



# Ocado Retail Limited

Sustainability Report  
for the 70 weeks ended 6 April 2025





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# Welcome to Ocado Retail's Sustainability Report



As CEO of Ocado Retail, I am proud to present our Sustainability Report, highlighting the progress we've made on our Planet Together strategy from December 2023 to March 2025 (covering an extended 70-week reporting period as we move to align our financial year with M&S<sup>1</sup>). We made significant

strides in our commitment to sustainability, driven by innovative projects, partnerships and an ongoing focus on reducing our environmental impact.

We've pioneered a reusable packaging approach, earning multiple awards and setting a new standard for the industry. Our reusable containers for staples such as rice, pasta, detergent and fabric conditioner have shown positive results with strong customer satisfaction and a reduction in single-use packaging. We delivered it with no extra cost to customers while providing the same quality and value. We aim to scale this scheme across our Customer Fulfilment Centres (CFCs) and increase our product range, making reuse available to more customers.

In May 2024, we celebrated the launch of our groundbreaking Farm to Fork partnership with the Soil Association. Our funding

<sup>1</sup> The performance presented in the sustainability report represents a 70-week period to 6 April 2025, with comparative key performance indicators presented for 53 weeks to 3 December 2023.

## About Ocado Retail

Ocado.com (operated by Ocado Retail) is the world's largest dedicated online supermarket and is a joint venture between Marks & Spencer Group and Ocado Group.

Reaching over 80% of the UK population, more than 1.1 million active customers benefit from an unbeatable range of around 45,000 products (including big-name brands, around 7,000 items from M&S and Ocado's Own Range) and unbeatable service with next-to-no substitutions. Every order is carefully packed in one of seven distribution centres using world-leading software and technology. Shopping is then delivered directly to customers using a network of regional spokes and a fleet of delivery vans. Ocado developed the first grocery shopping app in 2010 and continues to innovate to offer customers the best possible experience. Ocado Retail is also responsible for Zoom by Ocado, its rapid grocery delivery service.



This report highlights our progress from December 2023 to March 2025 (our extended 70-week reporting period) against a 2021 carbon-footprint baseline and presents key performance indicators for the December 2023–November 2024 financial year (FY).

helps to support British farmers in transitioning to agroecological practices. The programme, driven by the Soil Association, includes demonstration farms and ambassadors to extend learning and engagement across the sector. Supporting local farmers and promoting homegrown produce is something we care deeply about at Ocado, evidenced by our 'Best of British' aisle – the largest range in the industry – which launched early in 2024.

We continue to champion small and growing brands through Ocado Roots, our challenger brand accelerator programme that offers wrap-around support for 100 businesses. We also offer the largest selection of vegan, organic and free-from options compared with other supermarkets, and have partnered with Holland & Barrett to further expand our health and wellbeing offer.

Our community partnerships have also continued to grow, and 2024 marked five years of supporting The Felix Project, a valued partner tackling food waste and food insecurity in the UK. In 2024, our funding helped enable the delivery of over two million meals to those in need. We also helped fund the Farm to Freezer programme, which helped to reduce food waste by rescuing surplus farm produce and preserving it through freezing, juicing and other methods. An estimated 350 tonnes of surplus was rescued, the equivalent of over 1.3 million meals. Through continued partnerships with organisations such as Community Shop and School Food Matters, we've contributed £12.8 million in charitable stock and £3.7 million in donations to charity partners and environmental causes.



Hannah Gibson, Ocado Retail CEO, and Helen Browning, Soil Association CEO, launch the Farm to Fork partnership at Woodoaks Farm, Maple Cross

Looking ahead, we will continue to scale our reuse initiatives, expand our product range and engage with brands to drive industry-wide change. We are committed to achieving our ambitious carbon reduction targets, supporting our suppliers and collaborating with stakeholders to drive meaningful change. I am excited about the future and our continued journey towards becoming a more sustainable business.

A handwritten signature in black ink, appearing to read 'H Gibson'.

**Hannah Gibson**  
CEO, Ocado Retail



# Our sustainability highlights (December 2023-March 2025)

**April 2024**



## **Sourcing with integrity**

Launch of our groundbreaking partnership with the Soil Association to help drive change in the food and farming system

**October 2024**



## **Sourcing with integrity**

Third-time winner of the Marine Stewardship Council (MSC) UK Online Retailer of the Year for Sustainable Seafood

**2024**



## **Responsible packaging**

Won six packaging awards including Best Innovation, Packaging Circular Economy Award and Best Team



## **Food waste reduction and communities**

Partnered with School Food Matters on two programmes including Young Marketeers, teaching children about food waste and insecurity while raising money for related charities



## **Food waste reduction and communities**

Sponsored Farm to Freezer programme with The Felix Project, which rescued an estimated 350 tonnes of surplus farm produce

**January 2025**



## **Healthy sustainable diets**

Formed a new partnership with Holland & Barrett to extend our health and wellbeing offer to customers

**February 2025**



## **Sourcing with integrity**

100% UK Ocado Own Range whole produce (fresh and frozen) certified to Linking Environment and Farming (LEAF) Marque, an environmental assurance scheme showing that food has been grown sustainably

**May 2024**



## **Climate action**

One of the first grocery retailers to have climate targets validated by the Science Based Targets Initiative (SBTi), including those originating from forests, land and agriculture (FLAG)

**June 2024**



## **Food waste reduction and communities**

Four million meals donated to The Felix Project

**July 2024**



## **Healthy sustainable diets**

Completed our innovative 'eye-tracking' consumer behaviour pilot research partnership with the University of Leeds and Manchester Metropolitan University

**August 2024**



## **Responsible packaging**

First major supermarket to pilot a new online reusable packaging scheme



# Our #PlanetTogether strategy

Driven by our Planet Together strategy – aligned with industry standards and science, and underpinned by bold commitments – we're collaborating with peers, innovating products and services, and engaging consumers to accelerate sustainable change



## 1. Climate action

Achieving net zero by 2040 by reducing greenhouse gas (GHG) emissions across our entire value chain, promoting climate resilience and improving livelihoods.



## 2. Sourcing with integrity

Promoting a food system that benefits people and works in harmony with nature, while strengthening supply chains.



## 3. Healthy sustainable diets

Making healthy and sustainable eating easier for customers, regardless of their dietary requirements.



## 4. Food waste reduction and communities

Maximising food surplus redistribution to charity partners, reducing food waste throughout our value chain and supporting local communities.



## 5. Responsible packaging

Reducing packaging, decarbonising the supply chain and promoting reusable and refill systems.



## Future-proofing



Ensuring we are a forward-thinking business that empowers our people and customers.



# Working together

Powering innovation and  
collaborations that drive  
systemic change





# Our online reusable packaging scheme

We became the first major supermarket to pilot a new reusable packaging scheme designed specifically for online shopping, designed to reduce the use of single-use packaging from customers' weekly shops.



Reuse is a critical driver for industry to achieve a circular economy, so we are proactively aligning our goals with anticipated reuse packaging targets in the UK.

Reuse is a key focus area of our Planet Together strategy. We aim to halve the environmental impact of our packaging systems by 2030 whilst ensuring the benefits are maintained.

## Making reuse easy for customers

Following extensive customer research, we launched a trial in August 2024 to deliver food cupboard staples (rice and pasta) and laundry products (detergent and conditioner) at scale in mini bulk reusable vessels, with no extra cost to customers while providing the same quality and value. We focused on making it as easy and convenient for our customers to shop for products in reusable packaging as it is to shop for single-use items. Unlike many other industry schemes, we do not apply a deposit fee.

The reuse offering is currently available to 64% of our customer base.

## Our award-winning approach

Developing an intricate reuse system can only be delivered through the collaboration and tenacity of multiple internal and external teams. Ocado Retail's commercial, technical and compliance, and marketing and sustainability

**Reuse at no extra cost to customers**

**Same quality and value products**

**No deposit applied to the reuse container**



teams worked tirelessly with the Ocado Group fulfilment and logistics team to offer an unparalleled reuse customer proposition.

The reusable high-density polyethylene (HDPE) container, designed in conjunction with Amcor plc, has two different apertures; an 80mm diameter for dry goods and a 60mm one for non-food liquids for pourability and differentiation of food and non-food vessels. The vessels are designed to encourage fast return and maximum cycles. At the end of life, the vessels will be recycled and the material used to produce more vessels in a closed-loop system.

We worked closely with Avery Dennison on Radio Frequency Identification (RFID) tagging to track the vessels through different stages of the supply chain. We also developed a residue-free peelable paper label with our printer, Interket.

Goods are filled either at a co-packer or directly from suppliers.

We also successfully implemented cleaning and disinfection protocols



Learn more about our reuse trial [here](#).



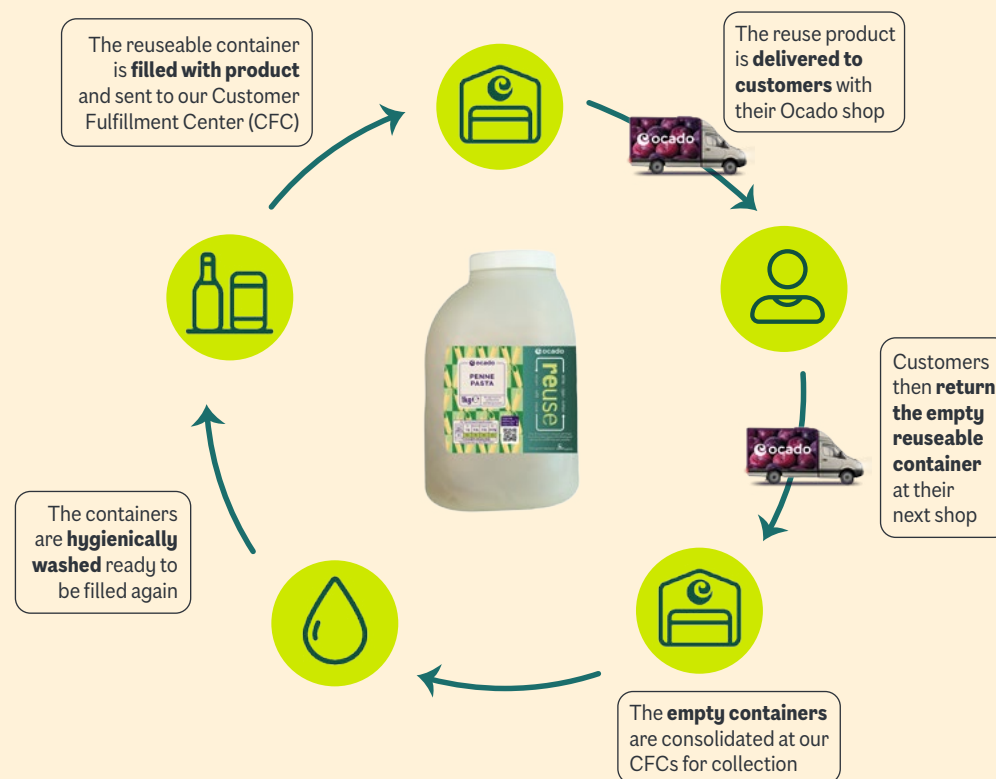
**“Very straightforward, exactly the same as ordering other products.”**

Ocado customer



**The reuse range has reinforced the positive perception of Ocado, with customers praising the quality of products and the ease of the delivery and return processes, even requesting a wider range of products**

## Our reuse process



**“We are proud to be the first major supermarket to bring a convenient, habit-forming online reusable packaging solution to customers’ doors whilst empowering them to reduce single-use packaging from their everyday shopping and make reuse the future norm.”**

Laura Fernandez, Senior Sustainability Manager,  
Ocado Retail

Each vessel replaces up to five single-use plastic items (based on 500g of rice) and is designed to be used over 60 times.



critical to ensuring food safety and maintaining vessel lifespan whilst minimising water, energy and waste. GoUnpackaged, the UK's leading refill experts, managed the washing and logistics for Ocado Retail in this part of the trial.

Our ambition is for this solution to become the industry standard for online reusable packaging, which can be used by any supplier or retailer. This open-source principle means that, following the trial, the interoperability of the system will be published to

enable fast industry adoption – and therefore scalability – making reusable packaging available to every UK customer. We will continue selling reuse products beyond the UK Research and Innovation (UKRI) funded trial period, with the aim of extending to more CFCs and increasing the products on offer.

In May 2025, learnings from the trial were shared with the broader industry through a webinar and white paper with the life cycle assessment (LCA).



**The partnership won two awards at the Packaging Circular Economy Awards and the Environmental Packaging Awards.**



## **The results of the trial have been positive:**

**At the current sales rate, the scheme will result in 2.7 tonnes less packaging being produced annually while eliminating 96,000 single-use packaging components.**

**Independent customer research carried out by Opinium shows very high levels of satisfaction, with hygiene at 100%, ease of the system at 99% and 96% of respondents likely to buy again.**

**Reuse sales share is 16% compared with equivalent single-use products, ahead of target and exceeding expectations.**

**Labels include 2D barcodes linked to a landing page, dynamically engaging with customers on the benefits of reuse.**

**83% vessel return rate indicates that customers find it easy to adopt and understand the process.**

**An independent LCA conducted by Eunomia shows that 'at scale' reusable vessels can be more environmentally sustainable compared to single-use alternatives, with some stock keeping units (SKUs) 'breaking even' at less than five rotations.**

# Farm to Fork partnership

In April 2024, Ocado Retail established a groundbreaking funded multi-year Farm to Fork partnership with the Soil Association to help drive change in the food and farming system.

Tackling the challenges of our food system requires collaboration at every level and this partnership unites all parts of the food system to help drive meaningful change towards sustainability. As a retailer, we play a key role in connecting farmers and consumers, shaping demand for agroecological practices that benefit both people and the planet.



Farms and farmers



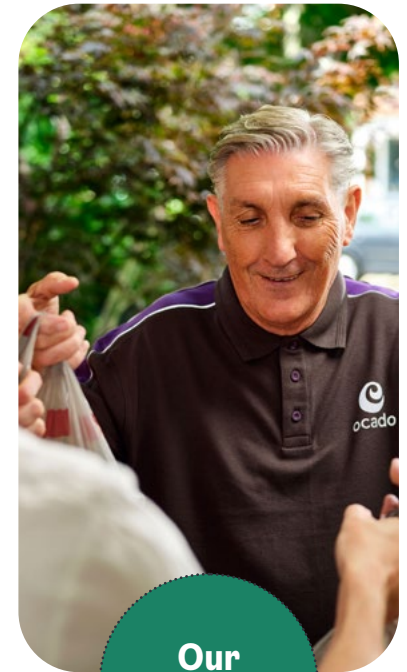
Farmed animals



Ocado suppliers



Ocado customers



Our colleagues



## 1) Farms and farmers: agroecology at scale

Agroecological farming, which refers to incorporating regenerative practices such as cover cropping and agroforestry, boosts farm resilience to changing weather whilst protecting and improving soil health, increasing biodiversity and moving towards net zero. Transitioning can be difficult, with farms – and farmers – at different stages of their journeys.

### Demo farms

The Soil Association is collaborating with seven demonstration farms across the UK to highlight best practices and innovations in agroecology. Covering the dairy, cereals, meat and produce sectors, these farms showcase practical, profitable approaches to sustainable farming that benefit both farmers and the environment. These farms will serve as hubs for training other farmers, sharing technical expertise to support nature-friendly agricultural practices such as agroforestry, restoring hedgerows and using diverse crop rotations. The Soil Association Exchange will work with the demo farms to collect environmental data.



**“The Ocado and Soil Association partnership is important for the farming community because it provides vital access to practical information on agroecological practices. Fostering peer-to-peer learning networks and hosting initiatives like farm walks empowers farmers to share knowledge and collaborate in adopting more sustainable methods.”**

Sarah McCrudden, Senior Retail Group Manager, Müller

**142**

farmers representing 64 different farms attended demo farm events.

**76%**

of farmers attending demo farm events represented farms that were non-organic.

**2,731**

individuals were reached via online materials and publications, providing opportunities to increase their knowledge of agroecology and access to events.





## Amplifying impact

Through the partnership, the Soil Association has collaborated with leading organisations, including agricultural colleges and universities, to connect more farmers and spur agroecology at scale. The programme aims to deliver supportive, practical learning opportunities for farmers to develop the confidence to transition towards agroecology and organic practices.

## Ambassadors

In 2024, the Farm to Fork Ambassadors programme was

launched. This initiative aims to create a network of advocates who are actively involved in the food industry and can drive change by educating and increasing access to sustainable and healthy diets produced through environmentally friendly methods.

The first group of 20 ambassadors were successfully recruited and trained in storytelling, media engagement and networking. They will share their first-hand experiences to amplify underrepresented voices and bridge gaps across farming,

healthy diet education and environmental advocacy. In 2025, the programme will develop the Farmer Academy, a new online platform designed to provide suppliers with valuable insights.

This project aims to recruit 60 ambassadors – including growers, bakers and chefs – to amplify voices and inspire action.



**“Change does not happen in isolation and we are delighted to be working with the Soil Association and Ocado to provide more learning days and knowledge exchange opportunities to farmers at all stages of their journey towards organic.”**

Peter Cheek, Farm Manager, Godminster demo farm (supplies organic oats to Ocado Retail via White's Oats)





## 2) Farmed animals

Collaborating with farmers alongside the Soil Association, the programme aims to bring accountability to animal welfare claims in the marketplace and drive practical progress on farms, and showcase how farm animals living a 'good life' is practical, profitable and sustainable.

Animal welfare standards, as defined by the Farm Animal Welfare Council, fall into three categories: 'A life not worth living', 'a life worth living' and a 'good life'. Most welfare standards concentrate on seeking to simply remove negative experiences for animals. The programme aims to not only remove negative experiences, but create positive ones including diverse diets, and opportunities for environmental exploration and social interaction.

Through the partnership, experts are developing practical, measurable checklists for farmers to objectively assess their animals' living conditions and identify opportunities to enhance

well-being. The partnership's goal is to clearly communicate these standards across the supply chain, ensuring transparency for consumers and rewarding farmers that uphold the highest welfare standards.

Year one focused on updating existing drafted positive welfare frameworks with new scientific research, legislation and codes of best practice for dairy cows and laying hens. In 2025, collectively we aim to develop, pilot and set the standard for top-tier animal welfare (expanding test frameworks for beef cattle, sheep, broilers and pigs) and provide fresh marketing language for farmers that already meet this standard to share their stories and market their produce. Some of these pilots will be at farms that supply directly into us.



Click to watch Kate Still, Head of Farming Programmes at the Soil Association, describing this partnership on ITV News.



**"We want all farm animals to have a good life: chances to feel the sun on their backs and to follow their urges to care, graze, root and play."**

Helen Browning OBE, CEO, Soil Association

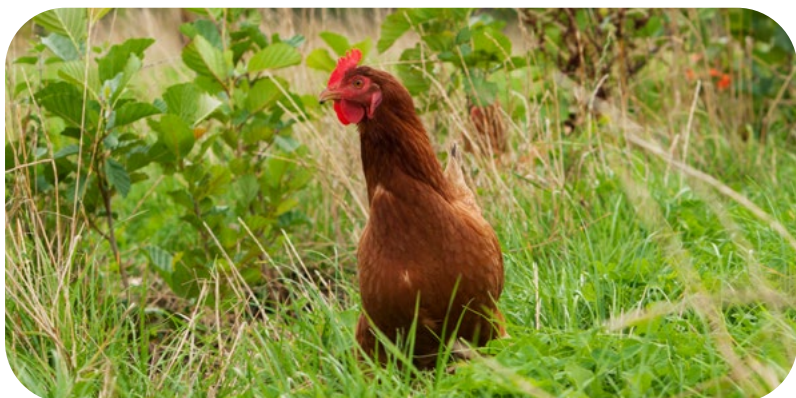


### 3) Ocado suppliers: supporting farms in conversion

The transition to organic farming is often difficult. A key challenge is the conversion period, during which yields may be unstable and farmers are unable to charge premium prices for their products. This phase adds to the financial risk and significant investment required, as well as the need for more knowledge, labour and time to adapt to new farming methods.

We are collaborating with the Soil Association to explore how we can support our suppliers and their farmers convert to agroecological practices and organic certification.

The Soil Association Organic Steering Group is working closely with Soil Association Certification to support us in expanding our organic range and gaining valuable market insights. These include emerging customer trends and product categories, suggestions to enhance the online shopping experience and advice on encouraging customers to explore a wider range of categories.



#### Best of Organic Market (BOOM) Awards

**These awards are the UK's only awards that recognise and celebrate the organic industry. As headline sponsor, we show our commitment to supporting growth in the organic market by championing innovation and excellence within the UK's thriving organic industry.**

**Alongside sponsoring the awards, we will be supporting a 'dragons' den'-inspired opportunity for entrants to pitch their product to Ocado's buying team, with the opportunity to be listed on the Ocado website.**





Ocado Roots is our brand accelerator programme that offers 100 small suppliers “the best support in the industry”. Roots is open to new suppliers and brands less than a year old, giving them access to our expertise, faster payment terms and

mentoring from established brands such as The Jolly Hog and the Bold Bean Company.

The Ocado Root Award celebrates our Roots programme. Applicable BOOM entrants can opt in for free to have a chance of receiving the

‘purple carpet treatment’, including bespoke onboarding, training and mentorship.

The Ocado Roots team will select the winner, who will also receive access to our insights tool, Beet by Ocado.

**“The BOOM Awards have always been about championing innovation and excellence in the organic sector. With Ocado Retail, we’re thrilled to see such valuable support being offered to new entrants in the organic market.”**

Dominic Robinson, CEO,  
Soil Association Certification



**“The industry needs to be doing more to grow the organic market. Partnering with the Soil Association is invaluable for Ocado as we work to grow the organic market and support the future of sustainable food production. Organic farming plays a crucial role in protecting the planet, and as a retailer that over-trades in organic, we recognise the importance of securing a robust and growing pool of organic suppliers. This partnership not only helps future-proof our business but also aligns with our commitment to delivering high-quality sustainable choices to our customers.”**

Simon Hinks, Product Director,  
Ocado Retail



## 4) Ocado customers: bringing them on our Farm to Fork journey

With over one million active customers and a strong commitment to supporting local farmers and British produce, we are uniquely positioned to drive collective action. By sharing stories from the partnership, growing our product range and showcasing our farmers, suppliers and products values, we can empower individuals to foster healthier, more sustainable food choices and contribute to widescale change in farming.





## 5) Our colleagues: deepening knowledge

Bespoke days at Woodoaks, a newly organic 300-acre farm located a 25-minute drive from Ocado Retail HQ in Hertfordshire, are providing Ocado Retail employees with hands-on opportunities to increase their understanding of agroecological and organic practices, therefore inspiring them to make informed decisions that can ultimately help shape food systems of the future. To complement these farm learning days, the Soil Association's Certification Team provides market-specific learning opportunities for our buying team.

**400**

**metres of hedgerows  
weeded and re-mulched.**

**84**

**team members rolled up  
their sleeves, connected  
with nature and actively  
contributed to our  
organic conversion.**



**“The volunteering opportunities at Woodoaks Farm are incredibly powerful in deepening our colleagues’ appreciation of organic farming and its essential role in building a more sustainable future.”**

Jonathan Wiseman, General Counsel and Chief People Officer, Ocado Retail



# From farm to freezer with The Felix Project

2024 marked five years of us supporting The Felix Project, a London-based charity that rescues surplus food and transforms it into nourishing meals for over 1,200 community organisations, ranging from food banks and primary schools to homeless shelters.

## Working to improve food security

We're proud to support the vital work of our food surplus redistribution network, which connects community partners with fresh, healthy and nutritious food. Due to the Ocado Fresh+ Promise, customers can buy products with the maximum possible shelf life. Our partners in The Felix Project then have time to create delicious, high-quality meals from high-quality ingredients, which are essential for the communities they support.

From December 2023 to March 2025, we donated £3.7 million to our charity partners and environmental causes, in addition to £12.8 million in surplus stock to charity partners, with £2.8 million contributed by our customers.







## Four million meals and counting

Since our partnership began, Ocado has helped The Felix Project deliver more than four million meals. In 2024 alone, we contributed food surplus that The Felix Project converted into two million meals – equivalent to 853 tonnes of food – helping to make it the charity's most impactful year yet.

Since the beginning of our partnership, we have donated £2.9 million to The Felix Project. Part of this sum has assisted the charity with their depot costs at Park Royal in London, while £1.5 million has supported projects that

expand and maximise redistribution such as depot refurbishments and investments in their Poplar kitchen.

## Funding solutions: unlocking surplus food from the value chain

Our support extends beyond food donations; we're proud sponsors of the forward-thinking pilot Farm to Freezer. This programme, delivered by The Felix Project and developed in support of the Coronation Food Project, inspired by His Majesty King Charles III, aims to unlock more surplus farm produce while using innovative preservation methods. This includes juicing, jamming,

chopping and freezing to extend shelf life, increase food security and reduce waste.

In 2024, an estimated 350 tonnes of surplus food were rescued from growers and producers through the Farm to Freezer project. This equates to over 1.3 million meals, comprising food that would have otherwise remained inaccessible to The Felix Project without our funding. Instead, it significantly contributed to the charity's total of 38 million meals provided in 2024, exceeding its initial target of 35 million.

We are excited to support the project for a second year in 2025 and aim to help expand its capabilities, advance manufacturing processes and adopt innovative food solutions to significantly increase rescued food volumes.



**"Every year, hundreds of thousands of tonnes of perfectly edible food goes to waste on farms. This is not only a huge problem socially, but also environmentally. Thanks to incredible support from Ocado, our Farm to Freezer initiative is going from strength to strength. The innovative project has helped rescue and redistribute tonnes of food to those in need. So far, we have turned millions of apples and beetroots into fresh, long-life fruit juice, turned pumpkins into soup and even turned game meat into sausages, burgers and mince so that people accessing food banks and similar services are given a healthy source of protein."**

Richard Smith, Head of Food Supply,  
The Felix Project





# Climate action





## In 2024, we were amongst the first grocery retailers to have Forest, Land and Agriculture (FLAG) climate targets validated by the Science Based Targets initiative (SBTi).

The SBTi, a global initiative enabling businesses to set ambitious emissions reductions and removals targets in line with the latest climate science, approved both our near-term and net zero targets.

As 99% of our total carbon footprint is in our value chain (Scope 3), working with suppliers and industry partners is essential for delivering our climate ambitions. Our influence over these emissions is more limited, which makes emissions reductions challenging.

To address this in 2024, we focused on:

1) Improving supply chain emissions data and evolving our data systems to more accurately monitor and report our climate performance.

2) Targeting areas where we have more control and scope to influence,

such as our Own Range products, and supporting Ocado Group to reduce emissions from our CFCs and transportation of customer orders.

3) Working with the Soil Association to decarbonise farming as part of our groundbreaking partnership.

We have continued investing in the Mondra environmental insights platform for advancing ingredient-level emissions data management, as well as Manufacture 2030, an initiative that enables suppliers to report their emissions performance.

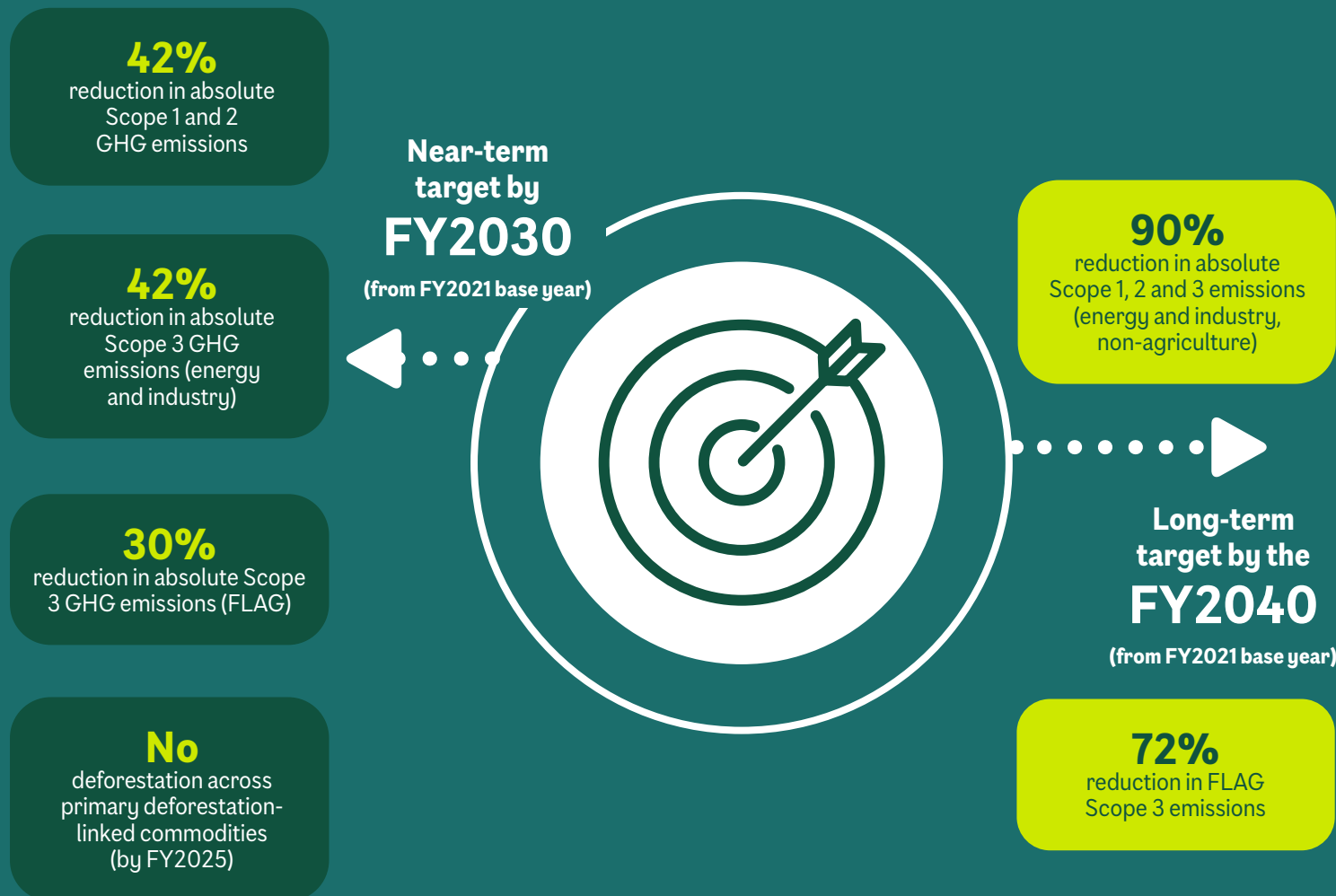


**“We recognise the importance of achieving our ambitious carbon reduction targets by 2040 and are prioritising action in our highest-emitting areas. To make net zero a reality, we have a clear plan that includes industry partners, suppliers, customers and colleagues, who are integral to our transition journey. Only then will we be able to transform our business to drive meaningful change.”**

Laura Fernandez, Senior Sustainability Manager, Ocado Retail

## Our SBTi-validated targets

Ocado Retail Limited has Science Based Targets initiative (SBTi) approved targets that align with the goal of limiting global temperature rise to 1.5°C.



## Our performance

We assessed our 2024 emissions throughout our entire value chain, considering both upstream and downstream activities. This comprehensive approach aligns with the GHG Protocol. We are tracking progress towards our science-based targets using 2021 as our emissions base year.

**Scope 1:** 126.87 tonnes CO<sub>2</sub>e

**Scope 2:** 251.91 tonnes CO<sub>2</sub>e

(location-based). Purchased electricity for our HQ and Customer Hub is from 100% renewable sources, and therefore Scope 2 emissions are zero using a market-based approach.

Unavoidable Scope 1 and 2 emissions will be removed from 2030 through our partnership with Climeworks. See our Streamlined Energy and Carbon Reporting report for more information.



# Scope 3

**KEY**

● Ingredients (agriculture)

● Ingredients (processing)

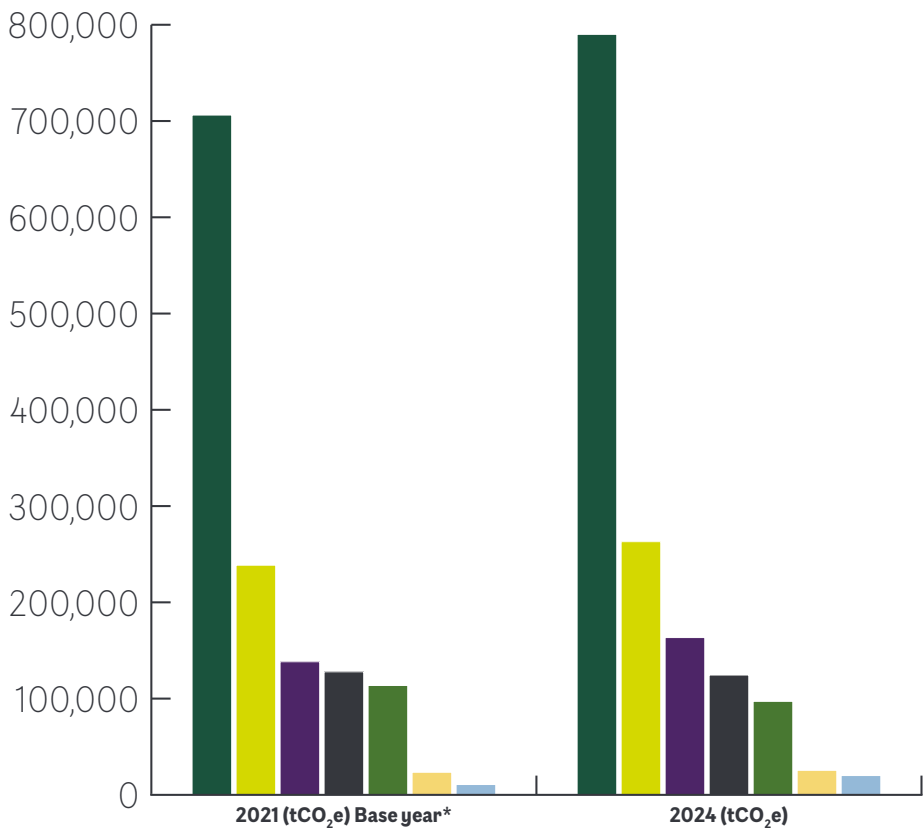
● Packaging

● Ingredients (supply chain transport)

● Ocado Group (transport and distribution)

● End-of-life treatment of sold products

● Other



\* We recalculated our FY21 base year emissions to align with the updated methodology used in our FY23 and FY24 reporting. This includes revised emissions factors from industry carbon databases to ensure improved data quality and consistency across reporting years.



Our total carbon emissions increased by 9% compared with the recalculated base year.\* This rise was proportionally lower than our volume growth of 17.3%, indicating improved operational efficiency. Notably, our carbon intensity per 100,000 orders fulfilled decreased by 12.17% compared with the base year, demonstrating progress towards decoupling emissions from business growth.

We are updating our net zero ten-point plan into a robust net zero transition plan, recognising the urgency of achieving our carbon reduction goals by prioritising action in our highest-emitting areas. While we face challenges in our level of influence over Scope 3 emissions and managing potential emissions related to our ambitious growth plans, we are committed to addressing them. Industry collaboration, stakeholder partnerships and bold advocacy are integral to our transition journey, enabling us to transform our business and drive meaningful change.

For more information on our net zero plan, see [our website](#).



# Sourcing with integrity





# Sustainable agriculture

In addition to the Soil Association partnership, we continue to work closely with our suppliers to support their transition to robust environmental schemes such as Organic and LEAF Marque standards.

In 2024, we enhanced our governance around agriculture and established a multi-disciplinary Responsible Agriculture Working Group tasked with driving the target forward.



**At least 50% of Ocado Own Range whole produce and grains certified or covered by a robust environmental scheme.**

**At least 50% of Ocado Own Range fresh food sourced from areas with sustainable water management.**

With a FY2023 baseline, 27% of Ocado Own Range whole produce and grains were certified under a recognised and robust environmental scheme. In 2024, the percentage increased to 33.42%, with more recognised schemes from different countries added to our calculation, for example, 'Agriculture Biologique' and 'Bio Equitable en France' in France and SIZA in South Africa, in addition to UK LEAF Marque and Organic products.



**15%  
increase in our Own  
Range organic products  
since FY2023.**

## Retail Leadership Commitment and Water Roadmap

We are funders and supporters of the Retail Leadership Commitment and Water Roadmap, part of the UK Food and Drink Pact, which brings supply chains together and tackles water issues at catchment levels via eight collective action projects around the world. As agriculture competes with local communities for water resources, driving the rapid decline in freshwater biodiversity, our

sector has significant responsibility to advance sustainable water use and support the resilience of global water ecosystems. These projects include funding on-the-ground catchment coordinators to advise, increase engagement and oversee activities in the area. The projects deliver in-country support while also prioritising our food supply chains. In the past year, Ocado Retail supported collective action projects in Wye and Usk in the UK, Doñana Spain and Western Cape in South Africa.

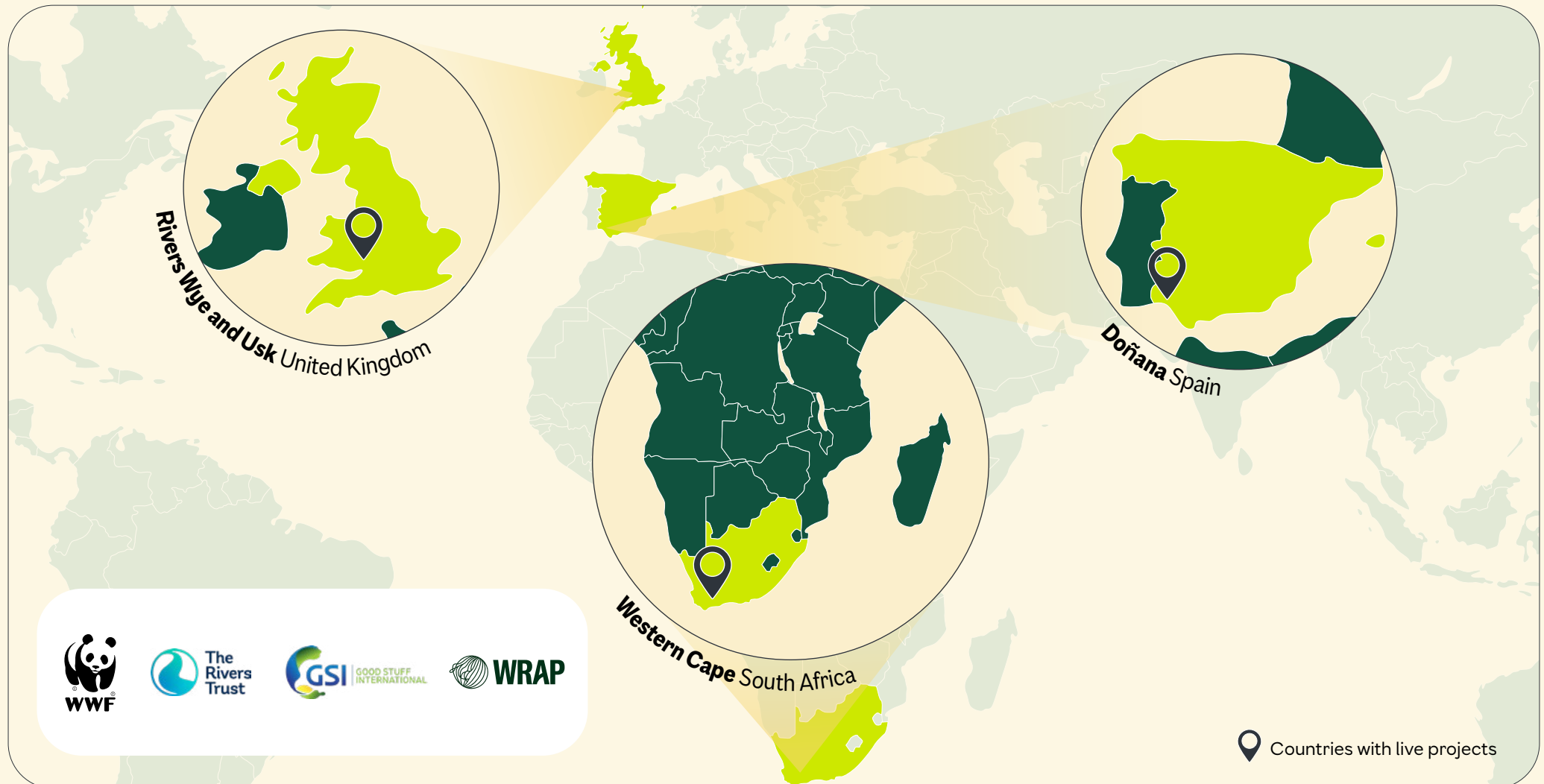


**"We are delighted that Ocado has joined the coalition of retailers this year under the Retail Leadership Commitment and Water Roadmap to collectively address water issues in UK Food supply chains. Collaboration is critical for work on water to achieve better protection for our precious water resources and the ecosystems, communities and the livelihoods they support."**

Mark Perrin, Water Programme Lead, WRAP (Waste and Resources Action Programme)

# Water Roadmap collective action projects

As funders of the Water Roadmap, we provide retail insights to three collective action projects important to our supply chain that are delivered by on-the-ground partners.





## Rivers Wye and Usk

United Kingdom

Flowing through busy food-producing areas, these British rivers have become vulnerable to ecological decline. They face multiple threats from more frequent flooding, droughts, sediment build-up, acidification, algal blooms and invasive species. Collectively, the Water Roadmap project has supported:

- Undersowing of 230 hectares of maize to cut winter soil disturbances and nutrient runoff (around 320 football pitches) after crops have been harvested.
- Installation of water management systems (wetlands) on two farms to filter nutrient runoff from fields and prevent pollution. One has been installed on a site with high phosphorus levels (a common water pollutant), while the other on a poultry farm prevents manure from harming aquatic life.
- Farm visits in the area to offer advice and discuss practical solutions.



## Western Cape

South Africa

Addressing severe water scarcity, restoring critically endangered species and reducing water pollution and litter, collective Water Roadmap action in three catchments has enabled:

- 290 hectares to be cleared of invasive alien plants and 20,000 indigenous riverbank plants to be replanted.
- Groundwater monitoring at 13 sites and biodiversity tracking via conservation corridors.
- Implementation of post-flood rehabilitation measures.
- 75 river restoration jobs to be created and sustained through water stewardship projects.
- Support for a small indigenous nursery and chipping business.
- Maintenance agreements to be put in place for long-term management (50%).
- 80 farmers and landowners to participate across three catchments.
- The piloting and development of a water sharing tool to be applied in the wider catchment.

## Doñana

Spain

Doñana, the hub of Spain's berry industry, has been heavily altered by decades of human intervention, including land cultivation and drainage for agriculture. Due to hundreds of farms extracting groundwater from Doñana's wetlands (including some illegal activity), only 2% of the wetlands remained covered with water in 2024, a dramatic decline from the expected 80%. The Water Roadmap project here has helped:

- Launch a Doñana information repository prototype that maps issues and solutions with resources to boost regional water stewardship.
- Update the Doñana Water Stewardship plan through 2025.
- Strengthen ties with local agencies on restoration.
- Forge a partnership with Dutch-funded researchers into regenerative agriculture applications in berry production.



# Animal welfare

When sourcing Ocado Own Range products, we recognise the importance of animal welfare in meeting the expectations of our customers.

In 2024, regular customer surveys revealed that 76% of our customers identified animal welfare as their top priority.

Animal welfare is a core part of our Farm to Fork partnership with the Soil Association. We aim to develop standards across the supply chain, ensuring transparency for consumers and rewarding farmers who uphold the highest welfare standards.

In 2024, we conducted a comprehensive review of our approach to responsibly sourcing Ocado Own Range animal protein products. This included evaluating our requirements against industry standards and aspirations, as well as engaging in consultations with our suppliers to align on best practices.

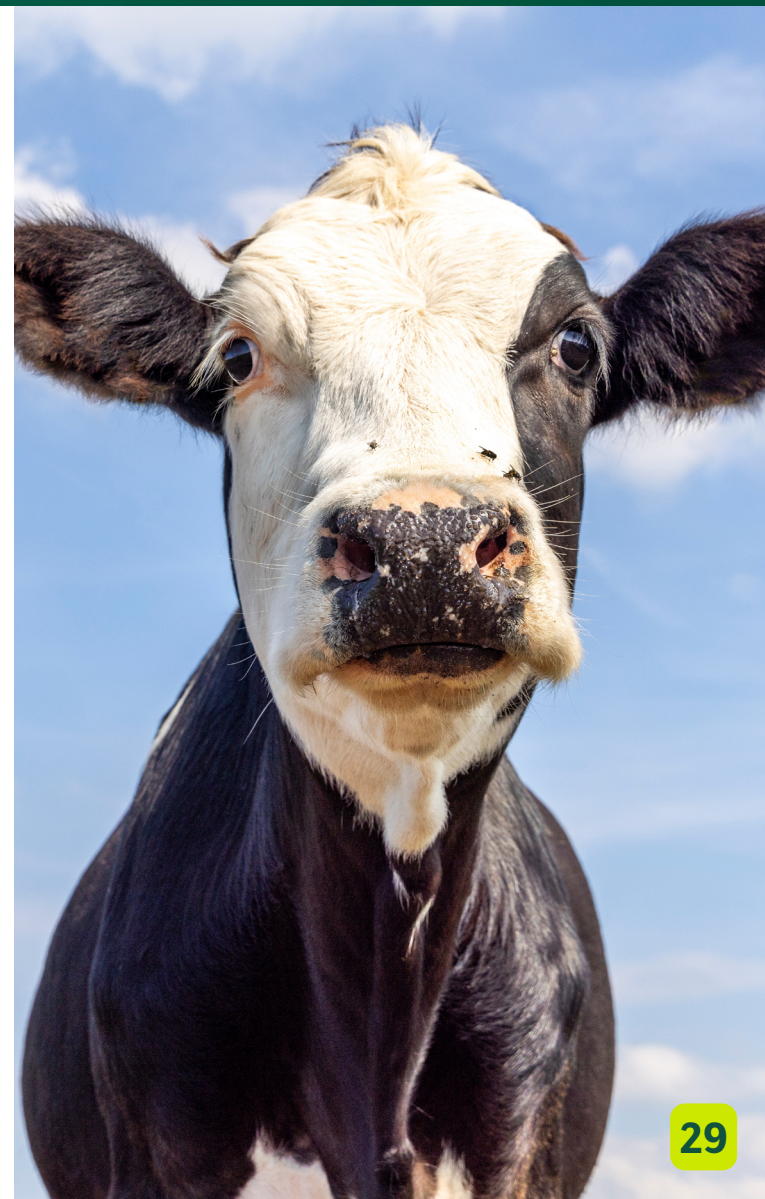
The management of animal welfare starts at the farm. We ask all our suppliers to work with farmers who are dedicated to quality and take good care of their animals. In 2024, we partnered with our supplier to reduce the stocking density for fresh, standard Ocado Own Range chicken to 30kg per square metre, providing chickens with more space to exhibit natural behaviours.



**Align to Tier 4<sup>2</sup> requirements of the Business Benchmark for Farm Animal Welfare (BBFAW) by 2027.**

**Source 100% Ocado Own Range meat, dairy and eggs (including as ingredients) to 'Better', as outlined in the Sourcing Better Framework, by 2030.**

In 2024, 15% of Ocado Own Range meat, dairy and eggs were sourced to the high standards outlined in the 'Sourcing Better' Framework – classified as 'Best' – which include Organic and RSPCA free range certifications. The remainder of the range is sourced to Red Tractor and country-equivalent standards.



<sup>2</sup> Our target has been amended to reflect the revised tiers of the Business Benchmark for Farm Animal Welfare (BBFAW).



# Deforestation

Addressing deforestation is essential to protecting biodiversity, mitigating climate change and promoting responsible resource use.

We are committed to ensuring that our supply chains do not contribute to deforestation, particularly through the sourcing of high-risk commodities such as palm oil and soy. All our beef is sourced from the UK or Ireland.

In 2024, we focused on improving governance and partnerships. This included establishing a multi-disciplinary working group tasked with driving improvements to achieve our targets, formalising supplier requirements and engaging with all Own Range suppliers to discuss implementation and address challenges.

We joined the Retail Soy Group, an independent group of international retailers working collaboratively in a pre-competitive space, to find industry-wide soy solutions for our animal feed and human food supply chains.

In 2024, we partnered with 3Keel to review our palm oil sourcing practices. As a result, we require all palm oil to be Roundtable for Sustainable Palm Oil (RSPO) certified as segregated or identity preserved, ensuring our commitment to verified deforestation- and conversion-free sourcing. Our focus in 2025 will be implementing this enhanced standard within our supply chain.



**100% deforestation- and conversion-free soy and palm oil supply chains by 2025, with a cut-off date of 2020 at the latest.**

## Our performance: Soy

With a 100% response rate from our Own Range suppliers, we analysed our 2024 footprint associated with soy: 10,034 tonnes, of which 10% was declared by suppliers to be verified deforestation- and conversion-free (with an additional 70% in transition i.e. actively working towards meeting the commitment).

This is a 15% increase from our total reported soy footprint in 2023, which is due to increased supplier disclosure levels this year.



## Palm

Our 2024 footprint is 30 tonnes RSPO certified, with 2% segregated, 96% Mass Balance and 2% credits. All our palm suppliers responded to our survey and results indicate that there is a high level of transparency on traders within the supply chain.

# Marine

**We have an important responsibility to promote healthy oceans and fish stocks by making sustainable sourcing choices.**

For three consecutive years, we have been named the MSC UK Online Brand of the Year in recognition of how we “used [our] platform to champion sustainable seafood, promote certified products and raise awareness around the blue MSC ecolabel”.



## Improvements through CatchCam systems

In 2024, we jointly funded a project with our supplier Ocean Fish aimed at improving fishing efficiency, as well as the ecological and economic sustainability of Ocado's beam trawl supply chain. The objective was understanding how fishing gear operates on the seabed using CatchCam systems and identifying improvements.

CatchCam systems were deployed at various locations, providing different insights into the gear's operation, seabed impact and fish behaviour. The findings highlighted areas of efficiency, including shoes of the beam trawl minimising ground contact, and led to educational improvements such as creating videos about the fishing process.



## Source 100% of Ocado Own Range seafood from sustainable sources by 2030.

In 2024, we sourced 87% of Ocado Own Range products from sustainable sources with certifications such as MSC, ACS, Fishery Improvement Project (FIP) and Global GAP, a 4% increase from our 2021 base year. We continued working with our suppliers to ensure significant progress continues. From summer 2025, we aim to achieve 99% of all Ocado Own Range chilled and canned seafood being MSC-certified.

## 100% of farmed seafood products with FFDRm (meal) and FFDRo(oil)<1 in 2030 and with all feed ingredients certified by the ASC Feed Standard or Equivalent by 2027 as interim target.<sup>3</sup>

In 2024, 80% of seafood in scope had a FFDRm<1, and 16% of the seafood in scope had a FFDRo <1. All (100%) of fishmeal and fish oil was certified to Marin Trust, an international certification programme for marine ingredients.

<sup>3</sup> We amended our farmed seafood (feed-related) targets from 'Reduce fishmeal and fish oil usage to forage fish dependency ratio (FFDR) < 1 by 2030' and 'Ensure that 100% of fishmeal and fish oil in our supply chain is certified sustainable by 2027' to align with WWF guidelines and the retail industry.



# People

In FY 2024/2025, we made progress in the following areas:

- Continued delivering our overarching human rights programme, completing the foundation stage. This included a policy review, strengthening our governance around suppliers' onboarding and SMETA non-conformances.
- Completed assessments of several of our storage supply partners that store, handle and pick products sold on ocado.com.
- Completed a review of human rights due diligence programmes implemented by our high priority supply chain partners in categories identified as high risk.<sup>4</sup>

92% of high-risk Tier 1 suppliers completed a two-pillar SMETA audit in the past year. All our high-risk products were assessed to source level.

We also continue to assist suppliers with addressing their SMETA critical non-conformances, as well as collaborating with non-governmental organisations (NGOs) such as Stronger Together, FNET, Unseen and the Seafood Ethics Action Alliance. We also became a funding member of the Seasonal Workers Scheme Taskforce, whose mission is to “work collaboratively to develop and implement tangible actions to help safeguard and ensure access to workers' rights in the UK Seasonal Worker Scheme (SWS) and wider UK horticulture”.

We are fully committed to playing our part in eliminating modern slavery, transparently providing details of the steps taken as detailed in our 2024 Modern Slavery Statement.



**100% of Ocado Own Range high-risk Tier 1 suppliers to complete a two-pillar SMETA audit on a yearly basis.**

**Mapping 100% of our high-risk products to source level so we can address any human rights or modern slavery risks.**

<sup>4</sup> 15% of Ocado Own Range Tier 1 supplying sites are deemed high risk. An evaluation of these 43 suppliers was concluded in 2024. These suppliers were deemed high-risk due to their operations in categories (such as coffee, tea, produce and seafood) and/or supply chains extending to countries with known human rights risks.

# Healthy sustainable diets





**We aim to make healthy and sustainable diets more accessible and affordable by addressing price barriers.**



We offer many promotions on fresh produce and protein, including five for £5 and three for £12 deals. Our Ocado Price Promise ensures customers do not pay more compared with another named retailer for over 10,000 products, including fruit, vegetables, wholegrains, lean animal and plant proteins, as well as lower sugar and lower fat alternatives.

Our Seasonal Star promotion prioritises healthier options and highlights seasonal produce. Our OcadoLife magazine and website also provide budget-friendly and healthy recipe ideas.

### **Unbeatable choice**

We take pride in our wide range of healthy products catering to various dietary needs. [ocado.com](https://www.ocado.com) stocks



**We offer the largest selection of vegan, organic and free-from products compared with other supermarkets.**

healthy, sustainable products from small challenger brands through to M&S, Holland & Barrett and many other leading health brands. We foster brands such as Bold Bean Company, Better Nature Tempeh and Redefine Meat that match our aspirations for sustainable healthy diets. Many of the new brands we stock are healthy, plant-based, organic or free from.

### **Bold Bean Company**

Beans are an excellent source of protein and fibre with a small carbon footprint, making them a healthy and sustainable option. We are proud to stock the Bold Bean Company as part of our challenger brand accelerator programme, which supports small suppliers.



“We’re so proud to work with Ocado, who share our mission to make healthy, sustainable eating easy and delicious. Their support for challenger brands like ours is helping to put beans in the front of the store cupboard and the centre of people’s plates!” Amelia Christie-Miller, Founder, The Bold Bean Company



## Convenient and easy

ocado.com caters to a wide range of dietary needs and lifestyles, with dedicated health sections and dietary filters making it quicker and easier for our customers to shop. During January we created a health campaign designed to inspire and assist customers in making healthier food purchases.

### Holland & Barrett

To enhance our already strong offer of health and wellness products, we formed a partnership with the specialist wellness retailer Holland & Barrett, enabling our customers to purchase everything for their nutrition and wellness needs in one place. In January 2025, we launched around 300 Holland & Barrett vitamins, supplements, health and beauty and food products on our website.



## Finding healthy options online

We partnered with the University of Leeds and Manchester Metropolitan University<sup>5</sup> to research consumer behaviour in online supermarket food environments. The pilot study used eye tracking and qualitative insights from participants shopping on ocado.com to reveal insights beyond traditional consumer research. Our findings indicated that this innovative research method can inform future design to support ease of use and healthier food choices for our customers. Further funding has been secured to continue with the data analysis.



**"The combination of nutrition science, neuroscience and online grocery retailing has enabled us to combine knowledge, experience and theories in a 'real life' setting. We gained a better understanding of how our customers navigate our website from a health and sustainability perspective, forging strong academic relationships in the process, supporting our mission to make healthy sustainable diets easier for our customers."**

Charlie Parker, Senior Nutritionist,  
Ocado Retail

<sup>5</sup> As part of the Open Innovation Research Club Consumer Lab (funded by the BBSRC, MRC and DEFRA).



**Nudging and inspiring**

We encourage healthy eating through our marketing channels by providing recipe inspiration and a dedicated ‘healthy’ recipe section on ocado.com featuring nutritionally balanced recipes. Around one third of the recipes in OcadoLife Magazine are plant-based, and we also showcase gluten-free, dairy-free and healthy recipe options.



**Increase sales of healthy food and beverages in alignment with the government’s healthy eating guidelines.**

In 2024 (our base year), 84% of Ocado Own Range products and M&S products (which account for 40% of our ocado.com portfolio) was not high in fat, salt or sugar (HFSS), while 16% was.

**Increase sales of fruit and vegetables as a key indicator of the healthiness of our customer baskets.**

We are aspiring for sales of fruit and vegetables to represent 27% of total sales by 2030. In 2024, we remained level against our 2023 baseline at 24%.

**Increase sales of plant-based proteins to rebalance the ratio with animal protein.**



Protein split by sales volume % for our 2023 baseline		
Protein split by % sales volume	2023 (baseline)	2024
Plant	18.4%	18.2%
Animal	25.4%	25.7%
Dairy	51.6%	51.6%
Fish	4.6%	4.5%

# Food waste reduction and communities





**We are committed to improving food security across the UK and creating lasting impact that benefits communities.**



Alongside our two key charity partners, Community Shop and The Felix Project, we support a network of UK charities including Magic Breakfast, Dens and Ediblelinks. Through Zoom by Ocado, we enable customers to donate breakfasts and provide vouchers for purchasing fresh food to supplement donations to local schools.

In 2024, we partnered with School Food Matters, a charity that teaches children about food from farm to fork. School Food Matters also improves children's access to healthy sustainable food while they are at school.



**"You shouldn't waste vegetables because people work hard to make it."**

Participating child, School Food Matters



**Young Marketeers reached over 4,300 children indirectly through assemblies and 855 children directly in food education sessions, with significant positive outcomes in new skills, confidence and well-being.**



**"It's been amazing, it exceeded all expectations. I was a bit nervous about growing food as I'm learning myself. We have learned so much through the project. The children have gained confidence, they've got a thirst for growing their own produce and by creating the menus they have realised what they can do with what they've grown. They've learned so many skills."**

Teacher in Leicester

We funded two programmes as part of this partnership: Young Marketeers and Nourish (formerly known as Healthy Zones).

**Young Marketeers** teaches primary school children about food production, gardening and selling produce at local markets while raising money for food waste and insecurity charities. Bringing farm life to the classroom is the first time that many children connect seeds and growing with the food that they eat every day.

The children raised £2,800 for local food charities by selling a broad

range of produce including chillis, chard, beetroot, radishes, cucumber, potatoes, thyme, rosemary, raspberries, strawberries, rhubarb, as well as a range of other items including seed bombs, raspberry jam and spider plants.

One school that had never grown food before created a garden to participate in the programme. This proved so popular that the school established a regular gardening club.

Our funding has helped the programme to expand outside London into schools in Birmingham, Leeds and Leicester.



**82% learnt a new gardening skill.**

**65% learnt something new about where food comes from.**

**77% of children said they were more interested in gardening at the end of the programme.**

**85% said they learnt more about public speaking.**

**88% of teachers thought the programme increased children's confidence.**

**97% of students said that taking part in gardening and cooking made them feel calm and relaxed.**



**Nourish** is an established five-year programme that aims to improve school food environments and policies in London schools to address health inequalities. In September 2023, Ocado's funding enabled Nourish to expand further and pilot the programme in two new London boroughs: Wandsworth and Islington. The pilot successfully launched new packed lunch policies and parent sessions in several schools, aiming to create

healthier school food environments and policies.

Both Young Marketeers and Nourish have shown positive impacts on children's skills and well-being, as well as having empowered schools to make lasting changes to their food initiatives, illustrating why these programmes are so vital to ensuring food security and a healthy, sustainable food system for the next generation.



**"In 2020 when the world was reeling from the impact of lockdown, Ocado was one of the first companies to come forward and offer support to our charity, to help us to help the children and families most impacted by food insecurity. Fast forward to 2025 and Ocado has stayed with us, understanding the value and vital importance of teaching children about food for their future health and happiness. It's rare to find a partner that genuinely understands why school food and food education matters and that continues to donate confidently, knowing that investing in children's health is an investment worth making."**

Stephanie Slater, Founder and Chief Executive, School Food Matters



## The Felix Project

To celebrate five years of collaboration with The Felix Project, Ocado marked Christmas 2024 by donating over 73,380 meals. Exceeding our donation target of 45,000 meals by 63%, we donated one meal to The Felix Project for every chocolate advent calendar sold at the start of the festive season.

## Charity donations

We are immensely proud of our food surplus redistribution network, which provides community food partners with access to healthy and nutritious food. From December 2023 to March 2025 (our extended 70-week reporting period), we donated £3.7 million to our charity partners and

environmental causes in addition to £12.8 million in surplus stock to charity partners, with £2.8 million contributed by our customers.

## Community Shop

Alongside our key charity partner, Community Shop, we have funded five shops around the country to date. These shops provide access to affordable, high-quality surplus food and household products, along with life-changing personal development support. We also continue to support the Community Shop Family Cook Clubs, which teach cooking skills and promote food education. In 2024, 13,897 people participated, and the Cook Clubs are now active in all 13 stores across the network.



**“Our ongoing work with The Felix Project helps deliver food to families in need that would otherwise go to waste, creating nutritious and comforting meals. Food plays a central role in our customers’ holiday celebrations, and thanks to their support we are incredibly proud to have provided more than 73,000 meals to those who need it most.”**

Jonathan Wiseman, General Counsel and Chief People Officer, Ocado Retail



**We partnered with M&S to provide 3,000 meal bundles at 13 Community Shop stores across the UK featuring beef joints, M&S chocolate coins and thousands of vouchers, helping over 10,000 people in some of the most deprived communities enjoy a delicious Christmas with their families.**



## Reducing food waste in the value chain

We aim to minimise food waste across the value chain. We are members of WRAP's UK Food and Drink Pact and are Food Waste Reduction Roadmap signatories.

We partner with suppliers through Manufacture 2030, a platform that helps suppliers measure, improve and communicate their food waste performance. We also require all our own-range suppliers to sign up to WRAP's Food Waste Reduction Roadmap, demonstrating a clear commitment to tackling food waste and encouraging redistribution in line with WRAP's best practice guidance.



**Reduce food waste in our own operations by 20% by 2025 and halve it by 2030 (against a 2022 baseline).**

We work closely with suppliers to optimise processes and packaging, maximising freshness and minimising damage throughout the supply chain.

## Minimising food waste in our operations

We continue minimising food waste throughout our operations. Our unique Ocado Smart Platform (OSP) technology accurately forecasts demand and optimises stock management, enabling automated replenishment and targeted stock management. This minimises over-ordering and optimises distribution to prevent unnecessary waste.

In 2024, food waste amounted to 0.49% of food handled (0.43% in 2023<sup>6</sup>). This is a 17% reduction against Ocado Retail's baseline (0.59% in 2022), mainly driven by improved waste data reporting.

Our aim is for all edible surplus food deemed safe for human consumption to be redistributed through our established food surplus network. Inedible food is sent for anaerobic digestion, which then creates energy

that powers our Dordon CFC. We have started to explore opportunities for animal and insect feed where food is not suitable for human or animal consumption. No food waste is sent to landfill.

We worked with Ocado Logistics to enhance our waste redistribution programme, focusing on data accuracy and surplus management. This led to improved visibility and data granularity and highlighted opportunities to improve. These efforts were complemented with site waste assessments by environmental consultancy Anthesis where operations enabling positive food waste culture and practice were identified alongside recommendations to optimise and achieve our food waste reduction goals.

## Preventing food waste at home

• We launched the Fresh+ Promise, maximising product life for customers by promising fresh food will be delivered straight to customers' doors with no supermarket detour, helping them to plan upcoming meals.

- Product QR codes provide real-time customer information tips and recipes to prevent food waste.
- Removed over 100 best-before date labels from unprepared produce lines.
- Shared food waste recipes and tips through our OcadoLife magazine and charity partnerships, particularly for the most-wasted Own Range food categories such as chicken, potatoes and cheese.
- We have a dedicated low-waste recipes section on our [website](#).
- Our receipts are thoughtfully organised by expiry dates, enabling customers to prioritise items, plan meals and reduce food waste.



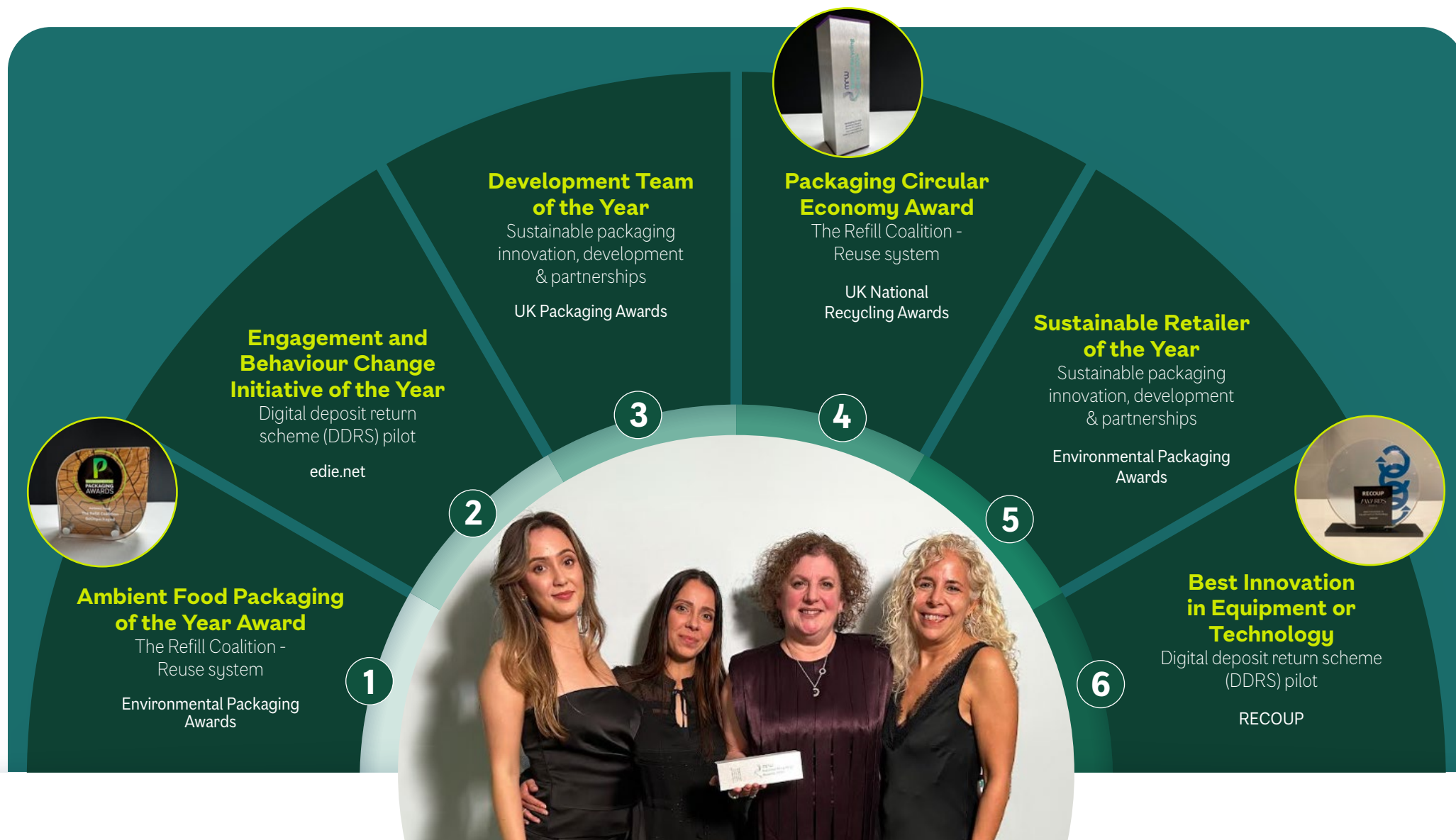
<sup>6</sup> We measure our food waste in line with the Food Loss and Waste Protocol (FLWP). This methodology measures food waste as a percentage of "food handled" by weight. Food handled is defined as food sold + food redistributed (e.g., to charities and zoos) + food waste (inedible food that is unable to be redistributed for animal or human consumption, instead sent to anaerobic digestion). It excludes non-food products and packaging weight. More information can be found on our website.

# Responsible packaging





Delivering a supermarket first, we launched an online reuse system. Overall, we eliminated 44.5 tonnes of Ocado Own Range packaging and won six awards! This underscores our commitment to sustainable practices and our leadership in responsible packaging solutions.



## Maximising technology and Innovation

In FY 2024/2025, we continued leveraging cutting-edge technology to improve recycling rates and promote a circular economy. We are particularly proud of our collaboration with Polytag, which highlights our commitment to innovation in the pursuit of a more sustainable future. This partnership involves educating consumers about recycling by implementing QR codes on the packaging of over 60 Own Range products so far, with more planned. The codes provide direct access to informative landing pages that detail product information and our sustainability initiatives, fostering responsible disposal practices.



**“Ocado Retail is a market leader when it comes to investing in innovative technology that has the power to accelerate the circular economy. We share an ambitious roadmap using open standards and digital solutions to unlock the future of optimised recycling and future-proofed on-pack labelling.”**

Alice Rackley, CEO, Polytag



## Eliminate unnecessary packaging, minimise material use and launch an online reuse system by 2024.

Building on the successful digital deposit return scheme (DDRS) pilot for milk bottles, conducted in partnership with Polytag and Bower, we are implementing UV tags on all our milk lines, with a planned launch in 2025.

## Reducing unnecessary packaging

In 2024, we continued our efforts to eliminate unnecessary packaging from Ocado Own Range and minimise material use:

- Eliminated 4,513,000 units of unnecessary plastic packaging (36.95 tonnes).
- Eliminated 3,157,000 units of unnecessary paper packaging (7.55 tonnes).



## Key examples of reduction initiatives:

Ocado's Own Range dip range features an in-mould labelling printed lid, a design change that removed the necessity for cardboard sleeves. This eliminated seven tonnes of cardboard waste and 1.9 million unnecessary components. It has also improved supplier production efficiency, visual appeal and usability of products.



Our Own Range bacon is in an easy-to-open, recyclable mono-material vacuum pack, reducing plastic by six tonnes annually (60%).



## Pioneering online reuse

We aim to ensure wider accessibility for our customers by extending our online reuse system to encompass all seven of our CFCs. We also plan to increase our reuse product range by offering our customers a broader selection of sustainable refillable options. A crucial aspect of our strategy involves actively engaging with brands to explore and implement collaborative reuse solutions. By working together, we can amplify the positive impact of our efforts and drive industry-wide change.

In collaboration with UKRI, WRAP and DEFRA, Ocado Retail is actively promoting the adoption of reusable packaging within the industry. This involves investigating interoperable systems and the necessary UK infrastructure to achieve a significant reduction in single-use packaging by 2030, enhancing circular economy engagement and adoption.



**Increase the average recycled content of Ocado Own Range plastic by 30% by 2025.**

**Ensure 100% of Ocado Own Range packaging is recyclable by 2025.**



## Increasing recycled and recyclable packing

We have continued our collaboration with suppliers to increase the average recycled content percentage in Ocado Own Range plastic. The average percentage increase of recycled content in 2024 is 23.68%. Specifically, we shifted six toilet paper and five kitchen towel lines from 30% to 50% recycled material, displacing 2.11 tonnes of virgin plastic.

We also continued efforts to replace non-recyclable packaging with recyclable alternatives. We replaced 2.63 tonnes of non-recyclable substrates in 2024, resulting in a current recyclability rate of 94.38% for Ocado Own Range primary packaging. This is slightly below our target, mainly due to the lack of viable recyclable solutions for certain products' packaging. Product protection and shelf-life extension remain paramount in developing packaging so we are actively collaborating with suppliers to identify alternative recyclable solutions. Tracking this KPI will extend beyond 2025, reflecting the UK Plastic Pact's Mark II Ambition.



# Our governance and reporting

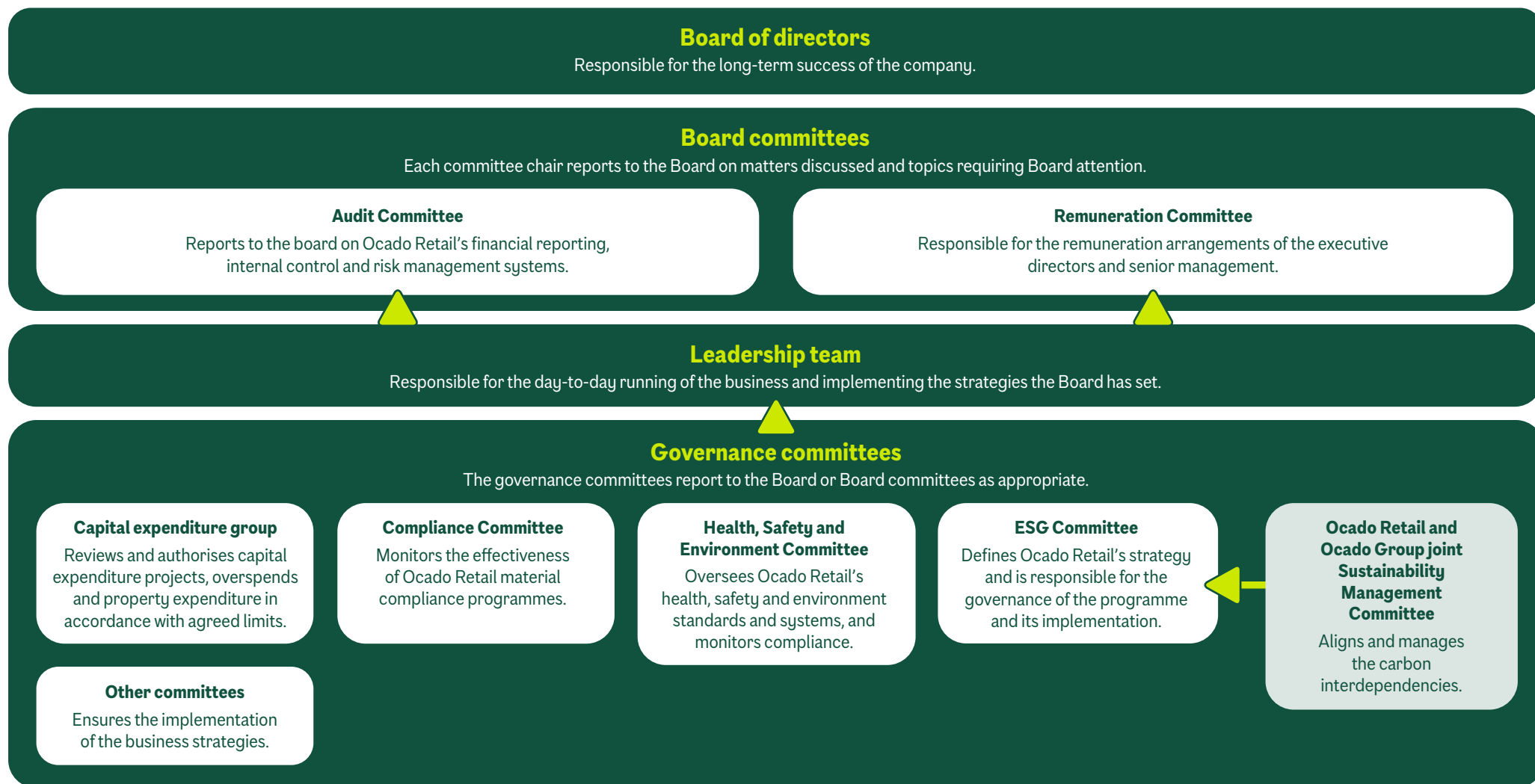




# Governance

Our Board oversees climate related risks and opportunities through the Audit Committee. The ESG Committee defines the Planet Together strategy and is responsible for the governance of the programme and its implementation.

## Our ESG governance structure



The Ocado Group Board governs the management of its own climate related risks and opportunities independently from the Ocado Retail risk governance structure.

To maintain alignment and manage dependencies, a management group with representatives from Ocado Retail and Ocado Group convenes bimonthly. This also assists in the coordination of jointly owned climate related risks including GHG emissions data, fleet decarbonisation and solar photovoltaic installations at CFCs. This group reports to the ESG Committee and the Ocado Group Sustainability Committee.



## Risk and compliance

### Task Force on Climate-Related Financial Disclosures (TCFD)

Following our initial TCFD disclosure last year, which outlined our 2024 actions and processes based on the four TCFD recommendations, we have made significant progress this year in evaluating and quantifying the potential financial impacts of key climate change risks and opportunities for our business.

We conducted a quantitative scenario analysis focused on three key climate risks and opportunities: the impact of heavy rainfall on UK vegetable sourcing, carbon pricing implications for operational costs, and the revenue opportunity from increased consumer demand for plant-based alternatives.

An impact assessment, categorised as minor, moderate or major, revealed that the transition to plant-based diets represents a major growth opportunity by 2050. Additionally, a 1.5°C scenario could moderately increase operational costs without mitigation until 2050, which decreases with emission reductions.

These insights have informed Ocado Retail's strategic planning and emphasise the financial significance of climate action across our value chain. Read our TCFD disclosure in our [Annual Report](#).

### Ensuring compliance with the UK Green Claims Code

Ocado Retail is in the process of optimising sustainability communications to confidently make authentic and compliant green claims. We have partnered with Provenance to ensure that green claims are consistent, greenwash-free and in line with the UK Green Claims Code. We are also training our Ocado colleagues to confidently discuss green claims with customers and suppliers.



# Our performance







Summary of our 2024 reporting against our Planet Together commitments.

## Key

Complete

In progress

Scoping

Sustainability strategy pillar	2030 commitments	Target indicator	Baseline (year)	Target date (year)	Target (unit)	Status	Baseline (unit, year)	2023 FY (unit)	2024 FY (unit)
1. Climate action	42% reduction in absolute Scope 1 and 2 GHG emissions.	% reduction of GHG emissions across scope 1 & 2 activities using a location-based accounting method.*	2021	2030	-42%		332 tonnes CO <sub>2</sub> e (2021**)	366 tonnes CO <sub>2</sub> e 10.2%	379 tonnes CO <sub>2</sub> e 14.2%
	42% reduction in absolute Scope 3 GHG emissions (energy and industry).	% reduction of GHG emissions across scope 3 activities (energy and industry).	2021	2030	-42%		652,236 tonnes CO <sub>2</sub> e (2021**)	660,776 tonnes CO <sub>2</sub> e 1.31%	692,929 tonnes CO <sub>2</sub> e 7.65%
	30% reduction in absolute Scope 3 FLAG GHG emissions.	% reduction in Scope 3 FLAG GHG emissions.	2021	2030	-30%		706,545 tonnes CO <sub>2</sub> e (2021**)	712,450 tonnes CO <sub>2</sub> e 0.84%	790,572 tonnes CO <sub>2</sub> e 11.89%
2. Sourcing with integrity	100% deforestation and conversion-free soy used in animal feed by 2025, with a cut-off date of 2020 at the latest.	% of conversion-risk commodity in own supply chain that is verified deforestation and conversion-free.	2022	2025	100%		Soy: 2% verified, 65% in transition (2022)	Soy: 5% verified, 74% in transition. Palm oil: 97% RSPO Mass Balance, 3% RSPO Segregated 96% RSPO Mass Balance, 4% RSPO Segregated	Soy: 10% verified, 70% in transition. Palm oil: 96% RSPO Mass Balance, 4% RSPO Segregated
	At least 50% of Ocado Own Range whole produce and grains certified or covered by a robust environmental scheme (such as LEAF Marque).	% of Ocado Own Range whole produce and grains certified or covered by a robust environmental scheme.	2023	2030	50%		27% (2023)	27%	33.5%
	At least 50% of Ocado Own Range fresh food is sourced from areas with sustainable water management.	% of sourcing from areas with sustainable water management.	In development	2030	50%				

\* Using a market-based accounting method, our GHG emissions (tonnes CO<sub>2</sub>e) for Scope 1 in 2021: 116.73; 2023: 119.55; 2024: 126.87. Scope 2 was zero for all years as we purchased 100% renewable energy.






\*\* Revised base year emissions.

## Key

Complete

In progress

Scoping

Sustainability strategy pillar	2030 commitments	Target indicator	Baseline (year)	Target date (year)	Target (unit)	Status	Baseline (unit, year)	2023 FY (unit)	2024 FY (unit)
2. Sourcing with integrity	Source 100% of Ocado Own Range meat, dairy and eggs sourced to 'Better' standard (based on the 'Sourcing Better' Framework).	% Ocado Own Range meat, dairy and eggs sourced to 'Better' standards.	2023	2030	100%		15% (2023)	15%	15%
	Amended*: Align to Tier 4 requirements of the Business Benchmark for Farm Animal Welfare (BBFAW) by 2027.	Business Benchmark Tier number.	2023	2027	Tier 4				
	Source 100% of Ocado Own Range seafood from sustainable sources.	% of seafood from sustainable sources.	2021	2030	100%		695 tonnes 83% (2021)	786 tonnes 89%	790 tonnes 87%
	Amended**: 100% of farmed seafood products with FFDRm (meal) and FFDRo (oil) <1 in 2030 and with all feed ingredients certified by the ASC Feed Standard or Equivalent by 2027 as interim target.	% farmed seafood products with FFDRm<1 and FFDRo<1.	2022	2030	100%		63% (2022)	95% FFDRm<1 20% FFDRo<1	80% FFDRm<1 16% FFDRo<1
	100% of Ocado Own Range high-risk Tier 1 suppliers to complete a two-pillar SMETA Audit on a yearly basis.	% Ocado Own Range high-risk Tier 1 suppliers assessed with a two-pillar SMETA Audit/annum.	2022	2030	100%		60% (2022)	75%	92%
	Map 100% of our high-risk products to source level so we can address any human rights or modern slavery risks.	% of our high-risk products mapped to source level.	2023	2030	100%		75% (2022)	93%	100%
3. Healthy sustainable diets	Increase sales of plant-based proteins to rebalance the ratio with animal protein.	% of protein sales from animal & vegetarian-based and plant-based sources.	2023	2030			Animal 25.4% Dairy 51.6% Seafood 4.6% Plant 18.4% (2023)	Animal 25.4% Dairy 51.6% Seafood 4.6% Plant 18.4%	Animal 25.7% Dairy 51.6% Seafood 4.5% Plant 18.2%
	Increase sales of healthy food and beverages in alignment with the government's healthy eating guidelines.	% increase in sales of healthy food and beverages.	2024	2030			84% is not high in fat, salt or sugar (HFSS); 16% HFSS (2024)***		84% is not high in fat, salt or sugar (HFSS); 16% HFSS
	Increase sales of fruit and vegetables as a key indicator of the healthiness of our customer baskets.	% increase in sales of fruit and vegetables.	2023	2030	27% of total sales by 2030		24.3% (fruit 12%; vegetables 12.3%) (2023)	24.3% (fruit 12%; vegetables 12.3%)	24.3% (fruit 12%; vegetables 12.3%)

\* Our target has been amended to reflect the revised tiers of the Business Benchmark for Farm Animal Welfare (BBFAW).

\*\* We amended our target wording from 'Reduce fishmeal and fish oil usage to forage fish dependency ratio (FFDR) &lt; 1 by 2030' to align with the retail industry. Reporting is for FY2023 due to data availability.

\*\*\* Ocado Own range products and M&amp;S products (40% of our ocado.com portfolio).



Key

- Complete
- In progress
- Scoping

Sustainability strategy pillar	2030 commitments	Target indicator	Baseline (year)	Target date (year)	Target (unit)	Status	Baseline (unit, year)	2023 FY (unit)	2024 FY (unit)
4. Food waste reduction and communities	Reduce food waste in our own operations by 20% by 2025 and halve it by 2030 (against a 2022 baseline).	% food waste in our operations.	2022	2030	0.30%	<div></div>	0.59% (2022)	0.43%	0.49%
5. Responsible packaging	Eliminate unnecessary packaging, minimise material use and launch an online reuse system by 2024.	Total tonnage removed.	2021	2030		<div></div>	100.48 tonnes	12.5 tonnes	44.5 tonnes
	Increase the average recycled content of Ocado Own Range plastic by 30% by 2025.	% recycled content.	2019	2025	30%	<div></div>	342 tonnes 16%	529 tonnes 21%	753.7 tonnes 23.68%
	100% Ocado Own Range packaging is recyclable by 2025.	% recyclable.	2019	2025	100%	<div></div>	1,845 tonnes 88%	2,383 93%	2,207 tonnes 94%



