OKA

SUSTAINABILITY REPORT 2019

Welcome to OKA's first

Sustainability Report

In this report, we share information about our new Sustainability Strategy, the highlights of the year and our key commitments. With the introduction of this report, we aim to make sustainability a more explicit and visible part of OKA. We will be amplifying our efforts to improve our sustainability performance.

Sustainability at OKA is comprised of three pillars:

Creating through innovation and craftsmanship

Enhancing all lives

Designing for a better planet

Each of these dimensions plays an important role in our Sustainability Strategy. Together, they reflect how we create products, treat our employees and others, and manage our operations.

“Our vision is to work with global craftsmen and women to create unique and timeless pieces that are designed to inspire practical living and effortless entertaining while respecting our planet, our people and the next generations.”

Contents

4-7 A MESSAGE FROM OUR CEO

8-9 ABOUT THIS REPORT

10-15 ABOUT OUR BUSINESS

16-17 OKA'S BUSINESS IN 2019

18-19 OKA'S SUSTAINABILITY HIGHLIGHTS IN 2019-2020

21-23 OUR SUSTAINABILITY STRATEGY

24-27 OKA'S GOVERNANCE

29-41 CREATING THROUGH INNOVATION AND CRAFTSMANSHIP

43-61 ENHANCING ALL LIVES

63-72 DESIGNING FOR A BETTER PLANET

74 OUR NEXT STEPS

76 GRI INDEX 2020

83 UN GLOBAL COMPACT

84 OKA TARGETS

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I believe that the future of
the global OKA business relies not
only on our economic success but
also on our commitment to protecting
the environment and enhancing the lives
of our employees, customers and suppliers.
This report outlines our Sustainability
Strategy; it is the start of a journey
and our commitment to continuous
improvement in this area.

”

Emilio Foa
CEO

A message from our CEO

A new beginning

We are currently living through one of the most unusual times in history. COVID-19 is posing immense challenges to countries, communities, global supply chains and businesses. A global crisis at this scale should shift businesses' focus to efforts that support our planet and the communities we operate in. At OKA, we are starting a new journey this year by making a transition towards becoming a more sustainable business. We have sealed that commitment by launching our first Sustainability Strategy. It reflects our ambition to inspire people to confidently create a sustainable home with unique and timeless pieces and where nothing should be too precious or perfect to be enjoyed with family and friends.

We have established specific strategic imperatives focused on three core areas: 'Creating through innovation and craftsmanship', 'Enhancing all lives', and 'Designing for a better planet'. These form the foundation of our strategy and will help us deliver a positive impact through our products on our stakeholders, planet and the wider society.

Thinking of the future while acknowledging our past

Back in 1999, Annabel Astor, Sue Jones and Lucinda Waterhouse established the OKA brand. In 2020, we celebrated OKA's 21st year of being at the forefront of luxury interiors and design. To celebrate this milestone, we have started a charitable partnership with the Trussell Trust and Feeding America, a cause close to our hearts and closely aligned with our spirit and family values.

This year it's time to reflect on our achievements over the past 21 years, while also looking with excitement to the future. In September 2019, OKA fulfilled a long-term ambition and successfully launched its business in the US. As we grow and expand, incorporating sustainability into everything we do becomes increasingly important. That is why in 2020 we have set some ambitious goals, which are outlined in our first-ever Sustainability Report.

We believe that tackling climate change should be a joint effort and OKA is committed to playing its part. In 2019, we invested £3 million to combine our three offices in Abingdon into a new site in Didcot with LED lighting, which will significantly decrease our energy consumption. Now we aim to go beyond our own direct operations and create a low-carbon supply chain in collaboration with our suppliers and partners by reducing our Scope 1 and 2 greenhouse emissions by 40% against a 2020 baseline by 2030 as well as exploring science-based targets.

Plastic pollution has become one of the most pressing environmental issues of our time. This is why we want to make 70% of our packaging (including plastics) recyclable by 2030. Additionally, we want to support the transition to a circular economy. We aim to develop a long-term product circularity strategy by 2022 that progressively adopts the principles of circular economy – such as reducing materials used in our products, increasing recycling rates and transitioning to circular business models.

Our employees

Internally, we have taken action to protect the health and wellbeing of all our employees from the effects of the COVID-19 pandemic. The crisis has had a significant impact on our regular business activities – creating furniture and accessories, and serving our customers both face to face and online. We are looking forward to continuing our activities and pursuing our new sustainability-related goals in the near future.

We have also strengthened our plans to help develop and promote our people internally through the development of our digital training platform. We are continuing with our annual employee survey to measure employee engagement and are actively working on our Diversity & Inclusion strategy – which establishes clear actions and targets for gender and ethnic diversity by 2022

Our customers

At the core of our Sustainability Strategy is our commitment to our customers. Through digitalisation and customer engagement, we will ensure a faster and more accurate response to our customers' needs and we aim to increase our brand advocates, as will be evidenced by a 5 point increase in our NPS (Net Promoter Score) in the US and UK by 2025.

Recognising how important sustainability is to our customers, we are committed to increasing our transparency efforts. This report explains how we're transforming into a sustainable and responsible business in our workplace and in the communities we are operating in.

Looking ahead

We truly believe that our Sustainability Strategy will help us to improve our social and environmental footprint while strengthening our brand and fuelling our business growth. On behalf of our leadership team, I would like to thank our employees, customers, suppliers, partners and investors for their ongoing trust and cooperation. We are very excited by the prospect of working with them in the future as we transition into a sustainable business.

Emilio Foa
Chief Executive Officer

About this report

OKA Direct Ltd ("OKA") is proud to introduce its first Sustainability Report. While this report is, first and foremost, an opportunity for us to share our new Sustainability Strategy, it will also provide a reflection of our performance in 2019-2020 and present our future sustainability ambitions and commitments. We acknowledge the fact that OKA is still at a very early stage when it comes to measuring its impact and improving its sustainability performance. This sustainability report is the result of our efforts to improve transparency for all stakeholders and it is the starting point for a more robust approach to data collection and management of environmental, social and governance (ESG) matters.

Scope of the report

This report includes information from our global operations and highlights the work we have been doing in sustainable development and our commitments for the future in line with our three sustainability pillars: 'Creating through innovation and craftsmanship', 'Enhancing all lives', and 'Designing for a better planet'.

The report covers the calendar year 2019 and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards – Core Level. The scope and the boundaries of the report are defined by the GRI Standards. A detailed overview of the GRI Core Level Indicators can be found in the GRI content Index.

In 2019, OKA became a signatory of the UN Global Compact (UNGC) which is a voluntary initiative advancing universal principles on human rights, labour, the environment and anti-corruption. Our Code of Conduct, Human Rights and Supplier policies, and Sustainability Strategy are the cornerstones that enable us to live up to the standards set by the Global Compact. The progress we have made meeting the UNGC principles is being closely monitored and reported, as illustrated throughout this report, which is also our annual Communication of Progress (COP).

We also use this report to communicate our progress towards the relevant UN Sustainable Development Goals (SDGs). Here at OKA, we are committed to playing our part in achieving the SDGs. The SDGs are a collection of 17 global goals that are interrelated. Each goal has its own targets that cover a broad range of social and economic development issues, including poverty, health, education, climate change, energy, environment, responsible production and consumption, and social justice. We believe we can make the greatest contribution in relation to SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production) and SDG 13 (Climate action).

About our business

OKA

Founded in 1999 by Annabel Astor, Sue Jones and Lucinda Waterhouse, OKA is a leading high-end interiors lifestyle brand in the UK and US. We create exquisite, unique collections of furniture and accessories that are designed to inspire practical living and effortless entertaining. Synonymous with good taste and excellent style, we have furnished homes all over the world for the past 20 years.

Headquartered in London, OKA's value chain spans six countries (UK, USA, China, India, Vietnam and Indonesia) and includes direct and indirect sourcing networks of several suppliers. In September 2019, OKA launched its business in the US. Through a marketing plan which focused on magazine cold list mailings, online advertising and a strong PR and influencer campaign, the brand achieved impressive sales in the run-up to Christmas and encouraging signs for future success. Building on the customer database and growing sales is a primary focus for the business with opportunities to open new retail stores in 2022.

Wisteria

In September 2018, OKA acquired Wisteria, a Dallas, TX-based premium furniture and home decor business. Acquired due to its natural affinity with the OKA brand, Wisteria had been established by Andrew and Shannon Newsom in 2000. A multichannel business with its own warehouse and distribution centre, it enabled OKA to successfully launch in the US in September 2019. However, with the impact of COVID-19 the business has been forced to take action because of subdued demand and further uncertainties facing us in the future. As a result, the decision was made to wind down Wisteria operations and to only operate the OKA brand in the US in the future. This will reduce complexity and risk and maximise long-term value for the Company. The closing of all Wisteria operations was completed during September 2020.

Our brand

OKA's reputation for style and uniqueness has been built on collections of furniture and accessories developed for the home over the past 20 years. The collection has been refined and the range has diversified to include everything from sofas and chairs to dining tables, lamps, rugs, china, faux flowers and much more.

The heart of OKA's design process is travel and exploration, which is woven into every creation. Working with skilled craftsmen and women around the globe, who draw upon years of experience and time-honoured techniques, OKA creates unique and high-quality pieces. The versatility of product design allows our products to fit seamlessly into both traditional and contemporary homes. This ensures that as our customers' tastes and styles adapt over the years, we are confident that the OKA products will still have a place in their homes.

Product design, creation and innovation define the OKA brand and are key to differentiating us from our competitors. Headed up by one of our founders, Sue Jones, our design and product development teams work collaboratively with our suppliers during the creation process to ensure that every new product has the attention to detail required to maintain the high standards that are expected from OKA.

> “Trends come and go. OKA is timeless.”
>
> **Sue Jones**
> OKA founder

Collaborations and partnerships

Throughout 2019 we continued to partner with Edward Bulmer Natural Paint, launching the range in selected retail stores in the UK. We also embarked on a collaboration with Ron Arad to create the AKO chair, which was launched at PAD (the annual Pavilion of Art and Design exhibition in London). We have further collaborations planned in 2020 with Cire Trudon, Chez Dede, Adam Lippes and Vincent Darré (coming up in 2021) to strengthen the brand and create opportunities for raising awareness of the brand in the UK and abroad.

RON ARAD FOR OKA · EDWARD BULMER NATURAL PAINT · ADAM LIPPES · CIRE TRVDON · CHEZ DEDE ROMA · MAISON VINCENT DARRÉ

OKA at a glance

OKA HQ

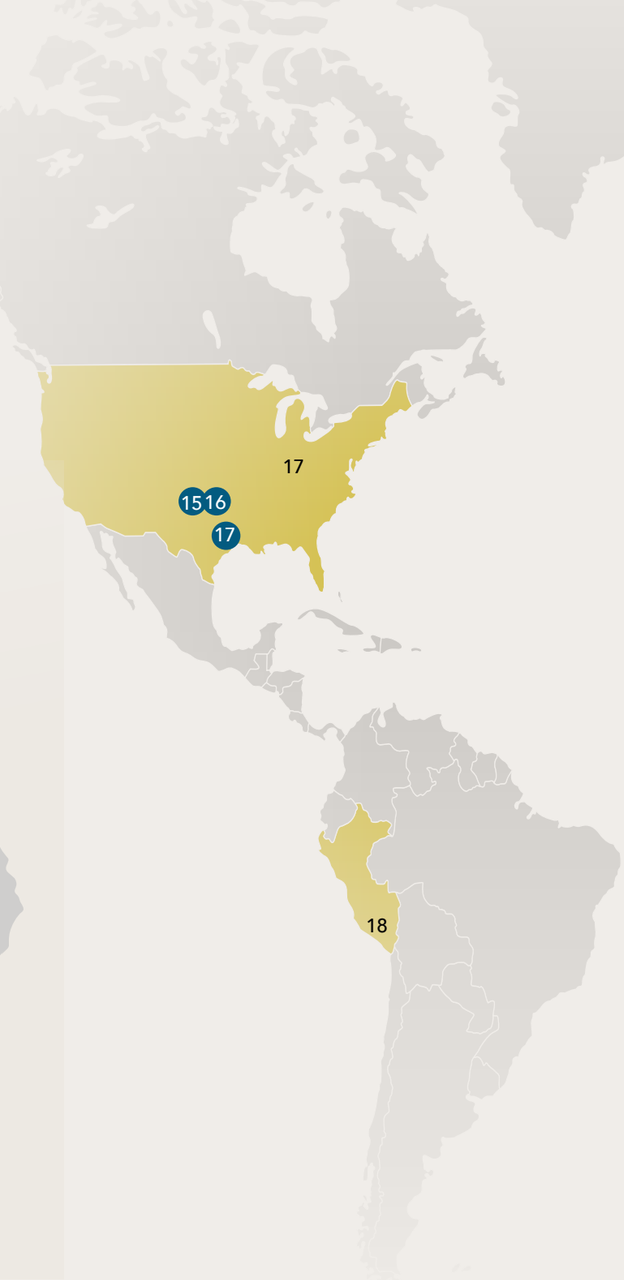
RETAIL STORES

UK

1. BATH
2. BROADWAY
3. LONDON, CHELSEA
4. DIDCOT
5. EDGBASTON
6. FROXFIELD
7. GUILDFORD
8. HARROGATE
9. KNUTSFORD
10. MARLOW
11. LONDON, PARSONS GREEN
12. SOUTH GODSTONE
13. SUNNINGHILL
14. TUNBRIDGE WELLS

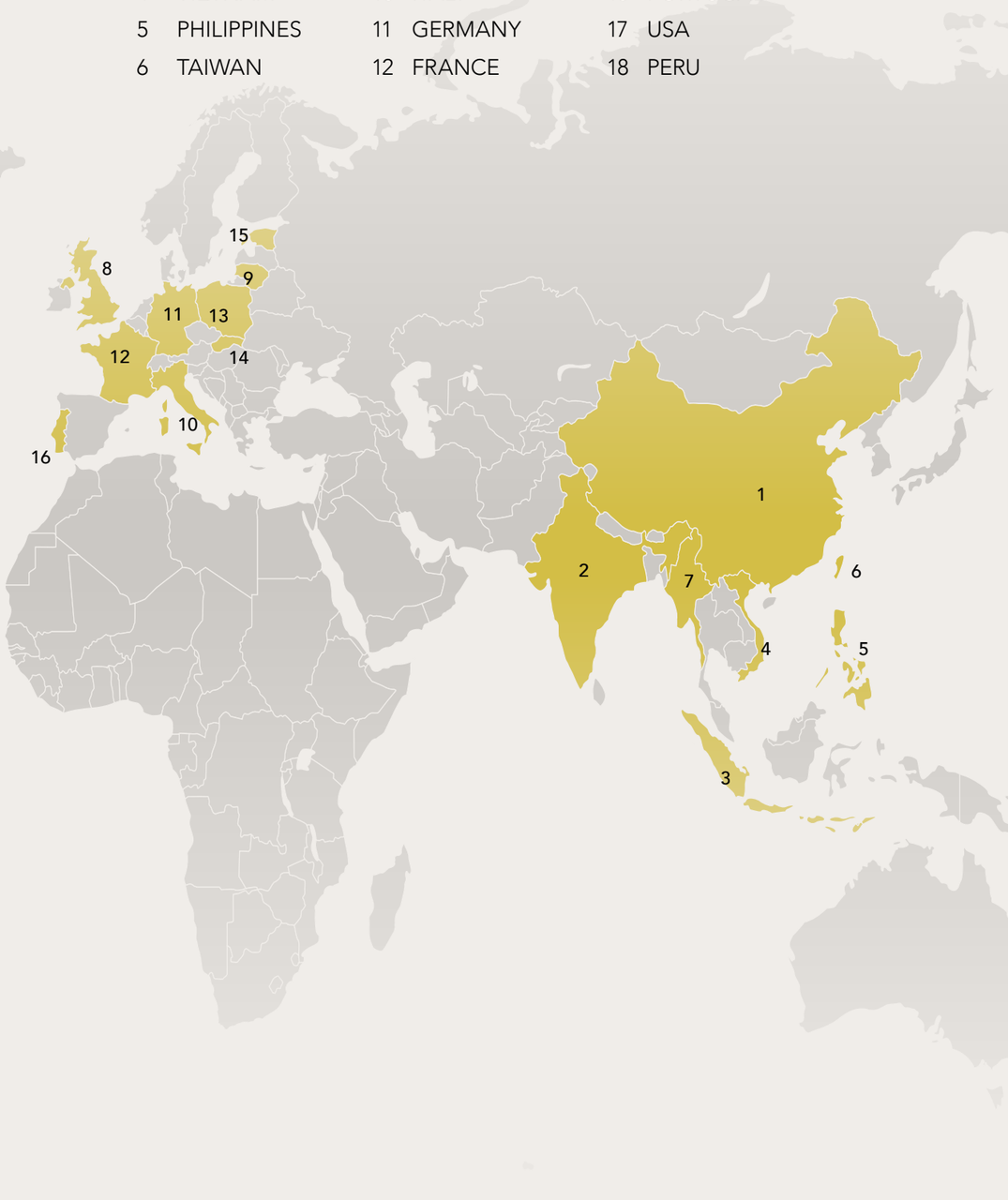
US

15. DALLAS, INWOOD
16. DALLAS, MIDWAY
17. HOUSTON



COUNTRIES WE SOURCE FROM

1	CHINA	7	MYANMAR	13	POLAND
2	INDIA	8	UK	14	SLOVAKIA
3	INDONESIA	9	LITHUANIA	15	ESTONIA
4	VIETNAM	10	ITALY	16	PORTUGAL
5	PHILIPPINES	11	GERMANY	17	USA
6	TAIWAN	12	FRANCE	18	PERU



OKA's business highlights in 2019 and 2020

394
EMPLOYEES

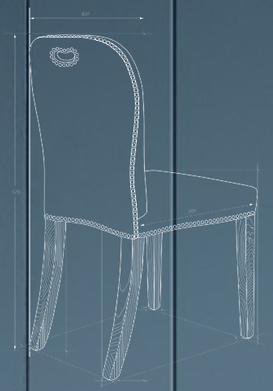
+11% FROM 2018
OF WHOM **127** ARE
NEW HIRES IN 2019

197
SUPPLIERS IN
18
DIFFERENT
COUNTRIES

US LAUNCH

SUCCESSFUL LAUNCH OF OKA US WITH **$1m** REVENUE AFTER SEPT-DEC 2019

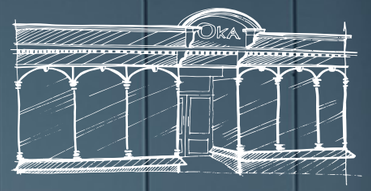
OKA HAS DESIGNED & PRODUCED MORE THAN
1,987
TYPES OF PRODUCTS IN ITS COLLECTION, OF WHICH
792
ARE NEW IN 2019



£58.7m* REVENUE

GROUP SALES OF **+8%**
OKA RETAIL **+10%** AND ONLINE **+12%**

*FROM OKA AND WISTERIA IN 2019



14
14 OKA STORES IN THE UK AND 3 WISTERIA STORES IN THE US

301K
CUSTOMERS, OF WHOM
21K NEW CUSTOMERS WERE ACQUIRED IN 2019

8% YEAR-OVER-YEAR GROWTH IN CUSTOMER SEGMENTS

3.6m WEBSITE VISITS

6,813
DOWNLOADS OF OKA'S APP IN 2019

39,638
NEW FOLLOWERS ACROSS ALL CHANNELS BY END OF 2019

65K INSTAGRAM FOLLOWERS (+30K NEW FOLLOWERS IN 2019 VS 13K IN 2018

US LAUNCH

INFLUENCER CAMPAIGN REACHED **1.5m** AND DROVE **2m** VIEWS

OKA's sustainability highlights 2019

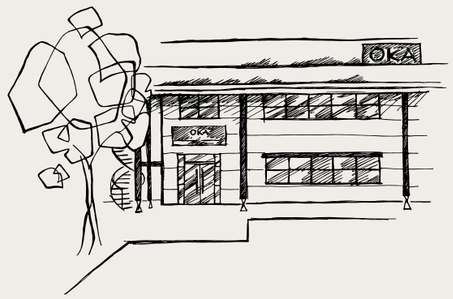
ALL PAPER
WE USED FOR DIRECT MAIL WAS FSC CERTIFIED, INCLUDING ENVELOPES

IN CELEBRATION OF OKA'S 21ST BIRTHDAY, WE DEVELOPED A CHARITABLE PARTNERSHIP WITH THE TRUSSELL TRUST (UK) AND FEEDING AMERICA (US) SUPPORTING FOODBANKS IN BOTH COUNTRIES

United Nations Global Compact

OKA BECAME A SIGNATORY TO THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT IN THE AREAS OF HUMAN RIGHTS, LABOUR, THE ENVIRONMENT AND ANTI-CORRUPTION

£3m
WAS INVESTED TO COMBINE OUR THREE OFFICES IN ABINGDON INTO A NEW SITE IN DIDCOT WITH LED LIGHTING, WHICH WILL DECREASE OUR ENERGY CONSUMPTION AND WASTE GENERATION



OKA CONTINUED A BRAND RELATIONSHIP WITH **EDWARD BULMER** OFFERING ENVIRONMENTALLY FRIENDLY PAINTS ACROSS SELECTED OKA STORES

OKA HAS DEVELOPED A NEW **EMPLOYEE TRAINING PORTAL** FOR LAUNCH IN 2020, PACKED WITH INFORMATIVE AND DETAILED FEATURES COVERING SEVERAL SUSTAINABILITY TOPICS

Tailored by OKA
HANDMADE TO ORDER

DEVELOPMENT OF A NEW INITIATIVE TO SELL BESPOKE SOFAS MADE IN THE UK, WITH THE AIM OF REDUCING WASTE AND EXTENDING THE LIFESPAN OF OUR PRODUCTS (2020 LAUNCH)

100%
OF OUR SUPPLIERS HAVE RECEIVED OUR CODE OF CONDUCT GOVERNANCE FORM

Our Sustainability Strategy

OKA's Materiality Assessment

This year OKA undertook a materiality exercise to prioritise the most important topics that shape OKA's Sustainability Strategy. Material topics are the environmental, social and governance topics that have the greatest impact on our business and are of greatest level of concern to stakeholders along our value chain. Carrying out a materiality assessment will better position OKA to integrate sustainability issues into the core business strategy, allocate limited resources more effectively, satisfy stakeholder needs and demands, anticipate and address emerging issues and develop metrics to drive performance.

Our approach

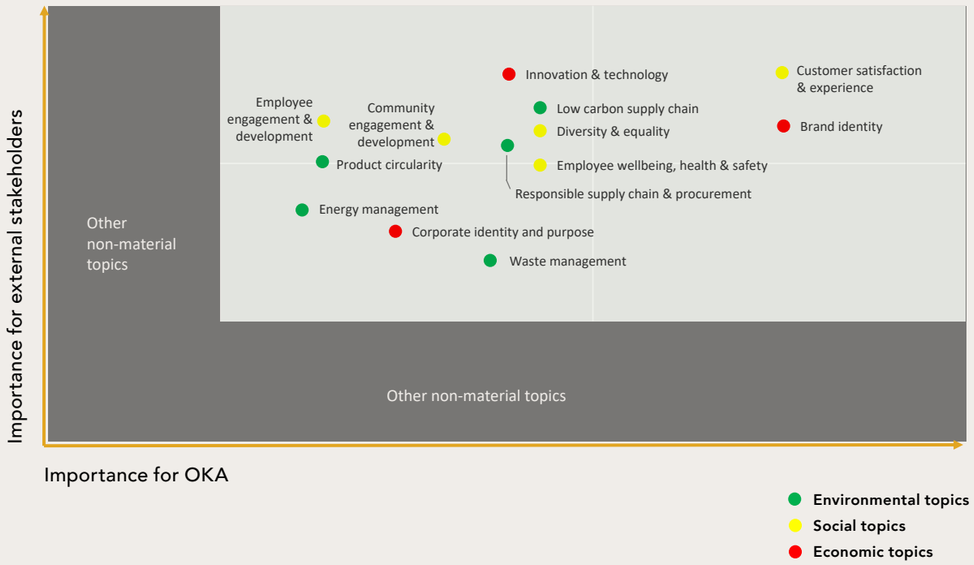
We took an 'inside-out' approach in which we gathered input from our senior management on a range of material topics. The senior management team ranked the material topics based on the potential operational, financial or reputational impact the topic could have on OKA's business.

In order to capture the external stakeholder perspective, the materiality assessment was informed by SASB and the Global Reporting Initiative (GRI). OKA has reviewed the material topics identified by the SASB framework for the Consumer goods industry (multiline and specialty retailers and distributors, specifically) and analysed the GRI Environmental, Social and Economic guidelines for each material topic. Additionally, the process involved extensive research of the material topics considered by peers, OKA's investors and the wider industry through the analysis of sustainability reports, company websites, individual materiality matrices, as well as disclosures against UN Global Compact and the UN Sustainable Development Goals (SDGs).

We identified thirteen priority sustainability topics that were fundamental for the development of OKA's Sustainability Strategy and Sustainability Report. OKA has worked with an external consultant to review the materiality assessment and identified three additional material topics through trend analysis and desk-research that could have a potential impact on OKA's business: Water management, Labour and human rights and Digital marketing transformation.

The assessment and ranking of the topics enabled us to prioritise and focus our actions upon the most important issues and effectively address these in our policies and sustainability projects and initiatives. It has also accelerated our efforts to set ambitious targets across the key areas of our sustainability strategy, including Science Based Target for decarbonising our business operations. The results of the materiality assessment have been reviewed and approved by OKA's Leadership Team. OKA will review the materiality assessment at least annually as our strategy responds to the changes taking place in our industry and the world around us. Next year, we will include the 'outside-in' perspective in our materiality process by reaching out to our external stakeholders for their input.

After reviewing the materiality assessment, OKA has identified Water management, Labour and human rights and Digital marketing transformation as additional material topics.



Our sustainability strategy

We are committed to creating responsible and ethically sourced products that provide a positive and sustainable change in the communities in which we operate. Our objective is to make long-term investments that will not only benefit our wider stakeholders but also create ongoing value for our shareholders.

Our Sustainability Strategy reflects how OKA will be:

- Creating through innovation and craftsmanship
- Enhancing all lives
- Designing for a better planet

The strategy includes the most material sustainability topics and supports our vision to inspire our customers to create sustainable homes.

The Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. The initiative has gained broad acceptance from businesses and other stakeholders. We have mapped our strategy against those goals where we think we could have the greatest impact.

Governance

In December 2017, OKA Direct Ltd was indirectly acquired by a fund managed by Investindustrial, a leading European group of independently management investment, holding and advisory companies.

Under the chairmanship of Annabel Astor, the Board of Directors is responsible for the overall strategic direction of OKA, focusing on long-term value creation, the management of financial resources and the appointment of new members to the Leadership Team. The responsibility of our board members is to constantly monitor the ethical conduct of corporate operations. Our board members are:

Emilio Foa
Chief Executive Officer (CEO)

Mark Little
Chief Financial Officer (CFO)

Annabel Astor
Chairwoman

Alessandro Tome
Non-Executive Director

Julien Grandpre
Non-Executive Director

David Ker
Non-Executive Director

Risk management approach

OKA's risk management approach is designed to provide assurance that our strategic objectives are met and legal requirements are complied with. Our Leadership Team is entrusted with all the risk management activities related to our operations and supply chain. We comply with all local, national and international regulatory requirements and are committed to adopting best practices in our disclosures.

Responsibility for sustainability sits within the Board of Directors with the Leadership Team taking responsibility for each of our sustainability commitments, supported by our Environmental, Social and Governance (ESG) working group made up of experts from our global operations. The ESG working group's responsibility is to guide and monitor our progress on our sustainability activities. The Group reports directly to the Leadership Team and consists of 20 members across the business who support various divisions in defining action plans, monitoring progress and reporting on agreed indicators. ESG matters are discussed on a quarterly basis or as required.

External audit

Our external auditors are RSM, an international audit firm who focus on the mid-market space. RSM employs a variety of controls as part of its annual review process, ranging from attending the year-end stocktake in the warehouse and selected stores through to verifying that management controls over areas such as cash management and fixed assets are appropriate.

Our policies

Our sustainability commitments are supported by our governance structure and policies. The policies that are informing our sustainability strategy are:

Supplier Code of Conduct
We have developed and distributed our Supplier Code of Conduct, emphasising our commitment to doing business with zero tolerance for unethical practices in our supply chain. We have set high standards of responsible and ethical behaviour in our own operations and expect a similar commitment from our suppliers. Our Supplier Code of Conduct includes sections on human rights, child labour, working conditions, health & safety and environmental protection.

Equality policy
OKA recognises that discrimination and victimisation are unacceptable and that it is in the interests of the company and its employees to utilise the skills of the total workforce. Our aim is to ensure that no employee or job applicant receives less favourable facilities or treatment (either directly or indirectly) in recruitment or employment on grounds of age, disability, gender / gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation (the protected characteristics). Our aim is for our workforce to be truly representative of all sectors of society and for every OKA employee to feel respected and able to give their best.

Grievance policy
The key aim of our grievance policy is to provide an internal mechanism for dealing with concerns raised by employees about their employment or working environment. It should aim to deal with these issues quickly, fairly, and at the lowest level possible within the company.

Whistleblowing policy
Our aim is to identify any concerns or issues our employees have and take the appropriate measures to remedy the situation. We believe that encouraging a culture of openness within our organisation will help to prevent malpractice. There are various ways for OKA employees to voice their concerns, including internally through the internal line manager, through our HR manager or directly to our CEO.

Anti-bribery and corruption
In line with the Bribery Act 2010 we have a strict anti-bribery and corruption policy in place. All employees are required to read and sign the policy at the start of their employment. We are committed to achieving the highest ethical standards for the business and any attempt to bribe another person or gain advantage in the conduct of the company's business, or accept a bribe, will be considered gross misconduct. We will undertake regular reporting of the above to ensure that the Leadership Team are aware of any cases.

Our Sustainability Strategy

Creating through innovation and craftsmanship	Enhancing all lives	Designing for a better planet
OKA will design and create quality pieces through innovation and craftsmanship, which will help people to translate the OKA way of life to their own homes.	We will inspire and enable our people and partners to live better and sustainable lives and increase collaboration to create a positive impact on our communities.	OKA will design and create unique pieces to create sustainable homes, by reducing waste and using more ethically and responsibly sourced materials.
Our Goals and Material Topics	**Our Goals and Material Topics**	**Our Goals and Material Topics**
Stimulate global craftsmanship • Community engagement & development	Build an ethical and trusted company with partners and suppliers • Corporate identity & purpose • Brand identity	Promote a low-carbon supply chain • Greenhouse gas emissions
Transition towards a more circular business • Product circularity • Innovation & technology	Inspire people to create sustainable homes • Community engagement & development • Customer satisfaction & experience • Responsible marketing & sales	Source renewable and ethical materials • Responsible supply chain & procurement • Energy management • Water management
Leverage innovation and technology to improve product safety and quality • Product circularity • Innovation & technology	Support and guide our employees • Employee engagement & development • Employee wellbeing, health & safety • Diversity & equality • Labour & human rights	Promote responsible waste management • Waste management

Overview of our leadership team

Emilio Foa has been Chief Executive Officer since September 2018, bringing 20 years of experience at global consumer brands. He joined from Rapha – the leading cycling lifestyle brand, 100% direct-to-consumer and omnichannel – where he was COO and a member of the board for nearly two-and-a-half years. Prior to Rapha, Emilio spent more than 10 years at Burberry, holding several business and finance roles at corporate and regional level and he was part of the Leadership Team during the brand's key transformation and growth period. Previously he has been CFO at Benetton and Group Financial Controller at Gucci Group. Emilio also serves on the Board of Directors of Faction Skis.

Mark Little joined OKA in March 2017 and led the financial and legal due diligence during the sale process of OKA which concluded in December of the same year.As part of the Leadership Team, in September 2018 Mark led the acquisition and integration of US retailer, Wisteria, and has led all legal and financial matters for the group. Mark is a Group Board Member and brings extensive financial knowledge with over 30 years' retail sector experience, including senior finance roles at Borders, LloydsPharmacy and Next plc as well as more recently in private equity-owned organisations. He has a comprehensive knowledge of OKA's commercial operations and leads the financial management of the business.

Sue Jones began her design career at Colefax and Fowler before going on to work for Jasper Conran for 10 years. She founded OKA in early 1999 with two friends, Annabel Astor and Lucinda Waterhouse. Together they identified a gap in the UK interiors market to sell a unique range of furniture, accessories and gifts by mail order. The first catalogue featured hand-crafted rattan accessories and storage, inspired by ancient designs from the Far East that have been adapted for modern life in the West. Since then, OKA has exceeded all expectations, growing into a fully-fledged omnichannel retailer operating 14 stores across the UK alongside a bespoke interior design service, a well-established online store, a quarterly magazine and a trade service. Today, Sue holds the role of Creative Director, overseeing the design and sourcing of the entire OKA collection.

Matthew Talbot joined OKA as Supply Chain Director in April 2019. He is responsible for the group's global supply chain, with offices in India, America, China and the UK. He oversees product development and all fulfilment activities, including the global delivery from supplier to consumer. Matthew has 27 years' experience in multi-industry supply chain management, with previous roles working with and for brands such as Hotel Chocolat, Neptune, John Lewis and Costco.

Sarah Clark has been OKA's Chief Commercial Officer since July 2019, bringing a wealth of experience in leading global brands and omnichannel businesses. She was at Procter and Gamble for 14 years, running beauty-care businesses at a local, regional and global level across Europe, US and Asia Pacific. After P&G, Sarah moved to iconic cycling brand Rapha for five years, first in Asia and then in London, playing the role of CMO and then CCO. Now as CCO of OKA, Sarah is spearheading the evolution of the brand, the digitisation of the business, and our launch into the US market.

Lindsey Cotter has been Merchandising Director at OKA since October 2017, having previously been Operations Director at mens luxury swimwear brand Orlebar Brown for three years, heading up Merchandising, Production, Product Development and Logistics. Prior to that she was Head of Merchandising at Cath Kidston for eight years through an exceptional growth period, contributing to the growth of the global business from £7m-£100m turnover. Her career started at Laura Ashley where she spent eight years working as a merchandiser in both the home and garments departments.

Alex Priscott joined OKA in January 2019 as Chief Technology Officer to develop and lead the technology strategy and digital transformation. He joined from luxury fashion omnichannel retailer, Matchesfashion, where he led significant transformation and digital optimisation programmes through to the company's acquisition by APAX Partners. Prior to that, Alex worked in the enterprise software and cloud business sector in the US and UK. His career started in the education and assessment industry.

Creating Through Innovation & Craftsmanship

Our commitment

Our vision at OKA is to inspire people to confidently create a home that reflects their personality and where nothing is too precious or perfect to be enjoyed with family and friends. We have a passion for design and proudly partner with skilled independent craftsmen and family-run businesses all over the world. We are committed to working closely with all our partners to support the needs of their businesses and to ensure that all our products are made to high ethical standards. We will leverage innovation and technology to improve product safety and quality and work towards transitioning into a circular business with a strategy in place by 2022.

“

OKA will design and create quality pieces through innovation and craftsmanship, which will help people to translate the OKA way of life to their own homes.

We will achieve this goal by leveraging innovation and technology to improve product quality, stimulating global craftsmanship and transitioning into a circular business.

”

Our targets

Product circularity

To develop a long-term product circularity strategy by 2022 that progressively adopts the principles of circular economy – reducing, reusing, recycling and transition to circular solutions.

Innovation & technology

To innovate product design and incorporate circular economy principles by 2022

Community engagement & development

To increase our charitable partnerships to five countries (UK, US, India, China, Vietnam) where we operate including through our supply chain by 2025.

Stimulate global craftsmanship

Since OKA launched in 1999, we have travelled the globe in search of craftsmen and women who we can work with to create our new seasonal collections. We have seen that many of these skills have been passed down from generation to generation and in some cases are in danger of dying out in the future. We want to support these skills and contribute to their future existence. We have developed long-term relationships with many of our suppliers and have worked with these businesses to nurture them and support their growth. We visit them and collaborate with them on designs.

We aim to stimulate global craftsmanship by incorporating culture, history and heritage into the design of our products and by engaging with our local communities. Our focus on finding craftspeople with unique expertise and who are the very best at what they do, will ensure that our products are made to last while at the same time being unique to OKA.

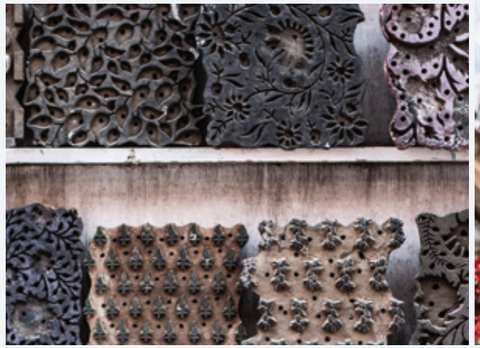
We will contribute to the economic development of countries (in particular China, India, Vietnam and Indonesia) by supporting local communities and we intend to explore opportunities around education and apprenticeships (to contribute to SDG 11 – Sustainable cities and communities). We will also work to engage with local communities in the countries that we work in, in order to create charitable partnerships in five countries (UK, US, India, China and Vietnam) by 2025.

OKA customers have always responded well to the storytelling behind our brand and products. The global craftsmanship story is engaging content for our marketing and we will prioritise the narrative of this across all sales channels to communicate the intentions of this report.

Case Studies

Chinese Porcelain

Our timeless blue and white Kraak China has become an iconic range for OKA. It took us a long time to find a potter who was able to create pots with the air of genuine antiques. We finally found this incredible couple in Jingdezhen, known as the 'porcelain capital', where pottery has been made for over 1,700 years. Our Chinese porcelain is intricately detailed and of exceptional quality and timeless elegance, making these pieces the antiques of years to come.



An Indian Summer

OKA has been travelling to India for 20 years, and has developed relationships with some suppliers for just as long. We first travelled to India for design inspiration, then delved deep into Jaipur for its technical know-how. During our latest visit our two founders, Lucinda Waterhouse and Sue Jones, travelled to India to look at our new collections. Their first stop was at OKA's oldest manufacturer, in the outskirts of Jaipur. Famed for its artisans, Jaipur is something of a hub for traditional skills. Experienced workmen of this third-generation business demonstrated a kaleidoscopic collection of dhurries, kilims and runners. The craftspeople we work with all come from a long line of carpenters, weavers and printers, whose skills have been passed down through the generations. We are familiar with their strengths and their weaknesses and we have developed long-standing relationships based on trust and transparency.

Case Studies

Tailored by OKA

Developed during 2019 and launched in 2020, our Tailored by OKA pieces are all made to order. All Tailored by OKA upholstered furniture is hand-made in the UK by a team of highly skilled craftspeople. From start to finish, each piece is created with the utmost care and attention to produce distinctive designs constructed to high standards from carefully selected materials. Sofas, armchairs and loveseats can be made in three luxurious fabrics and multiple colours. Our made-to-order model not only enables customers to create truly unique pieces, it also has potential environmental benefits. By creating our products based on our customers' needs, we can reduce excess and obsolete inventory. The option of removable covers on selected lines will allow the piece to be updated and therefore prolong the life of the furniture.

Transition towards a more circular business

We are aware of the positive impact of transitioning into a circular business and are committed to exploring all avenues in creating a strategy to pursue this goal. We will develop a long-term product circularity strategy by 2022 that progressively adopts the principles of circular economy – reducing, reusing, recycling and transitioning to circular solutions. Alongside this we will innovate product design and incorporate circular economy principles by 2022.

We aim to source our products responsibly and locally wherever possible. Moreover, we will increase our resource efficiency by focusing on product life-cycle management. In the past our product design process was mostly focused on the aesthetic. We are now committed to rebalancing this focus towards the use of sustainable materials. The majority of our products are currently sourced from suppliers in the Far East. However, we are exploring opportunities to source more locally.

Our Product Development team and Technical-quality team will focus on improving the quality of products to reduce waste while our Marketing team will explore initiatives around communicating this to our customers and maximising potential sales.

Opportunities around furniture rentals will be explored to ascertain if there is a potential business around this concept. We will need to explore which product lines may be suitable, which could be developed, and the implications on ownership, maintenance as well as which markets this might work in and possible tax implications. With regard to packaging, we will explore the possibilities of products being packed in packaging that will have a function in your home (for example as an attractive storage box).

Currently, all seconds and end-of-line products are sold through sales and outlet shops (Abingdon and Godstone) as well as in annual warehouse clearance sales. This not only gives customers the chance to buy at heavily discounted prices for a limited time, it also reduces waste in the warehouse.

During 2019, we developed product care manuals which are available on our website for our customers, to enable them to keep their products in prime condition, so that they can enjoy them for years to come. By providing this service we are extending the lifespan of the products. We provide specific guidelines for different fabrics and product lines.

HomeServe

We have engaged a third-party organisation to work alongside our technical and quality team in order to repair products that have been damaged in transit and enable a longer product life, thereby reducing waste. This initiative has been very successful and has been rolled out across the country and in stores nationwide with positive feedback.

Tailored by OKA
HANDMADE TO ORDER

In 2019 we worked on developing a line of bespoke sofas and armchairs made in the UK (launching in 2020). The range offers a choice of colour and fabric variations and the option of loose covers which will extend the life of the furniture while at the same time offering improved choice for our customers.

OKA

We now offer a service to customers to take away the 'equivalent' product from their homes in order to ensure the safe disposal in a responsible manner.

Leverage innovation and technology to improve product safety and quality

As a trusted British brand we are committed to providing high quality and timeless pieces of furniture and accessories which are made, where possible, using renewable and ethically sourced materials (SDG 12 – Responsible consumption and production). We are constantly reviewing our processes and looking at ways we can make improvements, leveraging innovation and technology to enable this.

From our design and sourcing to delivering our products to our customers we will scrutinize all areas of our supply chain to reduce our carbon footprint while maintaining high quality and safe products (SDG 13 – Climate action). We continuously monitor our carbon footprint and will be setting up a Science-Based Target to support this.

Over the past 20 years OKA has become renowned for good quality furniture and accessories. We continue to work to innovate product design in order to incorporate circular economy principles in our strategy. We maintain a relentless focus on quality and safety, which is reflected in our track record. We will leverage innovation and technology to improve the safety and quality of all our products. We continuously assess risks and rigorously manage areas of concern. We monitor our quality with our own in-house team and during 2019 recruited a product quality engineer to work alongside our product development team and our technical and quality manager to ensure that our products meet the required standards for legislation in both the UK and US.

During 2019 we improved our sampling process using a more digital process. Historically we have imported sample products from around the globe. Many of these have required further development, which resulted in an increased generation of waste. We have reduced our sampling by half with stricter measures in place to ensure that we only import approved samples.

Challenges and risks

We recognise the challenges and risks for the business as we continue to grow and we will strive to find solutions and adapt to the changing environment. We have identified some of these challenges and are finding ways to respond to them.

Sustainable products and transparency in our supply chain

We are aware of the increased interest and demand from customers for more sustainable products and transparency in our supply chain. We recognise the challenges of this with our extensive supply chain of around 200 suppliers globally as well as the increased potential costs for sourcing sustainable materials. Many of our suppliers are in the Far East and have limited ability to source traceable, ethical, materials of the necessary standard we but we will explore opportunities with these suppliers while at the same time looking to source suppliers located nearer to the UK and US to help us achieve our ambitions.

Resource use

Resource depletion is a key risk for OKA that has the potential to significantly impact our production. We will aim to work with our suppliers to source our core materials responsibly without compromising our designs and our ability to meet the needs of our customers due to delays in the production process.

Packaging

Creating products that are made to a high standard will ensure that products are made to last and reduce product waste. However our products requires require excellent packaging and as our business grows we are likely to increase our waste. As we want to support the transition to a circular economy, we will work to source alternative solutions. We acknowledge the requirements to review our packaging and we will use our limited resources efficiently to explore more sustainable solutions to satisfy our customers and the ambitions of the company to improve its sustainability performance.

Greenhouse gas emissions

We have been reporting on our greenhouse gas emissions since 2018 and we will continue doing this on a quarterly basis from 2020.

Enhancing All Lives

Our commitment

People are at the heart of OKA. Their passion and love for the brand has been integral to its success to date. Whether our people and partners are based in the UK, the US, or around the globe, we will inspire and enable our teams to live better and more sustainable lives and create a positive impact on our communities. We continuously work to encourage teamwork, to build healthy employee relationships and to ensure a culture that is safe, open and rewarding for everyone.

“

OKA will inspire and enable our people and partners to live better and more sustainable lives and will increase collaboration to create a positive impact on our communities.

We will achieve this goal by building an ethical and trusted company with partners and suppliers, inspiring people to create a sustainable home to be enjoyed with family and friends, and supporting and guiding our employees.

”

Our targets

Corporate identity

To create a strong internal culture and values, nurture passionate and performance-driven people, and encourage a deeper knowledge of sustainability and life in the home

To continue preventing bribery, conflicts of interest and criminal activity in our organisation

Brand identity

To develop and communicate a clear corporate vision and mission statement aligned with our sustainability ambitions, to be published by 2021

Labour & human rights

To tackle labour and human rights issues in our supply chain by undertaking collaborative programmes with our suppliers to improve their practices

Community engagement & development

To increase our charitable partnerships to five countries (UK, US, India, China, Vietnam) by 2025

Customer satisfaction & experience

To review and improve our NPS (Net Promoter Score) to measure customer satisfaction by 2020. To increase ‘promoters’ by 5 points (to 75) by 2025

Our targets – continued

Responsible marketing & sales

To develop new and digitalised solutions to meet customer needs and to ensure transparent marketing by 2022

Employee engagement & development

To increase our employee training budget by 30% and overall employee training hours by 2025

To develop a sustainability-specific training programme to educate employees on the basic concepts by 2025

Employee wellbeing, health & safety

To develop an internal health & safety committee by 2020 that is responsible for ensuring that workplaces are safe and contribute to the healthy development of people

Diversity & equality

To continue to actively work to increase gender diversity across our teams, including management and leadership, by (a) considering diversity in the recruitment processes; and (b) to developing diversity and equality training for all employees (including management) by 2022

To improve the ethnic diversity and inclusivity of our workplace by (a) considering diversity in the recruitment process; and (b) to developing diversity and equality training for all employees (including management) by 2022

Build an ethical and trusted company with partners and suppliers

We will build an ethical and trusted company offering decent work and economic growth (SDG 8 - Decent work and Economic growth) and have set ourselves targets to reflect our ambitions. We will support and collaborate with our employees, partners and suppliers to ensure that labour and human rights are respected at all times and reduce inequality in our supply chain and direct operations (SDG 10 - reduced inequality). We will look to work with relevant organisations and partnerships to support this cause (SDG 17 - partnerships for the goals).

We acknowledge the basic rights and freedoms that are inherent to all human beings regardless of race, sex, nationality, ethnicity, language, religion or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Throughout our organisation from our supply chain through to our marketing channels, warehousing and distribution, we will positively influence the way that we work and the stakeholders and customers that we serve.

We will tackle labour and human rights issues in our supply chain by undertaking collaborative programmes with our suppliers to improve their practices. We expect our suppliers to operate to the same standards that we uphold ourselves and have issued a Supplier Code of Conduct to communicate our expectations. By 2021 we will engage third party auditors to assess compliance among our top 10 suppliers in China, India, Vietnam and Indonesia and ensure that the entire supplier base is audited by 2025.

In 2019, we issued governance forms to all our suppliers with a Code of Conduct and obtained almost 90 independent audits from our current supply chain. A full supplier handbook will be launched in 2020 to update the trading terms and it will be issued to all suppliers before we start to work with them.

As part of our 21st birthday celebrations, we have partnered with The Trussell Trust (UK) and Feeding America (US). Both charities work towards ending hunger and poverty, a cause that is close to our hearts and aligned with our spirit and family values. During 2020 we will support the work they do via a programme of fundraising throughout the organisation.

the trussell trust
Stop UK Hunger

FEEDING AMERICA

In 2019 OKA became a signatory of the UN Global compact. We fully support the 10 principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption and are committed to making these principles part of OKA's company strategy, culture and day-to-day operations

UN GLOBAL COMPACT
United Nations
Global Compact

Corporate culture and brand identity

By creating a strong internal culture and values, we will stimulate our partners to be passionate and performance-driven people with a deep knowledge of sustainability and life at home. We will ensure that we have appropriate business practices and a corporate culture that promotes sustainability and having a 'balanced scorecard' for human resource decisions. We want to avoid a culture where short-term revenue generation is at the expense of Sustainability performance. We have recently established core brand values for our employees and will continue to develop these policies alongside improved employee training. We have established an internal ESG team with representatives from across the business who are passionate about influencing change and supporting the strategy detailed in this report. We will continue to have strong controls in place to prevent negative and illegal behaviours such as bribery, conflicts of interest and criminal activity in our organisation. We have specific policies and procedures in place, including grievance, whistleblowing, equality, bribery and corruption, conflict of interest and many more. We will continue to work on improving policies and procedures throughout the business.

OKA's strong brand identity is vital and corporate transparency is key to ensuring a powerful brand identity. We will develop and communicate a clear corporate vision and mission statement aligned with our sustainability ambitions, to be published by 2021.

The following company brand values have been developed by a focus group of 17 employees across the business. These values are being embedded into the business to strengthen the culture and reinforce their principles throughout all departments.

Creative thinking

We encourage creative thinking and new ways of doing things. We create experiences for our customers, in order to inspire, surprise and delight them. Every role provides the opportunity to be creative. Creativity is intelligent problem-solving and the way we continually evolve and stand out from the crowd. We are open-minded, we listen and understand, then we ask questions. We present solutions rather than problems. We don't need to do what has always been done, if we can find an even better way of doing it.

Make it happen

The one certainty in life is that things will change, therefore we must be flexible. OKA employees are empowered and trusted, and in return they are agile, proactive, and they get things done. We have entrepreneurial spirit and bring positivity to everything we do. We rise to each challenge, transforming ideas and concepts into reality.

Trust

Do the right thing. We value the customer and each other and we are always honest and respectful. Our customer values us too, as we match our words to our actions. We communicate clearly and transparently to our staff members and we treat each other the way we would like to be treated.

Brand love

It's all about love. We love OKA. We love our team, we love the product and we love the customer. We enjoy our jobs and we create a fun environment, as we know that the best work is done by people who enjoy what they do. We want to ensure the company continues to go from strength to strength and we value each and every person's contribution to that. All achievements are celebrated, no matter how big or small, because we care. The company's success is our own personal success, as we are all part of the OKA family.

Inspire people to create a sustainable home to be enjoyed with family and friends

OKA was founded by three great friends who have a passion for beautiful, practical and comfortable homes. To this day we still design with this in mind, creating pieces that effortlessly complement and enhance all interior styles, allowing customers to focus on the most important things – enjoying precious time with their nearest and dearest friends and family.

Community engagement and development

Our commitments are focused to inspire our customers and the wider community to create sustainable homes through our ambitions and targets. We will aim to create a positive impact on society by donating our time and resources in community engagement and development projects. We will identify and explore opportunities and partnerships to enhance positive impacts on the community, such as by supporting education, nurturing skilled craftspeople and developing apprenticeships in the UK, the US, and countries where we source materials.

By 2025, we will look to work with relevant organisations and suppliers to support this cause (SDG 17 – partnerships for the goals) in five countries where we operate (UK, US, China, India and Vietnam).

Customer satisfaction and experience

We work hard to deliver high-quality products and excellent customer service for our discerning customers on every step of the journey. We recognise that we stay motivated, grow together and gain trust by always striving to be better.

We engage with customers across all channels on a regular basis to understand their behaviour and offer intelligent marketing solutions for each channel, while maintaining a physical presence with all our OKA retail stores. We use customer behaviour data gained to develop digital alternatives to paper and print. We will increase our efforts to reduce our reliance on paper and print while monitoring our activities to prevent any adverse effect in response rates affecting sales. During 2019 we launched a digital 'lighting' selector in selected stores to enable customers to interact with our products in store on a digital platform rather than a catalogue or brochure. We will also continue with the successful launch of the OKA app.

We are publishing our magazines online as digital content and will run a testing programme to analyse performance of paper copies vs digital versions.

Responsible marketing & sales

We will ensure that we adhere to principles of responsible marketing and sales by using systems and digital tools to ensure transparency and appropriate pricing of products so that they are not misleading or inaccurate. We will explore new digital marketing solutions to drive sales and ensure that we show transparency in our marketing by 2022. Our marketing strategy will continue to be focused on improving our customer experience and establishing mechanisms to measure this. Mystery shopping, annual customer surveys and monitoring our performance via NPS will form an important part of this strategy. We will review and improve our NPS (Net Promoter Score) system to measure customer satisfaction by 2020 and increase 'promoters' by 5 by 2025 (from a benchmark of 70).

DIRECT COMMERCE
AT THE HEART OF THE SECTOR

In 2019 we won the 'Best catalogue creative & print production partnership' at the Direct Commerce awards. An ECMOD award recognises excellence in organisations engaged in direct-to-customer retailing across traditional and newly emerging channels.

Direct Marketing / Magazines

OKA began as a direct marketing business and has grown into an omnichannel business. However, magazines have remained at the heart of the marketing plan. During 2019 we reduced the frequency of mailings to customers as we developed quarterly magazines to launch new collections, communicate brand news and drive sales. In 2019 we printed 374,000 (UK) and 465,000 (US) with an additional 1.5m recruitment books mailed to potential customers worldwide. We ceased the creation of our Directory showing every product in the collections and encouraged customers to shop online to see the entire range.

FSC

All of the paper we used for Direct Mail in 2019 was FSC certified including envelopes.

Retail

MYSTERY SHOP RESULTS

7 stores achieved the company goal of

85%

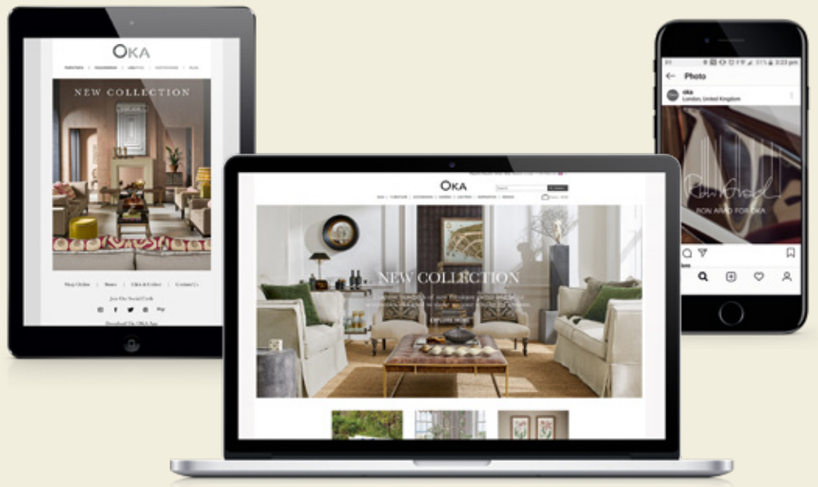
(retail average 84%)

NPS RESULTS

4 stores achieved the company goal of

85

(retail average 83)



E-commerce

We continue to develop our e-commerce platform. Web session for 2019 were 3.6m +10% with an increase of 6% sales vs 2018. Customers are kept updated with news via regular emails launching new collections, collaborations and sales.

The OKA App was developed during 2018 and was downloaded and used by customers 6,813 times in FY19 vs 2,175 in 2018.

Social Media

During 2019 we increased our followers by 39,638 across social media channels. Instagram followers grew to 65K (+30K new followers vs 13K in 2018). The launch of our US influencer campaign reached 105 million and drove 2 million views.

CUSTOMER NUMBERS

279,190K
Customers

22,199K
New Customers

8%
YOYGrowth in Customer Segments

Brand Campaign

In 2019 we embarked on a series of brand initiatives including an inaugural brand advertising campaign in central London as well as in national media and online.

#nohouserules

Support and guide our employees

We will work to support and guide our employees and engage with them. We will ensure that the organisation, both in the UK and US, is a safe and healthy environment and that our culture in hiring and promotion processes embraces the building of a diverse and inclusive workforce (SDG 5 - Gender equality) actively working to increase gender and ethnic diversity across all our teams.

Our brand is built on craftsmanship, quality and attention to detail. Our employees are integral to the success of our brand. Supporting and guiding our employees is essential part of our employee engagement and development. We will treat all of our employees with respect, advance talent and support our people's personal development.

Wellbeing, health & safety

We will tackle the issue of employee wellbeing, health and safety by creating and maintaining a safe and healthy environment that safeguards them against injuries, fatalities and illness. We recognise that healthy and safe work conditions are recognised as a basic human right. OKA will develop an internal health and safety committee by 2020. This committee will be responsible for ensuring that our workplaces are safe and contribute to the healthy development of people, reporting regularly on their progress. They will meet monthly (initially, moving to quarterly when appropriate) and cover all areas of operation – retail, warehouse, distribution and offices.

Wellbeing, health & safety Work-related accidents and injuries recorded	2018	2019
Total number of incidents resulting in injuries	25	47
Days lost due to work-related injuries	1	1
Lost time injury frequency rate	1.7	1.5
Absentee rate Calculated as total lost days due to illness, injuries,etc (excluding entitlements to periods of paid leave of absence from work (eg paid vacations, paid sick leave, public holidays) / days scheduled to be worked by the workforce. OKA Data only	2%	3%
Voluntary employee turnover Number of voluntary terminations / total number of permanent FTE employees at 31st Dec of the previous year. The increase is driven by retail and restructuring of the business during 2019	27.7%	32.5%

Employee engagement and development

At OKA we strive to improve our employee training and development by upgrading employee skills and performance, and doing developmental reviews. It also includes transition assistance programmes to facilitate continued employability and management of career endings due to retirement or termination. We will increase our training budget by 30% and overall training hours by 2025. During 2020 we will conduct engagement surveys in both the UK and US and plan to continue these on an annual basis.

During 2019 we have developed the OKA learning academy (LMS platform), which will be launching in 2020. This will have a variety of courses aimed at upskilling employees as well as compliance courses for both the UK and US.

New US talent will be supported by the experienced UK teams. In the run-up to the launch in the US in Autumn 2019 several visits from US teams to the UK and UK teams to the US supported the training of the US teams.

We have established an internal ESG team with representatives from across the business who are passionate about influencing change and supporting the strategy detailed in this report. They will have the opportunity to share their ideas and experience to add value to the strategy. In addition we will develop a sustainability-specific training programme, which will be launched through the new LMS (Learning Management System) training portal to educate employees on the fundamental concepts by 2025

Diversity, equality and inclusion

We actively embrace a safe and healthy environment, ensuring a culture (in both the UK and US) of hiring and promoting a diverse and inclusive workforce that reflects the makeup of local talent pools, and we have a formal Diversity, Equality and Inclusion policy to reflect this. (SDG5 - Gender diversity)

We will work to increase gender and ethnic diversity across all teams including management and leadership by considering diversity in the recruitment process and by developing diversity and equality training for all employees, including management, by 2022.

2019 Figures include OKA and Wisteria combined	MALE	FEMALE
Total number of full-time employees	134	172
Number of part-time employees	14	74
Total number of employees	148	246
Senior management team	7	8

Challenges and risks

Our diverse supplier base

OKA has a diverse supplier base, which poses challenges when it comes to tracing, monitoring and assessing their practices. Additionally, our suppliers are at various stages of growth and development. Despite this, we visit and support our suppliers wherever they are in the world, as often as possible, and try to influence them in adopting responsible behaviour and maintaining high ethical standards. We also acknowledge that different cultures adhere to different standards and practices and this will require sensitivity and collaboration with suppliers to achieve our goals.

> As we aim to increase our diversity and inclusion we aim to identify and address barriers that we acknowledge may be challenging.

Labour and human rights

We recognise that OKA is exposed to a greater risk due to the majority of our suppliers being based in the Far East. Potential risks in the retail industry include unsafe working conditions, modern slavery, forced labour and child labour. We will never tolerate any form of human rights violations and have ensured that all our suppliers have signed a commitment to our Supplier Code of Conduct, ensuring that basic standards of labour and human rights are respected at all times. We will review potential suppliers and make our selections based not only on their design and manufacturing skills but also on strict social and environmental criteria.

Diversity, equality and inclusion

As we aim to increase our diversity and inclusion we aim to identify and address barriers that we acknowledge may be challenging. With our employees we acknowledge that their strong performance will largely depend on OKA's commitment to this pillar of Enhancing all lives. As the business grows in the US (as well as the UK) we will work hard to build on the company brand values (brand love, trust, make it happen and creative thinking) to support and strengthen our current teams. We want to build a fulfilled team of employees to improve loyalty and prevent the need for unnecessary recruitment and costs associated with this.

Responsible sales and marketing

As we look to digitalise our marketing and sales processes throughout the business we are likely to move away from our reliance on paper and print. This has been one of the pillars of the business since it launched. Many of our customers have become accustomed to this method of marketing and the process to wean them off paper needs to be gradual so as not to adversely affect sales, especially from our loyal customers. We must also be aware of the increased risks around data privacy and security as the business becomes increasingly digital.

Designing for a Better Planet

Our commitment

At OKA we are committed to designing and creating unique collections to help our customers create sustainable homes. We aim to minimise our environmental impact and therefore our strategy and objectives are set in accordance with this overall objective.

We will continue to improve our data collection and management across our global operations. The level of detail we will capture and report on will improve as more robust environmental data will be gathered. By developing a more complete overview of our environmental footprint, we will be able to improve our environmental performance and deliver against our commitments.

In both the UK and US businesses we will focus on what can be achieved at a local level through the improvement of processes and the monitoring of areas including transportation and energy usage while tackling the measurement of our carbon footprint through our supply chain.

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OKA will design and create unique pieces to create sustainable homes, by reducing waste and using more ethically and responsibly sourced materials.

We will achieve this by promoting a low-carbon supply chain, ensuring responsible waste management, and by sourcing renewable and ethical materials.

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Our targets

Low-carbon supply chain

To achieve a 40% Reduction in Scope 1 and 2 greenhouse emissions (CO2e) per £M of revenue against a 2020 baseline by 2030 whilst exploring science-based targets for 2030

Waste management

To make 70% of our packaging (including plastics) recyclable by 2030

Energy management

To reach a reduction in energy use within our operations of 40% by 2030 from a 2020 baseline, while researching science-based targets for 2030

Water management

To increase water efficiency and reduce waste water by supporting our top 10 suppliers in water reduction efforts and programs.

Responsible supply chain & procurement

To use third-party auditors to assess compliance of our top 10 suppliers in each country (China, India, Indonesia and Vietnam) by 2021 and of the entire supplier base by 2025

To improve our FSC certification of timber products by 2023

Promote a low-carbon supply chain

Disclosing carbon footprints and reducing greenhouse gas emissions remains a core focus for businesses globally, with an increasing number committing to science-based targets to ensure they meet their level of ambition to tackle climate change.

In 2019 we have measured our greenhouse gas emissions and will continue to monitor this on a quarterly basis from 2020. We aim to reduce our energy use, while researching science-based targets in line with the Paris Agreement. (SDG 7 – Alternative and clean energy).

Greenhouse gas emissions

We will manage our environmental risks, while maximising efficiency in our global operations.

We want to significantly reduce our carbon footprint. (SDG 13 – Climate Action). We will achieve a reduction in our Scope 1 and 2 greenhouse emissions by 40% against a 2020 baseline by 2030 as well as exploring science-based targets. We are committed to tackling climate change and have embarked on a journey to set science-based targets to be approved by the Science-Based Target Initiative.

We will also work to ensure the efficiency of transportation of products from suppliers both upstream and downstream to keep greenhouse gas emissions to a minimum without compromising on the brand experience (to ensure that our customers receive the efficiency of delivery of their goods). We will be investing in a new fleet of vans in 2020 which will be 35% more efficient (due to being more fuel efficient and lighter than our previous fleet). We have purchased these rather than leasing and expect the life of the vans to exceed the normal use of a hire van.

We have planned PODFather IT development work to reduce waste and carbon with improved vehicle utilisation by the end of 2021. In the meantime, we are identifying any opportunities to reduce our carbon footprint without adverse effects (eg ,we have reduced our deliveries to retail stores to once or twice a week instead of daily).

As we improve our stock merchandising ability with improved IT systems (launching 2020) we will improve stock management to prevent back orders and this will enable us to reduce the number of 'part shipments' of customer orders.

We will reduce our reliance on air freight (unless in exceptional circumstances) and focus on our products/ orders being shipped as full container loads (FCL).

Sustainability topic	Total Figures include both OKA and Wisteria
Total (absolute) GHG emissions per business unit	7302,6 tCO_2e
Scope 1 emissions This includes owned or controlled assets: gas and propane burned in buildings and fuel burned in owned or leased cars	633 tCO_2e
Scope 2 emissions To develop and communicate a clear corporate vision and mission statement aligned with our sustainability ambition, to be published by 2021	481.6 tCO_2e (location based)
Scope 3 emissions Primarily product transport. It also includes upstream emissions from energy production (eg, transmission and distribution losses), business, disposal of waste, employee commuting and embodied carbon in purchased goods. Please note that the third-party freight emissions for 2019 is based on a 5% increase on sales for 2018 for OKA as agreed by ML and MT due to data not being available at time of submission	6188 tCO_2e
Electricity Consumption	1,884,299 kWh
% renewable energy	26.2%
Energy Consumption	3,251,947,9 kWh
% renewable energy	15.2%
Water consumption	3,063.4 m^3

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Source renewable and ethical resources

Responsible supply chain and procurement

We are committed to developing a responsible supply chain across the business and will work towards gaining transparency through our end-to-end production and operations for our stakeholders and customers worldwide.

Our supply chain encompasses the activities that convert input into output by adding value. It includes all suppliers of products and services or those that receive products or services from us. It covers our upstream and downstream activities. With a large and diverse group of suppliers we acknowledge that this is a challenge for the business but one of particular importance.

In 2019 we issued all suppliers with a Code of Conduct and in 2020 will be issuing them with a supplier handbook with our terms and conditions of trading. We will look to support our top 10 suppliers in each country (China, Vietnam, Indonesia and India) in identifying partnerships to address and improve environmental and social challenges. We will use third-party auditors to assess compliance of our top 10 suppliers in each country (China, Vietnam, Indonesia and India) by 2021 and the entire supplier base by 2025.

We aim to work on improving the transparency of our product manufacturing, from the raw materials up until completion of the final product. Our range is made up of a large number of materials, from ceramics and fabrics to metal and wood. We will look to improve transparency from our suppliers on the sourcing of their materials and support them in finding sustainable materials where possible.

Energy management

In 2019, 15% of our energy consumption came from renewable sources. In the following years, we will aim to use renewable sources where possible and continue to assess, improving energy efficiency in our operations and reducing our energy consumption. Using energy more efficiently and opting for renewable energy is essential for combatting climate change. We will reach a reduction in energy use within our operations of 35% by 2030 from a 2020 baseline. We will work to reduce our electricity consumption across both warehousing and distribution as well as our global offices and 14 UK shops. In 2019 we have invested in LED lighting in the warehouse and energy efficient lighting in all our Didcot offices.

Water management

Eliminating and reducing waste-water not only decreases contamination and destruction of the environment, it also improves efficiency of operations. At OKA, we are committed to responsible water management and we will work with our suppliers to try to gain more transparency with regard to their water usage. We will increase efficiency and and reduce waste water by supporting our top 10 suppliers in their reduction efforts. While we recognise that gaining transparency from our suppliers will be a challenge, we will focus our efforts on raising awareness within our teams and managing our usage locally.

Promote responsible waste management

We are committed to promoting responsible waste management (SDG 12 - Responsible consumption and production) and to reducing waste (specifically packaging in our supply chain).

In promoting responsible waste management, we will focus efforts on making 70% of our packaging (including plastics) recyclable by 2030. We have a packaging and recycling review underway.

We will monitor our waste and work closely with our suppliers to find better solutions, as well as improving our reporting in this area. We have invested in a 'bailer' and 'compactor' and will be developing further initiatives to eliminate, reduce, re-use and recycle waste.

With 14 UK stores and stock being transferred between locations on a regular basis, we are aware of the impact that waste (especially from packaging and damaged products) can have both environmentally and economically. We require strict measures to ensure that we manage waste responsibly and are continuously reviewing these.

Our customers are offered a disposal service of the equivalent piece of furniture in their home (£50). This initiative has received positive feedback and has now been rolled out nationwide.

Case study Relocation to a new single site - U166 Didcot

In June 2019 OKA began moving its existing three sites in Abingdon to a new OKA location, U166 Didcot. With a financial commitment of £3m, U166 Didcot is a modern facility comprising 166,583 sq ft of offices and warehousing, as well as a photo studio and outlet store, and providing warehousing space for the next five years. It consolidates all existing Milton Park sites (3) under one roof.

Planning commenced and work started to make the site ready by the end of 2019. The merging of three OKA sites into one modernised new site will allow the business to:

- Be more energy efficient with the installation of new LED lighting in the warehouse and energy efficient lighting in the offices
- Ensure better control of waste across warehousing, offices and retail space
- Control packaging to ensure we reduce, reuse and recycle as required
- Improve efficiency of operations (with dedicated areas to manage returned stock and process returns)
- Allow teams across the business to work more closely to improve processes and communication within the business, which will deliver improved customer service

Challenges and risks

It is vital that we prioritise our limited time and resources effectively and seek to maximise where we can deliver a more sustainable outcome efficiently. We also need to prioritise what we can do locally. For instance, we can switch to a renewable energy supply, which has environmental benefits, and also reduces costs.

In striving to reduce packaging we must ensure that our products are packaged appropriately to avoid damage. We are aware of our customers' concerns over ‘excessive’ packaging and the use of plastic. Over the next few years, we are aiming to source packaging that is biodegradable, reused or recyclable.

We will also improve the efficiency of transport both upstream and downstream to keep our greenhouse gas emissions as low as possible, without compromising on the brand experience (for example, customers' expectations of faster deliveries can increase the number of deliveries per order and therefore greenhouse gas emissions). We will ensure that freight from suppliers is shipped by sea (and not air unless in exceptional circumstances) and aim to fill containers to maximum capacity. With our intention of reducing greenhouse gas emissions for our entire global supply base, we recognise that here may be challenges for the smaller craftspeople we work with, who may not have access to the relevant materials and resources. Our use of resources will increase as our business grows and this offers an opportunity for us to balance this against our commitment to use more renewable and ethically sourced materials. Reducing our energy consumption and auditing our suppliers are some of the measures we will take to reduce our impact.

What's next?

As the world keeps changing, our mission is to create unique and timeless pieces through craftsmanship that are designed to inspire practical living and effortless entertaining while respecting our planet, our people and the next generation. We're more determined than ever to do this and we've set ambitious commitments and targets to reach our goal.

We are committed to reducing waste (specifically packaging) in our operations by monitoring our waste streams and promoting responsible waste management by working closely with our suppliers to find better solutions. Additionally, we will increase transparency on the amount of plastic packaging and products going into landfill.

We also recognise the importance of minimising our greenhouse gas emissions to tackle climate change. In 2019 we have measured our greenhouse gas emissions and will continue to monitor this on a quarterly basis from 2020. Moreover, we are committed to set science-based targets (to be approved by the Science-Based Target Initiative) and to improving the efficiency of our transportation systems.

In the face of the COVID-19 pandemic, we have taken actions to protect our employees. We will continue to maintain a safe and healthy environment that is free of injuries, fatalities and illness. In order to ensure that our workplaces are safe and contribute to the healthy development of people, we aim to develop an internal health & safety committee by 2020.

During 2020 we will also be putting extra focus on our community engagement activities. As we are working closely with global partners and suppliers to create our products, we are committed to supporting the needs of their businesses. We will continue to stimulate global craftsmanship by incorporating culture, history and heritage into the design of our products and by engaging with our local communities. By creating new partnerships in the five areas we're operating in, we will contribute to the economic development of those communities.

We are now in the process of preparing the groundwork to monitor our performance on our three Sustainability Strategy pillars and to report on our non-financial performance in accordance with leading standards and guidelines.

We aim to improve our data management and gathering processes on all of our priority topics. Gathering data from our suppliers is currently a challenge because of data gaps on our supplier side and a lack of standardisation in reporting. We will improve this in collaboration with our partners and suppliers.

Over the course of next year, we will we will further develop our materiality assessment. Recently we took an 'inside-out' approach in which we gathered input from our senior management on a range of material topics. Next year we will include the 'outside-in' perspective in our materiality process by reaching out to our external stakeholders for their input. This will improve our understanding of what the most important topics are for our business and for our external stakeholders.

Our Sustainability Strategy is the start of our journey to make a difference for people and the planet and we truly believe this will help us improve our social and environmental footprint while driving our growth.

GRI Index

This Sustainability Report is prepared in accordance with the GRI Standards: Core Option. The following table indicates how the contents of this documentcorresponding with GRI standards.

List of material issues and definitions:

GRI 101: Foundation 2016

GRI 102: General Disclosure 2016

GRI Standard	Disclosure number and name	Page ref	Reason for omission
Organisational Profile	102-1 Name of the Organisation	Cover	
	102-2 Activities, brands, products, and services	10 - 13	
	102-3 Location of headquarters	14 - 15	
	102-4 Location of operations	14 - 15	
	102-5 Ownership and legal form	24 - 27	
	102-6 Markets served	14 - 15	
	102-7 Scale of the Organisation	14 - 17	
	102-8 Information on employees and other workers	58 - 59	
	102-9 Supply chain	12 - 15	
	102-10 Significant changes to the Organisation and its supply chain	11	
	102-11 Precautionary Principle or approach	20 - 23	
	102-12 External initiatives	9	
	102-13 Membership of associations	9 and 13	
Strategy	102-14 Statement from senior decision-maker	5 - 7	
Ethics and Integrity	102-16 Values, principles, standards, and norms of behaviour	24 - 25	
Governance	102-18 Governance structure	24 - 25	
Stakeholder dialogue	102-40 List of stakeholder groups	-	Information unavailable: next year's materiality assessment will include the external view of the stakeholders.
	102-41 Collective bargaining agreements	-	Not applicable to the organisation.
	02-42 Identifying and selecting stakeholders	-	Information unavailable: next year's materiality assessment will include the external view of the stakeholders.
	102-43 Approach to stakeholder engagement	-	Information unavailable: next year's materiality assessment will include the external view of the stakeholders.
	102-44 Key topics and concerns raised	-	Information unavailable: next year's materiality assessment will include the external view of the stakeholders.
Reporting practice	102-45 Entities included in the consolidated financial statements	11	
	102-46 Defining report content and topic Boundaries	9, 21 - 23	
	102-47 List of material topics	21 - 23	
	102-48 Restatements of information	-	Not applicable: first sustainability report.
	102-49 Changes in reporting	-	Not applicable: first sustainability report.
	102-50 Reporting period	9	
	102-51 Date of most recent report		Not applicable: first sustainability report.
	102-52 Reporting cycle	9	
	102-53 Contact point for questions regarding the report	9	
	102-54 Claims of reporting in accordance with the GRI Standards	9	
	102-55 GRI content index	76	
	102-56 External assurance	24	
	102-56 External assurance	24	

GRI 200: Economic Standards

Procurement Practices

GRI Standard	Disclosure number and name	Page ref	Reason for omission
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	38	
	103-2 The management approach and its components	38	
	103-3 Evaluation of the management approach	38	
GRI 204-1: Procurement practices	204-1 Proportion of spending on local suppliers	-	Information unavailable: next year we will have information on the percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)

Anti-Corruption

GRI Standard	Disclosure number and name	Page ref
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	25
	103-2 The management approach and its components	25
	103-3 Evaluation of the management approach	25
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	25

GRI 300: Environmental Standards

GRI Standard	Disclosure number and name	Page ref	Reason for omission
Materials			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	38, 68 - 69	
	103-2 The management approach and its components	38, 68 - 69	
	103-3 Evaluation of the management approach	38, 68 - 69	
Energy			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66 - 67	
	103-2 The management approach and its components	66 - 67	
	103-3 Evaluation of the management approach	66 - 67	
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organisation	67	
Water and Effluents			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66	
	103-2 The management approach and its components	66	
	103-3 Evaluation of the management approach	66	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-	Information unavailable: next year we'll have assessed how the business interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to our activities and products. Additionally, we'll describe our approach to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.
Emissions			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66 - 67	
	103-2 The management approach and its components	66 - 67	
	103-3 Evaluation of the management approach	66 - 67	
GRI 305: GHG emissions 2016	305-1 Direct (Scope 1) GHG emissions	67	Additional information will be added next year on the source of emissions.
	305-2 Energy indirect (Scope 2) GHG emissions	67	Additional information will be added next year on the source of emissions.
	305-3 Other indirect (Scope 3) GHG emissions	67	Additional information will be added next year on the source of emissions.
Waste			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	69	
	103-2 The management approach and its components	69	
	103-3 Evaluation of the management approach	69	
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	69	
	306-2 Management of significant waste-related impacts	38, 69	

Environmental compliance			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	24	
	103-2 The management approach and its components	24	
	103-3 Evaluation of the management approach	24	
GRI 307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	24	
Supplier Environmental Assessment			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	68	
	103-2 The management approach and its components	68	
	103-3 Evaluation of the management approach	68	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-	Information unavailable: next year we'll include the percentage of new suppliers that were screened using environmental criteria.

GRI 400: Social Standards

GRI Standard	Disclosure number and name	Page ref	Reason for omission
Employment			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	58 - 59	
	103-2 The management approach and its components	58 - 59	
	103-3 Evaluation of the management approach	58 - 59	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	16 - 17	
Occupational Health and Safety			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	58 - 59	
	103-2 The management approach and its components	58 - 59	
	103-3 Evaluation of the management approach	58 - 59	
GRI 403: Occupational Health & Safety 2018	403-1 Occupational health & safety management system	58	
	403-2 Hazard identification, risk assessment, and incident investigation	58	
	403-6 Promotion of worker health	58	
Training and education			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	59	
	103-2 The management approach and its components	59	
	103-3 Evaluation of the management approach	59	
GRI 404: Training and Education 2016	404-2 Programmes for upgrading employee skills and transition assistance programmes	59	
Diversity and Equal Opportunity			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	59	
	103-2 The management approach and its components	59	
	103-3 Evaluation of the management approach	59	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	59	Next year we'll add information on age group and other indicators of diversity where relevant.
Human rights assessment			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	49	
	103-2 The management approach and its components	49	
	103-3 Evaluation of the management approach	49	
GRI 412: Human rights assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	-	Information unavailable: next year we'll include the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.
Local Communities			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	31	
	103-2 The management approach and its components	31	

	103-3 Evaluation of the management approach	31	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	-	Information unavailable: next year we'll include the percentage of operations with implemented local community engagement, impact assessments, and/or development programmes
Supplier Social Assessment			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	49	
	103-2 The management approach and its components	49	
	103-3 Evaluation of the management approach	49	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-	Information unavailable: next we'll add the percentage of new suppliers that were screened using social criteria.

UN Global Compact

OKA is a signatory of the United Nations Global Compact, a set of 10 principles in the areas of human rights, labour, environment and anti-corruption. In this reference table we show where we discuss our progress regarding these topics.

UN Global Compact Principles		Page
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	49
Principle 2	Make sure that they are not complicit in human rights abuses	49
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	49, 58 - 59
Principle 4	The elimination of all forms of forced and compulsory labour	49, 58 - 59
Principle 5	The effective abolition of child labour	49, 58 - 59
Principle 6	The elimination of discrimination in respect of employment and occupation	49, 58 - 59
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	63 - 72
Principle 8	Undertake initiatives to promote greater environmental responsibility	63 - 72
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	63 - 72
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	25

Our targets

Create through Innovation and Craftsmanship

OKA will design and create safe and quality pieces through innovation and craftsmanship which will help people to translate the OKA way of life to their own homes. We will achieve this goal by leveraging innovation and technology to improve product safety and quality, stimulating global craftsmanship and transitioning into a circular business.

Product circularity	To develop a long-term product circularity strategy by 2022 that progressively adopts the principles of circular economy – reducing, reusing, recycling and transition to circular solutions.
Innovation & technology	To innovate product design and incorporate circular economy principles by 2022
Community engagement & development	To increase our charitable partnerships to five countries (UK, US, India, China, Vietnam) where are operate including through our supply chain by 2025.

Enhancing all lives

OKA will inspire and enable our people and partners to live better and more sustainable lives and will increase collaboration to create a positive impact on our communities. We will achieve this goal by building an ethical and trusted company with partners and suppliers, inspiring people to create a sustainable home to be enjoyed with family and friends, and supporting and guiding our employees.

Corporate identity	To create a strong internal culture and values, nurture passionate and performance-driven people and a deep knowledge of sustainability and life at home. To continue preventing bribery, conflicts of interests and criminal activity in our organisation
Brand identity	To develop and communicate a clear corporate vision and mission statement aligned with our sustainability ambition, to be published by 2021.
Labour & human rights	To tackle labour and human rights issues in our supply chain by undertaking collaborative programmes with our suppliers to improve their practices.
Community engagement & development	To increase our charitable partnerships to five countries (UK, US, India, China and Vietnam) by 2025, to be developed in conjunction with our employees.
Customer satisfaction & experience	To review and improve our NPS (Net promoter score). To increase promoters by 5 points (to 75) by 2025.
Responsible marketing & sales	To develop new and digitalised solutions to meet customer needs and to ensure transparent marketing by 2022
Employee engagement & development	To increase our employee training budget by 30% and overall employee training hours by 2025 To develop a sustainability-specific training program to educate employees on the basic concepts by 2025.
Employee wellbeing health & safety	To develop an internal health & safety committee by 2020 that is responsible for ensuring that workplaces are safe and contribute to the healthy development of people.
Diversity & equality	To continue to actively work to increase gender diversity across our teams, including management and leadership, by (a) considering diversity in the recruitment processes; and (b) to develop diversity and equality training for all employees (including management) by 2022 To improve the ethnic diversity and inclusivity of our workplace by (a) considering diversity in the recruitment processes; and (b) to develop diversity and equality training for all employees (including management) by 2022

Designing for a better planet

OKA will design and create unique pieces to create sustainable homes, by reducing waste and using more ethically and responsibly sourced materials. We will achieve this by promoting a low-carbon supply chain, ensuring responsible waste management and by sourcing renewable and ethical materials.

Low-carbon supply chain	To achieve a 40% reduction in Scope 1 and 2 greenhouse gas emissions (CO_2e) per £m of revenue against a 2020 baseline by 2030 whilst exploring science based targets for 2030.
Waste management	To make 70% of our packaging (including plastics) recyclable by 2030.
Energy management	To reach a reduction in energy use within our operations of 35% by 2030 from a 2025 baseline, while researching science-based targets for 2030.
Water management	To increase water efficiency and reduce waste water by supporting our top 10 suppliers in water reduction efforts and programs.
Responsible supply chain & procurement	To use third-party auditors to assess compliance at the top 10 of our suppliers in each country (China, Vietnam, Indonesia and India) by 2021 and at the entire supplier base by 2023. To improve our FDC certification of timber products by 2023

OKA Direct Ltd
166 Purchas Road
Didcot
Oxfordshire
OX11 7BF

Email: customerservice@oka.com

Phone:
03330 042 042
or (+44) 1235 433930
from outside the UK