

Ocado Retail Limited

Sustainability Report
for the 51 weeks ended 29 March 2026

ocado planet together

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About Ocado Retail

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

With the geographical capacity to reach over 80% of UK households, more than 1.3 million active customers benefit from a range of around 45,000 products (including big-name brands and around 7,000 items from M&S and Ocado's Own Range) as well as unparalleled 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 UK grocery shopping app in 2010 and continues to innovate, offering customers the best possible experience. Ocado Retail is also responsible for Zoom by Ocado, our rapid grocery delivery service. Find out more in our 2026 Annual Report.

1.3 million
active customer base

7
distribution centres

~45,000
products



This report demonstrates our progress from 6 April 2025 to 29 March 2026 against a 2021 carbon footprint baseline. It also presents key performance indicators for our FY26 until the 51 weeks ended 29 March 2026.

Welcome to Ocado Retail's Sustainability Report



I am proud to present our Sustainability Report, covering our progress from April 2025 to March 2026. This year is the first full year of reporting that aligns with our updated financial reporting timelines, and our sixth year as a 50:50 joint venture between Marks & Spencer Group plc (M&S) and Ocado Group plc. Our commitment to becoming a sustainable business and making sustainable food choices easier for our customers is driven by our Planet Together strategy, anchored in science, underpinned by ambitious goals, and delivered through our partnerships and innovation.

This year, we expanded the range of products that support healthier, more sustainable diets, and made it easier for customers to find them. We now stock over 3,000 organic products, the largest organic range of any UK supermarket, and recently launched our Future of Food Edit, a curated online aisle of brands chosen against independently validated sustainability and health criteria. Beyond our range, we continued to support giving people the knowledge and confidence to eat well. This included funding the delivery of more than 51,000 Cook Clubs with Community Shop, and partnering with School Food Matters' Nourish programme for a second year.

We continued to make progress on our climate and nature targets, working alongside suppliers and farmers to tackle the biggest impacts in our supply chain and build greater resilience. Our second year of partnership with the Soil Association saw the Farm to Fork programme move from establishing demonstration farms to measuring their impacts, scaling advice to over 1,800 farmers and advisors.

On packaging, we continued to expand our award-winning online reuse system across more Customer Fulfilment Centres following positive customer feedback and engagement, and to remove unnecessary packaging from Ocado Own Range products.

We also redistributed a record volume of surplus food to communities. Through Felix, we donated 1.7 million meals in 2026, taking our six-year total past 7.3 million, and our sponsorship of the Farm to Freezer Programme helped rescue 320 tonnes of surplus fresh produce directly from farms.

While we have achieved substantial progress, we face industry-wide challenges in reaching some of our targets, such as global infrastructure gaps, regulatory shifts and volatility in the recycling sector. To ensure progress continues, we're deepening cross-industry collaboration and investing in the system-level changes that will help close the gap.

I'm proud of what we've achieved this year and clear-eyed about the work ahead in 2026 and beyond. My thanks to the colleagues, suppliers, partners and customers who have made our progress so far possible.



Hannah Gibson
CEO, Ocado Retail

Our sustainability highlights
(April 2025-March 2026)

Raising the bar on animal welfare
We developed LivWel+ welfare frameworks with the Soil Association to support progress towards ensuring all farmed animals are given the opportunity to live a 'Good Life'.

Scaling climate-friendly farming
In partnership with the Soil Association, seven demonstration farms measured environmental and social performance using the Soil Association Exchange.



Investing in producer communities
We invested £192,300 with our banana supplier Fyffes to rebuild a school and hurricane shelter in a banana-growing community in Belize, serving 271 students and 800 residents.

[1] *Organic Market Report (Soil Association).*

A UK first in packaging traceability
In July 2025, we became the first UK retailer to deploy Polytag's UV-invisible tag technology across an entire milk range, capturing household-level recycling data in real time.

Good for health and the planet
We curated the Future of Food edit, a dedicated online aisle that champions the brands that share the importance of healthy and sustainable living.

Leading online retailer for responsibly sourced fish
For the fourth year running, Ocado was named MSC Online UK Brand of the Year, recognising our Sustainable Seafood September campaign and the visibility of MSC-certified seafood.

Too good to waste
In 2026, we redistributed a record 1.7 million meals through Felix, bringing our total to more than 7.3 million meals since 2020.



Backing organic[1]
We now stock over 3,000 organic products, the largest organic range of any UK supermarket. We saw the largest increase in organic sales compared to other retailers for the second year in a row (up 1.2%).

Six packaging awards
We celebrated our achievements in packaging innovation and delivery.

A summary of our approach and Planet Together strategy

Our Planet Together strategy continues to shape how we drive sustainability – anchored in science, aligned with recognised industry standards and driven by ambitious long-term commitments. By partnering across the industry, driving innovation across our products and services, and putting sustainable food choices within easy reach of our customers, we are accelerating the transition to a more sustainable future.



Climate action

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



Sourcing with integrity

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



Healthy sustainable diets

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



Food waste reduction and communities

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



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.

Climate action



7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

We are actively responding to the challenges facing the food system, such as changing climate conditions and resource scarcity, by championing resilience and sustainable innovation.

As the leading UK online grocery retailer, we understand our responsibility to reduce greenhouse gas (GHG) emissions across our operations and value chain. We are planning the transition to a low-carbon business whilst continuing to drive business growth through quality, customer experience and enhanced brand positioning.

We are working towards achieving net zero GHG emissions across Scopes 1, 2 and 3 by 2040, aligned with climate science and the goals of the Paris Agreement. Our climate targets have been validated by the Science Based Targets initiative (SBTi), a global initiative enabling businesses to set ambitious emissions reductions and removals targets. This includes both near-term and net zero targets, as well as targets addressing emissions from forests, land and agriculture (FLAG).

Our 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.

42%
reduction in absolute Scope 1 and 2 GHG emissions

42%
reduction in absolute Scope 3 GHG emissions (energy and industry)

30%
reduction in absolute Scope 3 GHG emissions (FLAG)

No
deforestation across primary deforestation-linked commodities (by FY25)

Near-term target by
FY30
(from FY21 base year)



90%
reduction in absolute Scope 1, 2 and 3 emissions (energy and industry, non-agriculture)

Long-term target by
FY40
(from FY21 base year)

72%
reduction in FLAG (forests, land and agriculture) Scope 3 emissions

Better supplier emissions data

In 2026, we worked to improve our supply chain emissions data and enabled better accuracy to monitor and report climate performance. We continued our investment in Mondra, an AI-powered platform developed in coalition with the British Retail Consortium (BRC). Mondra works to establish a unified standard for measuring product-level performance across our entire online range. This creates a level playing field that enables consistent and credible measurement across the food industry and advances ingredient-level emissions data management.

Ocado Retail is the first Mondra customer to integrate its product specification management system for Ocado Own Range products with Mondra's carbon accounting platform. This early move enables automated, product-level Scope 3 accounting across our food operations, allowing us to track portfolio changes and use carbon data to support sustainability decisions more efficiently.

To understand our supplier environmental performance, we utilise Secaro, a system that enables suppliers to directly report their emissions and develop carbon reduction plans.

> **"By integrating live product and volume data from Click-PLM directly into Ocado Retail's carbon accounting platform, it has moved beyond static reporting to embed carbon intelligence into everyday product and commercial decisions. This kind of integration shows how high quality, connected data can make sustainability reporting more automated, accurate and ultimately more actionable at scale."**
>
> Jason Barrett, CEO, Mondra



Our performance

We assessed our 2026 emissions throughout the 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: 43.96 tonnes CO_2e
Scope 2: 229.52 tonnes CO_2e (location-based)
Scope 3: 2,084,078 tonnes CO_2e

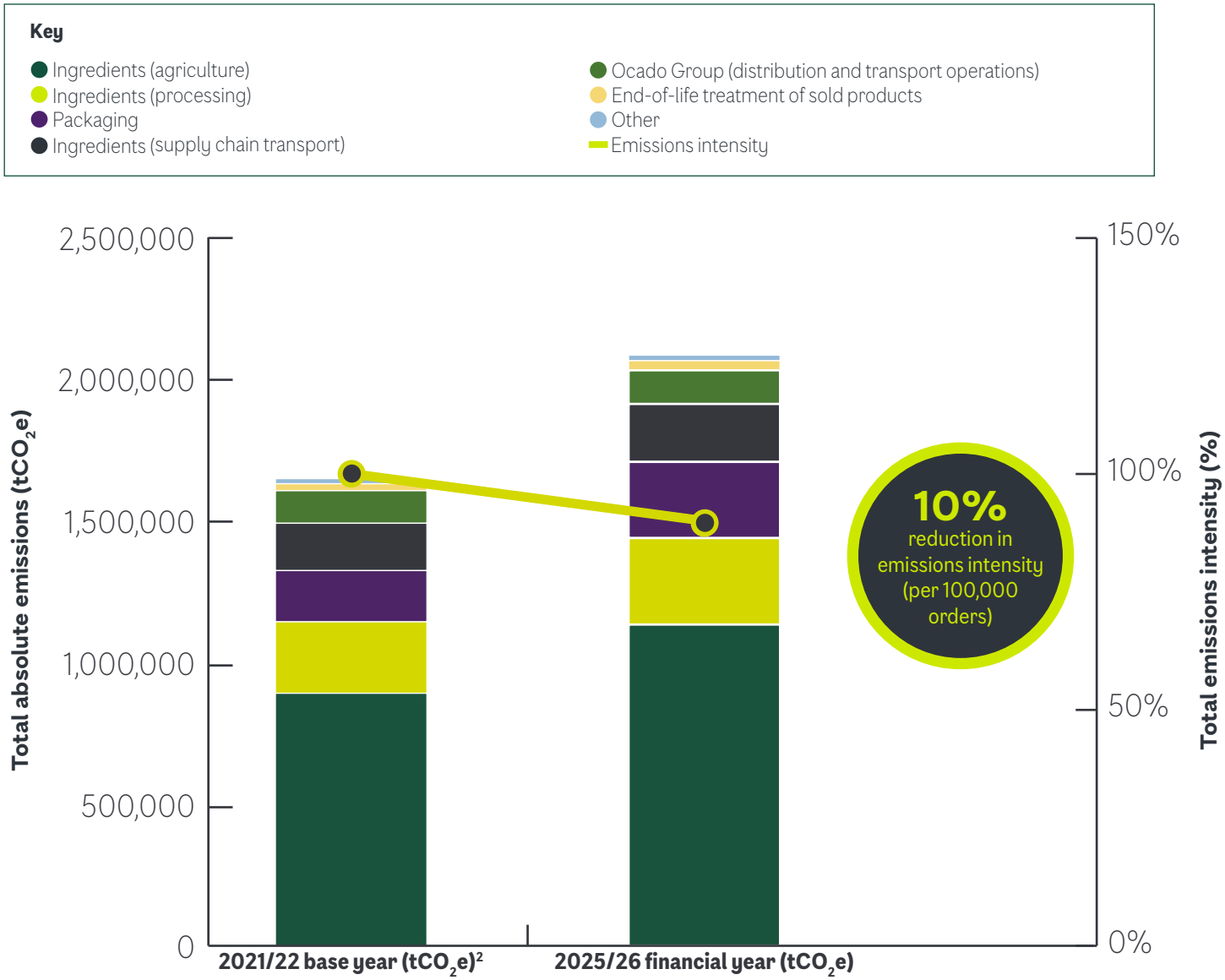
We have reduced our Scope 1 natural gas emissions by replacing an inefficient boiler with a fully electrified HVAC system, shifting more of our heating and cooling loads away from fossil fuels. Although this electrification has increased our overall electricity consumption, our Scope 2 emissions have decreased due to the refurbishment of solar panels at our Hatfield head office. Purchased electricity for our head office and Customer Hub is from 100% renewable sources, and therefore Scope 2 emissions are zero using a market-based approach. Further reductions have also been achieved through automated efficiency controls across the office including lighting sensors and timers for our hot water taps. 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.

We are successfully decoupling emissions growth from business growth

Over 99% of our total carbon footprint sits in our value chain (Scope 3).

We have achieved a 10% reduction in carbon intensity per 100,000 orders fulfilled compared to our base year. While our total FY26 carbon emissions increased by 26% against the recalculated base year, this increase was notably lower than our volume growth, indicating improved operational efficiency.

Packaging-related emissions growth is mainly due to significant improvement in data accuracy, an increase in Own Range products in non-produce-related categories (and associated packaging formats), and for branded products, a wider industry move away from plastics to other formats such as glass and card. This change is also reflected in the end-of-life treatment of sold products. Due to the significant change, we will investigate the packaging emissions data in more detail to provide the business with further insights for action and alignment with the climate transition plan.



[2] Aligned with GHG accounting and reporting best practice, we recalculated our 2021/22 base-year emissions using the updated Mondra product-specific methodology applied in FY26. This incorporates more detailed product and ingredient-specific product carbon footprints. This has significantly improved the quality and accuracy of our Scope 3 reporting.

Our climate transition plan

To accelerate progress on reducing emissions in our value chain, as well as in our operations, we replaced our 10-point net zero plan with an evolving five-point climate transition plan focused on where the biggest reduction opportunities are.

These priorities are driven through our Planet Together pillar strategies, working closely with our commercial, marketing, nutrition and data insight teams, as well as M&S and Ocado Group.

To support our transition to net zero, we continue to lead on partnerships that drive wider food system decarbonisation, such as our flagship collaboration with the Soil Association.



1 Transforming supply chains

What this means: Working with suppliers and farmers to cut emissions from ingredients, manufacturing, processing and logistics.

2026 progress: We created our Planet Partner Programme, embedding sustainability criteria into contracts and buying decisions and engaging with key suppliers on sustainability collaborations. The programme will evolve to include training and recognition to support suppliers on the journey. We also expanded supplier emissions measurement through Secaro (formerly Manufacture 2030), Mondra, and farm-level decarbonisation through our Soil Association partnership.

2 Driving sustainable agriculture

Agriculture is responsible for the largest share of our Scope 3 emissions. Scaling agroecological practices on Ocado-supplying farms is vital for cutting emissions, but also for nature, soil health, and resilient, profitable farming.

What this means: Growing organic and regenerative practices across our supply base, and increasing sourcing covered by robust environmental schemes such as LEAF Marque.

2026 progress: We supported growers in their transition to organic. Through our Farm to Fork programme with the Soil Association, seven demonstration farms are now measuring key outcomes across environmental and social impact and sharing their best practice with others. We also continued to advocate for the protection of rainforests and the implementation of verification standards from source.

3 Expanding our low-carbon product range

What this means: Growing the range of plant-based and lower-carbon products and highlighting their availability to customers.

2026 progress: We expanded our plant-based protein range, partnered with challenger brands such as Bold Bean Company, Better Nature Tempeh and Redefine Meat (where we support additional promotional activity to increase their visibility). We also ran consumer campaigns that put healthy, sustainable meals front and centre.

4 Scaling reuse and packaging redesign

What this means: Reducing emissions and waste across single-use packaging through reuse at scale and in the packaging we use.

2026 progress: Our online reuse system now operates across three Customer Fulfilment Centres (CFCs), reaching 64% of our customer base, and is expanding to include two additional CFCs and two new product lines. We continued to remove unnecessary packaging from our Own Range products.

5 Decarbonising operations

What this means: Cutting emissions and waste across our offices, CFCs and logistics, jointly with Ocado Group.

2026 progress: Working with Ocado Group, we progressed CFC efficiency upgrades, fleet electrification and operational waste reduction. We also continued research into our 2040 decarbonisation pathway.

Planet Partner Programme

Our Planet Partner Programme is a new way of working with our Own Range suppliers and brands, designed to drive sustainability across our supply chain while supporting commercial resilience. Integrated into our supplier governance from onboarding, this collaborative approach is based on partnership rather than policing and prioritises sharing innovations and joint problem-solving. It also values transparency: performance is tracked to ensure accountability and successes are shared through incentives and public acknowledgement.

We are focusing on the 25 key suppliers that account for nearly half of ocado.com's product-level carbon emissions to concentrate our effort where it can deliver the biggest impact. Following a soft launch of the programme last year with a small group of suppliers, we tested our approach and refined the engagement model ahead of a wider launch.

Looking ahead our priorities are:

Delivering against our climate transition plan and aligning ambition with our business strategy.

Deepening our Planet Partner Programme with suppliers, moving from foundation-building to active collaboration on reducing emissions.

Improving the quality of our Scope 3 data, leveraging the integration with Mondra and our product lifecycle management system.

Scaling supplier decarbonisation through our partnerships with Mondra, Secaro and the Soil Association.

Expanding our low-carbon and plant-based range, making sustainable choices easier for customers through curated shopping experiences.

Investing in lower-carbon logistics and operations alongside Ocado Group.

Reviewing and cutting packaging emissions through redesign and the continued scaling of our online reuse system.

Through these actions and our wider plan — involving industry partners, suppliers, customers and colleagues — we aim to deliver meaningful emissions reductions while continuing to provide customers with convenient access to high-quality food.

Sourcing with integrity





Sustainable agriculture

Good food depends on healthy soils, clean water, thriving biodiversity and a stable climate.

Sourcing responsibly is how we deliver better outcomes for nature, strengthen the resilience of our supply chain and secure the quality of the products our customers buy from us every day. In addition to our Soil Association partnership and Planet Together programme, we continue to work closely with suppliers to support their transition to robust environmental schemes such as Organic and LEAF Marque.

Supporting British producers

Through our Soil Association partnership, strict sourcing frameworks and dedicated “Best of British” aisle, we’re championing sustainably grown UK produce and responsibly reared livestock.

Our Soil Association partnership

Sustainable farming looks different on every farm. Organic suits some growers while other agroecological practices suit others, and the right answer depends as much on soil, climate and commercial pressures as it does on principles. What unites our work is a focus on outcomes: healthier soil, more biodiversity, lower emissions, cleaner water and farms that remain viable for the next generation.

In April 2024, we launched a multi-year funded partnership with the Soil Association that’s rooted in helping to drive change across the food and farming system.



“Year two of our partnership with Ocado Retail marks a real shift from beginning something great to hitting our stride in delivery. By working hand-in-hand, we’re reimagining farming, animal welfare and supply chains, and seeing their potential take shape. This partnership plants the seeds for a sustainable food system that nourishes people, nature and future generations.”

Helen Browning, CEO, Soil Association

The partnership provides farmers and suppliers with technical guides, farm walks and events to support the transition toward these more resilient farming practices.

On the farm: quantifying agroecology, scaling what works

Across seven UK demonstration farms — spanning dairy, cereals, meat and produce — we have funded monitoring, recording and verification (MRV) through the Soil Association Exchange, measuring six impact areas: soil, water, biodiversity, carbon, animal welfare and social value.

The first full dataset was published in 2026, providing suppliers with an evidence base to identify and replicate effective practices. Through shared case studies, suppliers can support wider implementation across their farmer networks, while technicians provide farmers with practical advice on how to improve their environmental performance.

The demonstration farms' data from the Exchange platform

In year two, 845 farmers attended the programme in person, with 76% recommending the events and saying they plan to adopt new practices. Importantly, 55% of registrants came from non-organic farms, clear evidence that the appetite for the transition to more nature-friendly farming practices is growing well beyond the organic community. The partnership's reach extended to thousands more through major industry events including Groundswell, NSA North Sheep and the Royal Welsh Show.

Godminster Farm, which supplies Godminster Cheddar to Ocado, sits in the top 20% of all farms on the Soil Association Exchange platform for carbon stored in its soil and hedgerows, alongside the number of plant and bird species recorded on the farm. Through the Farm to Fork partnership in 2026, 93 farmers and advisors have learned directly from Godminster Farm Manager Peter Cheek how to replicate practices that increase soil health and biodiversity on their own farms. Speaking at an Ocado employee webinar, he explained his belief that "Ocado can't grow the organic market alone, but can keep delivering the message and use the Farm to Fork partnership to support other farms on the journey".



Boxford Farms (one of our apple growers and demonstration farms) is pioneering a circular approach to waste and energy. Its award-winning anaerobic digester (AD) uses by-products from the farm to produce energy. The resulting energy dries woodchip, heats staff accommodation, warms areas where beneficial insects are cultivated for natural pest control and provides energy for the Stoke-by-Nayland resort and neighbouring juice processing plant. The digestate from the AD plant then becomes an organically approved fertiliser. Overall, the system has the potential to cut farm emissions by around 20%.

3 of the 7 demonstration farms scored in the top 25% for biodiversity measurements.[3]

5 of the 7 demonstration farms scored in the top third for soil measurements.[3]

Average emissions for demonstration farms were 2.5 t CO_2e/ha compared to the Exchange farm average of 4.91 t CO_2e/ha.

[3] All farms scored in the top half.

Through initiatives such as the BOOM Awards, Ocado champions innovation within the organic sector and supports emerging brands.

Growing organic

43% of Ocado customers regularly buy organic and we now stock over 3,000 organic products.[4] To expand our offer further, we will launch programmes with the Soil Association that support British farmers to grow organic.



"We know the positive impacts of growing and consuming organic foods for our customers, suppliers and farmers; that's why we offer the largest organic range of any UK supermarket. We continue to support nature-friendly suppliers and build long-term agricultural resilience through our transformative partnership with the Soil Association."

Simon Hinks, Product Director, Ocado Retail

[4] *Organic Market Report (Soil Association)*

In the market: Championing organic at the BOOM Awards

In July 2025, Ocado Retail acted as headline sponsor for the Best of Organic Market Awards, an event hosted by the Soil Association that recognises excellence across the UK organic sector. With more than 400 entries, the awards celebrated individuals and businesses driving positive impact for people and planet. The collaboration saw the introduction of the Ocado Roots Award, designed to champion emerging start-ups and challenger brands. The winner, Wild Thingz with Organic Fruity Flyers Gummy Sweets, received expert mentorship to facilitate commercial scaling. The Wild Thingz range is currently listed on ocado.com.



We remain committed to supporting these awards to further catalyse innovation within the organic market.

"Winning the 2025 BOOM Award has been a fundamental moment for Wild Thingz. Being recognised alongside some truly renowned names in the natural and organic sector has given us an incredible degree of credibility and highlights the growing importance of organic within the industry. The award has been instrumental in supporting our growth on Ocado, providing the validation and visibility that, as a new brand, is absolutely invaluable."

Sophie Lapage-Norris, Sales and Shopper Marketing Lead, Wild Thingz







Embedding change inside Ocado Retail

Woodoaks Farm is the Soil Association's 300-acre site, located just 20 minutes from Ocado's Hatfield head office.

Ocado Retail colleagues have spent volunteer days supporting the farm through activities like woodchipping, mulching, weeding and tree planting, helping to protect its organic status and restore biodiversity. A total of 134 colleagues from 10 teams volunteered, exceeding our target by 25% and helping to shift perspectives:

- Partnership understanding rose from 2.42 to 4.5 out of 5, an 86% increase.
- 100% said the experience would influence future decisions.

Additionally, our commercial teams have benefited from these farm visits by deepening their understanding of livestock, agroforestry systems and sustainable growing practices. By exploring water security, workforce challenges and pest and climate pressures firsthand, our teams are building the knowledge and skills needed to better support farmers across our supply chain.

100,000+ people reached through Farm to Fork Ambassadors

Over 20% of all Hatfield-based colleagues volunteered on farm

In the conversation: Farm to Fork Ambassadors

The full cohort of 40 Ambassadors (farmers, growers, chefs and educators) is now trained and active, telling first-hand stories about how food is produced and why it matters, and reaching over 100,000 people through national media, events and content.

"

It is essential to be shouting about what we are doing, sharing ideas, talking about what works and what doesn't so we can transition agriculture in a new direction."

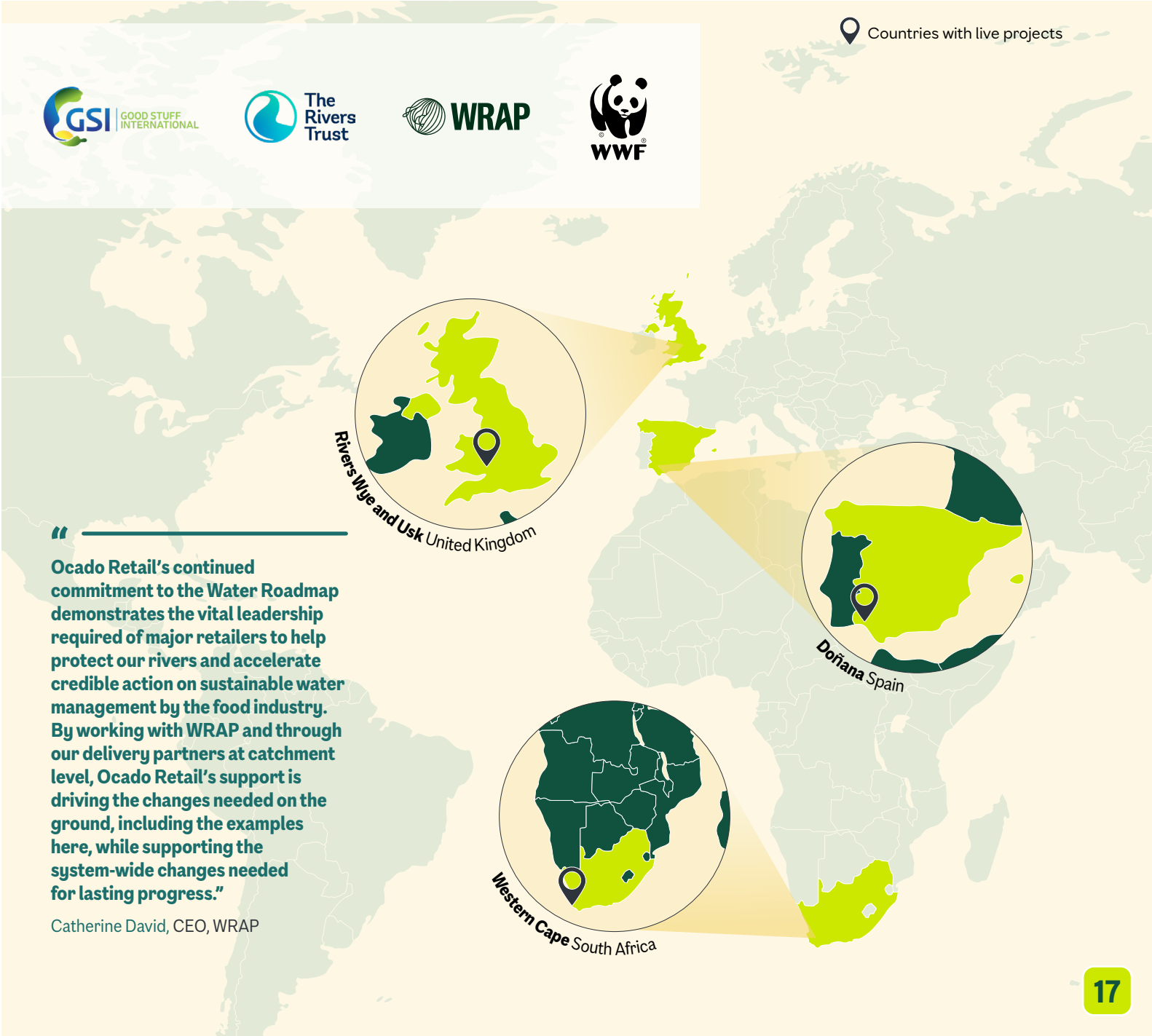
Alex, Farm to Fork Ambassador and farm manager, Brooksby Agricultural College

Water stewardship

Water is critical to our supply chain and many of our sourcing regions face growing water stress.

Meeting this challenge requires collective action, which is why Ocado Retail continues to fund and support the WRAP Retail Leadership Commitment and the Water Roadmap as part of the UK Food and Drink Pact. This brings together over 100 organisations to protect water at catchment level. Retailers, suppliers and partners are supporting work across 10 collective action projects worldwide. Ocado Retail focuses its funding on three of these: the Wye and Usk in the UK, Doñana in Spain and the Western Cape in South Africa, chosen because of their importance to our supply chain and the urgency of the water challenges they face.

Our water target aligns directly with the UK Food and Drink Pact's Water Roadmap collective target of 50% of fresh food sourced from areas with sustainable water management by 2030.



"Ocado Retail's continued commitment to the Water Roadmap demonstrates the vital leadership required of major retailers to help protect our rivers and accelerate credible action on sustainable water management by the food industry. By working with WRAP and through our delivery partners at catchment level, Ocado Retail's support is driving the changes needed on the ground, including the examples here, while supporting the system-wide changes needed for lasting progress."

Catherine David, CEO, WRAP

Our performance

In 2026, we successfully achieved 100% LEAF Marque certification across our UK fresh produce growers, and we are now shifting our strategic focus toward international supply chains. We are also identifying barriers for suppliers to achieve certification against LEAF Marque or equivalent standards. Currently, 48.8% of our produce and grains are sourced from farms holding LEAF Marque, Rainforest Alliance or organic certification. This represents a significant year-on-year increase, driven by our commitment to prioritising British produce and sustained growth in organic sales, as well as our suppliers' continued commitment to sustainability and high standards.

We will conduct an assessment of our complex grain supply chain to improve visibility and identify high-risk sourcing regions for our Own Range products. While our current target of 50% aligns with WWF Basket metrics, we are on target to exceed this commitment across our supply chain.

At least 50% of Ocado Own Range whole produce and grains certified or covered by a robust environmental scheme by 2030.

At least 50% of Ocado Own Range fresh food sourced from areas with sustainable water management by 2030.



During this reporting period, we conducted a comprehensive assessment of our UK and global Ocado Own Range fresh produce using the WWF Water Risk Filter. This analysis has yielded critical insights, revealing that approximately 21% of our Own Range fresh produce is sourced from regions characterised by high or very high water availability risk. In response, we are leveraging these findings, alongside our role as a funding partner of the WRAP Retail Leadership Commitment, to strategically align our Collective Action Projects with the highest-risk sourcing regions.

We also mapped a selection of our fresh produce supplier farms to determine which ones operate within areas utilising sustainable water management plans. This provided valuable insight into critical risk areas within our supply chain, allowing us to make more sustainable sourcing decisions in the future. Moving forward, we aim to scale our analysis across more fresh products. We will work alongside industry peers to overcome challenges in farm data transparency.

Looking ahead our priorities are:

Assisting British growers transitioning to organic farming practices and broadening the Ocado Own Range with new organic offerings.

Launching the Planet Partner Programme to embed nature-friendly, low-input farming methods while delivering bespoke training for Own Range produce and animal protein suppliers.

Disseminating data-driven learnings across our supply base using Soil Association Exchange measurements gathered from seven demonstration farms.

Conducting a supply chain risk mapping exercise for water and biodiversity to identify high-risk areas, bolstering overall resilience, product quality and availability.

Connecting with our customers and expanding the reach of our Farm to Fork Ambassadors through targeted campaigns that bring our sustainability partnerships to life.

Animal welfare

Collaborative working to improve animal welfare.

67% of Ocado customers who responded to our November 2025 survey ranked animal welfare as their number one sustainability concern. We work across three layers to raise welfare standards in our Own Range supply chain:

1. **Raising the bar through policy and standards.** In 2026, we approved a new overarching animal welfare policy to set out our commitments for animal welfare in our Own Range. The new welfare policy sits alongside the first baseline data gathered from our Own Range supplier base using the Business Benchmark on Farm Animal Welfare (BBFAW) methodology. Analysing this data enables us to identify focus areas and opportunities for improvement.

2. **Our standards.** We have a robust responsible sourcing policy which means we prioritise sourcing all fresh meat from British or Irish farms. Where we are unable to do this, we ensure that the farm standards are in line with Red Tractor or Bord Bia.

3. **Going further through partnership.** Our partnership with the Soil Association has a simple ambition: every farmed animal should have the opportunity to live a good life. Through this partnership, we co-funded the development of LivWel+, a series of welfare frameworks that exceed baseline assurance, providing farmers with clear, evidence-based methods to demonstrate superior on-farm welfare outcomes.

Spotlight

The LivWel+ Programme – building 'Good Life' frameworks

Three of the six LivWel+ animal welfare frameworks are being piloted across dairy, beef and sheep, involving more than 80 farms and 120 enterprises. Developed by the Soil Association, the frameworks have been independently reviewed by more than 15 animal welfare bodies as well as vets and farming unions. They are beginning to establish a consistent way of measuring and evidencing animal welfare across the supply chain.

ABP Food Group, a key beef and lamb supplier to Ocado Retail, already meets Bord Bia certification across its supply base. It has now begun benchmarking some of its supplying farms against the 'Good Life' frameworks to identify where welfare standards exceed the baseline requirements, including access to pasture. The LivWel+ programme therefore provides a practical way to recognise higher welfare standards, track continuous improvement, and strengthen supplier relationships, while giving customers credible, evidence-based information about animal welfare.



Our performance

We are on track to align to Tier 4 requirements of the BBFAW by 2027. We will undertake a self-assessment using the BBFAW methodology — informed by our new welfare policy and 2026 baseline data — to measure our progress and identify priority action ahead of the next official BBFAW publication.

We are continuing to increase the sales of organic and RSPCA Assured meat products (currently at 15% against volume sales). As our Own Range grows, meeting our 2030 target remains challenging, specifically elevating the baseline beyond Red Tractor standards. However, we continue to prioritise the growth of organic volumes. Furthermore, 96% of our poultry volume comes from suppliers committed to stocking densities below 30kg/m^2.

Ocado Retail recognises that farm animal welfare extends beyond certification. By leveraging the LivWel+ frameworks, we are committed to enhancing animal lives throughout our supply chain.



Align to Tier 4[5] requirements of the BBFAW by 2027.

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

[5] Our target has been amended to reflect the revised Tiers of the Business Benchmark on Farm Animal Welfare (BBFAW).

Our 2026 Responsible Sourcing Survey provided a clearer picture of supplier alignment with the Sourcing Better framework, demonstrating strong commitment to reducing antibiotic use and emissions, improving waste circularity and enhancing on-farm biodiversity. Alongside our animal welfare findings, these results provide Ocado Retail and its customers with greater assurance of suppliers' commitment to animal welfare and environmental stewardship.

Looking ahead our priorities are:

Embedding LivWel+ across Own Range supply by inviting suppliers to engage with the frameworks via our new Planet Partner Programme.

Collaborating with our Own Range suppliers to pilot the remaining three LivWel+ frameworks: laying hens, broiler chickens and pigs.

Making welfare assessment easier for farmers by launching a self-assessment tool and app, providing farmers with clear, actionable guidance.

Expanding beyond our 2026 baseline metrics to collect and share detailed on-farm welfare outcome data, highlighting existing best practices across our supply network.

Deforestation

Ocado Retail recognises commodity agriculture as a major contributor to deforestation.

We work with our suppliers and global partners to promote sustainable livelihoods, agricultural productivity and good land management, and to ensure key commodities from our own supply chain do not contribute to deforestation and land conversion. We tackle deforestation in three ways:

1. **Low-risk sourcing where possible.** By understanding the origin country of commodities within our supply chain, we are closer to moving towards lower risk regions. 100% of our beef is sourced from the UK or Ireland.

2. **Ensuring strong standards on forest risk commodities.** Our policies and sourcing commitments set clear expectations for suppliers. We expect all of our Own Range suppliers to be monitoring, reporting and verifying the origin of source of soy and palm oil. This is reflected in the annual reporting exercise completed by consultants 3Keel on our behalf.

3. **Advocating for a system change.** Where scalable solutions are not yet available, we will work with partners across the industry to develop the infrastructure and standards needed. We provide our voice to industry-wide issues and advocate for system change where necessary.

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

Palm oil

In 2026, all our palm oil was Roundtable on Sustainable Palm Oil (RSPO)-certified, with our Segregated share rising from 2% to 16.8%, as a result of our 2024 commitment to require RSPO Segregated or Identity Preserved palm across the supply chain. The remainder is split across RSPO Mass Balance (81.5%) and RSPO Credits (1.7%). The increase in total palm volume reflects the expansion of our bakery range (with new offerings including mini muffins and cupcakes).

Metric	Performance
Total palm oil footprint	35.5 tonnes (up from 30 tonnes in 2024/25)
RSPO Segregated	16.8% (up from 2% in 2024/25)
Certified	100%
Supplier response rate	100%



Soy

Our 2026 soy footprint grew by 17%, proportionate to an increase in animal protein products (particularly poultry) and overall sales growth. Data quality has also led to an increase in measurement accuracy.

- **77% of feed data** is now submitted directly by suppliers, replacing industry-average estimates with primary data.
- **77% of our footprint is in transition** — suppliers are actively requesting verified deforestation and conversion-free (vDCF) soy through a Mass Balance system, where vDCF and non-segregated soy can be mixed as they move through the global supply chain.
- Only **2% of our footprint** comes from suppliers with no action plan for moving to 100% vDCF. We are engaging with them directly to understand the barriers.

The percentage volume of our vDCF soy has decreased due to market challenges in obtaining vDCF soy alongside increased product sales from our supplier using mass balance sourcing. This aligns to the July 2025 UK Soy Manifesto recognition that no signatory would would meet the 2025 target for 100% vDCF soy, which was heavily influenced by three factors:

- The delay to the EU Deforestation Regulation (EUDR).
- The withdrawal of major soy traders from the Amazon Soy Moratorium.
- Limited supply chain infrastructure to segregate vDCF soy from conventional soy at the scale required.

The manifesto recognised that substantial progress has been made, but the gap remains.

In 2026, we initiated a new soy policy aligned with the Retail Soy Group, creating a consistent approach across UK retail, and



continued to advocate publicly alongside industry peers on wider soy sourcing challenges.

We also co-funded the new British Standards Institution (BSI) Publicly Available Standard for deforestation and conversion-free soy in animal feed supply chains, an industry-wide standard expected to be published in early 2027.

Metric	2024/25	2025/26	YoY change
Total soy footprint	10,034 tonnes	11,740 tonnes	+17%
Verified deforestation and conversion-free (vDCF)	10%	3% (with evidence)	—
Direct feed data submitted by suppliers	n/a	77%	New metric

Looking ahead our priorities are:

Preparing the supply chain for the new BSI standard for vDCF soy and starting to source soy in line with the EU Deforestation Regulations.

Implementing our new soy sourcing policy, designed to source soy at the highest standard available on the market at any given time.

Publishing our Forest Risk Commodities policy, which has been expanded for the first time to include cocoa, coffee and palm oil.

Deepening supplier engagement through our new Planet Partner Programme, setting clear targets for soy and palm derivatives in animal feed and as ingredients among strategic suppliers.

Continuing public advocacy on industry-wide challenges, particularly on protecting the integrity of the Amazon Soy Moratorium.

Marine

The ocean is one of the most important but threatened ecosystems on the planet.

We have a responsibility to promote healthy oceans and fish stocks through the choices we make when sourcing seafood, and to make those choices as easy as possible for our customers.

Sourcing to recognised sustainability standards

We aim for our Own Range seafood to be sourced in line with the Sustainable Seafood Coalition (SSC) Responsible Sourcing Code of Conduct, prioritising Marine Stewardship Council (MSC)- and Aquaculture Stewardship Council (ASC)-certified products.

Supporting fisheries in transition

Where a fishery cannot yet meet certification, we support Fishery Improvement Projects (FIPs) to help them get there, rather than switch away.

Raising welfare standards in aquaculture

We work with farmed seafood suppliers to drive continuous improvement in welfare practices, informed by the latest scientific evidence.

Improving traceability

We are supporting the development of digital traceability to make it easier to trace every Own Range seafood product back to origin, giving our customers greater assurance and our supply chain greater accountability.



MSC Online UK Brand of the Year

For the fourth year running, Ocado Retail was named MSC Online UK Brand of the Year. The award recognised our Sustainable Seafood September campaign, the visibility of MSC-certified seafood on our webshop for customers' ease, and our milestone achievement of 100% of Own Range tinned tuna being MSC-certified.



"

The Marine Stewardship Council (MSC) Standards focuses on maintaining healthy world marine resources by applying scientific assessment criteria. We are pleased to have worked with Ocado to launch fully MSC-certified tuna, highlighting both the customer and Ocado's demand for certified, sustainably sourced seafood."

Ramiro Perez, Procurement Manager, Frinsa Seafood

Our performance

In 2026, we sourced 90% of Ocado Own Range seafood from sustainable sources with a Global Sustainable Seafood Initiative (GSSI) benchmarked standard, including MSC- and ASC-certified products. In November 2025, our Own Range tinned tuna moved to an MSC-certified source. Now, 100% of our wild-caught Own Range seafood is MSC-certified or sourced from a fishery that is going through a Fishery Improvement Project (FIP). Ocado Retail has committed to part-funding the Nephrops FIP for five years and working closely to ensure sourcing continues in line with latest scientific guidance.

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

100% of farmed seafood products with FFDRm and FFDRo <1 by 2030, with all feed ingredients certified by the ASC Feed Standard (or equivalent) by 2027 as an interim target.

Forage Fish Dependency Ratio (FFDR) is the amount of wild-caught fish used to feed and grow farmed fish. In 2026, we increased the amount of farmed seafood with an FFDR of <1. We are working closely with our suppliers to look for alternatives to wild-caught marine ingredients, including encouraging the use of trimmings.

98% of the farmed Own Range seafood had an FFDRm (fishmeal) of < 1 and 35% had an FFDRo (fish oil) of <1. Accompanying this, 99% of the farmed seafood is being fed from feed produced in an ASC-certified feedmill.

This year, we are also pleased to report that all prawns in the Own Range supply chain are eyestalk ablation-free and electrically stunned. Our suppliers continue to follow the latest scientific guidance for the welfare of all seafood in our supply chain and actively participate in research groups and forums to continually drive progress in this area.



Looking ahead our priorities are:

Enhancing traceability via the piloting of the TraceASC tool and implementing it into our supply chain.

Continuing to fund the Nephrops Fishery Improvement Project to support fisheries in transition.

Acting on the highest-risk areas identified through the Sustainable Seafood Coalition risk assessments with our suppliers.

Deepening our engagement with suppliers and internally within the business to explore alternative species and aquaculture feed to increase resilience and continue to offer unbeatable choice to customers.

People

Every worker in our supply chain deserves safe conditions, dignity at work and the opportunity to thrive. We are committed to upholding these rights and supporting the communities behind our products.

To tackle systemic issues that no retailer can solve alone, we are driving collective action across three levels: internally, with our supply chain partners and alongside industry bodies like Food Network for Ethical Trade (FNET) and Stronger Together.

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

To systematically identify and manage salient human rights risks across its supply network, Ocado Retail employs a robust two-pillar due diligence framework. The first pillar monitors site-level operational standards through semi-announced Sedex Members Ethical Trade Audits (SMETA) alongside dynamic Sedex Risk Radar tracking, establishing regular audit cycles and resolving non-compliances based on site risk ratings.

The second pillar assesses supplier-level management systems through structured Human Rights Due Diligence (HRDD), utilising the FNET HRDD tool to evaluate supplier maturity across six key operational areas including traceability, risk assessment and remedy. This integrated approach allows for targeted intervention and requires mandatory annual HRDD evaluations for high-priority, high-risk product categories — such as berries, prawns, cocoa, coffee, palm oil and tropical fruits — ensuring continuous improvement and meaningful protection for workers throughout the supply chain.

Spotlight

Investing in the communities that grow our food

Bananas are the UK's most popular fruit. A resilient supply chain depends on the schools, healthcare and housing that growing communities need to thrive.

In September 2025, our longstanding banana supplier Fyffes opened the newly rebuilt Fabian Cayetano R.C. Primary School in Bladen Village, a banana-growing community in southern Belize.



Fyffes and Ocado Retail jointly invested £192,300 to support 271 students, including 22 preschoolers. The project replaced dilapidated and unsafe classrooms with a five-classroom block and a dedicated pre-school building, serving more than 800 residents and doubling as certified hurricane shelters.

Our performance

Our human rights programme rests on four operational baselines that are applied consistently across every Own Range supplier:

- 100% of Tier 1 suppliers registered on Sedex.
- 100% of Tier 1 suppliers with an in-date SMETA audit (annual for high-risk, three-yearly for medium/low-risk).
- 100% of suppliers with an up-to-date Sedex Self-Assessment Questionnaire.
- 100% of Ocado Retail colleagues completed Modern Slavery training.

In 2026, we retired our previous commitment to map 100% of high-risk products to source level. Visibility beyond Tier 1 requires supplier-level supply chain mapping that sits outside the scope of our current policies which apply to Tier 1 sites. In its place, we have introduced enhanced due diligence for high-priority suppliers, focused on the strength of their own internal human rights processes. We are also offering practical support to help suppliers strengthen their due diligence and develop their own human rights programmes.

We built on these foundations by:

- Joining the Modern Slavery Intelligence Network (MSIN), a cross-industry collaboration using shared intelligence to disrupt modern slavery.
- Developing a Third-Party Storage Providers policy and extending our ethical sourcing standards to sites that store, handle and pick products sold on ocado.com.
- Deepening engagement with all Tier 1 suppliers through a programme of audit support, reminders and guidance on action plans to close out SMETA non-compliances. We have increased monitoring and reporting of Tier 2, alongside offering support to close out non-compliances.

> **"Ocado Retail is proud to join the Modern Slavery Intelligence Network. The collaboration aims to strengthen and promote our commitment to responsible ethical sourcing, driving greater industry-wide impact."**
>
> Emma Couttie, Human Rights Manager, Ocado Retail



Looking ahead our priorities are:

Strengthening our due diligence by complementing audit requirements with targeted risk assessments, giving us a more proactive view of risk across our Own Range supply chain.

Training and equipping our buying teams with practical guidance on site visits, worker interviews and ethical procurement practices.

Verifying that every third-party storage provider satisfies our Sedex standards.

Through these actions, alongside our continued collaboration with industry partners, NGOs and suppliers, we will maintain our commitment to reinforcing worker protections throughout our supply chain.

Healthy sustainable diets



We want to make it easier for our customers to eat well for their health and the planet. That means more plants on plates, more fibre in baskets and clearer signposts to help shoppers navigate healthier choices.

Our approach

Consumer research commissioned by Ocado Retail found that 77% of UK shoppers want retailers to make it easier to choose healthier and more sustainable food. We're making these choices easier to find, through curated shopping aisles, supported by recipes, articles and seasonal campaigns in OcadoLife magazine, online and on social media. We are also investing in internal capability by training our marketing and trading teams on nutrition and health claims regulation compliance.

Sustainable and healthy choices

We expanded our range of products that support healthy and sustainable diets while continuing programmes and partnerships to improve the sustainability of our range over time. Our highlights include:

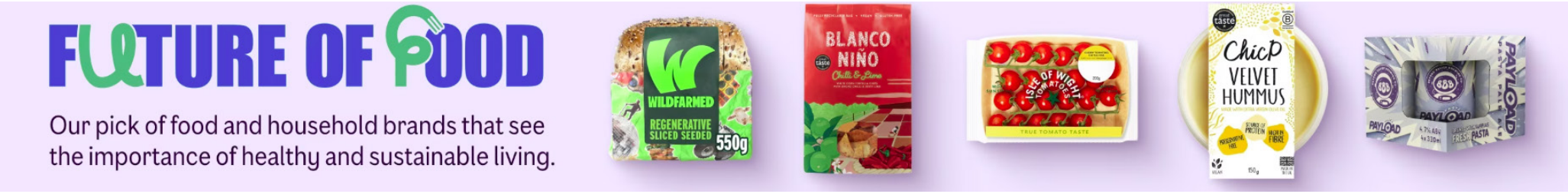
Healthier snacking with British Nutrition Foundation (BNF) and Veg Power. In September 2025, we were a funding partner of the BNF and Veg Power's Snacktember campaign, supporting healthier snack ideas across OcadoLife. We also continued to fund Veg Power's Eat Them to Defeat Them primary schools' campaign, using creativity and humour to make children excited about eating vegetables.

Our biggest ever health campaign. In January 2026, we launched our largest and most successful online customer health campaign to date. Over four weeks, we introduced nine curated aisles to help customers shop for key wellness priorities, including high-fibre, high-protein, plant-based, gut health, healthier snacking, weight health, and vitamins and minerals. Driven by influencer partnerships, custom recipes and expert content online and in OcadoLife magazine, the initiative drove an overall sales uplift of +418% YoY.

Rethinking portion sizes. In January 2026, we launched a new 100g single-portion steak, a direct and agile response to changing consumer health demographics. With the rise of weight management medications, we recognised a growing demand for perfectly portioned options that deliver high-quality, nutrient-rich protein.

Giving customers more choice of low and no alcohol products. We continued to expand the range reflecting a consumer shift towards mindful drinking and moderation.





Curated shopping experiences

The Future of Food Edit

We curated the Future of Food Edit, an online aisle bringing together food and household brands shaping a more sustainable way of eating and living. The Edit is a direct response to our customers' needs. We know that shoppers are seeking healthier and more sustainable options, and that a large majority want retailers' support with finding them. As partners of the Future of Food Competition in 2025, we provide a home on ocado.com for the brands shaping a more sustainable food system, giving them the visibility and customer reach to grow. Every brand and product in the Edit is hand-picked against strict criteria, then assessed and independently validated by our in-house nutritionist and Provenance, a solution provider that validates sustainability product claims:

- **Responsible sourcing:** products with robust sustainability certifications such as B Corp and Organic and/or align with the Sourcing Better framework.
- **Food for life:** non-HFSS (high fat, sugar or salt) food products that are plant-based, high in fibre or contribute to your five-a-day.
- **Waste as a resource:** products with at least 10% upcycled ingredients or widely recyclable packaging.

The Edit also features brands from our 'Buy Women Built' aisle — including Bio&Me, Borough Broth and Tiba Tempeh — that champion female-founded businesses providing customers with more sustainable food options.



"When the world's largest dedicated online supermarket says 'we want to find, verify and champion the brands shaping tomorrow's food system' — and then builds a dedicated space to do it — that's a genuine signal that the big players are backing innovation, not just talking about it. The brands in this Edit aren't here because of marketing spend; they're here because they've earned it through nutrition, responsible sourcing and waste innovation."

Barney Mauleverer, Founder, Future of Food Competition

Information and advice

We're investing in the knowledge, inspiration and connection that helps customers to shop and cook with confidence.

Farm to Fork Ambassadors. In 2026, our Soil Association Farm to Fork Ambassadors brought the story of sustainable food and nutrition directly to customers through storytelling and industry events. The Ambassadors' work bridges gaps between farming, nutrition education and environmental advocacy, inspiring action across the entire food system.

Five years of Nourish. January 2026 marked five years of School Food Matters' Nourish programme, two of them funded by Ocado Retail. The programme takes a whole-school approach to tackling health inequalities through food. A tailored version will be piloted in secondary schools across England.



51,000+ Cook Clubs delivered. Through our partnership with Community Shop, we fund Family Cook Clubs and Chef Educators, making food education hands-on and accessible while helping families to cook healthy, budget-friendly meals at home. This is supported by their 'Plenty for 20p' initiative that provides surplus fruit, vegetables and bread for 20p or less, putting fresh, healthy food on the tables of households that need it most.

Together, these programmes connect the dots from farm to plate, giving customers the inspiration, practical know-how and wider context to choose well.



"**Development Kitchen empowers people through hands-on cook clubs, teaching from-scratch cooking, reducing food waste and creating affordable, nutritious meals. We provide community meals that bring people together, while my expertise supports our development programmes to build skills, confidence and healthier habits.**"

Angela, Chef Educator, Development Kitchen

Our performance

Fruit and vegetables as a share of total volume sales softened slightly in 2026. We are continuing to invest in fresh, seasonal and British produce, and in inspiring customers to put more vegetables on the plate through our partnerships.

Our non-HFSS (high fat, sugar or salt) sales share saw an increase on the 2024 baseline. With new HFSS regulations introduced in 2025, we expect this measure to continue improving as we work with M&S and our Own Range suppliers to reformulate, relaunch and grow the range of healthier products available to customers.

Measure	Baseline	2025/26	2030 target
Fruit and vegetables as % of total sales	24.3% (2023/24)	24.2%	27%
Non-HFSS share of Ocado Own Range and M&S products[6]	83.6% (2024/25)	84.2%	Increase sales of healthy food and beverages in alignment with the government's healthy eating guidelines

[6] *Ocado Own Range and M&S products account for 40% of our ocado.com portfolio.*

Increase fruit and vegetables to 27% of total sales by 2030.

Increase sales of healthy food and beverages in line with government healthy eating guidelines.

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

NEW: Increase volume sales of ambient bean products[7] by 15% by 2028.

[7] *Bean content of 48% and over.*

Spotlight

The Food Foundation

Bang in Some Beans with The Food Foundation

Our pledge

In November 2025, we became one of the first retailers to sign The Food Foundation's Keen Bean Pledge with the shared ambition of doubling the UK's bean consumption by 2028. We pledged to increase volume sales of ambient bean products (bean content of 48% and over) by 15% by 2028, alongside promoting beans through editorial, marketing and new product development.

The benefits[8]

Beans are one of the most underused foods in the UK diet. They are affordable, high in fibre (2.5 times more than two slices of white bread), plant-rich and have much lower greenhouse gas emissions relative to animal foods. Their nitrogen-fixing qualities also mean they can reduce the need for fertilisers, supporting soil health and biodiversity goals.

Yet, the average UK adult eats just one portion of beans a week, and only 4% of UK adults get enough fibre.

Increasing bean sales

Since the launch, we've run two dedicated OcadoLife features and have already delivered a 16.9% sales volume increase, exceeding our 2028 commitment. We will continue to promote beans in line with the pledge's ambition.



[8] *Source: The Food Foundation.*

Protein volume split

In 2026, we continued to invest in the plant-based protein category by backing challenger brands and growing customer education, as shifting towards more plant-based eating remains essential to a sustainable food system. We significantly over-index in natural, whole-food segments such as tofu and tempeh, with growth exceeding 15%. This trend relates to our consumers' preference for scratch-cooking ingredients, recognisable plant proteins and dietary fibre diversity.

Protein source	Baseline (2023/24)	2024/25	2025/26
Animal	25.4%	25.7%	25.7%
Dairy	51.6%	51.6%	52.5%
Seafood / fish	4.6%	4.5%	4.3%
Plant	18.4%	18.2%	17.5%



Looking ahead our priorities are:

Our Healthy Sustainable Diets strategy will develop into a "business transformation" phase, integral to our 2040 net-zero commitment:

Prioritising plant-based proteins, with a specific focus on beans, aiming to increase sales by 2028 through cross-channel promotion.

Driving cross-functional collaboration and external strategic partnerships with organisations like the Soil Association Farm to Fork Ambassadors, Veg Power, The Food Foundation Bean initiatives, and the Future of Food.

Building on the nutrition elements of the Future of Food and launching a second phase of brands joining the Edit.

Enhancing the web shop experience to nudge customers towards healthier, more sustainable choices, while scaling our impact through health campaigns.

Preparing for upcoming legislative changes, including the revised nutrient profiling model and mandatory reporting, through targeted investment in systems, processes and training.

Continuing our investment in children's health remains a priority. We will support Veg Power's Eat Them to Defeat Them campaign and a range of School Food Matters programmes. This includes its school growing project Garden Gurus, the Nourish food education programme and a new family cooking pilot. We will also continue to support Community Shop Cook Clubs to help families build healthy relationships with food.

Food waste reduction and communities





Food waste reduction

Food waste is an environmental, social and moral issue.

Our ambition is to show industry leadership in reducing food waste across the value chain, supporting farmgate efficiency, collaborating with suppliers, optimising our operations, redistributing to communities most in need and helping our customers waste less food at home.



Our approach

We tackle food waste across three fronts: our operations, our supply chain and our customers' homes.

In our operations

Our aim is for all edible surplus food deemed safe for human consumption to be redistributed through our established food surplus network of community partners. Where surplus food is not deemed suitable for humans, we redistribute to our animal charity partners. Inedible food is sent for anaerobic digestion, which then creates energy that powers our Dordon CFC. Where food is not suitable for human or animal consumption, we have started to explore opportunities for animal and insect feed. No food waste is sent to landfill.

Using Ocado Group's world-leading technology, the Ocado Smart Platform (OSP) accurately forecasts demand and optimises stock management, automating replenishment and maximising distribution to prevent unnecessary waste.

We donated **£8.7 million** in surplus stock to charity partners, with £1.9 million contributed by our customers.

- **1.7 million meals** donated to those in need in 2026 through our partnership with Felix, bringing our six-year total to over 7.3 million meals.
- Alongside our two key charity partners, Felix and Community Shop, we supported a wider network of UK charities including Magic Breakfast, Dens and Ediblelinks.

Farm to Freezer

Farm to Freezer (sponsored by Ocado Retail, delivered by Felix) rescued 320 tonnes of surplus fresh produce in its third and biggest harvest season to date, equating to over 760,000 meals. Since the programme launched, 503 tonnes of fresh produce have been rescued, equivalent to almost 1.2 million meals.

> **Ocado Retail's pilot funding support for our Farm to Freezer initiative has enabled us to rescue more fresh produce including fruit, vegetables and game meat. This ensures that the families and communities that we support have access to good quality, nutritious food that enables a balanced diet and improved quality of living. Thank you to everyone at Ocado Retail for your incredible strategic support."**
>
> Will Savage, Head of Corporate Partnerships, Felix



Surplus food to animal charity partners – Hertfordshire Zoo

This year, we celebrated 15 years of partnership with Hertfordshire Zoo, where our redistributed surplus — unfit for humans but safe and nutritious for animals — feeds over 50 species including sun bears, meerkats and camels on a weekly basis. The partnership saves the zoo £30,000 a year, which is reinvested into conservation work and habitat improvement.

Across our supply chain

We are members of WRAP's UK Food and Drink Pact and signatories to the Food Waste Reduction Roadmap. We require all Own Range suppliers to sign up to the Roadmap and we partner with suppliers through Secaro to help them measure, improve and communicate their food waste performance. We also work closely with suppliers on process and packaging to maximise freshness and minimise damage through the supply chain.

In customers' homes

Around 60% of UK food waste comes from homes, yet 80% of people believe they throw away less than average. Closing that perception gap is one of the single biggest opportunities to reduce total UK food waste, and one that retailers can't solve alone.

We help customers reduce food waste at home through:

- **Fresh+ Promise:** Maximising the shelf life of products delivered to customers' doors, helping them plan meals with confidence.
- **Simpler date labelling:** Removing best-before dates from more than 100 unprepared produce lines to help reduce unnecessary food waste.
- **Product QR codes:** Providing real-time tips and recipes to help customers make the most of their food.



- **Low-waste recipes:** Sharing practical recipes through OcadoLife, charity partnerships and a dedicated section on our website, with a focus on frequently wasted Own Range products, including chicken, potatoes and cheese.
- **Expiry date reminders:** Organising receipts by expiry date to help customers prioritise what to use first and plan their meals.

In July 2025, we became a pioneering partner of WRAP's Collective National Mission, an initiative designed to change consumer attitudes and encourage action to reduce household food waste. As part of the collaboration, Ocado Retail participated in workshops to develop and refine the Rushmoor Love Food Challenge, a proof-of-concept pilot launched in February 2026.

The pilot invited 2,586 households in Rushmoor, Hampshire to take part in a seven-day chatbot-led challenge. Through daily prompts, practical tips and behavioural nudges, participants were encouraged to better understand their food waste habits and identify opportunities to reduce waste, save money and lower their environmental impact.

> **"On average, a household of four wastes around £1,000 of edible food each year. The Rushmoor Love Food Challenge shows what can be achieved when organisations come together to help reduce food waste, cut emissions and save money. We're delighted to have partnered with Ocado Retail, testing new approaches that could help shape a scalable national solution."**
>
> Estelle Herszenhorn, Director of Food System Transformation, WRAP

Our performance

Food waste in 2026 amounted to 0.4869% of food handled, a 17.85% reduction against our 2022 baseline.

Our total tonnage of unsold food is broken down as follows:

- Food waste to anaerobic digestion: 2,964 t
- Surplus food redistributed: 6,517 t

This performance has been driven by:

- Full migration of our supply chain systems onto Ocado Smart Platform (OSP), improved forecasting and reducing avoidable food waste.
- An updated flash feed (our equivalent to yellow-sticker reductions) that more accurately predicts when surplus stock will no longer meet the minimum life we promise our customers. This refreshes throughout the day, giving customers more opportunities to buy close-to-date products with a discount.
- Ongoing work with Ocado Logistics on data accuracy and surplus management, improving visibility and granularity across waste streams.



50% reduction in food waste in our operations by 2030, with an interim 20% reduction by 2025 (vs 2022 baseline).

	Baseline (2022/23)	2023/24	2024/25	2025/26	% change since baseline[9]
% food waste vs food handled	0.5927%	0.4300%	0.4934%	0.4869%	-17.85%

[9] Historical data prior to FY24/25 relied on high-level baseline estimates and should be treated as indicative rather than directly comparable.

Looking ahead our priorities are:

Deepening our Felix partnership as it merges with FareShare, building on Farm to Freezer to unlock more surplus at the farm gate and maximise redistribution.

Focusing on upcycling innovation and working across our suppliers to identify and develop new product development opportunities arising from food surplus, with the aim of reducing waste.

Developing our Returns Scanning project to implement standardised, compliant product-level traceability across the network, recouping costs, reducing waste and meeting legislative requirements.

Scaling household food waste prevention action, working with WRAP and other partners to develop the Rushmoor Love Food pilot into a national mission, raising awareness and mobilising wider business involvement.

Through these actions and our wider work with partners, suppliers and customers, we will continue to reduce food waste across the value chain while directing more surplus food to those who need it most.

Communities

Food poverty and food insecurity remain urgent challenges across the UK.

We support charities that aim to deliver lasting impact by improving food security, widening access to affordable, nutritious food and supporting food education for the next generation. Our community impact for this reporting year includes £2.6 million donated to charity partners and environmental causes, and £8.7 million in surplus stock donated with £1.9 million contributed by our customers.



We deliver community impacts through strategic charity partnerships, targeted food education programmes, and customer and colleague participation schemes.

Strategic charity partners

Felix

2026 was our sixth and biggest year supporting Felix:

- 1.7 million meals donated via Ocado surplus in 2026.
- Over 7.3 million meals donated since 2020.
- Over £3.3 million in cash donated since the partnership began, including foundational investment in infrastructure critical to Felix's growth and operations.

Through our seasonal campaigns, customers can trigger a meal donation by purchasing selected products. We've turned everyday treats into meaningful support by donating the cost of one meal (£0.38) to Felix. This year, Chocolate Advent Calendars sold on ocado.com — recognised by Good Housekeeping for their sustained community impact — generated 62,000 meals. Building on this, our March 2026 Easter egg initiative funded 270,500 meals, proving that small purchases can drive significant change in tackling community food insecurity.

> **"We are so grateful to everyone at Ocado Retail for their ongoing support for Felix. Their commitment to supporting the redistribution of surplus food makes a real difference to people and communities in need across the UK. From financial support and food donations to enthusiastic volunteers lending a hand at our warehouses, every element of the partnership is really important."**
>
> Charlotte Hill, CEO, Felix



Community Shop

Through our partnership with Community Shop, we help households access affordable, high-quality surplus food alongside personal development opportunities that build long-term resilience. As we mark 10 years of partnership in 2026, our collective impact includes:

- Over £17.6 million saved by Community Shop members on essential groceries.
- The equivalent of 19 million meals created through surplus food redistribution.
- 222,620 children eating for free in Community Kitchens.
- More than 89,000 learning and development sessions delivered through Community Hubs.
- 3,500 Christmas meal bundles distributed in 2025, helping more than 10,000 people in disadvantaged communities enjoy Christmas.

In 2024, Community Shop launched On the Go, bringing affordable food and support directly to communities and removing the need for people to travel to a store. In 2026, the initiative supported more than 11,000 people, redistributing over 110,000 packs of fruit, vegetables, bread and household essentials.

Spotlight

Funded a sixth Community Shop in Sunderland

In 2026, Ocado Retail funded its sixth Community Shop in Sunderland, the sixteenth in the UK, supporting a community facing significant levels of income deprivation and food insecurity. The store is located close to Ocado Retail's UK Customer Hub, which supports more than 1.3 million customers on their shopping journeys.

Recognising that food insecurity is often linked to wider social and financial challenges, Community Shop combines affordable groceries with practical support to help members build long-term resilience.



Members can access high-quality food from as little as 20p, with profits reinvested into personalised development programmes, including debt advice and CV-building support.

A community café and Cook Clubs also provide opportunities for members to connect, develop new skills and enjoy nutritious meals, with children eating for free every day.

"We are immensely proud to have formed such a strong relationship with Ocado Retail and created a partnership that enables us to work together to support people and communities across the country who need that extra bit of help. Our goal is to provide people with a hand up, not a handout, and without partners like Ocado Retail we simply would not be able to offer the breadth of support that we do."

Gary Stott, CEO, Community Shop

Targeted food education

School Food Matters

We partner with School Food Matters, a charity dedicated to improving the school food system by increasing access to healthy, sustainable food while providing vital education that teaches children about the journey of food from farm to fork.

In January 2026, School Food Matters' Nourish programme celebrated its fifth anniversary. An independent evaluation, drawing on work with over 35,000 children and 100 schools, recognised us as a key supporter of the programme's expansion. Our funding over the last two years has supported the continuation of the Nourish pilot in primary schools across Wandsworth and Islington. It has also enabled University of Birmingham research into how Nourish can better meet the needs of secondary schools, with a tailored secondary version due to pilot across England in 2026.



"Since 2020, we have enjoyed a fully collaborative partnership with Ocado Retail. It's rare to find a partner that has a flexible approach to funding and is committed to investing where the impact is greatest. Ocado Retail is equally happy to support an extension to a tried and tested programme for schools, to pilot a new approach or to dig into the challenges of food system change through academic research."

Stephanie Slater, Founder and Chief Executive, School Food Matters

Community Shop Cook Clubs

Cook Clubs hosted in our Community Shops offer free, local sessions designed to help members and their families build budget-friendly cooking skills and reduce food waste. Through our partnership, we proudly support over 51,000 of these Cook Clubs across the store network.

Wider network

We also support Magic Breakfast, Dens and Ediblelinks, with Zoom by Ocado enabling customers to donate breakfasts and fresh-food vouchers to local schools.

Colleague and customer participation

Donate a Day

Colleagues use an extra day of annual leave to volunteer at Felix (meal preparation and depot work) or Woodoaks Farm through our Soil Association partnership.

In 2026, 134 employees volunteered at Woodoaks Farm from 10 different teams:

400 metres of new trees have been weeded and mulched, giving them an optimal start in life.

4.39ha of woodland regeneration improved by cutting down diseased ash trees, opening more space for valuable scrub species and wildflowers.

The experience boosted understanding of our Soil Association Farm to Fork partnership by 86%.

You Give We Give

Our You Give We Give scheme sees Ocado Retail match donations made by our customers pound for pound, which we convert to groceries, then distribute to our charity partners. So, for every pound our customers give, we match it and our charity partners receive two pounds worth of groceries. This year, we donated £8.7 million in surplus stock to charity partners, with £1.9 million contributed by our customers via the scheme.



Charity gift vouchers

Through the Ocado Charitable Giving Voucher Scheme, we fund £30,000 annually to support as many charities, community groups and good causes as possible. Eligible organisations can apply for a £50 voucher each year, allowing us to spread our support widely and ensure that more people and communities benefit from our giving. By reaching a broad range of recipients, we maximise the collective difference our funding makes — driving meaningful impact across the causes that matter most.

Looking ahead our priorities are:

Scaling Farm to Freezer as Felix merges with FareShare, extending reach to communities UK-wide.

Facilitating a cross-partner collaboration by joining School Food Matters, the Soil Association, Felix/ FareShare and Community Shop to collectively improve food security, champion food education and healthy eating.

Improving access to school food and expanding food education.

Funding research into uptake and stigma surrounding free school meals to directly inform School Food Matters' national advocacy.

Developing a collaborative gardening initiative to provide schoolchildren with a direct connection to learn how their food is grown.

Responsible packaging



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Our ambition is to make every piece of packaging in our Own Range necessary, reusable or recyclable, and to halve its environmental impact by 2030.

Our performance

We manage packaging impact across three connected priorities: reduce, reuse and recycle.

Reduce

We continue to strip out packaging that doesn't earn its place:

- 65.6 tonnes of packaging and 11.1 million components eliminated in 2025/26.
- 259 tonnes of packaging and 43.6 million components eliminated since 2021/22.



Eliminate unnecessary packaging, minimise material use and expand our online reuse system.[10] Increase the average recycled content of Ocado Own Range plastic to 30% and ensure 100% Own Range packaging is recyclable by 2025.

[10] *Target amended following the launch of our reuse system in 2024.*

Reuse

We are committed to scaling our online reuse system, partnering through the new Reuse Packaging Partnership (RPP) and WRAP's UK Packaging Pact to build industry-wide infrastructure.

Ocado Retail has been a leading force in accelerating the adoption of reusable packaging across the wider UK retail sector. Ocado's pioneering online reuse system has been a significant success, surpassing commercial, operational, customer and environmental targets since its launch in 2024. The scheme is now being expanded to more Customer Fulfilment Centres (CFCs) — five out of seven — reaching 90% of our customer base and increasing the product range, making reuse more accessible to customers and helping to create new industry standards.

Recycle

We aim to increase recycled content in our Own Range plastic packaging and drive technical solutions that make all our packaging recyclable.

In the last period alone, we replaced 10.6 tonnes of non-recyclable packaging across Own Range packaging (primarily in cheese, produce and household categories) as part of our ongoing transition toward recyclable alternatives. Currently, 83% of all Own Range packaging is recyclable at kerbside in the UK, rising to 93% when including UK collection points. Our total recyclability adjusted slightly from 94% to 93% due to enhanced data accuracy, giving us a more precise and transparent baseline to drive our future sustainability goals.

Our 100% recyclability for Own Range packaging target set for 2025 has not been achieved as a result of the lack of viable recyclable solutions. However, as a signatory of WRAP's UK Packaging Pact, Ocado Retail will continue collaborating with suppliers to develop innovative recyclable packaging that protects and enhances product life to accelerate the shift towards a circular system.

Recycled content

In 2026, we achieved an average of 23% post-consumer recycled (PCR) content across our Own Range plastic packaging. While supply constraints linked to UK and European reprocessing facility closures impacted our target delivery, we continue to advocate for producer-led funds to directly support national reprocessing capacity.

Measure	Baseline (2021/22)	2024/25	2025/26	Target
Post-consumer recycled (PCR) content across Own Range plastic packaging	16.0%	23.7%	23.0%	30.0%

Barcode Boost initiative

Launched in 2025, our Barcode Boost initiative optimises barcode design and placement across our Own Range products, resulting in improved product scanning, better barcode readability and increased CFC throughput. This demonstrates that our sustainable packaging strategy delivers operational efficiency and value at every touchpoint of the product's journey.

Spotlight

Invisible UV tags: a UK-first for rolling out digital recycling data

Once packaging enters a customer's bin, retailers and regulators have limited visibility of what is actually recycled. This makes it difficult to evidence progress, meet compliance obligations and accurately calculate end-of-life carbon footprints.

In July 2025, we became the first UK retailer to scale Polytag UV-invisible tag technology across our milk range, enabling us to capture real-time, household-level recycling data. This provides greater visibility of packaging at the end of its life and establishes a new digital benchmark for the UK retail sector. The technology uses invisible UV tags on labels, which are detected by smart cameras at materials recovery facilities (MRFs). This provides detailed, product-level data on what packaging is captured, where and in what volumes, helping us better understand recycling outcomes.

33% of Own Range products feature QR codes linking customers to dynamic landing pages sharing recycling details and sustainable practices. Additionally, our collaboration with Provenance ensures these packaging claims remain transparent, clear and compliant to build customer trust.



"**Together, we have shown the market how packaging can be transformed into a powerful data engine, combining connected packaging with real-world incentives and information to drive measurable recycling behaviour at scale. It's proof that when innovation meets collaboration, circularity becomes reality."**

Alice Rackley, CEO, Polytag

Industry leadership

Beyond our own supply chain, we helped drive industry-wide action on packaging.



Proving flexible kerbside collection works

As a funder, we supported FlexCollect, a three-and-a-half-year cross-sector collaboration involving 20 stakeholders and 10 local authorities that engaged 160,000 households and recovered 400 tonnes of flexible plastic. The September 2025 blueprint report provided critical evidence for England's 2030 mandatory flexible plastic collections. Having demonstrated that high-quality recycling end-markets are achievable through systemic change, we are now driving the next phase of this journey through the FlexRecycle initiative to tackle the mechanical and chemical recycling of flexible plastics, ensuring Ocado Retail remains at the forefront of closing the loop on the UK's most challenging packaging materials.



Reuse packaging partnership and GoUnpackaged research

In 2025/26, Ocado Retail helped drive the UK's transition to a circular economy through two major initiatives. First, we served on the expert Advisory Panel for GoUnpackaged landmark research, which demonstrated how scaling up to a 30%+ reuse future is both viable and beneficial. Second, we helped establish the Reuse Packaging Partnership (RPP), a coalition uniting major UK retailers to scale reusable packaging and guide consumers towards sustainable choices.

Securing the future

Ocado Retail continues to sponsor the IOM3 Starpack Schools Competition, which inspires young people to explore packaging careers and understand its vital role. We also sponsor the Packaging Startup Awards to celebrate the breakthrough innovations and collaborations shaping the future of the industry.

Awards and recognition

We were also recognised in five other major industry awards over the year.

In October 2025, Ocado Retail was named Development Team of the Year at the UK Packaging Awards for the second year running.





Sustainable Packaging Innovation Award
(online reuse system)

Awards for Excellence in Recycling and Waste Management, May 2025



Gold Awards for Ambient (Reuse) and Sustainable Retailer of the Year
(second year running)

Environmental Packaging Awards, June 2025



Highly Commended: Sustainable Packaging Innovator
(awarded to Ocado Retail Sustainability Lead Laura Fernandez)

Women in Packaging Excellence Awards, July 2025

Circularity Project of the Year
(Polytag partnership)

RECOUP Awards, September 2025

#20 ranking in the 2025 Resource Hot 100
(awarded to Laura Fernandez for her work in the circular economy)

Resource Hot 100, October 2025

Looking ahead our priorities are:

Expanding our online reuse system from three to five of our seven CFCs and additional lines.

Optimising our Own Range packaging systems to mitigate packaging Extended Producer Responsibility (pEPR) impact, targeting the replacement of our most problematic formats with recyclable alternatives.

Funding the next phase of the Flexible Plastic Fund to establish the viability of mechanical and chemical recycling for flexible plastics.

Expanding Polytag UV-invisible tag technology and QR codes across additional Own Range categories to support pEPR compliance and recycling transparency.

Continuing to help shape the UK packaging policy and practice through WRAP's UK Packaging Pact, the Reuse Packaging Partnership (RPP), our partnership with GoUnpackaged, Flexible Plastic Fund and the Industry Council for Packaging and the Environment (INCPEN).

Our governance and reporting





Governance

Our Board oversees climate-related risks and opportunities through the Audit Committee and human rights through the Compliance Committee.

The Environmental, Social and Governance (ESG) committee defines the Planet Together strategy and is responsible for the governance of the programme and its implementation.

Alignment with Ocado Group

Climate-related risks and opportunities for Ocado Group are governed independently by its own Board, distinct from the risk governance structure of Ocado Retail.

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 climate-related workstreams including GHG emissions data and fleet decarbonisation.

This group reports to the ESG Committee and the Ocado Group Sustainability Committee.

Trust that what we say is backed by evidence

We continued on our journey to ensure all our sustainability claims are transparent and accountable, giving customers the confidence that what we say about our food is backed by evidence.

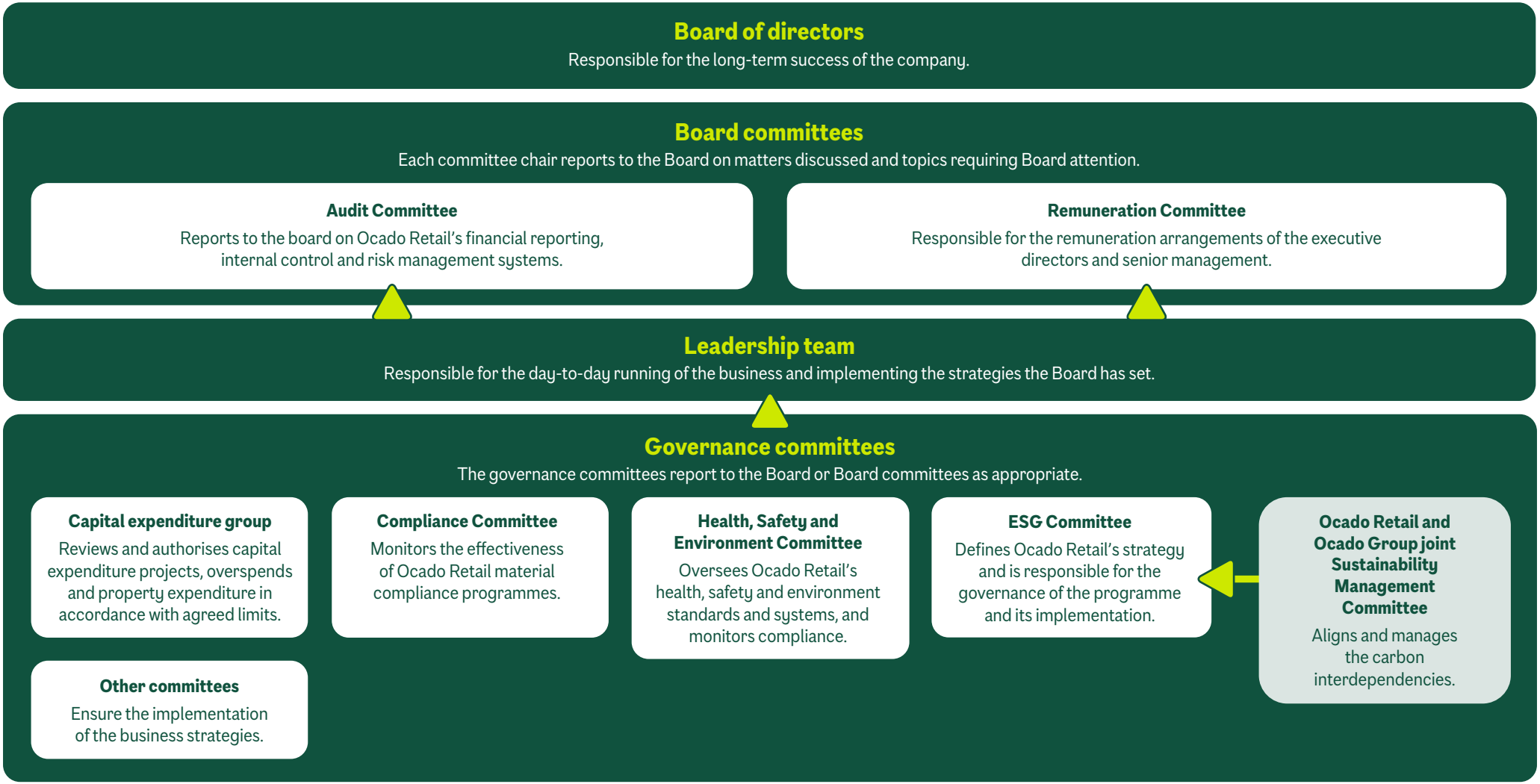
- **Validated by Provenance.** We partnered with Provenance to ensure that every sustainability claim we make in the Future of Food Edit is consistent, evidence-backed and aligned with the UK Green Claims Code, closing the gap between marketing and reality.
- **Green Code training.** We trained our marketing and trading teams to confidently navigate green claims, nutrition and health claims compliance, and the new HFSS regulations introduced in 2025.
- **Verifiable on-pack recycling information.** Through our work with Polytag, more than 250 Own Range product lines now carry QR codes linking customers to recyclability information. A UK-first UV tag rollout across our entire milk range captures real-time recycling data, turning recyclability claims into measurable, evidenced outcomes.



"Transparent, accurate and validated product claims are the foundation of genuine consumer trust. When sustainability claims are verified and made visible, they build shopper confidence, support compliance and give retailers and brands a credible basis for the commitments they make. Our partnership with Ocado Retail reflects exactly this thinking and we're proud to be part of their commitment to raising the bar on transparency across their platform."

Sarah Arana-Morton, CEO, Provenance

Our ESG governance structure



Our reporting

Summary of our 2025/26 reporting against our Planet Together commitments.

Key

Achieved **On track** **In progress**

Sustainability strategy pillar	2030 commitments	Target indicator	Target date (year)	Target (unit)	Status	Baseline (unit, year)	FY2024/25 (unit)	FY2025/26 (unit)
1. Climate action	42% reduction in absolute Scope 1 and 2 GHG emissions.	% reduction of GHG emissions across Scope 1 and 2 activities using a location-based accounting method.[1]	2030	-42%		331.90 tonnes CO_2e (2021/22[1])	384.49 tonnes CO_2e 15.85%	273.48 tonnes CO_2e -17.60%
	42% reduction in absolute Scope 3 GHG emissions (energy and industry).[2]	% reduction of GHG emissions across Scope 3 activities (energy and industry).	2030	-42%		714,080 tonnes CO_2e (2021/22[3])	-[4]	896,001 tonnes CO_2e 25%
	30% reduction in absolute Scope 3 FLAG GHG emissions.	% reduction in Scope 3 FLAG GHG emissions.	2030	-30%		891,683 tonnes CO_2e (2021/22[3])	-[4]	1,134,811 tonnes CO_2e 27%
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.	2025	100%		Soy: 2% verified, 65% in transition (2022/23)	Soy: 10% verified, 70% in transition. Palm oil: 2% Segregated, 96% Mass Balance Certified and 2% RSPO credits.	Soy: 3% verified, 77% in transition. Palm oil: 16.8% Segregated 81.5% Mass Balance Certified and 1.7% RSPO credits.
	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.	2030	50%		27% (2023/24)	33.5%	48.8%
	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.	2030	50%		Analysis in progress		

[1] *Using a market-based accounting method, our GHG emissions (tonnes CO_2e) for Scope 1 in 2021/22: 116.73; 2024/25: 134.64, 2025/26: 43.96. Scope 2 was zero for all years as we purchased 100% renewable energy.*
[2] *Target includes energy and industry emissions from Scope 3 Category 1a and Category 4 only. This is in compliance with SBTi's Scope 3 emissions coverage for near-term target (Criterion 6).*
[3] *Revised base year emissions.*
[4] *Excluded for consistency as figure calculated using previous methodology compared to Baseline and FY26.*

Key

Achieved **On track** **In progress**

Sustainability strategy pillar	2030 commitments	Target indicator	Target date (year)	Target (unit)	Status	Baseline (unit, year)	FY2024/25 (unit)	FY2025/26 (unit)
2. Sourcing with integrity	Source 100% of Ocado Own Range meat, dairy and eggs sourced to 'Better' standards (based on the Sourcing Better Framework).	% Ocado Own Range meat, dairy and eggs sourced to 'Better' standards.	2030	100%	In progress	15% (2023/24)	15%	15%
	Align to Tier 4 requirements of the Business Benchmark on Farm Animal Welfare (BBFAW) by 2027.	Business Benchmark Tier number.	2027	Tier 4	On track			On track
	Source 100% of Ocado Own Range seafood from sustainable sources.	% of seafood from sustainable sources.	2030	100%	On track	695 tonnes 83% (2021/22)	790 tonnes 87%	763 tonnes 90%
	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.	2030	100%	In progress	63% (2022/23)	80% FFDRm<1 16% FFDRo <1	98% FFDRm<1 35% 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.	2030	100%	Achieved	60% (2022/23)	92%	100%
3. Healthy sustainable diets	Increase sales of fruit and vegetables as a key indicator of the healthiness of our customer baskets.	% increase in sales of fruit and vegetables.	2030	27% of total sales by 2030	In progress	24.3% (fruit 12%; vegetables 12.3%) (2023/24)	24.3% (fruit 12%; vegetables 12.3%)	24.2% (fruit 12%; vegetables 12.2%)
	Increase sales of healthy food and beverages in alignment with the government's healthy eating guidelines.[5]	% increase in sales of healthy food and beverages.	2030		In progress	83.6% is not high in fat, salt or sugar (HFSS); 16% HFSS (2024/25)[5]	83.6% is not high in fat, salt or sugar (HFSS); 16% HFSS	84.2% is not high in fat, salt or sugar (HFSS); 16% HFSS
	Increase sales of plant-based proteins to rebalance the ratio with animal protein.	% of protein sales from animal- and vegetarian-based and plant-based sources.	2030		In progress	Animal 25.4% Dairy 51.6% Seafood 4.6% Plant 18.4% (2023/24)	Animal 25.7% Dairy 51.6% Seafood 4.5% Plant 18.2%	Animal 25.7% Dairy 52.5% Seafood 4.3% Plant 17.5%
	NEW: Increase volume sales of ambient bean products[6] by 15% by 2028.	% increase in sales of ambient bean products with bean % >48	2028	15% increase in sales	Achieved	16.9% (2025/26)		16.9%

[5] *Ocado Own Range products and M&S products (40% of our ocado.com portfolio).*
[6] *Bean content of 48% and over.*

Key

Achieved **On track** **In progress**

Sustainability strategy pillar	2030 commitments	Target indicator	Target date (year)	Target (unit)	Status	Baseline (unit, year)	FY2024/25 (unit)	FY2025/26 (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 2022/23 baseline).	% food waste in our operations.	2030	0.30%		0.5927% (2022/23)	0.4934%	0.4869%
5. Responsible packaging	Eliminate unnecessary packaging, minimise material use and expand our online reuse system.[7]	Total tonnage removed each year.	2030			100.48 tonnes (2021/22)	44.5 tonnes	65.6 tonnes
	Increase the average recycled content of Ocado Own Range plastic to 30% by 2025.	% recycled content.	2025	30%		342 tonnes 16% (2021/22)	753.7 tonnes 23.68%	380.1 tonnes 23%
	100% Ocado Own Range packaging is recyclable by 2025.	% recyclable.	2025	100%		1,845 tonnes 88% (2021/22)	2,207 tonnes 94%	2,988 tonnes 93%

[7] *The target has been amended to reflect the successful launch of our reuse system in 2024.*


planet together