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A COMMITMENT TO CARING

2024 Sustainability Progress Report

OKA



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About this report

We are pleased to share OKA Direct Ltd's ("OKA") 2024 Sustainability Progress Report, our annual update on the steps we have taken to advance our sustainability goals. This report is intended for our team, customers, investors, and wider stakeholders, providing transparency into how we are delivering on our commitments to people, planet, product quality, and operational excellence.

While 2024 has been a year of transformation for OKA, our dedication to responsible business practices has remained strong. As a B Corp, we are committed to using our business as a force for good, continually refining our approach and striving for continual, meaningful improvements across all aspects of sustainability.

REPORT FRAMEWORKS AND SCOPE

This report covers the period from 1 January to 31 December 2024, unless otherwise specified. It includes data from our global operations. In June 2024, after careful consideration, we announced our exit from the US market. This was a result of increasing financial pressures on the business. As such, relevant data from our US operations is included for the period up to June 2024.

This report is prepared in accordance with the Universal Standards of the Global Reporting Initiative (GRI), with a GRI Content Index available on page 79.

OKA has been a signatory of the United Nations Global Compact (UNGC) since 2019, aligning our business practices with its universal principles on human rights, labour, the environment, and anti-corruption. Our Code of Conduct, Human Rights Policy, Supplier Policies, and Corporate Strategy all underpin our commitment to these principles, and we report our progress annually towards the 10 Principles.

We also use this report to communicate our alignment with the United Nations Sustainable Development Goals (SDGs), 17 global goals designed to promote prosperity while protecting the planet. These goals shape our sustainability strategy, helping us identify where we can have the greatest impact. Throughout this report, we highlight our priority SDGs across each of our core sustainability pillars.



A Messsage From Our CEO

2024 has been a year of ongoing transformation for OKA. I am proud that, even amid significant business change, we have continued to balance growth with our commitment to sustainability.

We have made meaningful progress in strengthening supply chain transparency, deepening collaboration with our suppliers, and embedding more responsible practices across our sourcing regions. Joining Sedex was a major milestone, providing greater insight into supplier performance and helping us proactively manage risks and raise standards. We also advanced our work on material traceability, particularly around timber.

At its core, OKA is a brand that champions craftsmanship, quality and timeless design. This has, and always will be, a central part of our identity. In 2024, we revitalised our focus on amplifying the heritage of our craftspeople, reintroducing their stories across our website, social channels, and magazines.

Our transformation extended internally as well. We launched an overhaul of our employee benefits to ensure more inclusive employee experience across all regions and introduced enhanced parental leave policies that reflect the values we stand for. Helping to build a culture where our people feel empowered, supported and valued.

Looking ahead to 2025, our focus will be on deepening the integration of sustainability into our business strategy. We are also preparing for B Lab's updated standards and using this as a framework to push ourselves further. Internally, we are evolving to make sure that sustainability sits at the heart of everything we do with accountability sitting across a wider, cross-functional team, driving engagement at every level and ensuring sustainability becomes truly embedded across the business.

There are still challenges ahead, including maintaining momentum and building the financial resilience needed to support longer-term initiatives. But there are significant opportunities, which I am looking forward to seeing in action as we work to elevate our impact in areas such as charitable initiatives, emissions reduction and continuously improving our reporting to monitor and communicate our progress.

With strong partnerships, clearly defined goals, and a collective sense of purpose, I believe we are in a stronger position than ever to deliver meaningful, lasting impact.



Mark Saunders
Chief Executive Officer



OKA in Numbers 2024

£36.5M	TOTAL REVENUE (2023: £45.8M)
211	EMPLOYEES (2023: 244)
63%	FEMALE EMPLOYEES
13	RETAIL STORES WITH 2 NEW UK STORES OPENED IN 2025
405	NEW PRODUCTS (2023: 493)
46.6K	CUSTOMERS (2023: 68.9K)
97.1K	ORDERS (2023: 178.1K)
5.2M	WEBSITE VISITS (2023: 5.8M)
1.0M	DIRECT MAILERS SENT (2023: 2.8M)
75.6K	CALLS AND EMAILS RECEIVED FROM OUR CUSTOMERS (2023: 138K)
324K	SOCIAL MEDIA FOLLOWERS (2023: 248K)



Sustainability Highlights

11 employees completed our Illuminate internal apprenticeship programme

100% of employees trained on our Health and Safety policies

Reduced our Scope 1 and 2 emissions by **69%** from our 2019 baseline

57% of our senior leadership team are women

Introduced **Sedex** to improve supply chain transparency

Achieved a Trustpilot score of **4.6**

100% of our team had an annual performance review

Enhanced our **family-friendly policies**, including enhanced pay for primary and secondary carers and a fully paid phased return to work for both parents

Measured our **packaging baseline**

Enhanced timber and leather supply chain **traceability**

Repaired **74** products in our UK warehouse as part of our circularity strategy

93% of our waste was recycled, with less than 1% going to landfill



About OKA

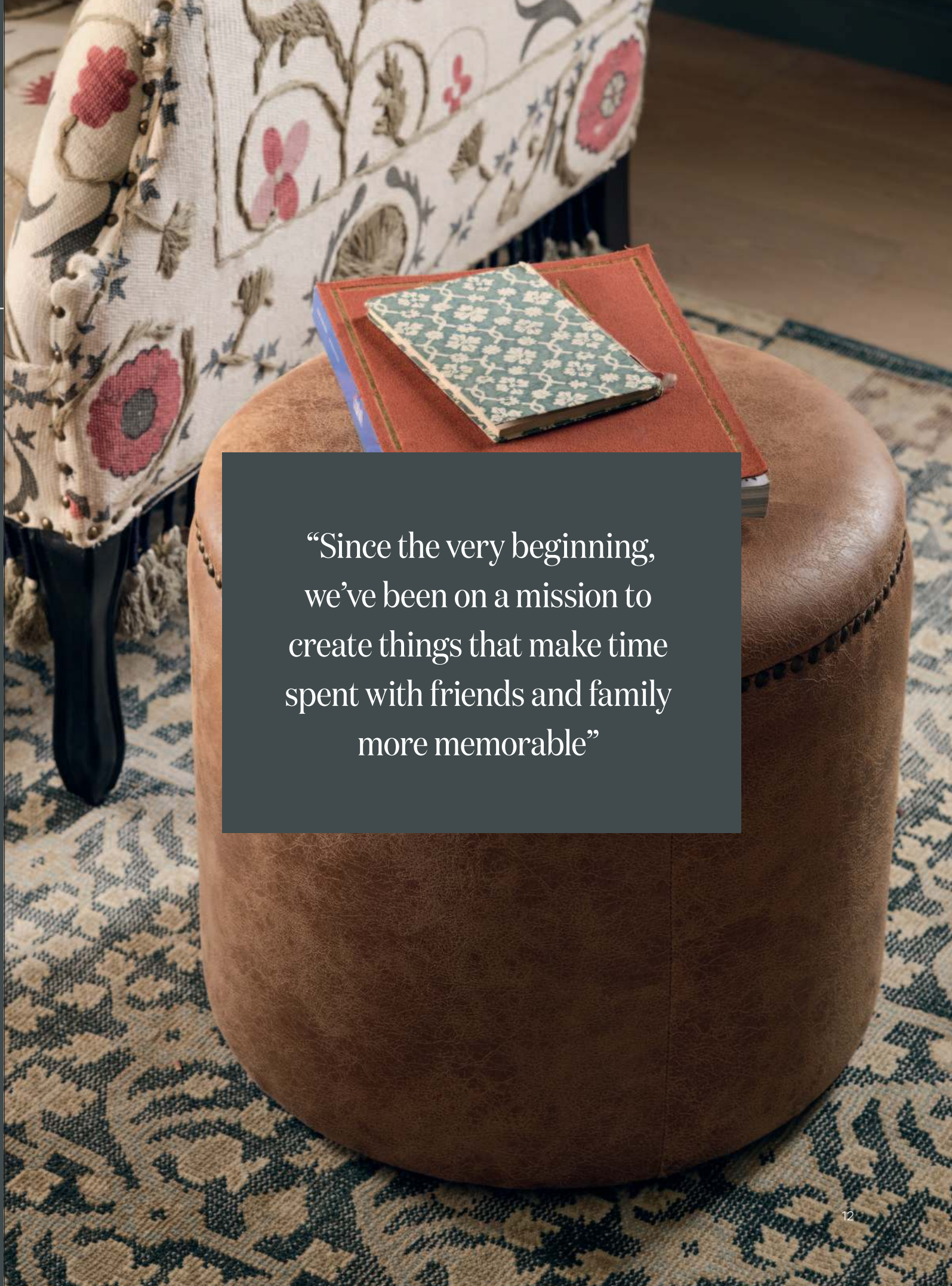
OKA is a love affair with living well.

Founded in 1999 by Annabel Astor, Sue Jones and Lucinda Waterhouse, OKA is a leading high-end interiors and lifestyle brand in the UK. We create unique collections of furniture and accessories that are designed to celebrate effortless and timeless British style. We mix elegant classics with characterful pieces inspired and sourced from around the globe.

Our collections are a carefully curated celebration of design, colour and personality differentiating them from our competitors. OKA was founded by three great friends with a passion for beautiful, practical and comfortable homes. We still design with this in mind, creating effortless pieces that allow our customers to focus on the most important thing: enjoying precious time with loved ones. Inspiring homes where nothing is too precious or perfect to be enjoyed with family and friends.

We work hard to deliver our customers high-quality products and excellent service. We have a passion for design and proudly partner with skilled independent craftspeople and family-run businesses all over the world, working to support the needs of their businesses and ensure that all our products are made to high ethical standards.

At the heart of OKA's design process is a desire to preserve techniques and influences that have been passed down from generation to generation, some of which may be in danger of becoming extinct in the future. Rather than a passing trend that needs to be disposed of, each piece is timeless; it lives in, and becomes part of, an individual's home. Designed to last and made to be loved, we design to ensure our pieces have a lasting place in our customers' homes as their tastes and interiors adapt over the years.



“Since the very beginning,
we’ve been on a mission to
create things that make time
spent with friends and family
more memorable”

OKA at a Glance

Our omnichannel business model includes an ecommerce platform, a portfolio of retail stores, an established Trade department and an Interior Design Service.

Headquartered in Oxfordshire, OKA's value chain spans 14 countries, including direct and indirect sourcing networks of suppliers, as well as OKA's operations.

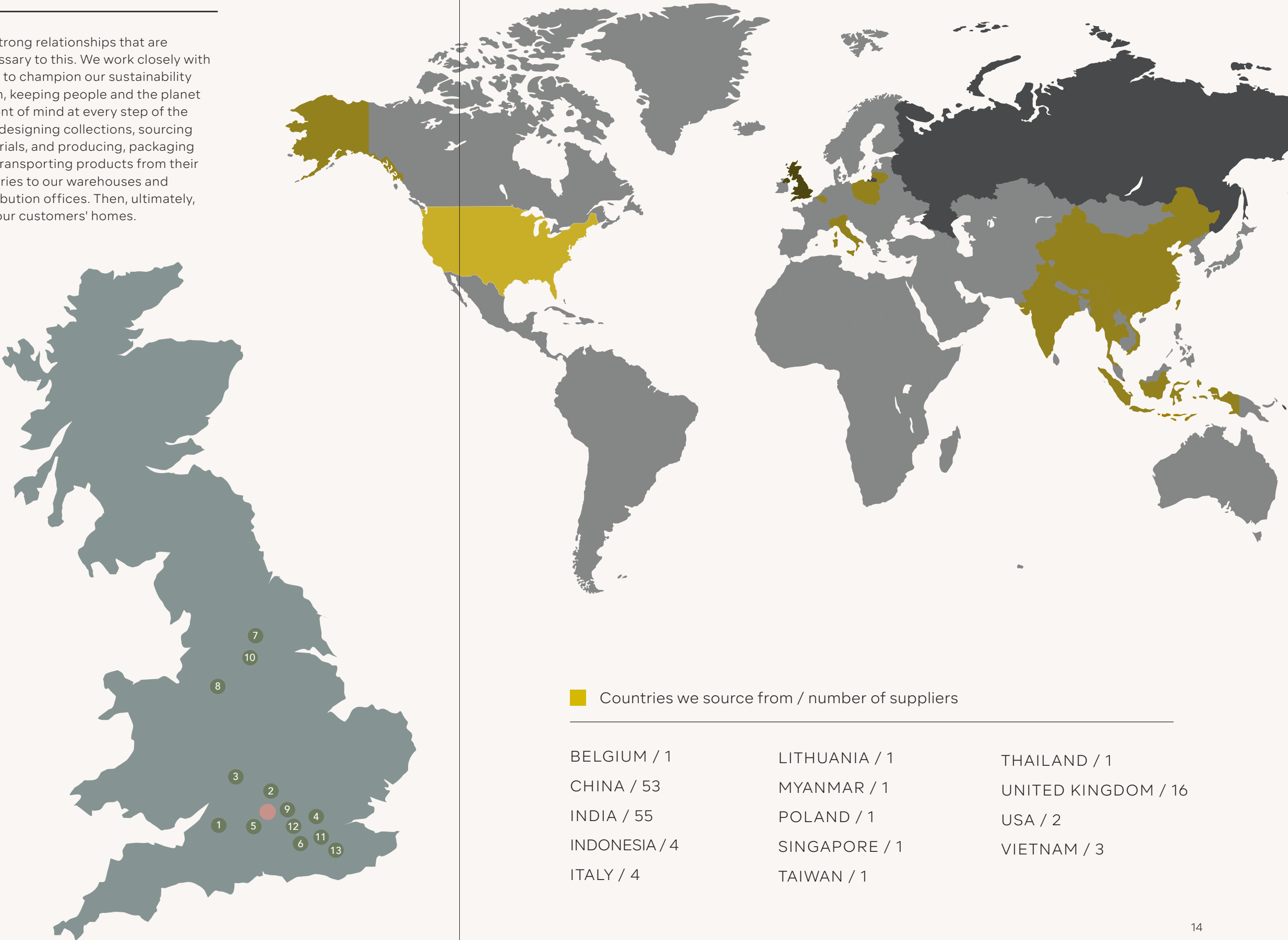
We work with suppliers who can offer the quality and craftsmanship required for our ranges, developing and maintaining

the strong relationships that are necessary to this. We work closely with them to champion our sustainability vision, keeping people and the planet at front of mind at every step of the way: designing collections, sourcing materials, and producing, packaging and transporting products from their factories to our warehouses and distribution offices. Then, ultimately, into our customers' homes.

- Retail Stores
- OKA HQ

1. BATH
2. BICESTER (OPENED IN 2025)
3. BROADWAY
4. CHELSEA, LONDON
5. FROXFIELD
6. GUILDFORD
7. HARROGATE
8. KNUTSFORD
9. MARLOW
10. REDBRICK (OPENED IN 2025)
11. SOUTH GODSTONE
12. SUNNINGHILL
13. TUNBRIDGE WELLS

Our US (Houston, Dallas and Westport) and Edgbaston stores have closed in 2024. Data from these stores is included within this report where relevant and is accounted for in total global figures for 2023.





“Our stores are the cornerstone of our business, giving customers the opportunity to immerse themselves in the OKA experience. Increasing our retail footprint creates new opportunities to delight and inspire.”

Mark Saunders, CEO

Expanding Our UK Retail Presence

In 2025 we have strengthened our UK retail footprint with the opening of two new stores.

The first, a dedicated outlet store at Bicester Avenue Garden Centre, offers customers the chance to shop a curated selection of timeless OKA designs at outlet prices. Located close to Bicester Village and Bicester Shopping Park, the store benefits from high footfall and excellent transport links, making it an ideal destination for new and existing customers alike to take home a unique OKA treasure. The outlet also plays a key role in our efforts to reduce waste, giving a second life to off-price and seconds items that might otherwise have gone to landfill.

Our second opening is a concession store at Redbrick, the North's leading destination for furniture and interiors. The new 2,800 square foot showroom allows visitors to gather inspiration and immerse in the OKA world of colour, pattern and craftsmanship. Customers can explore beautifully styled roomsets, made-to-order furniture, and our popular Bunched faux floristry service, all supported by expert advice from our Home Stylist Service.

Our Corporate Strategy

We launched our first Sustainability Strategy in 2019, and since then have celebrated several milestones in our sustainability journey. We published our first Sustainability Progress Report in 2019, became a UN Global Compact signatory in 2019 and a B Corp in 2023, and over that time have made progress towards reducing the impact of our direct operations and wider value chain.

In 2022, we introduced a fully integrated Corporate Strategy built around five business-wide priorities, with sustainability at its core. Aligned with the UN Sustainable Development Goals, this strategy is supported by clear commitments and time-bound targets and will continue to evolve as we respond to a changing world.



OUR SUSTAINABILITY VISION

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 generation.

OUR PURPOSE

OKA exists to ignite peoples' love of home through a curated collection of furniture and homeware.

OUR MISSION

To inspire our customers to break the rules and create a home that reflects their personality.

Our Strategic Pillars

CUSTOMER Foster vibrant and lasting customer connections – by nurturing a community that thrives on authentic, luxury service and unforgettable moments.

PEOPLE Cultivate a high-performance culture, where every employee feels that they belong and are empowered to drive change, that contributes to our shared success story.

BRAND Elevate the brand to new heights, celebrating our heritage and design authority, through a vibrant mix of originality, playfulness and global craftsmanship.

PRODUCT Enrich our product offer. Leading our industry through our unwavering commitment to quality, timeless-inspired design and sustainability.

PLANET Reduce our impact on the planet and positively contribute to the communities we engage with, driving meaningful change in our industry.

OPERATIONAL EXCELLENCE Optimise and simplify our processes and ways of working, unlocking our future potential.

Our Vision is to
be the most loved
British interiors
lifestyle brand



Materiality Assessment

Materiality assessments help us identify and prioritise the sustainability issues that matter most to our stakeholders and have the greatest impact on our business. We completed a baseline materiality assessment in 2019 as part of the development of our first strategy, followed by a comprehensive assessment in 2021 to deepen our understanding of the sustainability-related risks and opportunities most relevant to our business. These insights, from internal and external stakeholders, combined with industry benchmarking and alignment with global sustainability frameworks, laid the foundation for our integrated Corporate Strategy.

In 2024, we refreshed our materiality assessment to ensure our priorities reflect the evolving sustainability landscape. We engaged employees, senior leaders, key suppliers, and customers, while also considering broader developments such as regulatory changes. This process highlighted growing stakeholder interest in areas such as employee health, safety and wellbeing, customer satisfaction, and community impact.

We also identified biodiversity as an emerging risk, particularly in relation to our use of natural materials such as timber and leather. Enhancing transparency around material sourcing remains a priority, and we are committed to further understanding and reducing our impacts on nature and biodiversity.

We will continue to review and adapt our strategy to stay responsive to the evolving expectations of our stakeholders and the changing environment we operate in.

Our Sustainability Strategy

At the heart of OKA is a commitment to caring. That means collaborating with global craftspeople to create timeless, quality designs that inspire stylish, practical living. By designing enduring pieces using ethical production, we respect our planet, its people and the next generation.

Our sustainability strategy outlines the goals we have set to help us achieve our vision. In 2024 we conducted a strategy refresh to better reflect our current sustainability priorities, address our challenges, and create renewed momentum internally.

Our sustainability strategy focuses on three pillars:

People

ENHANCING ALL LIVES

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.

- Supply Chain Risk Management
- Diverse & Inclusive Workforce
- Employee Health & Safety
- Employee Engagement, Development & Wellbeing
- Community Engagement & Development

Product

DESIGNING THROUGH INNOVATION AND CRAFTSMANSHIP

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

- Product & Packaging Circularity
- Materials Sustainability & Transparency

Planet

CREATING FOR A BETTER PLANET

We craft unique pieces to create sustainable homes, by reducing waste and using more ethically and responsibly sourced materials.

- Carbon Emissions Reduction
- Waste & Water Management

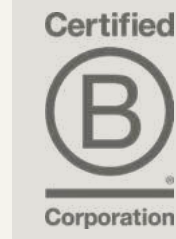
RESPONSIBLE BUSINESS PRACTICES

Our pillars are underpinned by our responsible business practices, which help us to build trust with our stakeholders and ensure we are an ethical business.

- Privacy & Data Protection
- Service Quality & Customer Satisfaction
- Ethics & Transparency



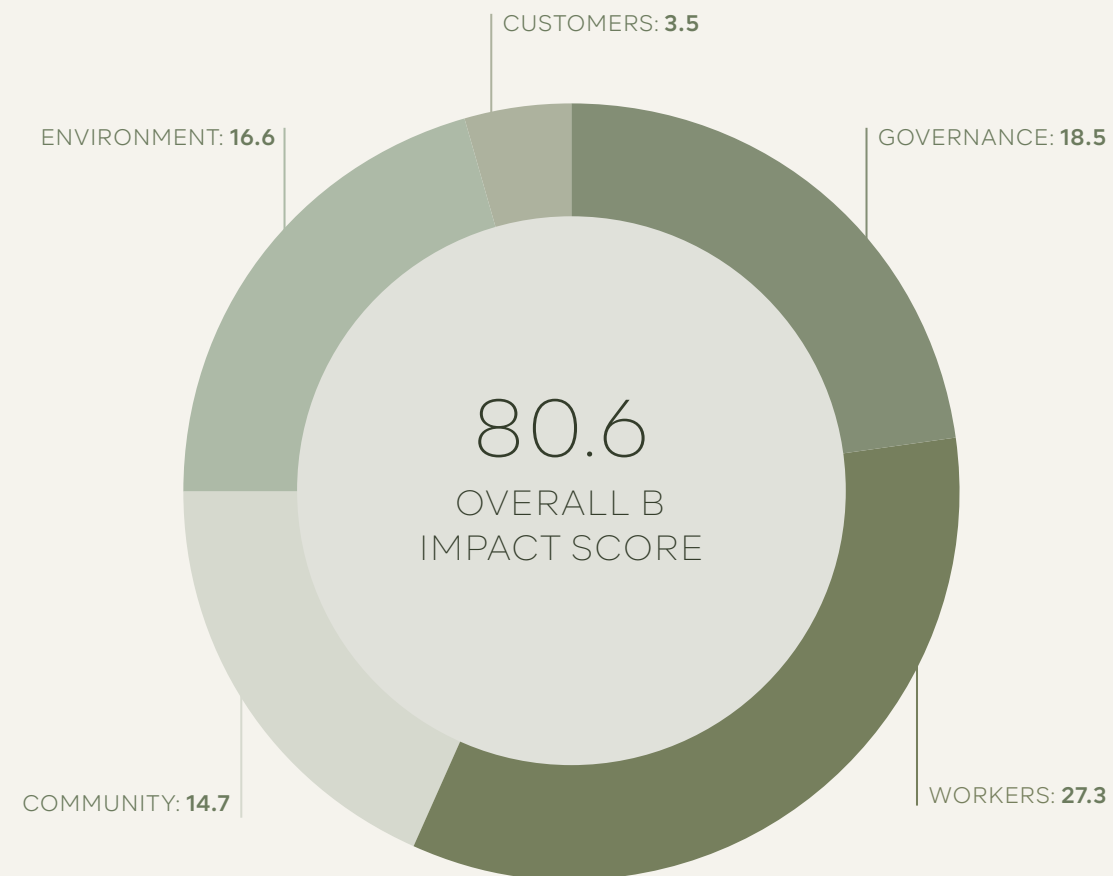
B Corp



In 2023, OKA became a certified B Corporation, joining a global community of businesses that meet high standards of social and environmental performance, accountability, and transparency. This reflects our ongoing commitment to environmental and social responsibility, including our mission to reduce our impact on the planet and positively contribute to the communities we interact with.

We achieved certification with a verified score of 80.6, reflecting our efforts to reduce our environmental footprint, support our people and communities, and build a values-led business.

Looking ahead, we are preparing to use B Lab's updated standards as a framework to challenge us to go further and drive even greater positive impact both within our business and our wider value chain.



Progress Towards Our 2030 Targets

OUR 2030 TARGETS	2024 PROGRESS
RESPONSIBLE BUSINESS PRACTICES	
Ethics & Transparency Training on our code of conduct, antibribery and corruption and whistleblowing processes embedded in onboarding and annual employee learning.	75% of employees completed our Code of Conduct and Information Security training.
Privacy & Data Protection Migrate on premise systems to cloud-based systems by 2025.	Ongoing migration to cloud-based systems with 60% reduction in on-site devices achieved.
Service Quality & Customer Satisfaction Enhance our product storytelling and educate our customers on the provenance and sustainability information of our products.	Incorporated information on sustainability attributes of our products in our catalogues and on our website e.g. handmade and products made from recyclable materials.

OUR 2030 TARGETS	2024 PROGRESS
ENHANCING ALL LIVES	
Supply Chain Risk Management Work with our suppliers and artisans on collaborative programmes to continually improve working conditions, focusing on areas of non-compliance.	Became a member of Sedex, with 68% of our total supplier base onboarded. 44% of our top 25 suppliers hold a third-party SMETA audit.
Diverse & Inclusive Workforce Create an inclusive working environment that celebrates our differences at all levels of the business.	Embedded DEI in mandatory compliance training for all employees, launched unconscious bias training for managers, refreshed primary and secondary caregiver policies, introduced enhanced neonatal pay, and rolled out an additional four weeks paid leave for early pregnancy loss.
Employee Health & Safety Reduce accident rates and increase health and safety training levels.	Improved health and safety awareness, with increased near miss reporting and training.
Community Engagement & Development Develop impactful community partnerships in every country we operate.	Paused our charity partnerships, currently reviewing our strategy for impactful future engagement.

OUR 2030 TARGETS	2024 PROGRESS
DESIGNING THROUGH INNOVATION AND CRAFTSMANSHIP	
Product & Packaging Circularity Increase the percentage of recycled materials in our products, setting specific annual targets in 2025. 70% of our packaging (including plastics) domestically recyclable.	Measured our packaging baseline and set targets for 2030.
Materials Sustainability & Transparency All materials used in our products will be fully transparent down to source, with sustainability certifications on all high-risk materials. We will be setting new goals on certifications for timber and other high-risk materials in 2025, once we have a better understanding of our baseline.	Initiated a project to compile a central database for traceability or certification data for timber and leather products.

OUR 2030 TARGETS	2024 PROGRESS
CREATING FOR A BETTER PLANET	
Carbon Emissions Reduction Reduce our Scope 1 and Scope 2 GHG emissions 46% from a 2019 base year in line with our Science Based Target. Measure and reduce our Scope 3 emissions.	Reduced our Scope 1 and 2 emissions by 27% from 2023, due to the closure of our US operations. Our 2024 emissions were a 69% reduction from our 2019 baseline, exceeding our Science Based Target. Our Scope 3 emissions increased due to improved data measurement and increased business activity.
Waste & Water Management Achieve zero waste to landfill in our operations.	Less than 1% of our operational waste was sent to landfill in 2024. 93% of our waste was recycled.

Our Governance

In December 2017, OKA Direct Ltd was acquired by an independently managed investment company indirectly held by Investindustrial Growth L.P. ("Investindustrial"). At the time of acquisition, a shareholders' agreement setting out the governance of the OKA group was signed at the level of Luxury British Design Holdings Limited, the controlling indirect shareholder of OKA Direct Ltd where management and founders invest.

The Board of Directors of Luxury British Design Holdings Limited is responsible for setting OKA's overall strategic direction, with a focus on long-term value creation, financial management, and the appointment of leadership. The Board also maintains oversight of ethical conduct across all business operations, including sustainability. Responsibility for sustainability ultimately sits with the Board, which reviews and approves this report annually. Day-to-day delivery of our sustainability commitments is led by OKA's Senior Leadership Team.

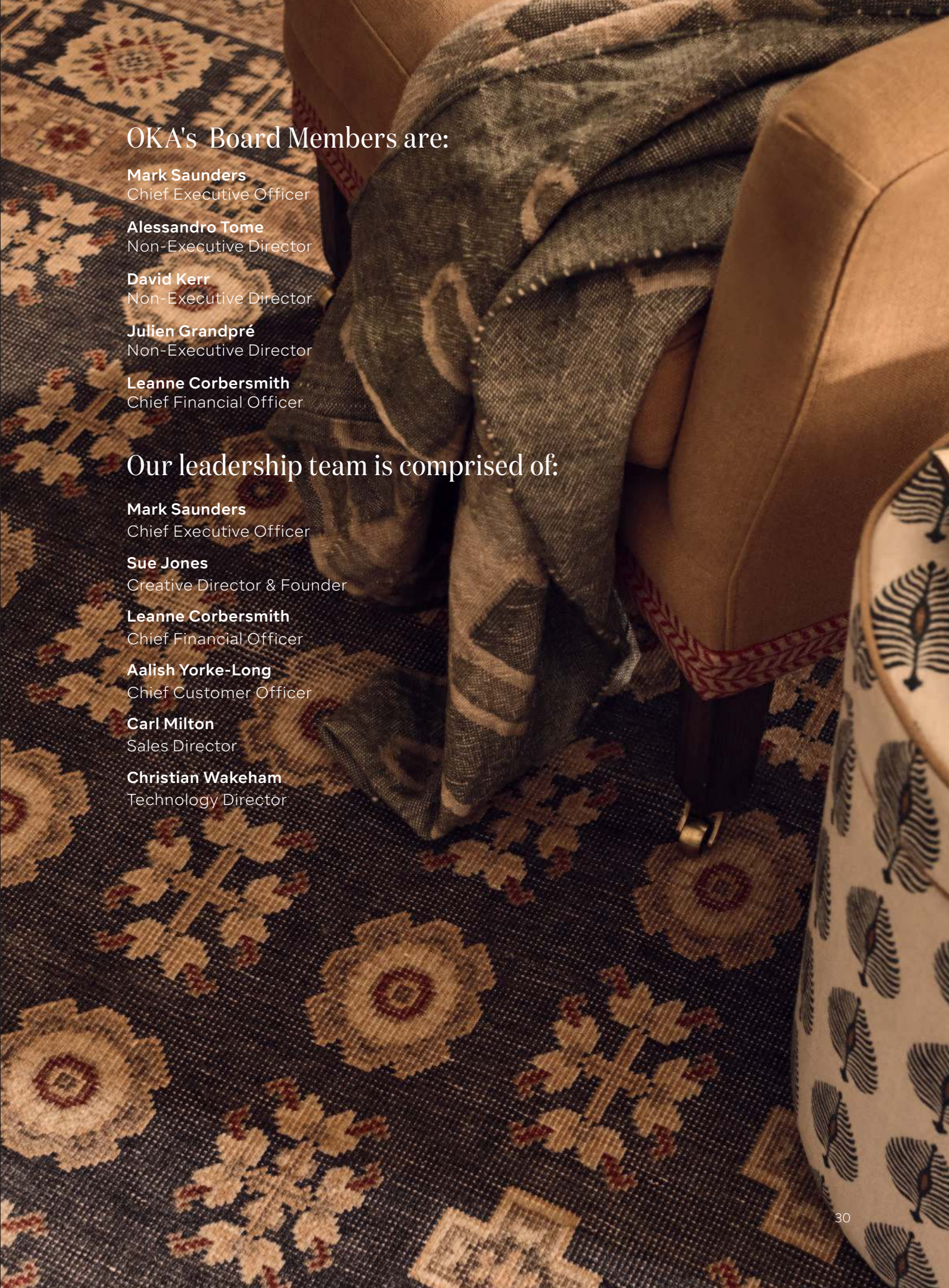
Our Chief People and Sustainability Officer, a member of the Senior Leadership Team, holds accountability for overseeing OKA's sustainability agenda. They provide monthly updates to the Board, including progress against 2024 targets and the identification of sustainability-related risks and opportunities. Sustainability matters are reviewed regularly through quarterly forums with those accountable for delivery across the business.

OKA operates under a defined Delegation of Authority framework, ensuring all actions and decisions are governed through established procedures. This Delegation of Authority does not vary or substitute the shareholders' agreement which together outline OKA's policies with respect to Group conduct. They establish limits on various matters including the actors required to consent to Governance, Share Capital, Shareholder Payments and Business Plan changes. Consent from both Investors and the Board of Directors of Luxury British Design Holdings Ltd is required for any Director appointments, excluding any Founder Director, from any member of the Group. Investor consent and consent from the Remuneration Committee of Luxury British Design Holdings Ltd is also required for the establishment of any profit-sharing bonus or incentive scheme which issues shares to employees or Directors. The Board of Directors of Luxury British Design Holding Ltd are further required to consent to any amendments to existing pension schemes. Remuneration of the non-Executive Chairman is determined by the Remuneration Committee of OKA's parent company, Luxury British Design Holdings Limited. The process by which conflicts of interest within the Board are prevented and mitigated are detailed in Section 29 of the Articles of Association.

Risk Management Approach

OKA's risk management framework is designed to ensure we meet our strategic objectives while complying with all relevant legal and regulatory requirements. The Senior Leadership Team is responsible for identifying, assessing, and managing risks across our operations and supply chain.

We are committed to maintaining strong governance practices and aligning with local, national, and international regulations, as well as adopting best-in-class standards in our reporting and disclosures. Key risks are tracked through regular internal processes and reviewed by the Board through structured reporting cycles, including monthly financial updates that incorporate commentary on emerging and ongoing risks.



OKA's Board Members are:

Mark Saunders
Chief Executive Officer

Alessandro Tome
Non-Executive Director

David Kerr
Non-Executive Director

Julien Grandpré
Non-Executive Director

Leanne Corbersmith
Chief Financial Officer

Our leadership team is comprised of:

Mark Saunders
Chief Executive Officer

Sue Jones
Creative Director & Founder

Leanne Corbersmith
Chief Financial Officer

Aalish Yorke-Long
Chief Customer Officer

Carl Milton
Sales Director

Christian Wakeham
Technology Director



Responsible Business Practices

We are committed to embedding responsible business practices that build trust with our employees, customers, and suppliers. These form the foundations of our Corporate Strategy and play a vital role in strengthening our brand.

Our goal is to nurture a commercially resilient and innovative business that remains true to OKA's heritage, while delivering lasting value for customers, suppliers, investors, and our wider community.

By creating a values-led culture internally, we empower our teams and partners to act with integrity and purpose. This includes avoiding short-term decision-making that could compromise our sustainability goals and ensuring our operations support long-term resilience and impact.

Ethics & Integrity

OUR 2030 TARGET:

- Training on our code of conduct, antibribery and corruption and whistleblowing processes embedded in onboarding and annual employee learning.

We are committed to being an ethical, transparent, and trusted business that supports decent work and drives positive economic impact across our operations and supply chain (aligned with SDG 8 – Decent Work and Economic Growth).

Our aim is to create an internal culture founded on strong values, to nurture our passionate and performance-driven people, and educate our teams and customers on sustainability and life in the home.

Our Code of Conduct sets clear expectations for compliance and responsible behaviours. We take any instances of non-compliance within the business seriously and work collaboratively with our partners to ensure their shared commitment to our ethical standards.

We have strong controls in place to prevent misconduct, including bribery, conflicts of interest, and criminal activity. By embedding our values across the business, we ensure short-term decisions never come at the cost of long-term integrity or impact.

OUR PROGRESS IN 2024

Compliance training is a key part of embedding our values into everyday business practices. OKA employees must complete mandatory training modules covering ethics, compliance, and workplace safety. We are working towards 100% of employees completing their mandatory compliance modules annually and in 2024:

- 75% of our employees have completed our Code of Conduct training
- 75% of our employees have completed our Information Security training
- 100% of our employees have completed our Health and Safety training

We also began refreshing our internal policies to ensure they reflect best practices and are accessible to all. These updated documents are being migrated to a new centralised intranet system, set to launch in 2025.

NEXT STEPS

In the coming year, we will focus on increasing completion rates by issuing regular reminders and reinforcing the importance of mandatory training through internal communications.

We will also continue our rolling review of our people policies and employee handbook, ensuring they remain up to date, relevant, and reflective of our culture of integrity and respect.

Privacy & Data Protection

OUR 2025 TARGET

- Migrate on premise systems to cloud-based systems by 2025

At OKA, safeguarding customer and employee data is a fundamental responsibility. We are committed to enhancing privacy, strengthening cybersecurity, and ensuring that individuals retain control over how their personal information is used and shared.

Our Data Privacy Policy outlines how we collect, store, and process customer data in a clear and transparent way. In a rapidly evolving digital landscape, we continue to embed robust data protection measures throughout our operations, with privacy at the core of our Information Security Management System.

We maintain a strong governance framework supported by key policies covering data protection, marketing, cookie consent, and communications. Regular privacy impact assessments help us identify and mitigate risks proactively. Our Data Governance Policy outlines our responsibilities under the UK Data Protection Act, including the data we hold and how we manage it. We also benefit from the guidance of an external Data Protection Officer, who ensures we meet all legal requirements and support continuous improvement in governance and compliance.

OUR PROGRESS IN 2024

In preparation for our head office move in 2025, we advanced our cloud migration project. This transition is expected to significantly reduce our internal network footprint, including:

- A 60% reduction in on-site devices requiring power
- An 80% reduction in network switches
- A shift to Microsoft 365 for our standard phone solution
- A 30% reduction in our server stack

We also focused on preparing for the launch of our new UK website in May 2025. As part of this replatforming project, we made digital accessibility a top priority. An audit of our existing website identified key improvement areas, which informed the development of our new site. We embedded WCAG 2.1 AA accessibility standards into our agency brief to ensure compliance and inclusivity from the outset.

As a registered entity with the Information Commissioner’s Office (ICO), we continue to engage with the ICO, our customers, and relevant third parties to uphold information rights and promote best-in-class data privacy standards.

NEXT STEPS

Our primary focus in 2025 is the continued migration of our infrastructure to cloud-based systems. We will also ensure accessibility best practices are factored into all ongoing development work for our website.



Responsible Marketing & Sales

We are passionate about delivering a seamless customer experience that builds long-term trust and brand loyalty. This includes marketing and selling our products with integrity, ensuring all communications are transparent, accurate, and our products fairly priced. As part of our commitment to responsible marketing, we are focused on reducing the environmental impact of our print materials and eliminating any greenwashing from our communications.

We continue to explore new digital tools that enhance the customer experience while maintaining the highest standards of data privacy. In 2024, we recorded no breaches of customer data and no incidents of non-compliance with industry marketing regulations. We monitor key engagement metrics, including email unsubscribe rates, which remained in line with industry benchmarks.

OUR PROGRESS IN 2024

We continued our shift toward more sustainable and digitally focused marketing, responding to both customer preferences and environmental priorities. Our 2024 customer survey revealed that browsing our website is now the most preferred way for customers to engage with OKA (33%), followed by visiting a store (31%) and reading our magazine (21%). While print remains a valued part of our brand experience, particularly for customers who enjoy the tactile and visual elements of our catalogues, we are taking meaningful steps to reduce its environmental impact.

We made tangible reductions in paper usage this year, with total paper consumption in the UK falling from 120 tonnes in 2023 to 88 tonnes in 2024. This was achieved through reduced mailer volumes and continuous optimisation of our formats. All catalogues, magazines, and postcards are printed on 100% FSC-certified paper, and we continue to work with suppliers to source all remaining retail point-of-sale (POS) printed materials, such as product cards and leaflets, responsibly. We also recognise the ongoing footprint of printed marketing, which is why we were encouraged to learn that 32% of customers keep our magazines on display and 19% pass them on to others, helping to extend their use and reduce waste.

Our Evergreen UK POS initiative continued to reduce paper waste by standardising swing tags, signage, and POS across seasons. This has significantly lowered the volume of single-use printed materials. In addition, our retail carrier bags are now made entirely from unlaminated paper to ensure they are fully recyclable.

To strengthen transparency in how we communicate sustainability, we developed and shared our first internal anti-greenwashing guide in 2024. This resource equips our teams with practical guidance to ensure all claims are accurate, responsible, and aligned with best practices.

NEXT STEPS

We are currently reviewing all in-store POS materials, including signage, swing tags, and shopping bags, with the aim of making them more reusable and less resource-intensive.

We will also be rolling out our anti-greenwashing guide, building awareness and education across our teams. This includes launching mandatory sustainability training on our internal learning platform to help teams identify and avoid greenwashing, and to confidently speak with customers about OKA's environmental and social impact.

Service Quality & Customer Satisfaction

OUR 2030 TARGET

- Enhance our product storytelling and educate our customers on the provenance and sustainability information of our products

Delivering exceptional service and customer experience remains a top priority at OKA. We track satisfaction through our Net Promoter Score (NPS), Trustpilot reviews, and annual customer surveys, which give us valuable insight into how our customers feel about OKA, including their views on our sustainability performance.

Customer feedback directly informs improvements across our business. We are committed to continuously enhancing our service and using every interaction as an opportunity to build trust, strengthen loyalty, and better communicate the stories behind our products.

OUR PROGRESS IN 2024

This year, we conducted a customer survey focused on individuals who shopped with us between June 2023 and July 2024. The majority (78%) were long-standing customers who had made multiple purchases over the years. The response rate rose to 5.2%, up from 4.5% in 2023. Our NPS declined to 46, down from 65.5 last year. Improving this remains a key priority, and we are actively working to enhance the quality and consistency of our service to meet our 2025 target of a 75 NPS.

This year we introduced an automated post-purchase email that invites customers to leave a review via Trustpilot, enabling real-time insights into customer satisfaction. We also have Trustpilot cards in our stores to gather feedback from in-store customers. Encouragingly, our Trustpilot score increased to 4.5, with 76% of reviews rating us 5 stars, reflecting strong performance in areas of fulfilment and delivery.

We also gathered insights into customer views on sustainability. 65% of respondents said sustainability plays an important role in their purchasing decisions, consistent with last year’s findings. When asked which sustainability areas mattered most, customers prioritised product quality (70%), product safety (64%), ethical and responsible suppliers (60%), and sustainably sourced materials and products (55%). These results reinforce the importance of communicating to our customers more clearly about the craftsmanship, sourcing, and values behind our products, especially our focus on quality, safety, and responsible production.

This year, we strengthened our customer communications by more prominently featuring the sustainability attributes of our products, both online and in our magazines. Through our ‘Behind the Design’ content and new product tags including ‘Handmade’, ‘Hand Finished’, ‘Mouth Blown Glass’, ‘Handmade in the UK’ and ‘Made from Recycled Materials’, we have begun telling richer stories about the craftsmanship and materials behind our collections, from rugs and cushions made with recycled plastic bottles, to furniture crafted from recycled wood, and handmade vases, candlesticks, and lampshades. These enhancements help bring our values to life for customers, supporting more informed and conscious purchasing decisions.

NEXT STEPS

Our goal is to achieve a Trustpilot score of 4.6 by 2025, reflecting our commitment to delivering exceptional quality and customer experience.

We will continue sharing more stories and information about the origins of our products and the techniques used to make them. To support this, we will further educate our teams on product provenance and materials, equipping them with the knowledge to communicate more effectively and meaningfully with customers.



Our Policies

Our sustainability commitments are supported by our governance structure and policies. The purpose of policies is to embed sustainability throughout the business and the supply chain in both day-to-day and strategic decisions. Our internal employee handbook conveys many of our policies to our employees.

CODE OF CONDUCT

At OKA we believe that everyone has a part to play in operating with integrity, honesty and fairness. We are all are focused on the same goals, with the same drive to succeed and to help one another to do so.

The principles in our Employee Handbook and People Policies establish minimum standards across key areas. This includes clear guidelines to all employees regarding our expectations when working for and representing OKA, and the responsibilities that employees have towards the company, customers and business partners. Above all, employees are expected to follow the law, act with integrity and honesty in all matters and be accountable for their actions.

The OKA Code of Business Conduct sets out our values, responsibilities, and obligations with regards to the handling of certain ethical situations commonly faced by OKA employees. The Board monitors the effectiveness and reviews the implementation of this policy, regularly considering its suitability and adequacy. Internal control systems and procedures are subject to regular audits to provide assurance that they are effective in managing the Code of Business Conduct effectively.

WHISTLEBLOWING POLICY

Our aim is to identify any concerns or issues employees might have and take the appropriate measures to remedy the situation. We encourage a culture of openness within our organisation to help prevent malpractice. There are various ways for OKA employees to voice their concerns, including internally through their line manager, HR manager or directly to our CEO. We have an independent whistleblowing hotline operated by a third party with all concerns or issues raised being captured and assigned to a member of the OKA Senior Leadership Team for resolution.

EQUALITY POLICY

OKA recognises that discrimination and victimisation are unacceptable and that it is in the interests of OKA 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

Our Grievance Policy provides an internal mechanism for dealing with concerns raised by employees about their employment or working environment. It aims to deal with any issues quickly, fairly, and at the lowest level possible within the company. Our Policy is based on the ACAS Code of Practice on disciplinary and grievance procedures in the UK.

REAL LIVING WAGE COMMITMENT

We recognise that paying the real living wage is the mark of a responsible employer and believe that a hard day's work deserves a fair day's pay. Since July 2021, OKA has committed to paying the real living wage for our UK employees. This is a voluntary arrangement and ensures that the OKA starting hourly rate matches at least the current living wage for employees based inside and outside of London. Both these rates are significantly higher than the government minimum for over 23s.

For our employees in China and India, where an equivalent Living Wage benchmark does not exist, we introduced a commitment in 2024 to pay at least 10% above the national minimum wage as part of our annual salary review process. We are proud to report that we are currently exceeding this commitment, reinforcing our dedication to fair pay across our global operations.

MATERNITY AND PATERNITY LEAVE

At OKA, we endeavour to ensure all parents are given support and encouragement before, during, and after their return to work from maternity or paternity leave. We believe that all employees should be provided with sufficient assistance that they feel able to take as much time off to bond with, and care for their child. We aim to ensure that the employee's duties are adequately covered during maternity, paternity and shared parental leave and that an effective dialogue is implemented at all stages, so that employees feel fully supported and informed about their entitlements and the process to follow.

All employees taking maternity or paternity leave are covered by our Family Friendly Policy, including those on part-time contracts. In 2024 we were proud to launch enhanced parental leave benefits, including primary and secondary caregiver pay uplifts.

ANTI-BRIBERY AND CORRUPTION

In line with the 2010 Bribery Act, 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. All of OKA's employees globally have been communicated to regarding the organisation's anti- corruption policies and procedures and received training on this topic.

SUPPLIER CODE OF CONDUCT

We have a Supplier Code of Conduct in place emphasising our commitment to doing business with zero tolerance for unethical practices in the supply chain. We set high standards of responsible and ethical behaviour in our own operations and expect a similar commitment from our suppliers, with all new suppliers required to agree to our Supplier Code of Conduct prior to commencing a business relationship. Our Supplier Code of Conduct covers human rights, child labour, working conditions, health and safety and environmental protection. Our suppliers also have access to an independent whistleblowing line to raise any concerns.

HEALTH AND SAFETY POLICY

Our Health and Safety Policy covers hazard and accident procedures, fire safety, first-aid and personal safety. We record all accidents and take steps to reduce risk at regular reviews, with our People team tracking data and using it to inform development of training and other resources to address recurring issues. For example, we identified our workshop-based employees are at higher risk of ergonomics-related issues, and as a result we have implemented manual handling training and improved tracking processes.

We provide health and safety training to all employees to ensure that the correct practices and procedures are followed and have trained first aiders and mental health champions to support our team.

ENVIRONMENTAL POLICIES

OKA’s Environmentally Preferable Purchasing Guidelines help ensure sustainability is considered in all procurement decisions. The Guidelines encourage teams to prioritise products and suppliers that minimise emissions, reduce waste, conserve resources, and improve energy efficiency, alongside cost, quality, and performance.

We aim to work with suppliers who share our environmental values and are committed to continuous improvement. To support this, we have introduced B Corp and Sustainability Screening Questions for onboarding new partners, such as logistics and warehousing providers. These help us assess partners’ environmental credentials, including relevant certifications, policies, and targets. This approach allows us to evaluate alignment with our sustainability standards and identify opportunities to strengthen our impact across our supply chain.





“Every product we create is the result of a collaborative effort between our talented team and the skilled craftspeople we partner with across the world.”

Enhancing All Lives

The passion and dedication of our people is fundamental to our success. We value and respect everyone in our global community, including employees, partners, and the skilled craftspeople who bring our collections to life.

We actively support and collaborate with our teams and suppliers to ensure labour and human rights are upheld and to reduce inequality in our supply chain and direct operations. We recognise our ability to make a difference for our wider communities, and are committed to giving back.

Internally, we focus on creating a culture that is safe, inclusive, and rewarding. Every day, we strive to build an environment where every employee feels part of the OKA family and is empowered to deliver results that make a difference.



Supply Chain Risk Management

OUR 2030 TARGET

- **Work with our suppliers and artisans on collaborative programmes to continually improve working conditions, focusing on areas of non-compliance**

At OKA, we uphold the fundamental rights and freedoms that belong to all people, regardless of race, sex, nationality, ethnicity, or any other status. These include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, and the right to work and education.

Across our operations and supply chain, we take responsibility for identifying and addressing potential human rights risks. We work collaboratively with our suppliers to understand their craft and processes, aiming to raise standards and improving working conditions across our entire value chain. We expect our product suppliers to operate to the same standards we hold ourselves to, and we have due diligence processes in place to help ensure this.

OUR PROGRESS IN 2024

This year, we reduced the number of suppliers we work with from 165 in 2023 down to 144 suppliers across 14 countries, following on from a focused effort to consolidate our supply chain. China and India remain our two largest sourcing regions, accounting for 38% and 34% of product-related purchases respectively.

All new suppliers are required to sign our Code of Conduct, which outlines our zero-tolerance approach to unethical practices. It sets out clear expectations around labour rights, health and safety, subcontracting, discrimination, environmental stewardship, animal welfare, and governance. All new suppliers have signed our Code of Conduct, and to date, 19% of our Tier 1 suppliers have signed the Code, and we aim to increase this percentage year on year.

In 2024, we began using Sedex (Supplier Ethical Data Exchange), a global platform that allows us to monitor supplier compliance, identify risks, and gain greater transparency and traceability across our supply chain. We are currently onboarding our suppliers onto the Sedex database, with 68% complete. Our adoption of Sedex has allowed us to phase out our previous supplier appraisal programme. Prioritising Sedex provides deeper, real-time insights into working conditions and supports more effective supplier management.

To enhance oversight, we are also working to ensure that all high-risk suppliers undergo third-party SMETA (Sedex Members Ethical Trade Audit) audits. These cover labour standards, health and safety, environmental impact, and business ethics. 44% of our top 25 suppliers by spend have been audited.

Our Asian Central Services (ACS) team, based in Delhi and Ningbo, continues to play a vital role in our responsible sourcing programme, managing supplier relationships, supporting compliance efforts, improving order processing, and providing global supplier support.

NEXT STEPS

As we continue to build a more responsible and transparent supply chain, our priority is embedding the use of Sedex across our supplier base to enhance visibility and accountability. With greater insight into our highest-risk suppliers, we can now take a more targeted and effective approach to due diligence. Regular audits remain a vital part of this process, helping us to identify non-compliances and work collaboratively with suppliers to implement meaningful and lasting improvements.

We will continue ensuring that all new suppliers sign our Code of Conduct, and we plan to engage with our top suppliers by spend to increase the percentage of existing partners who have formally committed to our standards.

We will further enhance our risk assessment process by leveraging data from Sedex to focus our due diligence efforts on the highest-risk areas. In addition, we will prioritise upskilling our Asian Central Services (ACS) team on responsible sourcing and social compliance, equipping them to provide more hands-on, collaborative support and oversight to our suppliers.

While we had initially planned to create a supplier sustainability training guide in 2024 and implement with our top suppliers, our focus on Sedex implementation and direct supplier engagement took precedence. This will now be a focus for 2025.





Diverse & Inclusive Workforce

OUR 2030 TARGET

- Create an inclusive working environment that celebrates our differences at all levels of the business

We aim to build a high-performance team culture where every employee feels part of the OKA family and is empowered to make a meaningful contribution. We are focused on developing a diverse and inclusive global workforce that reflects the local communities in which we operate.

Our Equality Policy underpins this approach, and we are actively working to increase gender and ethnic diversity across all teams, including at management and leadership levels, by embedding inclusive practices into recruitment, promotion, and development. We provide training to raise awareness of diversity and equality at every level of the business and are strengthening our people processes to ensure fairness, consistency, and reduce the impact of bias in decision making, including during performance reviews.

OUR PROGRESS IN 2024

While our reduced employee headcount means we are no longer legally required to publish our gender pay gap data, we have made the decision to continue doing so as part of our ongoing commitment to transparency. We are currently calculating our 2024 gender pay gap figures and will publish the results on our website once complete.

DEI training is now embedded into our mandatory annual compliance training for all employees. We also launched unconscious bias training for managers, with 75% having completed the module to date.

We have updated our Family Friendly Policy, including refreshed guidance for both primary and secondary caregivers, and the introduction of enhanced neonatal pay to better support employees. See our Case Study on Page 51 to learn more.

We continued to use our values-based recruitment framework, designed to reduce subjectivity and make our hiring process more consistent, inclusive, and equitable for all candidates.

Following the relaunch of our Employee Affinity Groups in 2023, we have now evolved these into a single, cross-functional Employee Forum. This change will help strengthen collaboration, encourage wider participation, and drive more integrated, OKA-wide dialogue and action on the issues that matter most to our people.

NEXT STEPS

Looking ahead, we aim to create more opportunities for emerging talent to access careers in our industry. By the end of 2025, we plan to develop structured pathways such as internship and placement programmes, and are exploring how these can be integrated into our charitable partnerships to widen access and create lasting impact.

Historically, we have collected diversity data through anonymous employee engagement surveys, which has led to data gaps and limited visibility. To address this, we will begin capturing diversity information at the onboarding stage, enabling us to build a more complete, accurate understanding of our workforce and better track progress over time. We will also be developing a Justice, Equity, Diversity and Inclusion (DEI) Policy, which will set out our ambition to create a workplace where everyone feels respected, valued, and empowered to thrive.

With online unconscious bias training now mandatory for managers, we will look to build on this this by incorporating aspects into in-person training sessions to deepen understanding and reinforce inclusive practices across the business.

EMPLOYEE DATA

		2024	2023	2022	2021
TOTAL NUMBER OF FTE EMPLOYEES	Total	211 UK 198 / INDIA 8 / CHINA 5	244 UK 208 / US 31 / CHINA 5	260 UK 219 / US 35 / CHINA 6	274 UK 242 / US 32
NUMBER OF PERMANENT FTE	Male	73 (38%)	90 (38%)	101 (38%)	99 (36%)
	Female	120 (62%)	148 (62%)	156 (62%)	172 (63%)
	Non-Binary	-	-	-	-
	Total	193 UK 180 / INDIA 8 / CHINA 5	238 UK 202 / US 31 / CHINA 5	257 UK 217 / US 36 / CHINA 4	271 UK 239 / US 32
NUMBER OF TEMPORARY EMPLOYEES FTE	Male	4 (22%)	2 (33%)	2 (50%)	2 (50%)
	Female	12 (67%)	4 (67%)	2 (50%)	2 (50%)
	Non-Binary	-	-	-	-
	Total	18	6	4	3
SENIOR MANAGEMENT	Male	3 (43%)	3 (43%)	4 (44%)	3 (50%)
	Female	4 (57%)	4 (57%)	5 (56%)	3 (50%)
	Non-Binary	-	-	-	-
	Total	7	7	9	6



Supporting Families at OKA

At OKA, we believe that supporting our employees through life's key moments is fundamental to building a people-first workplace. In 2024, we redesigned our family leave policies with a focus on clarity, inclusivity and care. Our Family Friendly Policy, developed in 2024 and launched on 1 January 2025, recognises both primary and secondary caregivers and provides greater flexibility and support, as well as enhanced pay.

We have created a simpler, more inclusive approach that reflects the many ways families are formed today, including through adoption. By changing the language used in our Policy, we have ensured that all routes to parenting are treated equally, with the same level of leave and pay entitlements.

For employees with two years of service, primary caregivers now receive 16 weeks of full pay, followed by 16 weeks at 50% pay. Secondary caregivers are eligible for 8 weeks of fully paid leave. Both are also offered a one-month phased return on full pay to ease their transition back to work.

The Policy also responds to more complex family experiences. Employees whose babies require neonatal care are entitled to four weeks of fully paid leave, allowing them the time and space to prioritise their family during critical moments. In cases of early pregnancy loss, employees are offered four weeks of fully paid compassionate leave.

To build on these changes, we will launch a Parents Network in 2025, to help foster connection and shape future improvements to our Family Friendly Policy. These updates are part of our wider effort to ensure OKA remains a place where our team feels supported and empowered.





Employee Health, Safety & Wellbeing

OUR 2030 TARGET

- Reduce accident rates and increase health and safety training levels

Creating and maintaining a safe and healthy working environment is a top priority at OKA. We are dedicated to protecting our employees from injuries, illness, and fatalities, while promoting their overall health and wellbeing.

We recognise the health and safety risks within our operations and actively provide training and participate in partnerships and programmes to ensure a safe workplace. Our senior leadership leads by example, fostering a safety culture that is embraced across the organisation.

Health, safety, and wellbeing are embedded in our company culture, with every employee encouraged to contribute to a secure working environment. Our internal Health and Safety Committee, made up of representatives from across OKA, regularly reviews policies, identifies hazards, and implements controls. We also collaborate with a third-party agency to support risk assessments and safe working practices.

Mental health is an important focus area, and we are committed to raising awareness and providing support to ensure a positive and supportive work environment where everyone feels valued and advocated for.

OUR PROGRESS IN 2024

This year, we built on the health and safety improvements initiated in 2023. We have continued the rollout of our comprehensive training programmes across operations, including mandatory health and safety modules for all employees. We also delivered targeted training to our Retail and Warehouse teams, covering topics such as manual handling, while new employees receive annual First Aid and Fire Warden training, alongside refresher sessions.

To address and reduce workplace accidents, we focused on increasing awareness and reporting of incidents through targeted sessions that promote safer practices and encourage transparency. As a result, we have seen a significant rise in near miss and close call reporting, from 6 in 2023 to 21 in 2024, helping us proactively address potential risks and improve our safety culture. This year our number of days lost due to work-related injuries increased significantly from 10 in 2023 to 56 in 2024, which was largely driven by a single accident where an employee required extended significant time off for recovery and ongoing health tests.

We believe it is important to note that the majority of our previous incidents were associated with our in-house warehouse operations. Now that this function has been outsourced, we anticipate a potential increase in lost time days. We remain committed to continuously reviewing our health and safety practices, with a particular focus on higher-risk areas such as our stores, studio, and other key operational sites.

In preparation for our head office relocation in 2025, we have been working to ensure the new space meets high standards for a safe and healthy work environment. This includes ensuring good ventilation, accessible layouts, and facilities that accommodate all employees. Similarly, we are in the process of transitioning our warehouse operations to a third-party provider, who will be responsible for managing health and safety on-site. We remain committed to continuously reviewing our health and safety practices, with a particular focus on higher-risk areas such as our stores, studio, and other key operational sites.

HEALTH AND SAFETY METRICS

	2024	2023	2022	2021
TOTAL NUMBER OF INCIDENTS RESULTING IN INJURIES	47	47	20	17
DAYS LOST DUE TO WORK-RELATED INJURIES	56	10	3	1.8
LOST-TIME INJURY FREQUENCY RATE	2.65	3.56	1.04	0
ABSENTEE RATE	1.5%	1.4%	2%	1.4%

We also continue to prioritise employee wellbeing, with a strong emphasis on mental health. Our support framework includes trained Mental Health First Aiders who offer confidential guidance to those in need. Although we had originally planned to expand this network in 2024, we instead prioritised investment in enhanced external mental health support to ensure employees have access to professional care when needed. Our employee assistance programme (EAP) remains available to all staff, providing 24/7 confidential support for personal and work-related matters. We also offer a wide range of wellbeing resources through our internal learning platform, from soundscapes and audiobooks to guided workouts and practical advice, helping employees maintain both mental and physical wellbeing.

We had originally planned to conduct internal health and safety audits in 2024, however, with the upcoming transition to a new warehouse, this responsibility will shift to the third-party operator, and health and safety will be a key consideration in their selection.

NEXT STEPS

As we move to a third-party logistics provider in 2025, we expect reduced operational health and safety risk within our operations. We will work closely with our selected partner to ensure strong safety standards are upheld, with health and safety forming a core part of the provider selection criteria. In parallel, we are also reviewing the health and safety steps in our stores to identify opportunities to further minimise risk and reinforce a culture of safety across all areas of our business.

We are also piloting a new mental health online platform offering live one-to-one sessions with qualified practitioners. Based on the success and uptake of this pilot, we will assess the potential to expand it more broadly across the business to strengthen our support for employee mental wellbeing.

Employee Engagement & Development

OUR TARGETS

- Be an award-winning employer of choice in the interiors/homewares industry

At OKA, we strive every day to build a high-performance culture where every employee feels valued as part of the OKA family and empowered to make a meaningful impact. This commitment is supported by a comprehensive approach to learning and development, combining self-directed learning, practical on-the-job experiences, and structured training programmes.

Our Employee Online Learning and Communication Platform, Inside OKA, plays a vital role in engaging and developing our global team. With over 900 resources, including policies, e-learning courses, newsletters, and articles, it supports continuous growth and knowledge sharing across the business. The platform also enables employees to create and share their own learning content, fostering peer-to-peer development, and facilitates company-wide communications as well as tracking and reporting of training activities.

OUR PROGRESS IN 2024

In 2024, our total training hours declined by 19%, from 7,700 hours in 2023 to 6,200 hours, averaging 29 hours per employee (a 7% decrease). This was largely due to ta reduced workforce and a primary focus on supporting the business through organisational change. 90% of the training we offer is non-mandatory training, either focused on job-specific skills or supporting broader professional development.

Mandatory training hours also saw a reduction, from 14% to 11%, reflecting the same headcount and capacity challenges.

To keep our teams better connected and informed, we introduced biannual employee pulse surveys to complement our annual RISE engagement survey. This provides more frequent, real-time insights into employee morale and satisfaction. We continued to recognise outstanding contributions through our OKA Values Awards, and introduced new Manager Value Awards, enabling team leaders to recognise their team members.

Our most recent RISE survey achieved a 78% participation rate (down 4% from 2023), with an overall engagement score of 52% (a + 2% increase vs 2023). These results were largely influenced by the scale of business transformation and continued organisational change.

The highest scoring areas related to change management and role clarity, including employees' understanding of OKA's strategic direction and how their individual roles contribute to success. Areas for improvement included leadership and internal career development, particularly around perceptions of growth opportunities and how leaders demonstrate their commitment to people's success.

This year also marked the second year of our internal apprenticeship programme, Illuminate. We expanded the range of apprenticeship pathways offered across different business functions and continued to invest in early career development. 11 employees completed the programme this year., obtaining Level 3 and 5 Management and Leadership Apprenticeships.

Our My Review performance framework, which launched last year, continued to improve consistency in performance conversations across the business, and has resulted in better feedback and more structured career conversations between employees and their managers. This process is now values-based, objective, and aligned with clearly defined behaviours and deliverables.

NEXT STEPS

In 2025, we plan to improve engagement and development with additional support for employees including mental health and financial wellbeing support services. We will also undertake a full review of our employee benefits package to offer more personalised, flexible options, with a particular focus on expanding mental health support options to better meet the needs of our team.

Rather than investing in external cross-industry mentoring programmes, our focus will shift to building robust internal career pathways. This will give employees clearer visibility of growth opportunities within OKA and help us better prepare and retain emerging talent across the interiors sector.

We also aim to increase employee training hours by 10% annually, with plans to explore additional learning opportunities for our retail teams.

ENGAGEMENT DATA

	2024	2023	2022	2021
OVERALL PARTICIPATION IN ENGAGEMENT SURVEY	78%	82%	81%	60%
ENGAGEMENT SCORE	52%	50%	59%	-
VOLUNTARY EMPLOYEE TURNOVER RATE	26%	23%	35%	30%

Community Engagement & Development

OUR 2030 TARGET

- Develop impactful community partnerships in every country we operate

At OKA, we aim to create a positive impact on society by giving our time and resources to community engagement and projects, both in the UK, and in countries where we source our products and materials.

We are in the process of identifying and exploring opportunities and partnerships to enhance positive impacts on the communities across the world in which we operate by 2027. We will look to work with relevant organisations and suppliers in our countries of operation, focusing on causes that matter most to these communities.

OUR PROGRESS IN 2024

This year marked a period of significant change for OKA, with the closure of our US operations. As a result, we made the difficult decision to pause our community partnerships. While this was a challenging moment, it provided an opportunity to step back and re-evaluate our approach to community engagement.

We undertook a review of our strategy, assessing how we can create meaningful, lasting impact through future partnerships, both in the UK and globally. This has allowed us to explore new opportunities and align our efforts more closely with the values and vision of OKA. We are excited to be finalising our next UK partnership and look forward to sharing more in 2025.

Throughout the year, we continued to support our communities through employee fundraising initiatives. We ran fundraisers for Homeless Oxfordshire donating £752 to support their mission to bring housing, healing and hope to people experiencing homelessness.

We also continue to offer all employees a dedicated ‘Give Back Day’, a paid day of volunteering each year. In 2024, our team participated in activities such as fun runs, the Three Peaks Challenge, raffles, and a variety of ad-hoc fundraisers.

NEXT STEPS

Our focus is on launching our new UK charity partnership. We will also be determining how we can most meaningfully impact our communities across the globe - identifying partnerships that are aligned with what we do as a brand in the regions we operate.

While we had hoped to host our first company-wide volunteering day in 2024, this initiative has been rescheduled and remains a key priority for 2025. We are committed to providing more ways for our team to support causes that matter to them.





“From the start, we’ve called on talented artisans from around the world to bring our ideas to life, whether in furniture or homeware.

Our expert buyers travel extensively to find inspiration in every corner of the globe – often in the most unexpected places – while drawing on the experience and techniques of skilled craftspeople.”

Sue Jones, Co-Founder

Designing Through Innovation and Craftmanship

Our vision at OKA is to inspire our customers to create homes that reflect their personality, where family and friends can share meaningful moments. We proudly partner with skilled independent craftspeople and family run businesses worldwide who help us create high quality home furnishings that celebrate the OKA lifestyle.

Our products are thoughtfully designed to spark creativity and are made with care for the planet. We work closely with our partners to uphold high ethical standards and use renewable and responsibly sourced materials wherever possible. Innovation and technology support us in improving quality and safety while advancing towards a circular business model.

At every stage, from design to delivery, we aim to reduce our environmental impact while maintaining the craftsmanship and excellence that define our brand.



Product & Packaging Circularity

OUR 2030 TARGET

- Increase the percentage of recycled materials in our products, setting specific annual targets in 2025
- To make 70% of our packaging (including plastics) domestically recyclable

At OKA, we are committed to designing and creating quality products that embody the OKA lifestyle while advancing our journey towards circularity. We are working with our global suppliers to prioritise sustainable practices that reduce environmental impact throughout the product lifecycle.

As circularity is still a relatively new concept for our business, we are actively exploring different circular solutions and upskilling our team to better understand how to adopt the principles of the circular economy.

A key focus of our circularity strategy is to minimise packaging materials and shift towards recyclable, compostable, and biodegradable options. We are also collaborating more closely with our suppliers to gain deeper insight into their production methods, identifying opportunities to reduce waste and improve the sustainability of materials used.

Within our operations, we prioritise reuse and recycling initiatives to minimise resource consumption and waste.

OUR PROGRESS IN 2024

Our in-house restoration specialist continues to play a key role in extending the life of our products. Based in our UK warehouse, they carefully repair and refurbish items that may otherwise go to waste, allowing them to be resold through our outlet channels. In 2024, over 74 products were restored, building on the 700 refurbished the previous year. Fewer products were repaired and refurbished in 2024 as there was reduced storage space available as a result of preparations for our 2025 warehouse move.

To reduce unnecessary returns and minimise transport-related emissions, we maintained our partnership with Homeserve. Their skilled team carried out 65 home visits in 2024 to conduct minor repairs and adjustments to products, such as reattaching loose strands of material, adjusting or replacing handles for improved symmetry, and correcting textile placement or alignment on rugs.

We continued to give a second life to end-of-line and imperfect items through our outlet stores, seasonal sales, and online clearance events. By diverting these products from landfill, we reduce warehouse waste and offer customers unique pieces at exceptional value. Where resale is not viable, we actively rehome items through donations to community groups and charities. In 2025, our Didcot outlet will relocate to Bicester to increase visibility, reach more customers, and further reduce waste.

In 2024, we established a clear baseline of the consumer packaging we use. This has given us better visibility into the types and volumes of materials, with the majority being paper and cardboard. Having a full picture of our packaging is important to meet regulatory requirements such as Extended Producer Responsibility (EPR), and allows us to make more informed choices as we look to reduce our overall impact. See our Case Study on page 65 for more on how we are reducing our packaging and shifting to more circular packaging solutions.

NEXT STEPS

In 2025, we will set annual targets to increase the percentage of recycled materials used in our products and develop new circular design guidelines to support product development with longevity, repairability and reuse in mind. We also plan to improve training for our internal teams, ensuring our people understand how products are made and the materials they contain to support better communication and customer engagement.

To extend product life, we will expand our repair services and increase the availability of spare parts, while building greater in-house capability for refurbishment and reconditioning.

We are focusing on more thoughtful packaging choices by partnering with suppliers to reduce waste, switch to more sustainable materials, and help our customers recycle more easily at home.

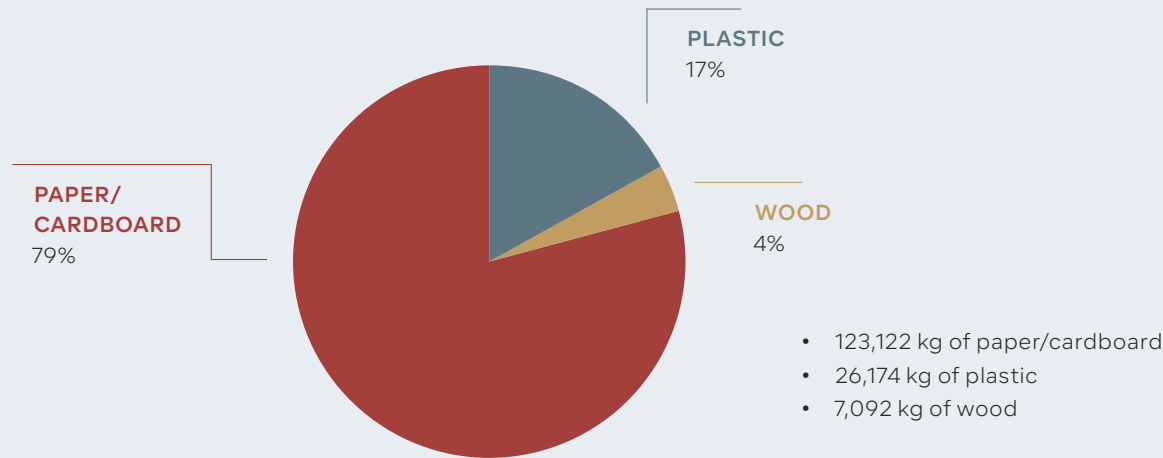
We will also begin providing clearer recycling guidance to customers, starting with packaging. Our first step will be to review and consolidate the information we already hold, before expanding to include product-specific advice.



Reducing our Packaging Footprint

At OKA, every detail matters, including our packaging. While it plays an essential role in protecting products and delivering a thoughtful customer experience, we are conscious of its environmental impact and are committed to doing better.

In 2024, we established our packaging baseline, which revealed that more than three quarters of our packaging is paper and cardboard. This information is helping us focus our efforts where they will make the most difference.



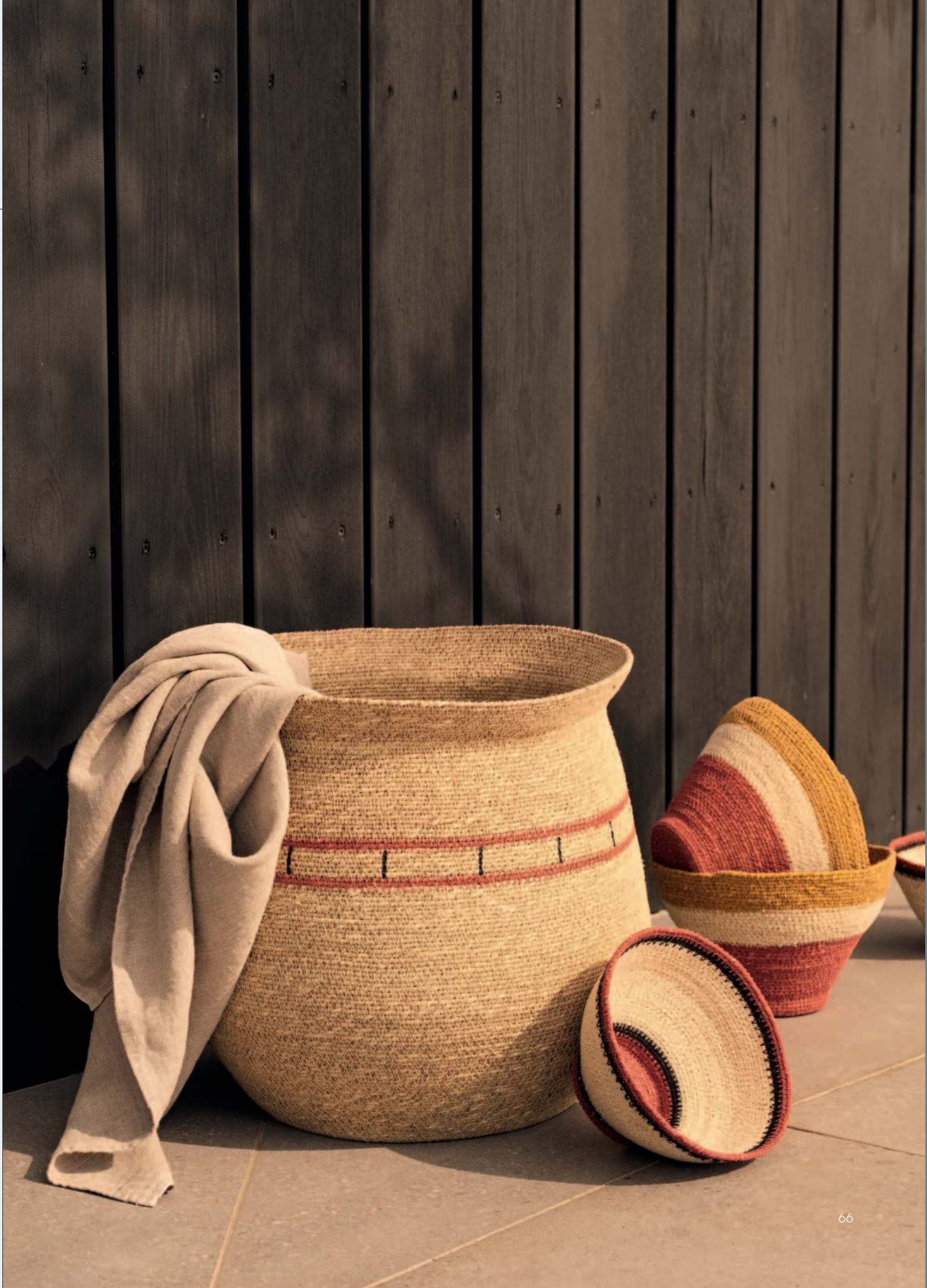
We are working closely with suppliers to improve how packaging is sourced, designed, reused and recycled, while also helping customers reduce waste at home. Some of our key actions for 2025 include:

- Creating a full overview of our packaging process to identify opportunities for improvement at every stage.
- Exploring sustainable alternatives to wood, foam and non-recyclable plastics.
- Introducing clear recycling information in customer emails.
- Exploring more sustainable options for in-store gifting packaging.

OUR PACKAGING GOALS FOR 2030

Using our baseline we have now set clear goals for 2030 to adopt a more circular approach to packaging, without compromising quality or experience:

- Reduce total packaging by 15%
- Cut paper and cardboard waste by 10%
- Replace single use plastics
- Encourage the use of sustainable wood in packaging
- Launch recycling and customer engagement campaigns



Materials Sustainability & Transparency

OUR 2030 TARGET

- All materials used in our products will be fully transparent down to source, with sustainability certifications on all high-risk materials.

At OKA, we recognise the risks associated with the sourcing of our materials and their potential impact on the environment, communities, and people involved at each stage of our value chain. We are committed to developing a responsible and more transparent value chain for our stakeholders and customers worldwide.

A priority for us is understanding where our key materials come from and how they are produced, enabling us to reduce environmental harm, support ethical labour practices, and drive continuous improvement. Obtaining sustainability certifications for high-risk materials, will help enhance accountability and build trust.

OUR PROGRESS IN 2024

In 2024, we continued our work to strengthen traceability across our product materials, building on foundations laid last year. Following an enquiry from the UK Government into high-risk woods, such as teak, and in preparation for the EU Deforestation Regulation (EUDR), we expanded efforts to map the origins of raw materials. This included collecting data across all timber and leather products and creating a centralised database to house updated sourcing information.

Our Product Development team has been focusing on building out detailed bills of materials, helping us track and document products at a component level. Alongside this, we have been collaborating with suppliers to collect more robust data, while working on upgrades to internal systems to store certification and provenance details more effectively.

We set a goal to increase the proportion of sustainable or recycled raw materials in our our Autumn/ Winter 2024 and Spring/Summer 2025 collections by 10%. In 2024, we began actively tracking sustainability attributes and certifications across our product launches to better understand our progress. Of the 405 new products introduced this year, 4% included recycled or sustainable materials such as recycled PET, recycled wood or recycled polyester. Additionally, 18 products (4%), primarily rugs and soft furnishings, were certified by recognised standards including GoodWeave, OEKO-TEX®, and Better Cotton Initiative (BCI).

NEXT STEPS

Building on our progress in timber and leather traceability, our next focus will be completing our timber traceability database and preparing for EU Deforestation Regulation (EUDR) reporting. We will also work towards obtaining FSC membership, and begin developing a chain of custody for our cotton supply chain, alongside gathering traceability data for rubber products.

Identifying additional high-risk materials will help us prioritise future traceability efforts. Alongside this, we aim to improve how we communicate provenance and material information to customers, ensuring greater transparency. In 2025, we will set goals around certifications for high-risk materials and continue expanding our range of products made with recycled or sustainably sourced materials.





“Reducing our impact on the planet starts by designing timeless pieces that rise above trends and will stand the test of time.”

Creating For A Better Planet

We recognise that the health of our planet’s ecosystems underpins every aspect of life, from the wellbeing of communities to the survival of countless species. We are committed to minimising our environmental impact by reducing emissions, managing waste responsibly, and conserving water across our operations and supply chain.

Since 2021, we have measured and monitored our greenhouse gas emissions quarterly. We have set Science Based Targets, and prioritise reducing carbon emissions through energy efficiency, optimising transportation, and investing in carbon offsetting for our unabated operational footprint.

Beyond carbon reduction, we also aim for responsible water use and effective waste management to minimise resource consumption throughout our operations.



Carbon Emissions Reduction

OUR 2030 TARGETS

- Reduce our Scope 1 and Scope 2 GHG emissions 46% from a 2019 base year in line with our Science Based Target
- Measure and reduce our Scope 3 emissions

We are committed to addressing the climate crisis by reducing energy consumption, shifting to renewable sources, and lowering our overall carbon footprint. Our efforts focus on improving energy efficiency and transitioning to renewable energy across our warehousing, distribution centres, offices, and stores.

In 2021, we set a Science Based Target aligned with the global goal of limiting warming to 1.5°C above pre-industrial levels. In 2023, we revised this target, shifting from a location-based to a market-based approach. Our goal is to reduce Scope 1 and 2 emissions by 46% by 2030 compared to a 2019 baseline, averaging a 4.2% reduction annually, while also measuring and reducing our Scope 3 emissions.

We calculate Scope 1 and 2 greenhouse gas emissions quarterly and Scope 3 emissions annually. Tracking these emissions is vital for monitoring progress. Each year, we improve data accuracy and expand our understanding of our environmental impact to drive continuous improvement.

OUR PROGRESS IN 2024

In 2024, our global Scope 1 and 2 (market-based) emissions decreased by 27% compared to 2023. This reduction was driven in part by the closure of our US operations in Q2, and the outsourcing of UK deliveries in Q4. Our 2024 emissions were a 69% reduction from our 2019 baseline, exceeding our Science Based Target. Our focus will now be on maintaining our emissions and continuing to identify opportunities for further reductions.

Our Scope 3 emissions increased by 98%, driven by increased business activity and improvements in data coverage. Two of the largest contributing categories were Purchased Goods and Services (Category 1) and our upstream transportation and distribution (Category 4).

Within Purchased Goods and Services, emissions rose due to an increase in the volume of product sold, approximately 2 million kg in 2024 compared to 1.5 million kg the previous year. There was also a noticeable shift toward fabric-based products, which tend to have higher emissions. In addition, we expanded the scope of our emissions tracking to include more of our upstream activities, such as digital advertising and external services, which were previously excluded.

The increase to our upstream transportation and distribution emissions was primarily due to a greater reliance on air freight in 2024, with a significantly higher carbon footprint than sea or road freight. This was driven by efforts to improve stock availability, particularly for homewares.

93% of our electricity consumption in 2024 came from renewable sources, an increase from 72% in 2023. This increase was also a result of the closure of our US operations.

NEXT STEPS

We will continue to measure our Scope 1 and 2 emissions quarterly, and Scope 3 emissions annually, working towards our Science Based Target reductions while continuing to improve the accuracy and coverage of our emissions data. In the coming years we plan to develop a climate action plan, outlining how we will reduce our emissions and track progress.

With our retail stores being a significant contributor to our operational footprint, we are focusing on identifying energy reduction opportunities across these spaces. While we have not yet completed a sustainability checklist for new stores or transitioned all store lighting to LED, all stores are currently being audited to meet our Energy Savings Opportunity Scheme (ESOS) reporting requirements, which will inform our high-priority opportunities for energy reduction.

Currently, 7% of our energy comes from non-renewable sources. We will continue working towards full transition, including at our final remaining site. In 2025, we will move into a new head office, which will be primarily powered by on-site solar energy, and will have more efficient heating and cooling systems.

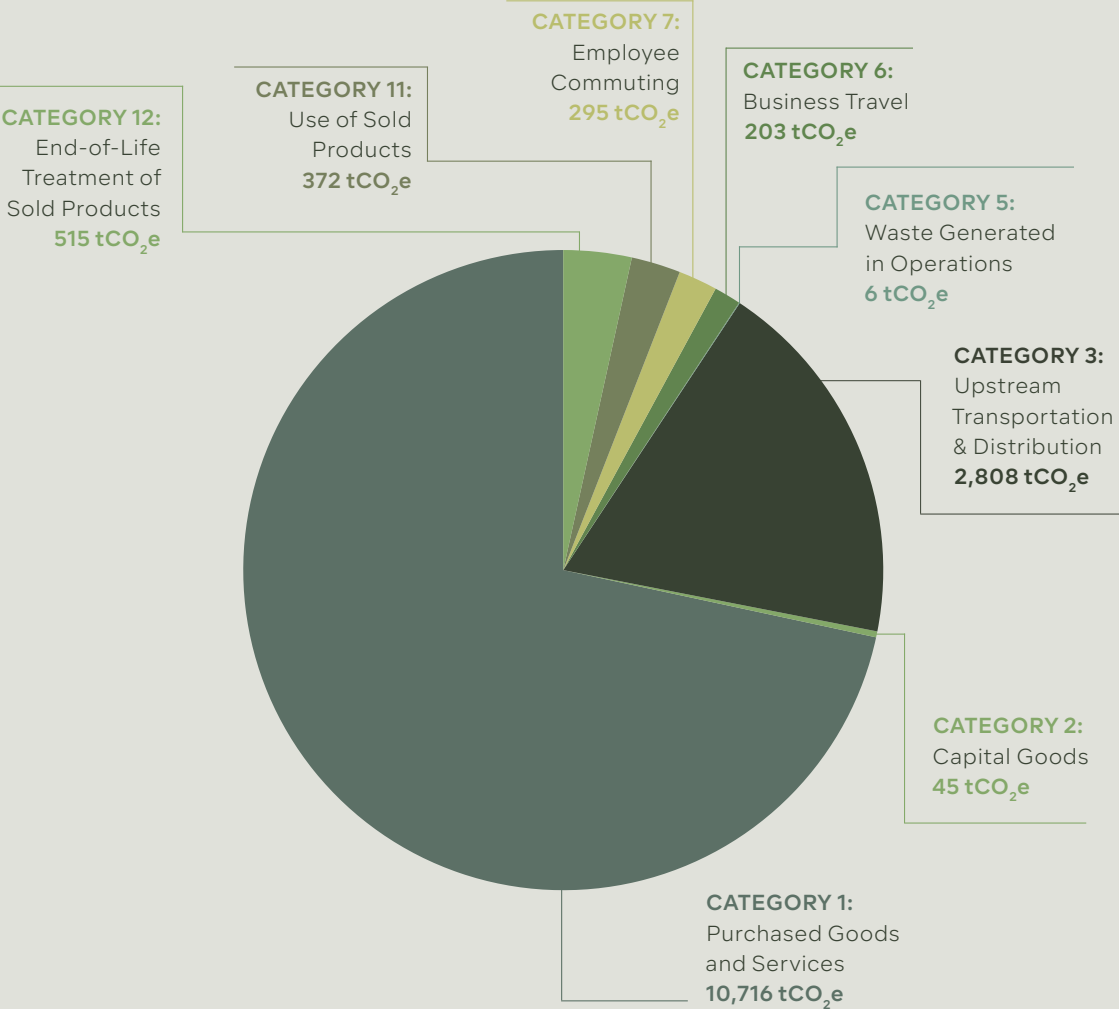
As purchased goods and services account for roughly two-thirds of our total emissions, engaging with our suppliers on carbon reduction remains a top priority. In 2025, we plan to develop and launch a Supplier Sustainability Training Guide to support this. We also aim to reduce the environmental impact of our logistics operations by limiting the use of air freight and identifying lower-emission alternatives where feasible.

GREENHOUSE GAS EMISSIONS DATA

	2024	2023	2022	2021
TOTAL (ABSOLUTE) GHG EMISSIONS (MARKET-BASED) (TCO ₂ E)	15,222	7,900	6,137	4,661
SCOPE 1 (TCO ₂ E)	207	234	259	245
SCOPE 2 (LOCATION-BASED) (TCO ₂ E)	225	283	261	200
SCOPE 2 (MARKET-BASED) (TCO ₂ E)	55	127	93	29
SCOPE 3 (TCO ₂ E)	14,960	7,539	5,781	4,216



TOTAL SCOPE 3 EMISSIONS



OTHER EMISSIONS AND ENERGY-RELATED DATA

	2024	2023	2022	2021
Total electricity consumption (kWh)	890,263	1,086,966	1,103,920	200
Renewable sources (kWh)	826,583	782,244	868,348	779,748
% renewable electricity	93%	72%	79%	92.2%
Energy consumption (kWh)	1,388,574	1,442,504	1,545,997	1,414,345
% renewable energy	60%	57%	56%	55%
Total water consumption (m³)	536	1,680	2,611	13,167

Compensation Projects

As a complement to OKA's initiatives to manage and reduce its absolute greenhouse gas emissions, since 2020 we have purchased carbon credits to offset our unabated Scope 1 and 2 greenhouse gas emissions. Our primary climate mitigation approach is to reduce our absolute carbon emissions over time.

Through the purchase of carbon credits, OKA also provides carbon financing to climate mitigation projects beyond our value chain.

From the outset, the two projects from which OKA has purchased carbon credits are the "Great Bear Forest Carbon" and the "Guatemalan Conservation Coast" projects. These two projects were chosen because of their strong credentials on environmental and biodiversity issues as well as their social initiatives.

GREAT BEAR FOREST CARBON PROJECT¹, CANADA

The Great Bear Rainforest is one of the world's largest remaining intact rainforests. Stretching across 6.4 million hectares on British Columbia's northern coast, it contributes to carbon absorption on a massive scale. This landscape is home to diverse wildlife, including the rare Spirit Bear. First Nations communities have protected and cared for this rainforest for over 14,000 years.

The Great Bear Forest Carbon Projects protect the ecological and cultural integrity of the Great Bear Rainforest and Haida Gwaii. Revenue from these projects funds vital initiatives such as forestry planning, marine and biodiversity management, and investment in sustainable industries – including renewable energy, tourism, shellfish aquaculture, and non-timber forest products. By purchasing carbon offsets from the Great Bear Forest Carbon Projects, buyers contribute to a globally recognised conservation effort that safeguards ancient forests, upholds Indigenous rights, and supports resilient communities.



¹The Great Bear Forest Carbon project is registered on the British Columbia Registry under three different projects: Great Bear (South Central Coast) 104000000011319, Great Bear (Haida Gwaii) 104000000011559 and Great Bear (North and Central-Mid Coast) 104000000012798 aims to generate Improved Forest Management and reforestation-based carbon credits.

GUATEMALAN CONSERVATION COAST PROJECT², CENTRAL AMERICA

The Guatemalan Conservation Coast programme works to address the drivers of deforestation through effective law enforcement, land-use planning, education, economic opportunities, and sustainable agroforestry initiatives. Some of the most important project achievements to date are the protection of 30 threatened species including the Baird's tapir and West Indian manatee, the protection of 54,157 hectares of threatened forest in the Mesoamerican Biological Corridor and the creation or support of 487 jobs for indigenous and local communities.



²The Guatemalan Conservation Coast project is registered on the Verra registry, REDD+ Project for Caribbean Guatemala: The Conservation Coast 1622, applies Verra's Verified Carbon Standard (VCS Standard v4.3 VM0015) and the Climate, Community and Biodiversity Standards v.3.1, and will generate carbon credits from avoided unplanned deforestation representing c. 22 million tonnes of CO₂e.



Waste & Water Management

OUR 2030 TARGETS

- Achieve zero waste to landfill in our operations

We are focused on reducing the environmental impact of our operations through responsible waste and water management. From minimising packaging waste to improving recyclability and conserving water across our value chain, we are working to embed more sustainable practices into the way we operate.

We actively monitor waste data and collaborate with suppliers to identify areas for improvement, particularly around packaging and damaged products. Reducing the volume of waste, improving the recyclability of materials, and preventing unnecessary landfill are key focus areas for our team.

While water usage is not a material environmental impact area for us, we still monitor our consumption closely and look for opportunities to use resources more efficiently.

OUR PROGRESS IN 2024

Waste data reporting is essential for tracking our performance and helping us identify areas for improvement. We work with one waste provider in the UK who provide waste management services for all waste streams. They report our waste tonnage monthly allowing us to monitor our progress on a regular basis.

In 2024, we achieved a 28% reduction in total waste tonnage compared to 2023, driven largely by the closure of our US operations and our London office. Recycling rates rose to 93%, up 3% from the previous year, and waste sent to landfill decreased by 14%.

Water consumption also declined significantly, down 68% year-on-year. This was again linked to our reduced operational footprint, but reflects our ongoing effort to conserve resources.

NEXT STEPS

In 2025, we will be relocating to a new warehouse, with environmental criteria, including waste management, forming part of the selection process. We will be working closely with the new site to continue our journey towards zero waste to landfill.

As we also move to a new head office, we are prioritising sustainability, with a focus on reducing waste and water use. The new site features rainwater harvesting and biodiversity initiatives, helping us to better manage our environmental footprint from day one.

WASTE AND WATER DATA

	2024	2023	2022	2021
TOTAL WASTE GENERATED (TONNES)	379	524	214	223
TOTAL RECYCLED WASTE (TONNES)	352	468	210	216
TOTAL SENT TO WASTE RECOVERY INCINERATOR) (TONNES)	25	54	0	0
TOTAL LANDFILLED WASTE (TONNES)	1.5	2	5	7
TOTAL WATER CONSUMPTION (M3)	536	1,680	2,611	-



GRI Content Index

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GRI CODE	DISCLOSURE	LOCATION/REASON FOR OMISSION	PAGE
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406-1	Incidents of discrimination and corrective actions taken	Two incidents resolved via internal policies	-
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3-3	Management of material topics	Supply Chain Risk Management	45
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3-3	Management of material topics	Community Engagement & Development	59
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UN Global Compact Principles

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PRINCIPLE 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	Supply Chain Risk Management	45
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PRINCIPLE 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Designing Through Innovation and Craftsmanship; Creating for a Better Planet	62, 70
PRINCIPLE 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Designing Through Innovation and Craftsmanship; Creating for a Better Planet	62, 70

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