



DOCK & BAY

B-IMPACT REPORT 2025



LETTER FROM THE CEO

2025 marked a huge milestone for Dock & Bay as we celebrated our 10th year in business and reflected on just how far we have come.

Each year our ambition is simple but important, to do better business than the year before. Our proudest achievements this year:

- **Hit our target to donate over £40,000 to our charity partners, most notably Re:wild**, who are working to protect and restore our wild. Nearly double what we donated the previous year.
- We also rolled out a **supplier code of conduct across our core partners**, ensuring the people we work with share our values and our vision for a more responsible future.
- And in a year that celebrated self expression and inclusivity, **partnered with Pride and hosted our very own 'Dock & Slay' catwalk** with hundreds of people strutting unapologetically down our runway. A personal life highlight for me.
- And you can now find us on **Sunday Times' Best Place to Work** list!

Looking ahead to 2026, our focus is on evolving how we talk about sustainability in a way that feels honest, accessible and true to our brand. As well as building our first ever climate action 3 year plan, and partnering with RePurpose to help prevent plastic waste from entering our oceans. This journey is ongoing, and I am excited about what this incredibly ambitious team can continue to achieve together.

Andy





OUR BUSINESS MISSION

Our goal is to build a globally-known, customer-focused brand, trusted for creating value-driven, high quality and built to last products, accessible everywhere. All while entertaining our community along the way through our sense of adventure and not taking life too seriously.

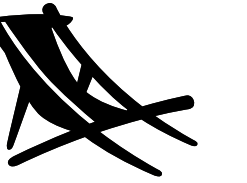
Built by a highly engaged and forward thinking team. Whilst making a positive difference through reducing our footprint relative to our growth and benefitting the wider global community. Let's get those plastic bottles out of the ocean and into some nice stripy towels that last forever.

Simply put...

**WE'RE ON A MISSION TO
MAKE THE WORLD BRIGHTER.**



OUR VALUES



Bs for B-Corp

Be Trailblazers

We're ambitious with what we can achieve, as a brand and as people. Nothing is impossible.

Be Playful

Approach everything with a light-hearted, excitable attitude, while not taking ourselves too seriously (because life is too short for that).

Be Trustworthy

Trust us to do the right thing. We'll always be transparent about what we're doing and why, while providing top class service and quality products along the way.

Be Welcoming

Embrace differences and encourage individuality, no matter what or who - everyone is welcome.

Be Good to our Planet

We care for our world and will always strive to do better for it through education and action.





OUR 2025 GOALS

These were our 2025 goals:

1. Become GRS (Global Recycling Standard) certified across our full recycled product range
2. Double the carbon emissions we offset in 2025, by offsetting at least 3 million KG of carbon
3. Donate over £40,000 to the charities that support our mission of making the world brighter
4. Implement a shared supplier code of conduct (including clear quality control processes) across all factories that we work with, current and future to create a transparent relationship with clear expectations set to all. To ensure the people we work with share our vision
5. Becoming Times Best Place to work
6. Maintaining our employee engagement score of 94%
7. Celebrate 10 years of Dock & Bay!

Here's how we did:

1. We're now GRS certified for over 80% of our product range, but we aim to be 100% in 2026, a small miss
2. We hit our target of 3 million KG of carbon emission offset
3. Our amazing Re:wild partnership was a great success and we hit this target
4. The Knowledge Nexus was influential in helping our small team complete this goal
5. We did it and we're so proud of this one
6. We hit 86% which was still an amazing achievement but we pride ourselves on always wanting to do the very best for our employees so more to work on in 2026!
7. This one was easy to do, we had a bouncy castle, live singer and the drinks were flowing!

OUR 2025 HIGHLIGHTS



LET'S TALK B-CORP EVENT

What we did

We threw a B Corp party to bring together some of the UK's most exciting purpose driven brands for a night of connection, conversation and community.



Who joined the party

We were joined by an amazing mix of B Corps, including:

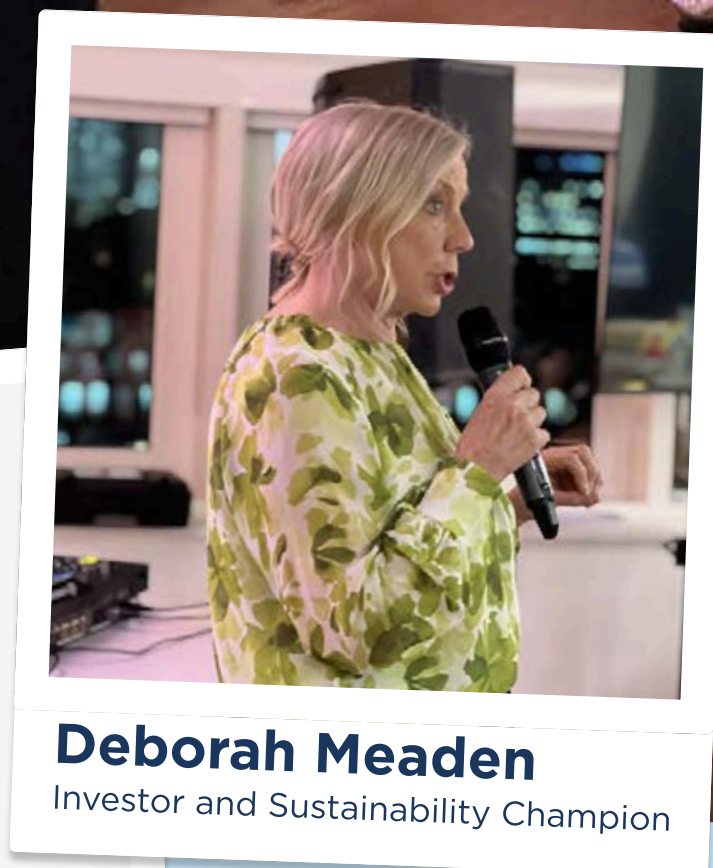


Why it mattered

It wasn't just a party it was about building real connections, sharing ideas and celebrating the businesses making waves for good.



Mark Rushmore
Founder, SURI



Deborah Meaden
Investor and Sustainability Champion

Our speakers

We were lucky to hear from

REDUCING OUR IMPACT: CARBON OFFSETTING

Our goal for 2025 was to double our carbon offsetting, reaching at least..

3 Million kg

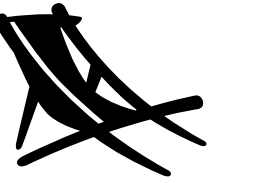
We're on track to meet this target.
For context, 3 million kg of carbon is
equivalent to driving around:

12 million kilometres in a typical car.

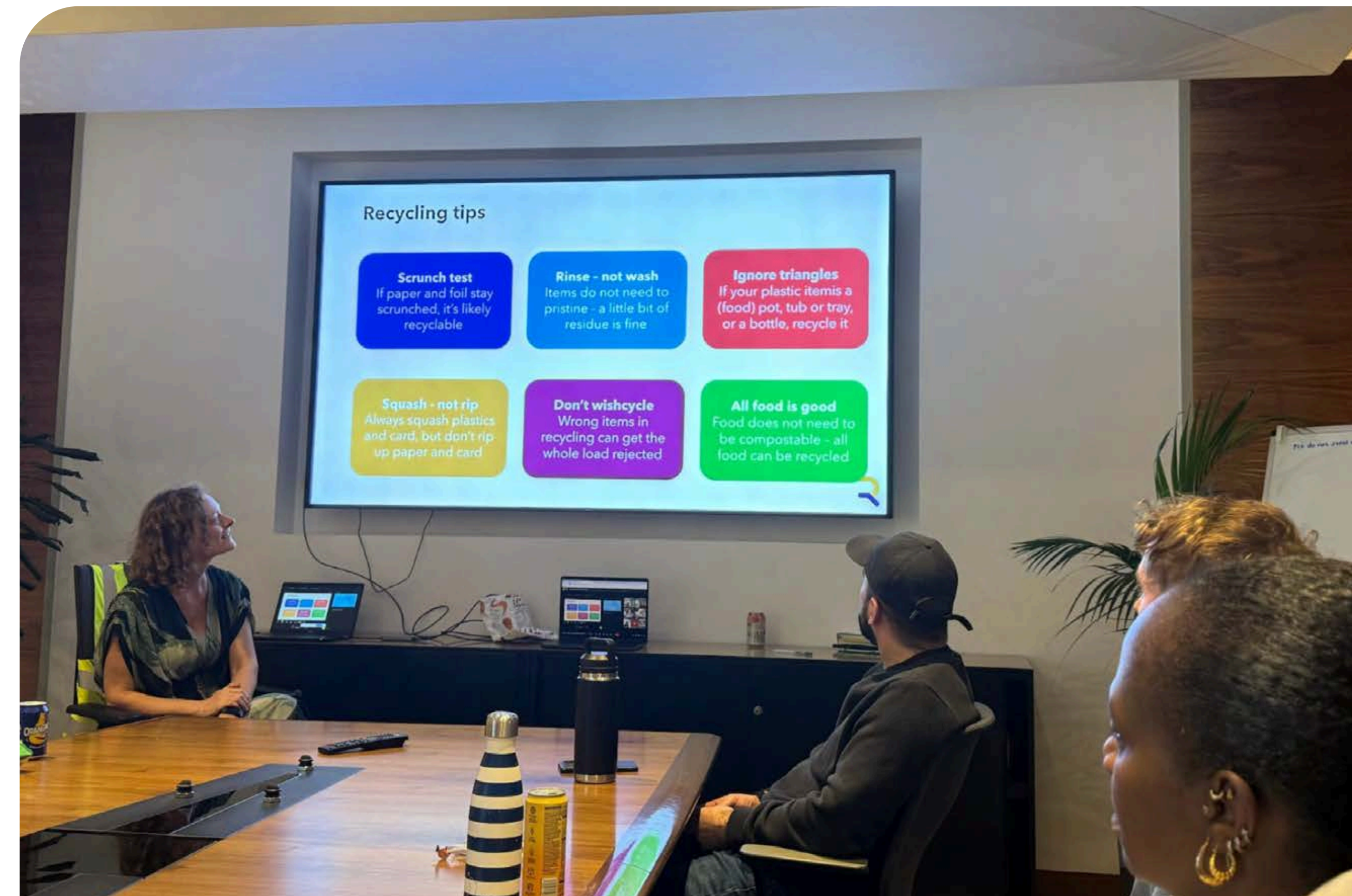
We supported certified wind farm and reforestation projects and are incredibly proud to have hit our goal. Moving forward, we will continue prioritising long-term emission reduction across our operations. Next year, we will shift our focus towards plastic pollution reduction, aligning our environmental goals more closely with our product story and mission.



SUSTAINABILITY SPEAKER - RE:WILD TEAM EDUCATION



In May, the RE:WILD team joined us for a session on global conservation, biodiversity protection and the impact of our charity towel collaboration. Later in the year, Resource Futures delivered an eye-opening talk on how recycling really works. Both sessions sparked valuable team conversations and learning.



DOING OUR BIT

MISSION

We're not perfect, we never will be. But we can all do our bit to get closer to that goal. Not only do we want to clean up our own doorstep and reduce our environmental footprint relative to our growth but also educate and inspire others along the way to do the same.

WE OWN THE IMPACT:

- What we make (durable products, not disposable)
- How we make it (100% recycled, transparent supply chain, GRS certified)
- What we claim (proof over promises, impact over intent)
- What we're working on in the future years (end-of-life solutions - we're not there yet)

HANGING 'SUSTAINABILITY' OUT TO DRY

We're not perfect, we never will be. But we can all do our bit to get closer to that goal. Not only do we want to clean up our own doorstep and reduce our environmental footprint relative to our growth but also educate and inspire others along the way to do the same.



Nothing is truly sustainable. Every product has an impact.

But we can all do our bit to make that impact smaller. Our bit? Make products from 100% recycled materials that last the long haul. Because the most sustainable product is the one you don't have to replace.

Make it last or don't make it - that's our design philosophy.

**We're not here to preach sustainability.
We're here to make products that last.**

OUR SUPPLY CHAIN - GRS CERTIFICATION



Our core ranges are now GRS certified and our packaging proudly reflects this.

Our core ranges are now GRS certified and our packaging proudly reflects this. Our next milestone is expanding GRS certification to ALL products like our dry bags by end of 2026. This strengthens customer trust, reinforces our commitment to recycled materials, and improves product lifecycle transparency.



Look out for the GRS logo on our products to know whether it's been certified yet



REPURPOSE - OUR FIGHT AGAINST PLASTIC WASTE GOING TO LANDFILL

In 2026, we'll be working with RePurpose Global to fund plastic recovery projects that deliver traceable impact

For every order, we'll be preventing the equivalent of 10 plastic bottles from entering our waterways around the world

- We can monitor real time plastic recovery through live dashboard updates with rigorous 3rd party verification
- Being part of not just fixing the point in time issue of plastic pollution now but working to support their long term projects looking to improve infrastructures around their focus areas, to prevent the same problems from happening in the future
- Supporting waste workers looking to address this huge problem to drive both environmental and social change
- This project felt like the perfect fit for us given that we make all our core products currently from recycled plastic that could have ended up in landfill

OUR GOAL

Prevent over **60,000 kg** of plastic waste from entering global waterways. That's the equivalent of over **3.4 million** plastic bottles!



rePurpose



ENVIRONMENTAL IMPACT ASSESSMENT & CLIMATE ACTION PLAN



In 2026, we'll be partnering with Zevero to fully track all our Scope 1, 2 and 3 emissions for the year

Understanding our end to end emissions across the business, will allow us to:

- Spot which areas of our business we can make the biggest, most feasible change, in reducing our impact

- Build out by end of July 2026, a 3 year Climate Action Plan of how we will look to address our biggest problem areas

- This yearly assessment will ensure we are constantly being full transparent of where we are at, what we've achieved and where we have the most work to do

An exciting step forward for Dock & Bay!



GIVING BACK - OUR 2025 CHARITY PARTNER

This year, we went (re)wild in the best way.

Our partnership with Re:wild led to the launch of the Wild Things Towel our most animal-obsessed, nature-loving design yet. Inspired by the incredible species Re:wild works to protect, this limited-edition towel helped us turn summer style into real-world impact.



Who are Re:wild?

Re:wild is a global conservation organisation founded by a group of renowned scientists and environmentalists including Leonardo DiCaprio with one shared mission: to protect and restore the wild. They work across 150+ landscapes and seascapes to safeguard endangered species, revitalise ecosystems, and support the communities who protect them.

Thanks to your support, **we've raised \$46,500** at the time of writing. This won't be our last donation, though - there is more to come as we continue to power Re:wild's mission to restore nature across the planet.





PRIDE PARTNERSHIP

This summer we collaborated with Pride in London, marching in their annual parade and hosting our first ever activation that was a celebration of colour, community, and unapologetic self-expression.

Bringing our signature brightness to the streets, we showed our support for the LGBTQIA+ community in true Dock & Bay style, bold, joyful, and inclusive with a huge Slay runway for everyone to strut their stuff. From rainbow-filled moments to empowering messages of pride and positivity, the day embodied everything we stand for: helping people live brightly, confidently, and authentically, one slay at a time



PRIDE
IN LONDON



GIVING BACK - OUR CORPORATE SOCIAL RESPONSIBILITY

Our team volunteered at Little Village Tooting, helping sort donations and prepare care bundles for families in need. It was a powerful experience for the team and strengthened our commitment to supporting our local communities.

We'd love to continue deepening our relationship with Little Village. We will always have products we can donate to their amazing cause!



HAPPY TEAM AN INCLUSIVE PLACE TO WORK

Last year, we launched our first DE&I handbook, introducing eight forward-thinking, family-friendly and inclusive policies. We committed to continuously reviewing and improving these as we grow, guided by insights from our annual DE&I survey.

Our 2025 results show this work is making a real impact:

97%

of the team feel our policies and procedures support diversity, equity and inclusion

97%

believe Dock & Bay will take appropriate action in response to discrimination or bias

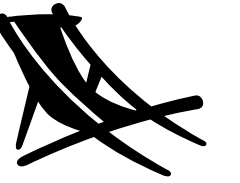
85%

understand how to report concerns



HAPPY TEAM

EMPLOYEE ENGAGEMENT: DRIVING A THRIVING CULTURE



Our employee engagement score
in 2025 was 86%



We've addressed key development
areas and celebrated successes:

AREAS OF STRENGTH (SURVEY HIGHLIGHTS)

- 93% of the team feel there are growth and learning opportunities
- 89% of the team feel Senior Members of the team care, respect and support them
- 83% of the team feel a sense of belonging and inclusion
- 86% of the team trust Dock & Bay
- 86% of the team align with our values and understand our goals and mission
- 80% of our team feel supported and appreciated by senior Management
- 75% of employees feel there is a clear opportunity to progress



KEY FOCUS AREAS FOR 2026

- Workload Management
- Career progression paths
- Feedback effectiveness
- Team connection and culture



HAPPY TEAM



- 🚀 Made it to the UK's Best Places to Work for Learning & Development, Small Business, and for Women)
- Official Sunday Times Best Place to Work 2025

STANDOUT STATISTICS

- **94% overall engagement score**, significantly above the UK average of 75%.
- **97% of employees** say Dock & Bay is a great place to work, compared to just 54% at a typical UK company.
- **100% believe** people are treated fairly regardless of their sexual orientation.
 - **100% believe** people are treated fairly regardless of their race.

HAPPY TEAM - WELLBEING

Wellbeing Initiatives:

Our 2025 goal was to engage a mental health expert for our team here's how we did..

We partnered with Mind UK to deliver resilience and mental health training.



HAPPY TEAM

FINANCIAL WELLBEING, CAREER DEVELOPMENT, D&I

We continue to benchmark salaries and benefits annually, and compensation and benefits remained one of our highest-scoring areas in this year's engagement survey.

83%

of our team feel they are fairly paid for the work they do

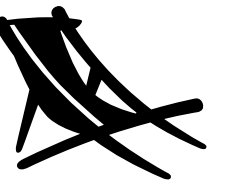
80%

of our team are satisfied with the benefits we provide

Our promotion rate in 2025 was 12%, meaning 12% of our hardworking Dock & Bay'ers were given the opportunity to grow, learn and thrive in new roles.

Career Development:

- Continued partnership with Career Ready, with a successful intern hire
- Increased access to coaching and mentorship



OUR COMMITMENT TO DIVERSITY & INCLUSION



How we stack up

This year's **Inclusion Index score of 95%** reflects our strong commitment to DE&I and the inclusive environment we've created. We also saw a significant rise in psychological safety, **increasing from 80% last year to 86% percent this year.**

Culture Snapshot

Our culture is consistently described as **inclusive, welcoming and supportive**. Employees feel safe to speak openly, be themselves and challenge respectfully, with a collaborative environment that offers clear opportunities for growth and development.

TOP LEVEL STAND OUT STATS

20% of our team are part of the LGBTQIA Community

20% of our team are ethnic minorities and mixed backgrounds

75% of our team are women

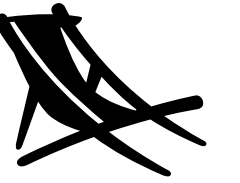
77% of our Senior Leadership Team are women

100% of our team feel The Leadership team at Dock and Bay encourages diversity & inclusion

100% Dock & Bay has done a good job providing education around diversity and inclusion

97% of the team feel Dock & Bay fosters a workplace that allows employees to be themselves at work without fear

LEARNING IS GROWING COMMUNITY FIRST - DIVERSITY & INCLUSION



This year We hosted and held a range of empowering and educating sessions for our team:

International Women's Day

An empowering fireside chat with **Kianna Briggs** explored breaking workplace barriers, driving inclusive leadership and turning awareness into meaningful action for gender equality.



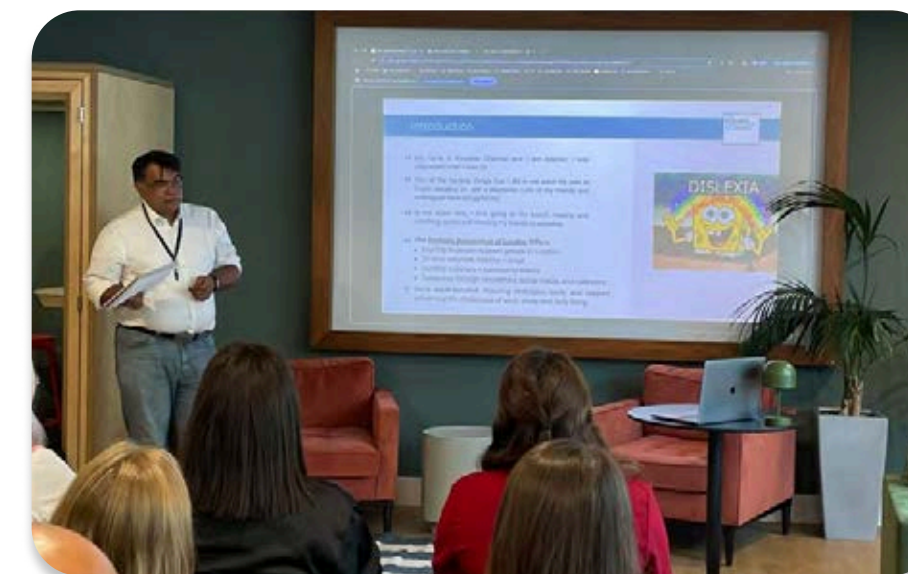
Pride Month

In Partnership with Pride we hosted a vibrant panel of three LGBTQIA+ guests brought Pride to life, sparking laughter, learning and inspiring stronger commitments to allyship and inclusion.



Neurodiversity

For Dyslexia Awareness, we partnered up with **Dyslexia Association of London** shared his personal journey and highlighted how embracing neurodiversity fuels creativity and business success.



Black History Month

A powerful fireside chat with **Kianna Briggs** and **Arsema** from the **Black Recruiters Network** explored structural inequalities and representation gaps, inspiring reflection, challenging bias and driving intentional action towards equity and allyship.



OUR DE&I GOALS 2026

1. Deliver Our First Diversity Event Focused on Impact Beyond the Workplace
2. Expand Our Charitable Impact Through Year-Round Partnerships and Fundraising
3. Increase Team Participation and Engagement in DEI Events
4. Establish a Clear and Trusted Feedback Mechanism for Employees
5. Maintain and Strengthen Psychological Safety Levels at ~85%
6. Introduce a Health & Awareness Program Focused on Education and Inclusivity



OUR CUSTOMERS MAKE US WHO WE ARE

We hit 54,831 5* reviews on Review.io across both product & company reviews 🎉

JenA ★★★★★ ✓

Prompt efficient customer service delivering great products for the fashion savvy beach person!

Jess D ★★★★★ ✓

This has been a very seamless customer experience! From finding an ad on social media, it's a very user friendly website, time between ordering, shipping and delivery was efficient, and the packaging is environmentally friendly! And that's before even talking about their gorgeous range!

Anonymous ★★★★★ ✓

Customer Service was absolutely wonderful

Karol ★★★★★ ✓

Great customer service which is very difficult to find in this day and age. It is the companies that I want to support with my business. Super fast delivery even in spite of it being the busy holiday season.

Marie ★★★★★ ✓

I never had a better experience with the support team in the live chat. First, the ai chat bot was my contact person and after it couldn't help me, someone contacted me and we figured everything out. Good job, loved it.

Toni ★★★★★ ✓

Parcel arrived quickly and complete. Friendly and attentive customer service.

Rhona ★★★★★ ✓

Excellent transaction very quick delivery and the quality is superb best thing since sliced bread definitely a game changer as far as towels are concerned 😊

Anonymous ★★★★★ ✓

Great customer service, quick delivery and quality products. Would definitely recommend.

OUR 2026 B-CORP GOALS



1. Donate over £40,000 for our charity partner of the year, CALM, focused around mental health
2. Prevent over 60,000 kg of plastic waste, from entering our ocean ways, to be recycled for the better
3. Complete our first ever Environmental Impact Assessment by end of May 2026
4. Build out a 3 year climate action plan by end of July 2026
5. Get our employee engagement score back over 90%, we aim high!





THANK YOU

Thank you to everyone who has been part of our journey this year and for the last 10. To our incredible customers who have truly striped up our lives and brought colour and joy to everything we do, thanks to our inspiring charity partners who continue to push us to make a real difference.

We are on a mission to create even bigger, more meaningful change in the year ahead, and 2026 is about doubling down on reducing plastic waste on our planet and doing business in a way we can all be proud of. We are excited for what is to come and grateful to have you with us on the journey.

LET'S GO MAKE THE WORLD BRIGHTER.

