving operational excellence and continuous improvement.

Earlier this year, two colleagues were recognised as finalists in the **Women in Food and Drink Awards 2026**.

Michelle (left) was shortlisted for **Supply Chain and Logistics Leader,** celebrating over 25 years of career progression to leading a high-volume D2C operation in Redditch.

Maryam (right) was named **Rising Star** finalist, recognised for her significant impact in just two years in driving operational performance.

MEASURING THE GENDER PAY GAP



We continue to reduce the gender pay gap across the business.

In 2025, we saw significant progress, with the median gender pay gap halving, and a reduction in the mean pay gap by 2%. This represents positive progress towards a more balanced gender representation across pay levels.

It is important to remember that gender pay gap does not measure unequal pay for men and women in the same roles. Instead, it measures the difference in average pay across the whole of the business, influenced by the distribution of men and women across different roles and levels.

EMPLOYEE INITIATIVES

Lyndsay, Compliance Team Leader in Knottingley, organised a '**Dress Silly for Workday**' in support for **Prostate Cancer UK**, inspired by one of our Reach Truck Drivers. The fundraiser saw employees swap their usual workwear for bright, funny and outrageous outfits, raising an amazing **£940**

Michelle, Operational Administrator, had the brilliant idea to start a **blister packet recycling scheme** to help reduce waste. Thanks' to her, we now recycle more than 60 blister packs each month, preventing these hard-to-recycle items from going to landfill

Our **Technology Team** raised an incredible **£4,509** for **Movember** in 2025. Activities ranged from bake sales, to growing moustaches and taking on a 60km challenge

James and Jamie, from our Skelmersdale hub swapped their driving shoes for running shoes to complete the **London Marathon**, raising over **£5,000** for the incredible charity, **Molly Ollys!**

Tom, Head of Food Development and Sharon, Canteen Supervisor, are helping **reduce food miles** by using vegetables grown in our **on-site garden**

THE GREEN TEAM

Meet the **Green Team!**

This group of volunteers works together to drive our sustainability journey, developing new initiatives and ideas. The team includes colleagues from a range of roles, including operational administrators, warehouse operatives, and health and safety managers.

What we are planing to work on:

Energy Efficiency	Improving Recycling	Reducing Food Waste
New Ideas	Greener Transport	Employee Wellbeing

OUR COMMUNITY

Family values are central to how we do business, we believe they should also be reflected in the way we support and care for the communities around us.

Through fundraising, donations and volunteering our time, we strive to make a meaningful difference wherever we can.

WE GIVE BACK IN THREE KEY WAYS:

1. **The Oakland Foundation**

Through our own charity, we support disadvantaged children through education, sports and health and nutrition.

2. **Food Rescue**

We aim to ensure no good food goes to waste. Through working with numerous food charities, we donate all short dated and surplus stock to those who need it.

3. **Molly Ollys**

Through our chosen national charity, we support children with life-threatening and terminal illnesses.

Demelza, our Customer Service Excellence colleague at DLM, volunteered with our partners at FareShare in Change Kitchen, Balsall Heath. Using surplus vegetables supplied by Oakland, she helped prepare a curry for more than 300 people in the local community

THE OAKLAND FOUNDATION

We founded the **Oakland Foundation** in 2012 to support our surrounding communities.

Opened by Her Royal Highness, The Princess Royal, the Oakland Foundation works to support disadvantage children under the age of 16 and their families living in England and Wales.

We do this through focus on education, sports and health and nutrition.

Cycling Lessons

Cycling lessons funded for pupils in Droitwich, delivered by PAL Fitness, helping to build confidence, improve wellbeing, and support physical development

Virtual Decisions

Students taking part in the award-winning *Virtual Decisions: Knives*, programme, using immersive scenarios to explore peer pressure, loyalty and safe decision-making

SATS breakfast

Pupils from Ipsley C of E Middle School visited to thank us for a grant, which ensured every student received breakfast during SATs week

Impact in 2025:

6,200
children supported

£165,000+
in grants awarded

36
projects funded with repeat partners

67
projects supported surrounding our depots

Learn more at: https://www.oakland-foundation.com

FOOD RESCUE

We work with a number of different food charities to ensure no good food goes to waste. By donating surplus and short dated food we're helping provide nutritious meals to people experiencing food insecurity while reducing unnecessary food waste.

The Marlene Reid Centre, Coalville

Just 10 minutes from our Bardon depot, the Marlene Reid Centre supports the local community through accessible services and social engagement. Our food donations help stock their Social Supermarket and provide meals for their Community Tables.

Felix | THE FELIX PROJECT
GOOD FOOD FOR GOOD CAUSES

2025
13,129 tonnes
of food redistributed

Jan - June 2026
6,000 tonnes
of food redistributed

THE MARLENE REID CENTRE

2025
150,000 meals
donated

Jan - June 2026
55,000 meals
donated

City Harvest LONDON
RESCUING FOOD FOR THE HUNGRY

2025
213 tonnes
of food donated

Jan - June 2026
144 tonnes
of food donated

MOLLY OLLYS

Molly Ollys is Oakland's chosen national charity; they support children with terminal or life-threatening illnesses and their families to help improve emotional wellbeing. They provide specialist equipment to help with day-to-day living, alternative therapy, grant wishes to ensure a child doesn't become isolated, and have developed a therapeutic toy lion, Olly the brave, to help support a child's emotional wellbeing.

Our Support in 2025:

£168,000
Two year funding commitment for palliative care fellowship programme at Birmingham Children's hospital, through Molly Ollys

£9,000
Raised in annual Molly Olly's cycle, by nine Oakland past & present colleagues

Dual-branded lorries
to promote Molly Ollys across the country

Funding of the **Molly Olly's office** and its running costs in Warwick

£1,337
Raised by Oakland staff in monthly lottery

In 2026, Samuel Attwell ran 170 miles across the length of Ireland in just 10 days, raising an incredible **£57,400** for the charity. Well done Samuel!

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

LOOKING AHEAD

We are proud of what we have acheived together, but there is more to be done.

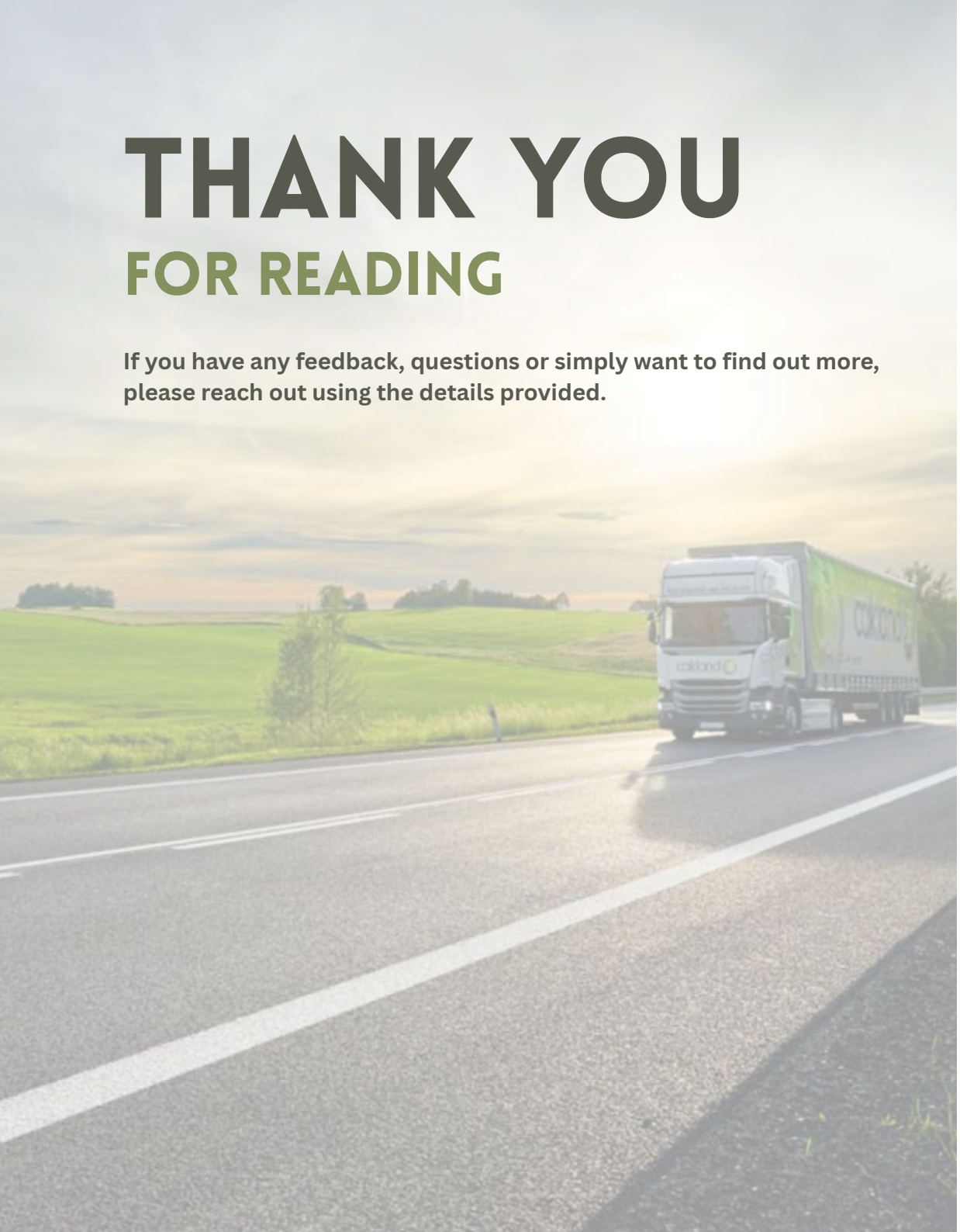
See our key commitments for the years ahead:

Transition to low-emission vehicles

Off-grid by 2029 in Redditch

Optimised Packaging Review

Net Zero by 2040



THANK YOU

FOR READING

If you have any feedback, questions or simply want to find out more, please reach out using the details provided.

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