## A CIRCULAR APPROACH

Our strategy follows a circular approach, based on the life cycle of a sofa. All the way from the raw materials we source, the manufacture, sale and delivery of the sofa, right through to the end of the sofa's life.

The aim is to capture the complex and interlinked aspects of a sofa's life in one place, and ensure we build in sustainability wherever we can. For example, through ensuring we source FSC-compliant wood for the frames, or by planning the most efficient drop-off route for customer deliveries to minimise carbon emissions.



## THE SOFA CYCLE

Our thinking follows the concept of the circular economy, which aims to keep products in use for longer, by reusing, recycling, or remaking; so any waste becomes the beginning of another process or a recovered resource. This approach is in contrast to the traditional linear economy, which takes materials from the earth, makes something, and then disposes of it.

The Sofa Cycle helps us visually articulate shared Grouplevel objectives. Each of our businesses can then use the Cycle to create activities and policies relevant to their brand, their size and their customers. It also has the flexibility to evolve over time as our business becomes circular in its approach, and the evolution of sustainable practices enables us to do more.

We appreciate that the Sofa Cycle very much addresses the product aspects of our business, rather than being peoplefocused. This acknowledges the fact that we can't address all aspects of ESG at once, and must take it step by step. Of course, people issues are vital - and we believe we are already good employers - so we will look to add more colleague-based initiatives in Phase 2 of our ESG strategy.

## Roll over the images around the Sofa Cycle opposite to discover more.

Please download and view using Adobe Acrobat to see the interactive version

