

# Sustainability Report



2019 — 2021

**JARDAN**

# Contents

Jardan is proudly continuing our focus on reporting across our triple bottom line – planet, people and prosperity. With our third report our Made for Life philosophy extends and updates our commitment to sustainability.

We'd love to hear your feedback on the report. Feel free to send comments and questions to our team at [info@jardan.com.au](mailto:info@jardan.com.au)





# Our Story

# About Us

The Australian way of life is central to the Jordan philosophy. We have built our business on the rugged beauty and quiet charm of Australia's coastline and countryside since 1987.

With this advocacy comes a responsibility to care for and protect the environment and the people that provide us with so much. More than a responsibility, the Jordan Sustainability Report, our third, is a chance to influence and make a difference for the future through positive and effectual changes.

Owned and managed by Nick and Michael Garnham, Jordan is a privately owned and operated furniture manufacturer headquartered in Melbourne with markets in Australia, New Zealand, Asia, Europe and North America, servicing residential, commercial and government sectors.

Jordan has embraced the idea that good design is more than aesthetics and with this in mind, the studio has become a space to foster ideas and solve problems. It is here we take prototypes from concept to reality, all while adhering to the core principle of sustainability.

Since 1987 and with just 8 employees, Jordan has grown to include over 200 people, and from a small range of sofas, chairs and tables the collection now includes lighting, textiles and homewares.

What we do and how we do it is extremely important to Jordan, and the Made for Life philosophy we champion is the standard we hold ourselves to now and for the future.



We take prototypes  
from concept to  
reality, all while  
adhering to the  
core principle of  
sustainability

# Our Stores



Melbourne | 522 Church Street, Richmond, VIC 3121



Sydney | 42 Oxford St, Paddington NSW 2021



Perth | 488 Stirling Hwy, Peppermint Grove WA 6011



Brisbane | 16a/23 James St, Fortitude Valley QLD 4006

# At A Glance

Our major achievements over the past three years

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**17%- reduction**

**Consumption Cut**

Electricity consumption reduced by 17%

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**36%+ gains**

**Productivity Gains**

Increase of more than 2,000 tonnes of product sold per annum

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**9 years**

**Carbon Neutral**

Ninth year as a nationally certified carbon neutral organisation

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**65%- reduction**

**Reduced Waste**

Reduced waste per tonne of product sold by more than 65%

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**43% women**

**Gender Equity**

Women occupy the majority of leadership roles  
Increased female representation across the workforce to 43%

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**10 years**

**Maintained Certification**

Maintained certification of our environmental management system to ISO14001 for ten years

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**100% certified**

**Sustainability Standards**

100% of timber, feather & down, foam, cotton and linen in furniture and upholstery certified to a globally recognised sustainability standard

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# Director's Statement

We have been reporting publicly on our sustainability performance for nearly a decade and this is our third Sustainability Report.

As a business, our commitment to nature and people demands that we speak transparently about our challenges as much as we do about our successes. Our experience during this reporting period has been characterised by the global pandemic. The health and wellbeing of our staff is always a priority, particularly so in the early phases of the crisis. Our manufacturing experienced some disruptions during lockdowns in Melbourne but our focus on Australian and local suppliers proved again to be a great advantage. Our business has actually grown this financial year as customers have been drawn to spending on furniture and homewares during the pandemic.

Despite the pandemic, taking action on climate change and reducing carbon emissions has become core business. We are proud to have adopted a leading position on this and have been certified as carbon neutral since 2013. We have initiated many energy efficiency projects and both our manufacturing site in Mt. Waverley and showroom in Richmond have photovoltaic panels on their rooftops. Later this calendar year we will move into a larger, single manufacturing facility, with a larger footprint. The new roof space presents opportunities for increasing solar power generation and the potential to become a net exporter of renewable energy.

The growth in our homewares products and increasing diversity of our supply chain is a challenge. Customers are increasingly interested in where products come from, their impacts and the conditions under which they are made. While nearly 80% of our spending is within Australasia, we do import specific materials. We are developing our approach to ethical and responsible sourcing. We seek accredited certification standards from suppliers for materials where they exist, including those for timber, down, foam and organic cotton.

Sincerely, Michael and Nick Garnham.



# Our Commitment

Jardan is 'Made for Life' and this informs our approach to sustainability. Decisions about design, sourcing of materials, business relationships, manufacturing, delivery, use and recovery are all held to this standard. This is achieved through the pursuit of the following fundamental principles.

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A regenerative approach where we seek to manage our own footprint but also make a positive contribution to the environment and society.

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A circular economy approach where we consider the complete life cycle of a product at every stage and how its value can endure for as long as possible.

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Working with local and like-minded people and organisations who share our values and commitment to a sustainable future.

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Advocating in our sector and for the role of design in sustainable development by collaborating and sharing expertise.

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# Stakeholders


We identify stakeholders based on who is impacted by and has the ability to directly and indirectly impact our business.

Who	Frequency of Engagement	Engagement Channel	Key Issues
Staff	Ongoing	Regular face to face meetings Management committees Email/phone/intranet Performance reviews Surveys	OHS Financial performance Workplace culture Environmental impacts (energy, carbon, waste, water)
Customers	Ongoing	In store Social media Website External reports	Product safety and longevity Environmental impacts (energy, carbon, waste, water) and social impacts
Suppliers	Ongoing	Meetings Site visits	Procurement/ethical supply chain Product safety and longevity
Product carriers	Ongoing	Meetings Site visits	Procurement/ethical supply chain Product safety and longevity
Certification bodies Regulators Local government	As Required	Occasional meetings, External reports Website Social media	OHS Procurement/ethical supply chain Environmental impacts (energy, carbon, waste, water) and social impacts
Employee families Sector practitioners Community/neighbors	Quarterly and As Required	Quarterly newsletter Social media (weekly) Website	Employee wellbeing Procurement/ethical supply chain Environmental impacts (energy, carbon, waste, water)
Utilities	Monitor	Online	Site redevelopments

# How We Work

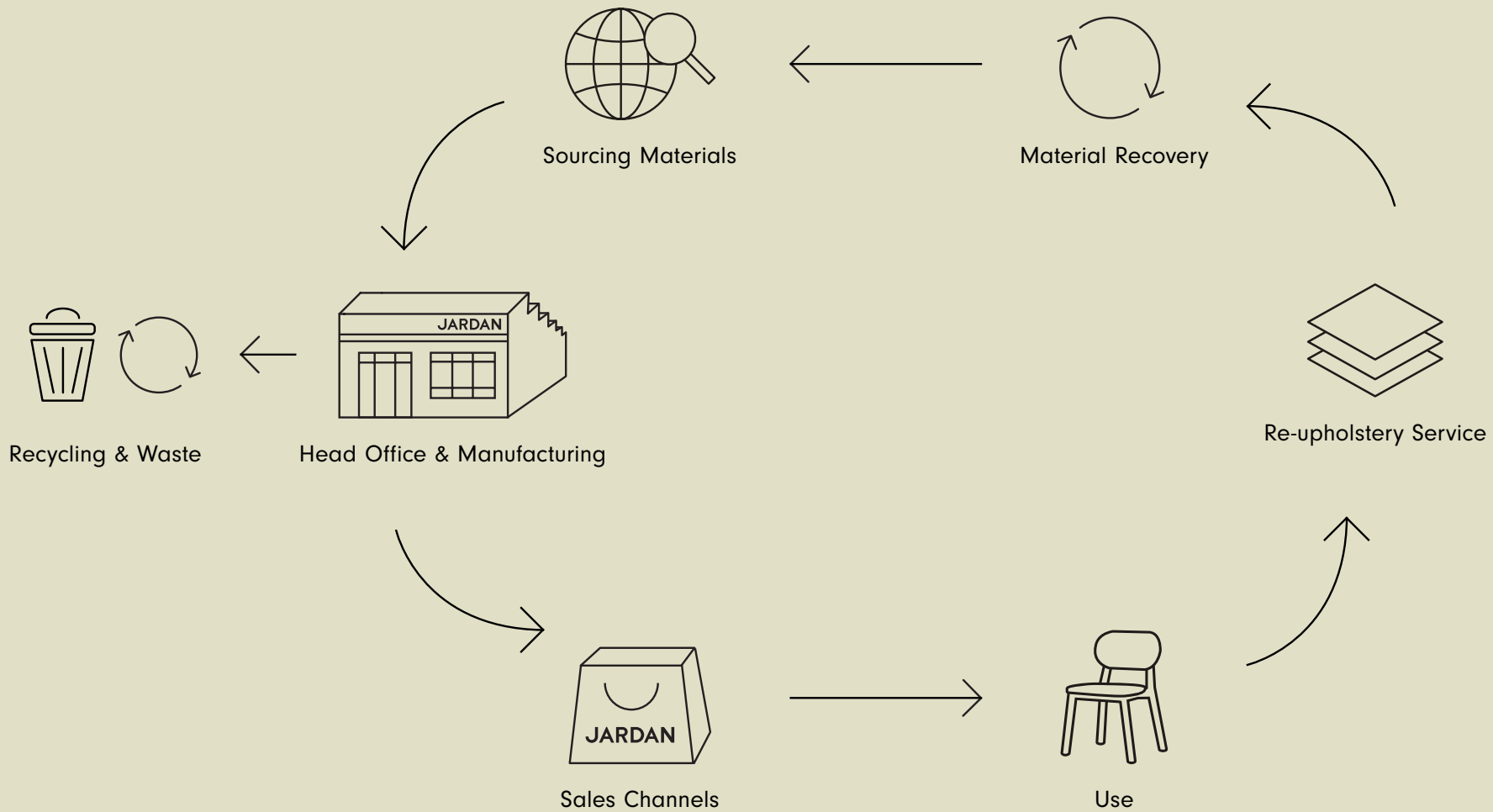
Good design is more than the shape and feel of things. Good design is long lasting, honest and innovative. For Jordan this means that from the ground up our products are designed with a holistic approach to sustainability; from concept to prototype production and delivery.

Jordan uses raw materials such as timber, steel, foam and fabrics to make furniture in our Melbourne manufacturing centre. We also sell homewares made by our partners through our showrooms, online store and projects. At each stage of this chain, our aim is to maintain the value of those raw materials at the highest level and for as long as possible.



Our aim is to maintain  
the value of those  
raw materials at the  
highest level and for  
as long as possible










# Our Approach To The Circular Economy














# Our Progress

In 2016, we committed to implementing a sustainability strategy and publicly reporting on our progress. This included targets to 2025 and the adoption of a flexible strategy and the engagement of staff to identify initiatives and monitor our progress.

Our overall progress to date is outlined here.







Policy Goal	2025 Targets On 2018 Baseline	Our Progress So Far	
Take action on climate change and ensure our organisation is carbon neutral	Decrease 10% GHG tonnes/tonne of product	Maintained carbon neutrality under the Climate Active certification	
	30% of all electricity sourced from renewables	25% electricity consumption from renewables	
Take full responsibility for our products throughout their entire life-cycle and drive resource efficiency and sustainable business practices throughout our operations	Decrease waste 2% year on year (tonne/tonnes of product)	Achieved	
	Reduce transport 5% (km between sites)	Achieved	
	Decrease water by 50% (kl/FTE)	More work to do, continuous undertaking	
Be a leader in sustainable design and manufacturing and use our skills and influence to improve the performance and practices of the sector	One product life-cycle assessment per year	More work to do	
	Develop three new products made of 100% recycled or waste materials	More work to do	
	Increase site tours by 50%	50% increase on site tours	
	Increase articles in social media by 50%		

# Our Progress

Policy Goal	2025 Targets On 2018 Baseline	Our Progress In 2021	
Create a safe, inclusive and diverse workplace culture that is supportive and builds the capacity and capability of our staff	Achieve gender equality (50:50) across the organisation	Achieved 43% across the whole organisation and 67% in leadership roles	
	Increase training hours by 30%	More work to do	
	Zero workplace accidents	OHS incidents declining	
Actively engage with our staff, clients and community on initiatives that build social capital and enhance local value	5% old stock donated to local charities	More work to do	
	2000 trees planted	Maintained support for carbon offsets with biodiversity co-benefits	
	Achieve a 100% response rate to bi-annual staff survey	72%	
Achieve a robust financial performance that sustains the long-term success of the business by implementing appropriate processes for accountability and objective and effective decision making	Increase product produced by 10% (tonnes/operating hour)	More work to do	
	15% of all product sold online	Achieved	
	100% of workforce with sustainability KPIs	More work to do	
Prioritise sustainability in our procurement and investment decisions and work with our suppliers to pursue and develop sustainable business outcomes	Divest from financial institutions supporting fossil fuel industries	More work to do	
	Increase use of local suppliers by 20%	More work to do	

# The United Nations Sustainable Development Goals

We have also aligned our reporting with the United Nations Sustainable Development Goals, which provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The goals where we have the biggest impacts or contribution to make are highlighted.

	Goal	Targets	Indicators
	Affordable & Clean Energy	Integrate climate change measures into national policies, strategies & planning By 2030, double the global rate of improvement in energy efficiency	Total greenhouse gas emissions Energy intensity measured in terms of primary energy and GDP
	Climate Action	By 2030, increase substantially the share of renewable energy in the global energy mix	Renewable energy share in the total final energy consumption
	Responsible Consumption & Production	By 2030, achieve the sustainable management and efficient use of natural resources By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Material footprint Tons of material recycled
	Gender Equality	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Proportion of women in managerial positions
	Decent Work and Economic Growth	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors Eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour	Annual growth rate of real GDP per employed person Proportion and number of children aged 5-17 years engaged in child labour, by sex and age
	Life On Land	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Progress towards sustainable forest management

A coastal landscape featuring waves crashing against a rocky shore. In the background, a large, layered rock cliff rises from the water. The sky is filled with soft, white clouds. The word "Planet" is overlaid in the center in a white, sans-serif font.

# Planet

# Carbon Neutral

We aim to take action on climate change and ensure that we are carbon neutral.

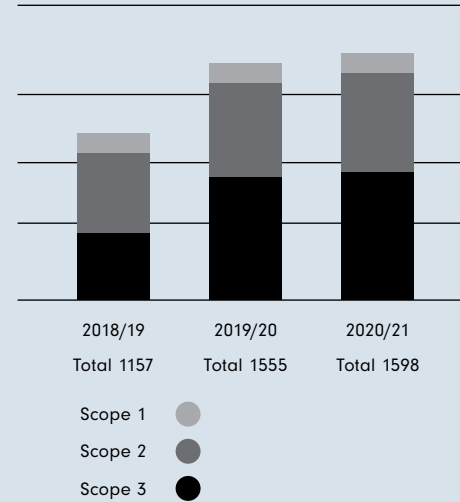
Jardan has been certified as carbon neutral through the Climate Active Carbon Neutral Standard (formerly the National Carbon Offset Standard) since 2013. This is one of the most rigorous in the world and means that our business operations have no net negative impact on the climate. Climate Active is an ongoing partnership between the Australian Government and Australian businesses to drive voluntary climate action through the use of the Climate Active brand.

To maintain this standard, we calculate the greenhouse gas emissions generated by our operations, reduce those emissions through efficiencies and renewables and then purchase carbon offsets for the remainder. Jardan's annual production of greenhouse gas emissions have fluctuated over the past three years. We measure our direct scope 1 and 2 emissions associated with manufacturing but also our scope 3 emissions which includes emissions associated with freight and travel. Some of this is due to our efforts to reduce energy consumption and embrace renewable energy.

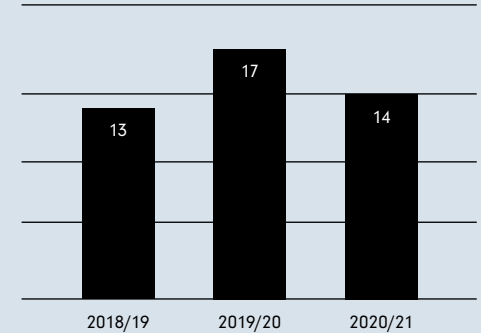
Other changes can be attributed to the impacts of the Covid-19 pandemic and our business model, which have changed our emissions profile. Emissions from air travel and commuting by staff, for example, dropped as travel has been restricted.

At the same time, our emissions from freight increased as our homewares business grew and Australian furniture sales flourished. We are monitoring our emission sources in both absolute terms but also as a function of our sales, operating hours and floor space. This will help us better understand where we can make a difference and how to prioritise actions. We will continue to do this as we move into our new manufacturing site in 2022 and explore opportunities for renewable energy generation.

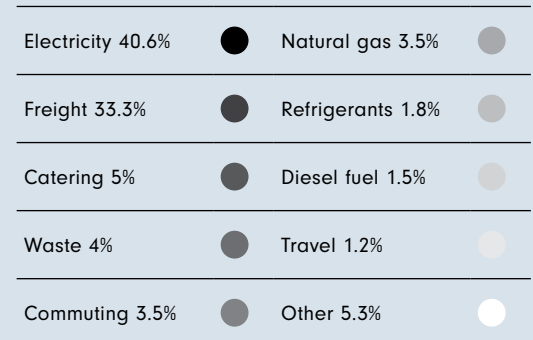
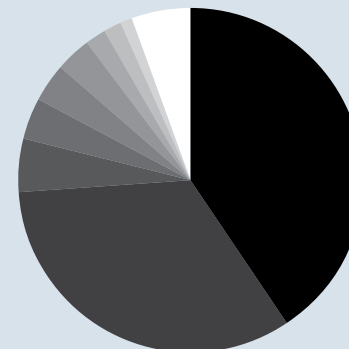
Greenhouse gas emissions (by scope)



Emissions per tonne of product sold (tonnes CO2e/tonnes)



Major sources of emissions Scope 1, 2 and 3(%)





# Case Study

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## Solar Panels

Our solar panels at our Melbourne manufacturing site generated 41,575 kWh of electricity this financial year. That's enough to power nearly 7 average homes for a year.

We also purchased a further 14,118 kWh of solar power for our Perth showroom this year, helping to further reduce our carbon footprint and supporting the need to increase renewable energy capacity in Australia. Together, this amounts to just over 25% of our electricity consumption coming from renewable sources. Although we didn't quite reach our target of 30%, we intend to work on opportunities for renewable energy generation and consumption at our new site in 2022.

To reach our objective of carbon neutrality we further invest in offsets and prioritise projects aligned with Jordan's brand, business impacts and location. Two offset projects are highlighted - the Darling River Eco-Corridor west of Bourke in New South Wales and the Darajat Unit III Geothermal Project in Indonesia.



Over 25% of  
our electricity  
consumption comes  
from renewable  
sources

# Case Studies

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## Offsetting Supporting the Darling River Eco-Corridor

The suite of Darling River Eco-Corridor carbon projects covers over 150,000 hectares of rural land throughout North-Western New South Wales and South West Queensland. The projects work with local landholders and graziers to protect and regenerate forest while improving productivity within the region.

Of these projects, Jordan has invested in an area roughly 150km west of Bourke in New South Wales - the Goonery and Tringadee properties - by purchasing some of the Australian Carbon Credit Units generated. They sit side by side across the undulating red sandy loam soils of the Mulgalands bioregion. Both run sheep and cattle depending on the season, but were suffering due to overgrazing and limited controls on feral animals.

While the project sequesters carbon, it also provides many co-benefits including biodiversity protection as well as social and economic value to landholders and rural communities. The project has helped to upgrade fences and install new water points that allow rotational grazing across the properties. This has allowed native vegetation to regenerate including Mulga, Gidgee, Leopardwood, Rosewood, Hop Bush and Turpentine.

## Offsetting Geothermal Electricity Generation in Java, Indonesia

Indonesia has vast geothermal resources which can generate electricity and avoid the greenhouse gas emissions associated with fossil fuels. The Darajat Unit III power plant is recognised as one of the most efficient geothermal plants in the world and is supporting Indonesia's transition to renewable energy.

The project supports the local community through job creation and investment in education. Jordan supports the project through the purchase of offsets under the United Nations Clean Development Mechanism, which allows emission-reduction projects in developing countries to earn certified reduction credits.

# The Circular Economy

It starts with a concept and design and doesn't stop till the lifecycle is complete and even then Jordan's aim is to fully participate in the circular economy; the recycling, recovery and re-use of products and materials used in our furniture has become an intrinsic part of our design process.

In manufacture, we use simple hand assembly and traditional fastening techniques to enable easy disassembly into material components using no specified tools. Our August table and Gus chair reflect a simplified design, made to be disassembled so that components can be recovered and re-purposed. Like many of our pieces, our Sweeney chair uses certified timber and foam. However, it also uses a recycled plastic shell, providing an additional life for waste plastic.

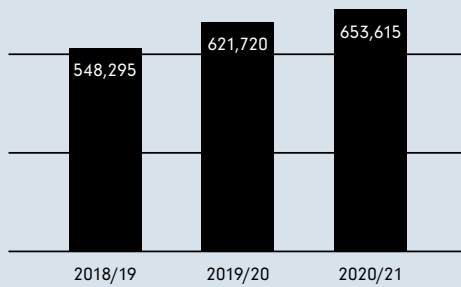
We are also using specific components across multiple pieces, which maintains flexibility in production and certainty in supply. This year, Jordan has looked closely at re-purposing materials such as leather and textiles. The textile industry produces 8% of global greenhouse gas emissions and 20% of global waste water. Efforts to recover and reuse fabrics results in cost savings but also all of the resources and impacts attributed to producing those fabrics in the first place. Offcuts of fabric used for our Nook and Wilfred sofas, for example, have been used to create scatter cushions for our homewares.

We address the footprint of our operations through our Environmental Management System (EMS) and policy. The EMS helps us to manage our environmental aspects, comply with regulations, engage staff and demonstrate our environmental commitment to our stakeholders. Our EMS was first certified to the international standard, ISO 14001, in September 2011. Our most recent third party audit, in July 2021, was conducted by consultants SGS, confirming our certification.

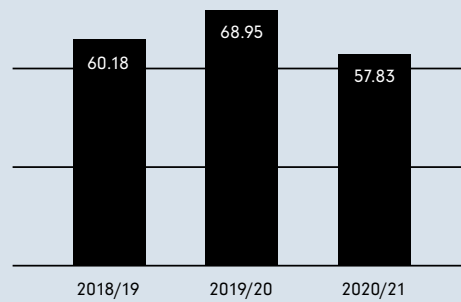


# Energy & Water Consumption

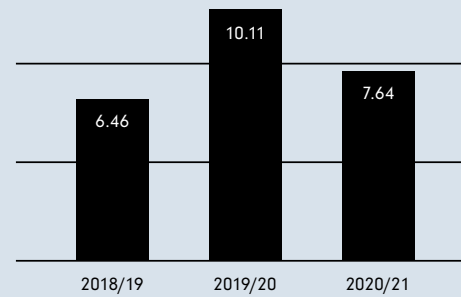
Total energy consumption (MJ)



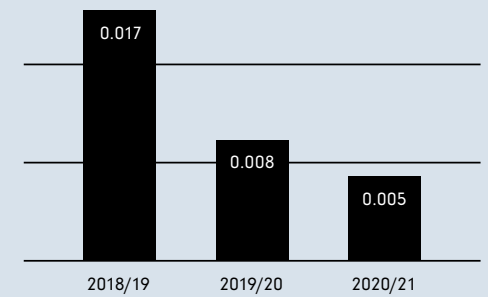
Energy consumption per tonne of product sold (MJ/t)

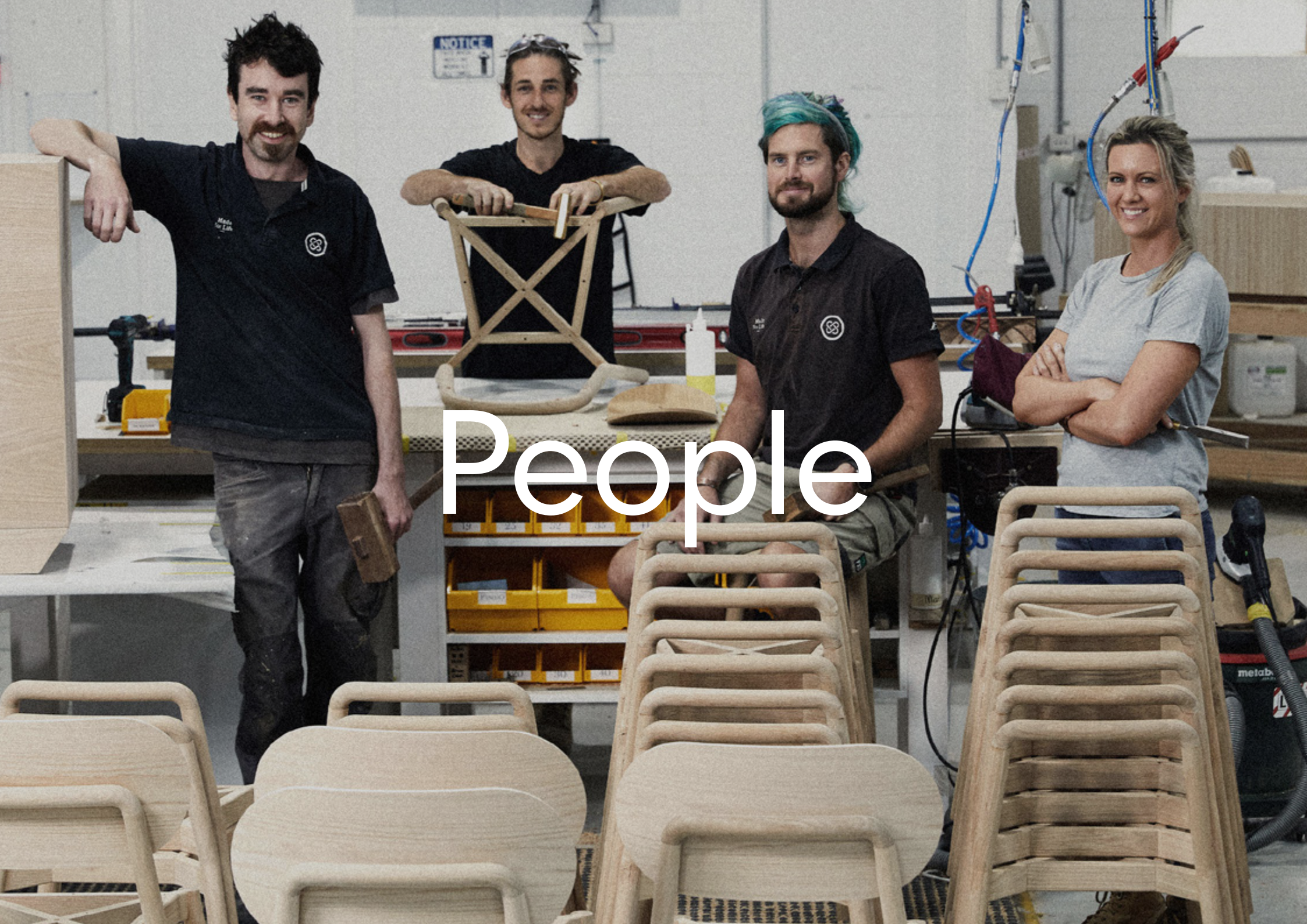


Water Consumption per FTE (kL/yr)



Waste per tonne of product sold (t/product tonnes)





# People

# The Design Community

We know that what we do impacts everyone and everything; from the customers that support our business, to the makers and providers of our products, local and international, that make up our network.

Through the work of the Jordan design team, sustainability is at the core of our design and business, minimising our environmental impact and ensuring ethical standards are achieved and met, that we're maximising recovery and our ongoing commitment to the circular economy. As part of our pledge to sustainability, our intentions and ambitions are actively promoted to our suppliers, clients, and students through on-site tour programs. These sessions showcase several key design approaches including material selection, lean manufacturing processes, resource efficiency initiatives and product stewardship.

Transparency of our operations and the public reporting of our performance not only improves our efforts, but actively promotes the performance of the sector too. Along with our supply chains and operations, transparency helps to create a benchmark with our peers in a race to the top. Membership to groups such as the Australasian Furnishing Association encourages the sharing of insights and learnings from leading practitioners across the sector.

We also believe that by working collaboratively with architects and designers and actively pursuing projects for the fit-out of green buildings we can ensure the requirements for Green Building Council Greenstar are met and the impacts are felt beyond our products.

In 2019 and 2022 we sponsored the Victorian Craft Awards to celebrate inspirational design and craftsmanship. Craft Victoria is the only organisation within Victoria which provides curatorial, public program and professional development opportunities for craft practitioners. The Awards are open to emerging, mid-career and established craftspeople from across Victoria. In 2019, Anton Gerner won the Jordan Furniture and Timber Award. Anton's workshop is a former local dairy where he uses traditional hand tools, construction techniques and finishes to create one-off pieces of furniture for Australian and international clients.

We have also sponsored The Design Files + Laminex Design Awards which are designed to acknowledge the designers, architects and makers who contribute to Australia's vibrant creative community. The furniture design category includes criteria on vision, functionality and craftsmanship but also sustainability and how well the project contributes to positive environmental outcomes and reduced resource consumption.



# Health & Safety

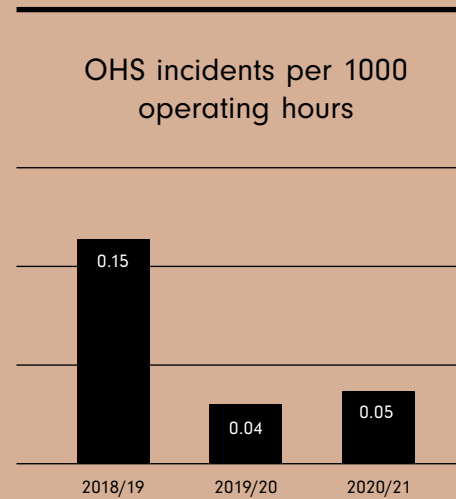
Our aim is to create a safe and inclusive workplace that focuses on employee mental and physical health.

Our Code of Conduct applies to our employees, contractors, sub-contractors, consultants and directors and outlines our ethical standard of conduct in line with our company values of: integrity, safety, innovation, leadership, people focused, teamwork and quality.

The health and safety of our staff is a critical priority and our aim is for “zero workplace accidents”. We believe that workplace accidents are preventable. Our Health and Safety Policy applies to all employees, contractors and employees from other companies working at our sites and expresses both our duty of care as well as the expectations of managers and staff in maintaining a safe and healthy working environment.

Our Occupational Health and Safety Committee oversees implementation and compliance. Employees receive specific training in safe work for their roles. We are committed to providing a workplace that is inclusive of differences, encouraging and enabling each employee to fully contribute.

Our workforce is predominantly female at 67%, with men occupying half the number of leadership roles as those occupied by women. Our commitment to diversity is detailed in our Diversity - Equal Employment Opportunity Policy and is supported by our Grievance Policy and Procedure which provides employees with the opportunity to have concerns addressed fairly and promptly. We also report annually under the Workplace Gender Equality Act 2012 on our actions and this is available from the Workplace Gender Equality Agency website.



Create a safe and inclusive workplace that focuses on employee mental and physical health

# Case Study

## Women In Trades

All of our employees are given an equal opportunity to develop their careers, based on merit.

Our Diversity-Equal Opportunity Policy applies to all of our sites, across the factory floor and the executive team. We are proud that nearly 45% of all of our employees are women. Almost 25% of workers in our upholstery factory are women and 20% of workers in our timber factory are women. Supporting and encouraging women in apprenticeships and trades is not a challenge unique to Jordan.

Nationally, less than 5% of apprentice Cabinet Makers in training in 2021 were women. Jordan currently has two female apprentice Cabinet Makers and one female apprentice upholsterer. Janice Khoo has been with Jordan for nearly 4 years and has recently completed her apprenticeship in Cabinet Making. Nicola Rollo (pictured) is one of our qualified upholsterers who has been with us for more than 3 years. We also signed up one of our female timber labourers as an apprentice cabinet maker in September this year.





# Protecting Our Staff

Our Covid-19 Workplace Policy was implemented in 2020 and detailed practices for staff in physical distancing, hygiene practices, communication and protocols for testing, reporting and isolation.

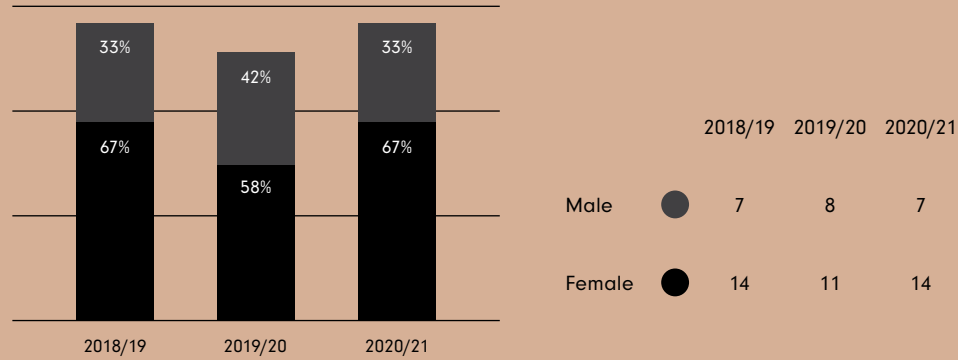
Our business expanded during the pandemic, with increased purchasing of furniture and homewares. We employed 35-40 additional staff. Our factories were able to continue operating, assisted by large floor spaces which allowed for social distancing and doors which could remain open for circulating air.

For our office staff, a work from home policy with expectations and accountabilities was introduced for staff able to effectively do their roles from home. We also introduced access for all Jordan staff to an external and private service to help with Covid-19 questions. We ensured that staff could continue to receive ongoing support with private mental health help, as well as personal and financial planning throughout the pandemic.

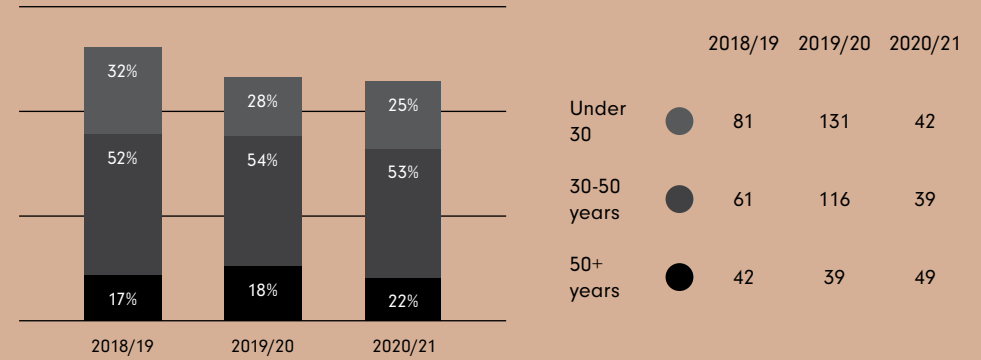


# Team Demographics

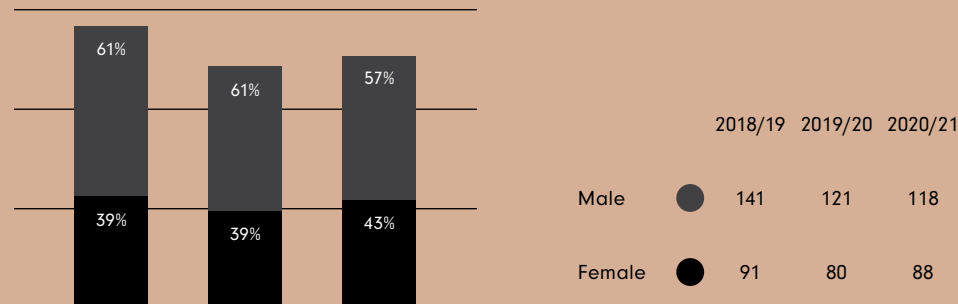
## Gender of team in leadership roles (full time equivalent)



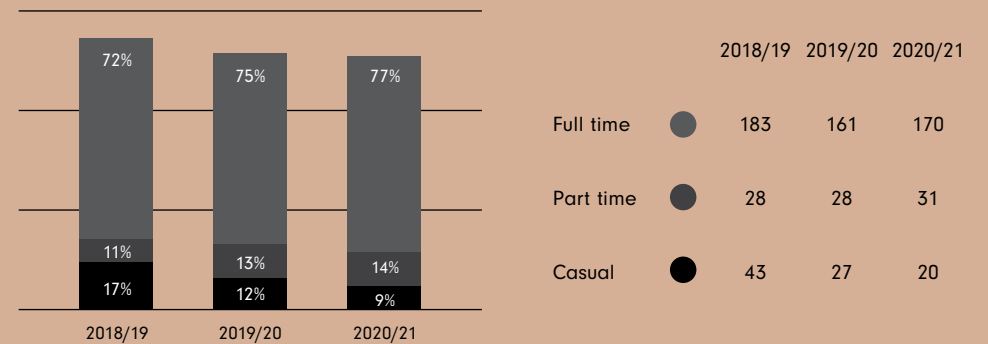
## Age profile of the team



## Gender of team (full time equivalent)



## Contract types of the team



# Community

The participation and support of programs outside of the business of Jordan promotes diversity and healthy living.

Among several other local and national initiatives Jordan has seen the positive results of their support and participation in the Bolt Blowers; a group of like-minded people who have been affected directly or indirectly by mental illness.

The Bolt Blowers has been raising awareness and money since 2006 and this year saw the Bolt Blowers Invitational at Bells Beach become the 2nd largest Surf Comp Event in Australia. Jordan is a sponsor and our Director, Nick Garnham, serves on the Bolt Blowers Committee. The recipients of funds raised this year included:

Strong Brother, Strong Sister	A safe place for Aboriginal young people to access and thrive
One in Five	A not-for-profit organisation raising funds for medical research into better diagnosis and treatments
The Good Life Farm	Transforms the lives of vulnerable young people by connecting with animals and nature
Tomorrow Man	Facilitates workshops for boys and parents in schools, and, men in sporting clubs, workplaces and communities
Bolt Blowers	A surf contest held at Bells Beach that raises funds for mental health awareness
The Royal Children's Hospital	Improves the health and wellbeing of children and adolescents through leadership in healthcare, research and education
Breast Cancer Foundation	Australia's leading national body funding breast cancer research with money raised entirely by the Australian public
MS Society	Australia's national multiple sclerosis (MS) not-for-profit organisation that empowers researchers to identify ways to treat, prevent and cure MS, seeks sustained and systemic policy change via advocacy, and acts as the champion for Australia's community of people affected by MS
YSC Tour de Pink Lisa J. Frank Memorial Ride	Addresses the unique needs, amplifies the voice and improves the quality of life of young adults affected by breast cancer, locally and nationally through a memorial ride

A scenic view of a lush green hillside overlooking the ocean under a clear blue sky. The foreground is filled with dense, vibrant green foliage, likely coastal shrubs or small trees. The middle ground shows a steep slope covered in similar vegetation, leading down to a clear blue ocean on the left. The sky is a uniform, clear light blue. The word "Prosperity" is overlaid in the center in a large, white, sans-serif font.

Prosperity

# Prosperity

These aren't targets or goals that stand still, Jordan is constantly evolving to be at the forefront of sustainability and accountability. We will continue to report on our efforts in order to shed light on not just our achievements, but through full transparency, highlighting the areas will strive to be better.

We have continued our financial growth over the past three years. The Covid-19 pandemic has been the defining feature of the global economy during this reporting period. While we shared concerns for the safety of our staff, customers and visitors, our business grew as customers looked to improve their work and living spaces at home.

During 2020-2021, spending on furniture in Australia grew by more than 21%<sup>2</sup> and this was on the back of five years of demand for sustainable Australian made furniture and homewares – in which consumers were more likely to have increased their spending. Research has shown that at this time more than ever, nine in ten Australian consumers are more likely to purchase ethical and sustainable products<sup>3</sup>. Our online sales platform for furniture and homewares, launched in 2017, has flourished during the reporting period.

We have increased both our hours of operation and tonnes of product sold over the past three years. Over the same period, our tonnes of product sold per operating hour has remained reasonably consistent, reflecting no significant changes to efficiency. We will continue to monitor our production metrics which have been made more challenging by the growth in our homewares business, which we do not necessarily manufacture ourselves, and our plans to re-locate our manufacturing to a larger site in Melbourne.

<sup>2</sup> CommSec August 5, 2021 Economic Insights.

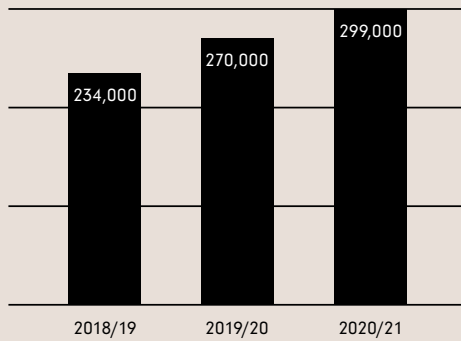
<sup>3</sup> TheFifthEstate September 10, 2020.



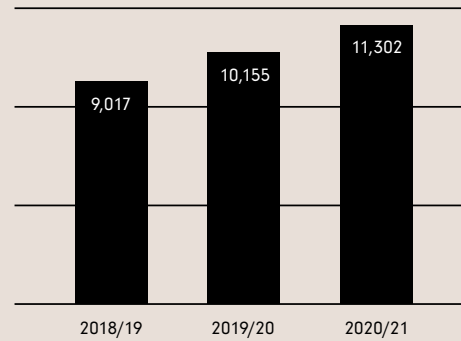
Research has shown  
that at this time more  
than ever, nine in ten  
Australian consumers  
are more likely to  
purchase ethical and  
sustainable products

# Operations & Productivity

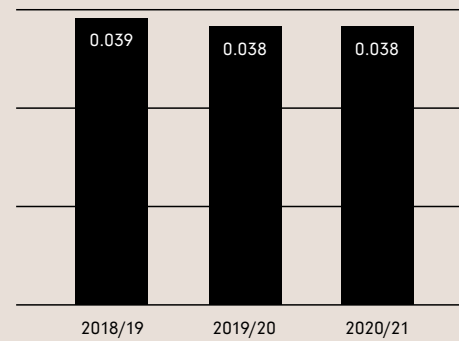
Operational hours



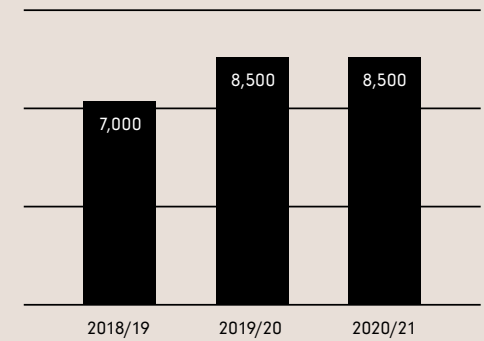
Tonne of product sold (CBM)



Tonnes of product per operating hour (CBM)<sup>3</sup>



Manufacturing floor space (square metres)



# Procurement

Our aim is to prioritise sustainability in our procurement and investment decisions and work with our suppliers to pursue and develop sustainable business outcomes.

Jardan's number of suppliers nearly doubled between 2016 and 2018, from 727 to 1,378. Our approach to ethical and sustainable procurement is based on showcasing Australian designers and local manufacture, building long term relationships with local suppliers and sourcing materials with globally recognised sustainability certifications.

We are increasingly aware of the environmental impacts and social risks involved in production and we are working with our suppliers to identify these and remediate them. Several of our basic raw materials are already subject to certifications which are recognised by the industry and by our customers. The rapid growth of our homewares business and its range presents several challenges around identifying and managing impacts within our supply chain. This includes the sourcing of specific materials such as wool and cotton and products such as rugs.

We have been able to maintain our commitment to using local suppliers, fostering local creativity, business development and employment. Our homewares business showcases our partnerships with Australian designers and iconic businesses including: Bendigo Pottery, Canberra Glassworks, Dinosaur Designs and Yeend as well as individual glassblowers, including Amanda Dziedzic, and ceramicists Andrei Davidoff, Simone Karras and Natalie Rosin.



We have been able to maintain our commitment to using local suppliers, fostering local creativity, business development and employment

# Case Study

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## Australian Made

Supporting local manufacturing and artisans has always been a core value of our business at Jordan. Handmade in a factory with a 163 year history, Bendigo Pottery is proof that world class craftsmanship and manufacturing is possible in our backyard.

Rod Thomson and his wife Sally own Bendigo Pottery, one of Australia's oldest, continuously running businesses. Operating on the same site since 1863, Bendigo Pottery supplied the goldfields with ginger beer bottles and acid containers. There is deep history here but perhaps the real trick of Bendigo Pottery is its modernity. In designing Jordan's Nelly lights from our Living Forms collection, the Jordan team went to Rod and Sally with drawings to work out what can and can't be done. "Not everything that you draw on paper can be made in ceramic," explained Rod. "Sometimes it takes 3 or 4 times to get approved". We've since gone on to develop a range of cookware with Bendigo Pottery and look forward to more collaborations.





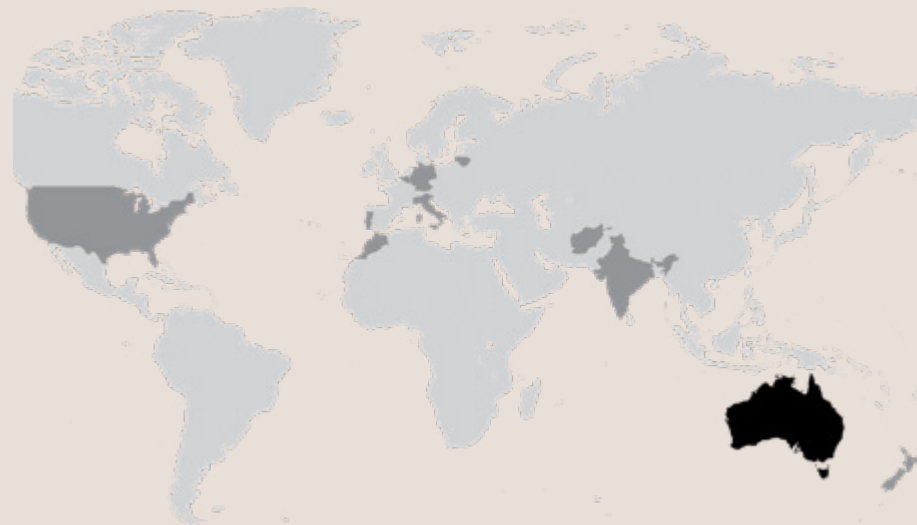
# Suppliers & Materials

## Supplier Regions By Percentage

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Australia	75.3%
New Zealand	4%
Europe	17.1%
Asia	0.3%
Other	3.3%

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## Materials Country Of Origin

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Australia	Steel Timber Leather Foam Lighting
New Zealand	Wool Rugs
USA	Timber
Germany	Down
Belgium	Linen
Portugal	Bed Linen
Morocco	Rugs
Lithuania	Rugs
Afghanistan	Rugs
India	Rugs

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# Material Certification

Materials	Certifications	Our Approach	Our Progress
Foam	 <p>GECA is recognised worldwide through its ecolabel</p>	100% of foam to be sourced from suppliers who maintain the Good Environmental Choice Australia accreditation	100% of foam grade products GECA certified by our supplier
Feather and Down	 <p>Ensures that down and feathers come from ducks and geese enabled to live healthy lives, express innate behaviours, and not suffer from pain, fear or distress</p> <p>Ensures that the down and feathers were ethically harvested and come from a controlled and traceable supply chain</p>	100% of feather and down sourced from suppliers certified for environmental, ethical and traceability credentials, specifically: The Responsible Down Standard, Downpass and OEKO-TEX® Standard 100	100% of feather and down sourced from certified sources
	 <p>The Standard 100 by OEKO-TEX® is a worldwide independent testing and certification system, testing products for harmful substances during all stages of the manufacturing process</p>		
Timber	 <p>Assures that wood products are handled and manufactured under strict regulations that support responsible forest management</p>	100% of timber sourced from certified suppliers under FSC® and PEFC™	100% of timber from certified sustainable sources and maintained chain of custody accreditation
Cotton	 <p>The standard stipulates requirements throughout the supply chain for both ecological and labour conditions in textile and apparel manufacturing using organically produced raw materials</p> <p>The Better Cotton Standard System is an approach to sustainable cotton production which covers environmental, social and economic pillars</p>	100% of cotton in upholstery to be certified under one or more accepted standards - either GOTS and/or the Better Cotton Initiative	100% certified to the Global Organic Textile Standard

# Material Certification

Linen		<p>The Standard 100 by OEKO-TEX® is a worldwide independent testing and certification system, testing products for harmful substances during all stages of the manufacturing process</p>	<p>100% of linen in upholstery to be certified under OEKO-TEX® Standard 100. Work toward sourcing of certified organic linen</p>	<p>100% of linen in upholstery certified under OEKO-TEX® Standard 100</p>
Wool		<p>The Responsible Wool Standard is a voluntary standard that addresses the welfare of sheep and the land they graze on</p> <p>REACH is a regulation of the European Union, adopted to improve the protection of human health and the environment from the risks that can be posed by chemicals</p> <p>Enviromark diamond certified organisations exceed the requirements of ISO 14001</p>	<p>100% of wool and wool blends from suppliers of upholstery compliant with accepted standards for textile production, such as REACH and Enviromark</p> <p>Work toward sourcing responsible wool certified by the Responsible Wool Standard</p>	<p>88% of wool and wool blend upholstery from suppliers compliant with either REACH or Enviromark</p>
Leather		<p>World's leading environmental certification for the leather manufacturing industry</p>	<p>100% of leather in upholstery from tanneries certified under the Leather Working Group</p>	<p>18% of leather in upholstery from tanneries certified under the Leather Working Group</p>
Finishes			<p>Jardan only uses water-based glues and lacquers in production, which is free from volatile organic compounds and safe for our workers and customers</p>	
Rugs		<p>The GoodWeave label focuses on no child labour, forced or bonded labour and documented workplace conditions</p> <p>The Responsible Wool Standard is a voluntary standard that addresses the welfare of sheep and the land they graze on</p>	<p>100% of rugs certified under the GoodWeave standard or an equivalent</p> <p>Work toward sourcing responsible wool certified by the Responsible Wool Standard.</p>	<p>Some of our rugs are certified under one or more labour-focused programs such as: GoodWeave, Label STEP and Care &amp; Fair. We will work toward greater transparency on these certifications of our rugs as a priority</p>
Bed Linen		<p>The standard stipulates requirements throughout the supply chain for both ecological and labour conditions in textile and apparel manufacturing using organically produced raw materials</p> <p>The Better Cotton Standard System is an approach to sustainable cotton production which covers environmental, social and economic pillars</p>	<p>Increase the proportion of certified organic cotton products in our homewares range under one or more accepted standards – either GOTS and/or the Better Cotton Initiative</p>	<p>50% of our bed linen range is certified under the Global Organic Textile Standard</p>

# Standards & Indicators

This is our third sustainability report and covers the period 1 July 2019 – 30 June 2021. The report references the GRI Standards 2016 and SASB Standards. Data presented in this report covers Jordan's operations, including our showrooms, manufacturing sites and support offices in Australia.

Jordan applies the Reporting Principles for defining report content from GRI 101: Foundation to identify our material economic, environmental, and/or social impacts. These material topics determine which topic-specific standards and indicators we use when preparing our report (See GRI Content Index).

The determination of Jordan's material sustainability impacts is an iterative process informed through ongoing stakeholder engagement, internal discussions on due diligence as well as reviews of peers, customers and sustainability standards.

This continuous process of review and evaluation informs the goals of our sustainability policy, and the targets within our sustainability strategy which address the needs and priorities of our key stakeholders.



# Appendices

## Appendix A – Glossary & Units Used

Term	Definition
kL	Kilolitres – one thousand litres
FTE	Full time equivalent
GHG	Greenhouse gas
MJ	Megajoules – one million joules of energy
OHS	Occupational Health and Safety
Tonnes	1,000 kilograms
tCO <sub>2</sub> -e/t	Tonnes of carbon dioxide equivalent
Yr	Year

## Appendix B – Global Reporting Initiative (GRI) Content Index

GRI Content Index		
Disclosure <sup>4</sup>		Page number(s) and notes
<b>GRI 101: Foundation 2016</b>		
<b>GRI 102: General Disclosures 2016</b>		
102-1	Name of the organisation	Jordan Australia Pty Ltd
102-2	Primary brands, products, and services	4-6, 11
102-3	Location of the organization's headquarters	5
102-4	Number of countries where the organization operates	5, 34
102-5	Nature of ownership and legal form	4
102-6	Markets served: geographic locations, sectors served, types of customers and beneficiaries	4-5
102-7	Scale of the organisation	4, 27, 31, 34
102-8	Total number of employees by employment contract (permanent and temporary), by gender	27
102-9	A description of the organization's supply chain	32, 34, 35-36
102-10	Significant changes to the organization's size, structure, ownership, or supply chain	30, 32

<sup>4</sup>Disclosure descriptions have been summarised. For detailed descriptions refer to the [GRI Standards](#).

# Appendices

## Appendix B – Global Reporting Initiative (GRI) Content Index

102-11	Whether and how the organization applies the Precautionary Principle or approach	20
102-12	A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses	17, 20
102-13	A list of the main memberships of industry or other associations, and national or international advocacy organizations	23
102-14	A statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy for addressing sustainability	8
102-15	A description of key impacts, risks, and opportunities	9, 13-15
102-16	A description of the organization's values, principles, standards, and norms of behaviour	9, 11, 13-15
102-18	Governance structure of the organization	5
102-40	A list of stakeholder groups engaged by the organization	10
102-41	Percentage of total employees covered by collective bargaining agreements	No staff are under a collective bargaining agreement
102-42	The basis for identifying and selecting stakeholders with whom to engage	10
<b>Disclosure</b>		<b>Page number(s) and notes</b>
<b>GRI 102: General Disclosures 2016</b>		
102-43	The organization's approach to stakeholder engagement	10
102-44	Key topics and concerns raised	10
102-45	Entities included in the consolidated financial statements	Jardan Australia Pty Ltd is the sole reporting organisation, no consolidated financial statements are provided in addition to those presented in this report
102-46	Defining report content and topic boundaries	13-15
102-47	A list of material topics	13-15
102-48	Restatements of information	There are no restatements of information
102-49	Changes in reporting	37
102-50	Reporting period	37
102-51	Date of most recent report	37
102-52	Reporting cycle	37
102-53	Contact point for questions regarding the report	2
102-54	Claims of reporting in accordance with the GRI Standards	37
102-55	GRI content index	39-41
102-56	External assurance	Report has not been externally assured

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GRI Standard		Disclosure	Page number(s)	Omission
<b>Material Topic – Energy</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	17, 20	
	103-2	The management approach and its components	17, 18, 20	
	103-3	Explanation of how the organization evaluates the management approach	17, 20	
GRI 302 Energy 2016	302-1	Energy consumption within the organisation	21	
GRI 302 Energy 2016	302-3	Energy intensity	21	
<b>Material Topic – Emissions</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	17	
	103-2	The management approach and its components	17	
	103-3	Explanation of how the organization evaluates the management approach	17	
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	17	
GRI 305 Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	17	
GRI 305 Emissions 2016	305-4	GHG emissions intensity	17	
<b>Material Topic – Supplier Environmental Assessment</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	32, 35-36	
	103-2	The management approach and its components	32, 35-36	
	103-3	Explanation of how the organization evaluates the management approach	32, 35-36	
GRI 308 Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Not reported	Data not available
GRI FP2		Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	35-36	
<b>Material Topic – Occupational Health &amp; Safety</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	24	
	103-2	The management approach and its components	24	
	103-3	Explanation of how the organization evaluates the management approach	24	
GRI 403 Occupational Health and Safety 2018	403-9	Work-related injuries	24	
<b>Material Topic – Diversity and Equal Opportunity</b>				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	25, 27	
	103-2	The management approach and its components	25, 27	
	103-3	Explanation of how the organization evaluates the management approach	25, 27	
GRI 405 Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	27	

# Appendices

## Appendix C – Sustainability Accounting Standards Board (SASB) Index

<b>SASB Building Products and Furnishings Industry Standard October 2018</b>					
<b>Topic</b>	<b>Accounting Metric</b>	<b>Category</b>	<b>Unit of measure</b>	<b>Code</b>	<b>Page number(s)</b>
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	CG-BF-130a.1	17, 18, 21
Management of Chemicals in Products	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	CG-BF-250a.1	20
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Quantitative	Percentage (%) by revenue	CG-BF-250a.2	35-36
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Discussion and Analysis	n/a	CG-BF-410a.1	20
	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	Quantitative	Metric tons (t), Percentage (%) by weight	CG-BF-410a.2	Not reported
Wood Supply Chain Management	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, and (4) percentage certified to other wood fiber standards, (5) percentage by standard <sup>5</sup>	Quantitative	Metric tons (t), Percentage (%) by weight	CG-BF-430a.1	35 - Partially reported
<b>Topic</b>	<b>Activity Metric</b>	<b>Category</b>	<b>Unit of measure</b>	<b>Code</b>	<b>Page number(s)</b>
	Annual production <sup>6</sup>	Quantitative	See note	CG-BF-000.A	31
	Area of manufacturing facilities <sup>7</sup>	Quantitative	Square meters (m <sup>2</sup> )	CG-BF-000.B	31

<sup>5</sup>Note to CG-BF-430a.1 – The entity shall describe its practices for sourcing: (1) wood fiber materials from forestlands that are not certified to a third-party forest management standard, and (2) wood fiber materials not certified to other wood fiber certification standards.

<sup>6</sup>Note to CG-BF-000.A – Production shall be disclosed in typical units tracked by the entity such as number of units, weight, and/or square feet.

<sup>7</sup>Note to CG-BF-000.B – The scope shall be limited to total area under roof, including manufacturing and administrative functions.