

Plan for Better Report 2025/26

J Sainsbury plc



Overview

About this report

This report provides an update on our Plan for Better, covering our financial year from 2 March 2025 to 28 February 2026. Published in June 2026, it includes information on progress towards our targets, case studies that show our purpose and Plan for Better in action and our leadership's perspectives on the challenges and opportunities that our sector faces. It also provides information about our governance and other business practices, as well as our performance scorecard (pages 28 to 34).

A number of metrics have been externally assured and are highlighted with (*) in our scorecard pages. Our 2025/26 assurance report from ERM CVS can be found [here](#).

The information contained in this document refers to our Group activities across Sainsbury's, Argos, Habitat, Tu, Nectar, Nectar360 and Smart Charge. This report does not include information on Sainsbury's Bank.



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Our reporting suite

Annual Report (incl. Climate change and Task Force on Climate-related Financial Disclosures (TCFD) statement)

[Read more](#)

Sustainability Accounting Standards Board (SASB) disclosure

[Read more](#)

Modern Slavery Statement

[Read more](#)

Plan for Better Databook

[Read more](#)

Gender and Ethnicity Pay Gap Report

[Read more](#)

Antibiotics Stewardship Report

[Read more](#)

Animal Health and Welfare Report

[Read more](#)

Sainsbury's corporate website

[Read more](#)

Championing good food for everyone



At Sainsbury's our purpose is simple. To make good food joyful, accessible and affordable for everyone, every day. It's a principle that guided us more than 150 years ago when we opened our first store and it remains central to the decisions we make today.

Good food depends on a thriving food system that's fit for the future. Our Plan for Better sets out our roadmap for securing that future – with a commitment to sharing our progress transparently and being open about the challenges ahead.

As we release this year's Plan for Better report, climate change, global instability and cost of living pressures continue to shape daily life for customers, colleagues, farmers and suppliers. Championing good food has never mattered more and we are using our scale, our influence and our long-term partnerships to drive meaningful, lasting change.

This year we have made strong progress. More than half of our Scope 3 emissions are now covered by suppliers who have approved 1.5°C SBTi targets and we have significantly reduced food waste sent to anaerobic digestion. We continue to lead on human rights, ranking first in the CCLA Modern Slavery Benchmark and rated 'Advanced' by the Platform for Living Wage Financials. In seafood, we offer the UK's largest range of MSC labelled products as of March 2025 and have been named ASC UK Retailer of the Year for the fourth consecutive year. Our own brand canned tuna remains exclusively pole and line caught.

These achievements are only possible thanks to our colleagues, farmers, suppliers and partners. While I'm proud of what we've achieved, there is more to do.

Good food, delivered in partnership

Securing the future of good food means deepening our long-term partnerships, supporting the transition to more sustainable farming and helping customers enjoy food that's good for them and good for the planet.

We believe partnership is essential to securing a sustainable future for our food system as it remains under pressure. We started building long-term agreements nearly twenty years ago and they continue to make a meaningful difference. Adding to our long-term agreements across our pork, poultry, fresh produce and dairy categories, we have signed new agreements with our carrot and parsnip farmers, and through our long standing partnership with Monaghan Mushrooms we are continuing to expand our range of mushrooms grown without peat.

Good food also means accelerating the transition to more sustainable farming. Through our Plan for Better, we work with our high environmental impact suppliers to protect and regenerate the natural systems that underpin food production, improving soil health and biodiversity and strengthening resilience across our supply chains.

By combining long-term partnerships with practical support, data and innovation, we are reducing emissions and driving more sustainable ways of producing food. We will continue to prioritise collaboration, embed these practices more deeply and support farmers to invest for the future, helping to build a resilient, low impact food system for generations to come.

This year we reached our target of planting an additional 1.5 million trees with the Woodland Trust, bringing the total to over 5.4 million since 2004. In the next phase, we aim to lead in agroforestry solutions that restore UK trees and woodlands, improve farm resilience, support animal welfare and nature on farms. Thousands of farms across the UK benefit from these long-term agreements, supporting livelihoods and communities while ensuring we can offer great quality, affordable food whenever customers want it.

Securing good food for everyone

No child or family should go without the essentials they need to thrive, yet millions in the UK face this reality. Since 2022, our partnership with Comic Relief has raised over £26 million, enabling more than 60 million meals and supporting over 2 million people. We've funded food clubs, holiday programmes and community support, while rallying partners, government and industry to drive wider change. Our new ambition is to raise £30 million by 2030 – doubling our impact to 120 million meals for children and families since 2022.

Alongside this, we partnered with the Department for Education's free breakfast club programme, donating £200 gift cards to 1,320 schools, helping provide nutritious breakfasts to up to 280,000 children.

Making good food joyful, easy and affordable

Customers want food that helps them feel good and live well, without compromising on value or taste. We strive to make good food easier to find, more exciting to choose and more affordable every day and we continue to advocate for transparency and clearer standards so customers can make confident choices.

This year we are resetting our healthy diets strategy, with new ambitions across fibre, fresh food and healthier choices, backed by meaningful investment in products and initiatives to help everyone enjoy good food. We remain committed to working with government and industry to help the nation eat well.

Good food for the future

As the world around us continues to change, we must do everything we can to champion the future of good food. That means genuine collaboration, shared ambition and long term commitment across the whole system. Because when we work together, we can build a food system that truly works for everyone – one that drives economic growth, improves public health, protects the environment and creates lasting social value.

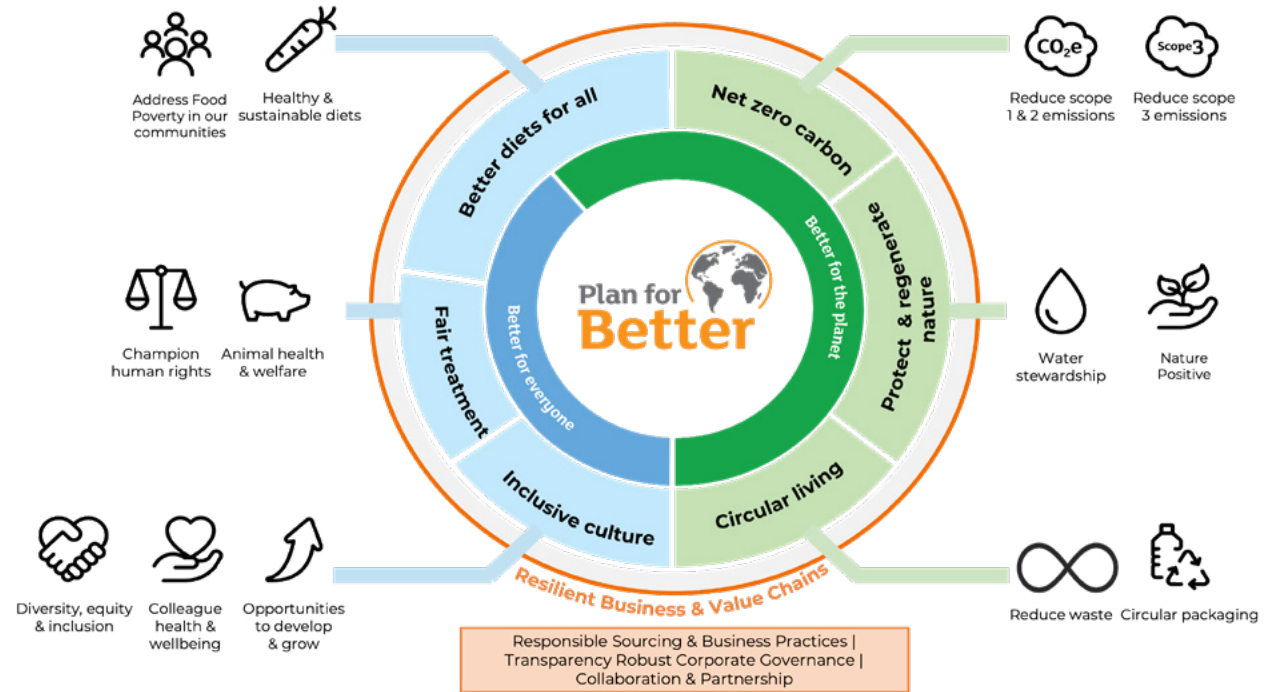
Simon Roberts
Chief Executive

How Plan for Better is integrated into our strategy

Good food sits at the heart of all that we do. Our purpose is to make good food joyful, accessible and affordable for everyone, every day. It is also our brand promise: good food for all of us.

At Sainsbury's good food means thinking about how food is grown, produced, bought, sold, distributed, cooked and enjoyed in communities across the UK. We believe good food can be joyful, delicious, sustainable, nutritious and great value.

Our brands



1,494
Sainsbury's stores

Around 140,000
colleagues integral to our success

Over 1,000 suppliers
of own brand products across our food, GM and clothing supply chains, operating around 1,900 sites

Sainsbury's strategy

In February 2024, we set out our Next Level Sainsbury's strategy, driven by our new purpose. Focusing on four key outcomes, our strategy continues to put food at the heart of our business and gives customers more of what they come to Sainsbury's for: our winning combination of value, quality, availability and service.

First choice for food – Attract many more people to choose Sainsbury's as the place they come to for good food and play a leading role in creating a sustainable food system in the UK.

Loyalty everyone loves – Build a world-leading loyalty platform that's more personalised, joyful, rewarding and transparent – for everyone.

More Argos, more often – Unleash and transform Argos around the three things that

have always made it brilliant: its curated range, famously convenient experience and great value – so more customers buy more complete baskets more often.

Save and invest to win – Save £1 billion and invest in transforming our capabilities – taking another big leap forward in efficiency, productivity and customer focus, continuing to build a platform for growth.

Plan for Better

Good food depends on a food system that's set up to thrive for the future. Our Plan for Better is our roadmap for how we'll play our part in securing that future and is central to our ambition to play a leading role in creating a more sustainable UK food system. It brings together the priority areas we're focused on, the targets we've set and the actions we're taking to deliver meaningful progress.

With two connected pillars – Better for the planet and Better for everyone – Plan for Better underpins everything we do. It guides how we support people, protect the planet and partner with those who grow and make our food. By embedding this approach into the way we work, across our business and supply chains, we're building the long-term resilience needed to ensure good food for generations to come.

In 2025, our Sustainability team moved into our Commercial function, highlighting the further integration of sustainability within our strategic and commercial decision-making processes.

Teams from many functions around the Sainsbury's business support the delivery of the goals in Plan for Better, with progress against sustainability targets included as part of our Executive Long-term Incentive Plan (read more on page 96 of our 2026 Annual Report).

We have aligned our focus to the UN Sustainable Development Goals and identified the issues which matter most to our stakeholders and where we believe we can have the biggest impact through a materiality assessment. You can read more on our [website](#).

With our scale and market position in the UK, we believe we have an important role to play in mobilising action and collaboration across our value chain. Only by working together with others can we help to tackle the complex global challenges we face, from biodiversity loss to rising inequality, to help create a more resilient food system for all.

Performance highlights



Better for the planet

'A' rating in the CDP climate change disclosure for the 12 th year running	51.6% of our Scope 3 emissions are covered by suppliers with any 1.5°C targets approved by the SBTi	Ranked a top supermarket in WWF's UK Supermarket Soy Policy scorecard	Almost doubled tonnage of edible surplus food donated
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Planted an additional 1.5 million trees since January 2020	Reduced our Scope 1 and 2 emissions by 53.6% versus baseline	Refreshed our packaging strategy
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ASC UK Retailer of the Year Award	Offer the largest range of MSC-labelled products of any UK retailer ¹	Launched La Celia Coffee, supporting both women farmers and the planet	Launched the Resilience Building Initiative to strengthen environmental and human rights resilience
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Ranked Number 1 in the 2025 CCLA Modern Slavery Benchmark	Rated 'Advanced' in the Platform for Living Wage Financials 2025, ranking as the number 1 supermarket in the UK	Over 1,250 products with our Healthy Choice Logo made available	£8.7 million raised for Comic Relief to help tackle food poverty
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26.8 million meals donated	Over £53 million raised through corporate giving and fundraising	Tier 1 in the 2025 CCLA Mental Health Benchmark	Developed our new health strategy
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Better for everyone

¹ April 2024 to March 2025



Better for the planet

The climate and nature crises are reshaping the global food system and it's clear that businesses like ours have a vital role to play.

Building resilient, sustainable supply chains means working closely with our suppliers and partners, mobilising action across our value chain, while continuing to reduce the impacts of our own operations. By strengthening both, we can help protect the resources our business relies on and safeguard the future of food for our customers and the communities we serve.

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SUSTAINABLE DEVELOPMENT GOALS



Reducing our Scope 1 and 2 emissions

The global food system is responsible for around one-third of all greenhouse gas emissions, making it a significant contributor to climate change.

As a large food retailer, we know we have a responsibility to reduce our impact on the planet. That's why we're focused on reducing emissions generated by our operations (Scope 1 and 2).

Reducing our Scope 1 and 2 emissions

Reducing emissions from our operations is embedded into the way we do business, with our efforts focusing on three key areas: electrification of our estate, renewable energy and energy efficiency, and low-carbon fleet and logistics.

This year we reduced our absolute GHG emissions to 441,017 tCO₂e – a reduction of 53.6 per cent from our 2018/19 baseline.

Through our Graphite energy efficiency investment programme, we spent £18 million increasing the amount of renewable energy we generate and investing in energy efficiency initiatives. Over the year, we have installed second generation LED lighting, metering controls and started to roll out AirDoors in our stores (see case study) and new PV systems, meaning we now have over 136,000 solar PV panels powering more than 280 stores across the UK.

We continue to invest in replacing in-store refrigeration systems according to their lifecycles as part of our refrigeration replacement programme, replacing 36 systems with energy efficient fridges this year. We also look to remove natural gas heating in stores, capitalising on and using waste heat from the refrigeration systems to heat and cool the store.

Our emissions reduction activities in stores are standard practice in our operations, particularly when launching new stores and in how we upgrade systems and technology in existing stores. We continue to work to identify the latest technology that will support our ambition to achieve net zero in our own operations by 2035.

Lowering our fleet emissions

Our fleet of vehicles helps us serve our customers around the UK. We aim to transition this fleet to alternative fuels by 2035, with a focus on reducing emissions across our logistics and delivery operations.

We continue to trial electric vehicles (EVs) across our Groceries Online (GOL) operations,

testing different models to understand which perform best operationally. We now have over 200 electric GOL trucks servicing 22 stores across the UK. These vehicles are charged using our Smart Charge infrastructure in customer car parks, avoiding the need for dedicated chargers and helping us use equipment more efficiently. Charging takes place outside peak shopping hours to ensure Smart Charge points remain available for our customers.

Emissions from our Groceries Online logistics fleet have been reduced by upgrades and ongoing improvements to routing software. Alongside additional fleet management improvements, this has led to a reduction in the planned miles per order for GOL deliveries of 20.2 per cent since 2022.

Electric heavy goods vehicles (HGVs) remain a challenge regarding cost and range. We have secured government funding as part of collaboration with the Zero Emission HGV and

Infrastructure Demonstration (ZEHD) to install charging infrastructure at five of our depots and we will deploy 16 electric HGVs into our operations. This will give us the opportunity to measure the impact of EVs in our operations, including on range, payload and driver operability. The trial will commence in May 2026 and run until 2030 and we look forward to using it to test and learn the opportunity of these electric HGVs for our operations.

We recognise that to support our new electric vehicles, we will need to strengthen resilience within our energy network. This coming year we will work with StorTera to trial a new storage battery at our Waltham Point depot. It will be connected to our solar PV and allow us to charge vehicles directly from the battery's stored energy, maximising our renewable energy use and helping us to overcome local grid constraints.

Case study: Reducing store energy use with AirDoors

In 2025, AirDoors were installed in 11 stores across our estate. They use a series of high-powered fans to create an air barrier at the entrance to the stores, preventing the loss of conditioned air and reducing the need for heating. Improving energy efficiency and mitigating heat loss, we began installing AirDoors in our stores in 2022 to help lower energy consumption.

This year, we observed that AirDoors also reduces the humidity in stores, helping to improve the efficiency of our refrigeration systems. We continue to look for opportunities to expand AirDoors to more stores in our estate.



Our targets

Achieve **net zero** in our own operations **by 2035**

Reduce absolute Scope 1 and 2 GHG emissions by

68% by 2030

Highlights

'A' rating

in our CDP climate change disclosure for the 12th year running

Our future priorities

We will continue to progress our emissions reduction initiatives, including removing HFC refrigerant gases, our refrigeration replacement scheme and our Graphite investment programme. We will also continue to trial EVs across our GOL operations, lowering the carbon emissions of our logistics.

Reducing our Scope 3 emissions

Scope 3 emissions are emissions generated indirectly through our supply chain. These make up 98 per cent of our total emissions footprint and are the most challenging to reduce, requiring deep collaboration across our value chains.

Through working closely with our suppliers, improving shared data and focusing on actions to reduce emissions in our key hotspots, we're continuing to progress towards our net zero ambitions.

Our targets

Reduce Scope 3 forest, land and agriculture (FLAG) emissions by

36.4% by 2030

Reduce Scope 3 non-FLAG target (transport, energy and industry) by

50.4% by 2030

Achieve net zero in our value chain

by 2050

Highlights

'A' rating

in our CDP climate change disclosure for the 12th year running

Engaging with our suppliers

Strong collaboration and partnership with our suppliers is crucial to achieving our Scope 3 reduction ambitions. We prioritise supplier engagement, actively encouraging our suppliers to set targets and drive emissions reductions in their operations and wider footprint. We are prioritising engagement with our key suppliers who make up the majority of emissions covered by our 2030 Scope 3 target and encourage them to set SBTi targets. 51.6 per cent of our emissions are now covered by suppliers with any 1.5°C target approved by the SBTi.

We've worked to upskill our colleagues in key teams across the business on supplier engagement, including in our Technical and Finance teams. We've created a framework to empower them to engage with their suppliers on sustainability initiatives and to deliver the climate transition plans of both the supplier and Sainsbury's. We've also updated our agriculture evaluation framework that supports suppliers to share carbon and sustainability data, identify opportunities for carbon reduction activities across a variety of supply chains and embed carbon in our day-to-day conversations with High Environmental Impact Suppliers.

We work in partnership with suppliers to support them in their own decarbonisation journeys. This year, we worked with Strawsons, a strategic fresh produce supplier of carrots and parsnips and Voltloader, a heavy goods vehicle (HGV) haulage company focused on zero emission, sustainable transportation, to trial electric vehicles in our supply chain. By aligning the right teams to share expertise and understand the commercial feasibility of a wider rollout, we have extended the trial in partnership with Strawsons. We expect the project to reduce Strawson's Scope 1 and 2 emissions by 980 tonnes over a five-year period and provide the infrastructure for further reductions in the growing process, lowering our own Scope 3 emissions.

We also collaborate with our suppliers to lower the carbon intensity of our products, whilst maintaining the quality and taste our

customers expect. In October 2024, we became the first UK supermarket to launch a range of conventional mushrooms grown without peat. We are continuing to expand our range of conventional mushrooms grown without peat, which will remove 20,465 tonnes of peat per year from our supply chain.

Improving our data and reporting

Measuring Scope 3 data continues to be an industry-wide challenge. This year, we have worked with two new strategic data providers for own brand food products and electricals (Argos only) to support our product carbon footprinting and Scope 3 reporting. We have been able to more confidently identify where our emissions are most material and where we can drive action to reduce them through our updated methodology, which has enhanced the granularity and specificity of our emissions factors.

In line with best practice, we are also beginning to enhance our footprint with primary data, focusing first on supply chains that contribute materially to our FLAG emissions. This foundational work will allow us to more accurately report on changes in emissions over time.

We've also introduced a data quality score for our product carbon footprinting at an individual product level, as well as focusing our attention on continuously improving our data. As Scope 3 methodologies continue to mature and standardise, we have built flexibility into our data ecosystem so we can understand when a change in emissions is driven by a real intervention or just a change in methodology.

As a result of improved data, granularity and coverage of our Scope 3 emissions data, we have established a new 2023/24 baseline. Our emissions have grown 0.6 per cent from a 2023/24 base year which is less than business growth during the same time frame. Due to the timing of this update, this new baseline is not yet validated by the SBTi. We will continue to reference our current SBTi-validated targets, which remain anchored to the historical baseline, until such a time as we re-submit and re-validate with SBTi in the future.

Roadmaps for hotspot areas

We continue working with suppliers with the highest influence, emissions and business impact within our Scope 3 FLAG emissions. We embedded our agriculture evaluation framework into our supplier relationships, sharing insights on reduction opportunities and allowing us to understand the potential impact of key cross-commodity interventions including methane reduction, low-carbon feed and low-carbon fertiliser. This has been foundational to informing our Agriculture roadmap and laying out the reduction opportunities – underway, scoped and future – possible within our highest-impact supply chains.

We have also prioritised understanding the reduction potential in our other hotspots, including Electricals, Fuel and Supplier operations. Internal subject matter experts have worked with our Sustainability team to build out hotspot roadmaps to inform and build our Climate Transition Plan. This is supporting us to understand the reduction potential within our Scope 3 emissions and translate the high-level ambition of our science-based targets into practical, long-term actions.

Collaborating with industry

We proactively engage with our industry, through our involvement with the Secaro platform (previously named Manufacture 2030) and our membership of WRAP, where we have engaged with industry on GHG data and methodology.

We have also engaged with WRAP and IGD following the Net Zero Transition Plan report to more deeply understand the projected reduction opportunities, informing our own transition planning and supporting engagement with our supply base.



Case study: Transitioning to eggs with a lower carbon footprint

We are making progress on transitioning our shell eggs from brown to white eggs, aiming towards 100 per cent in our own brand core ranges.

Commissioning a lifecycle assessment with three of our egg suppliers, white eggs were found to have a 12.7 per cent lower carbon footprint than our brown eggs. This is largely due to better feed conversion and the longer productive lifespan of the white hens. Additionally, white hens are less prone to feather pecking, leading to higher animal welfare outcomes.

Transitioning to white eggs helps us to support our customers to make more sustainable dietary choices, while still maintaining the excellent taste, quality and nutrition they expect. This initiative has benefits across multiple areas of our Plan for Better, including carbon and animal health and welfare, and exemplifies our approach of collaborating with our suppliers to build a more resilient food system in the UK.

[Read more](#)

Our future priorities

We will continue developing practical actions for priority areas of our business to further improve our data and drive reduction in our FLAG emissions. We'll also engage our suppliers to understand and work with them on their carbon reduction roadmaps.

Protecting and regenerating nature

Nature is essential for the health of our planet, stability of our economy and resilience of our business.

Against continued threats to nature from climate change, land and sea use change, pollution and exploitation of natural resources, protecting and regenerating nature is essential to supporting a thriving food system that produces good food for everyone for generations to come.

Our targets

Own brand products are deforestation and conversion free by December 2025

Contribute towards a nature positive future

Highlights

Awarded the ASC UK Retailer of the Year Award for the fourth year in a row

Rated a top supermarket in WWF's UK Supermarket Soy Policy Scorecard

Sainsbury's Nature Strategy

This year we have focused on mapping risk across our supply chain, assessing nature's impact to the business and our impact on nature, helping to drive more targeted action.

Our Nature Strategy aims to protect and restore critical sourcing landscapes to drive a more sustainable food system and improve supply chain resilience. Our Nature Principles are the key outcomes we aim to drive by implementing this strategy:

Manage water sustainably: Address water availability challenges through the efficient use of water, pollution reduction and increasing resilience to water-related risks in priority regions (read more on page 10).

Improve soil health and biodiversity: Improve soil health and enhance biodiversity, supporting production improvements and increasing resilience to pests and disease.

Protect and regenerate natural habitats: Protect and restore forests, grasslands, peatlands and wetlands to ensure long-term resilience of vital ecosystems.

Conserve marine ecosystems: Source seafood in a way that minimises impact and supports long-term sustainability of marine species.

Engagement with suppliers, sustainable certification, internal capability building and key partnerships are critical to ensuring we drive progress on nature, alongside our climate and human rights priorities. We remain committed to working collaboratively with other UK retailers and wider stakeholders to address risks such as water stress and deforestation to drive systemic change and scale impact.

We became an adopter of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations at COP16 and aim to progress our disclosures against these. See pages 104 to 119 of our 2026 Annual Report and pages 8, 9 and 17 of this report.

Improve soil health and biodiversity

To protect soil and promote habitat and biodiversity, this year we included requirements for all our UK wholehead and prepared produce growers to align with the Linking Environment and Farming (LEAF) Marque standard. This stipulates specific environmental requirements on soil and substrate management, the protection of key species and habitats and other elements.

Internationally, we have continued to deliver a holistic approach to enhance the resilience of our banana supply chain by addressing key environmental risks. Our Fairtrade Sustainable Banana Programme (SBP) identified poor soil health conditions in key growing regions across Latin America. As part of the programme, 100 per cent of participating producer organisations implemented at least six good agroecological practices (e.g. use of organic fertilisers and reducing dependence on synthetic agricultural inputs).

In partnership with Barfoots and the local team at Huarango Nature – with support from Royal Botanic Gardens, Kew, scientists – Sainsbury's continues to support biodiversity-led adaptation and resilience in the Ica Region of Southern Peru. Key activities include establishing on-farm restoration corridors, alongside developing living seed banks and native plant propagation facilities.

Protect and regenerate natural habitats

We made meaningful progress towards our own brand products being deforestation and conversion free (DCF), while also recognising the structural challenges that have slowed implementation in several areas.

We are proud to now source 100 per cent verified deforestation- and conversion-free (DCF) beef and coffee and our palm oil is 100 per cent independently certified. These categories benefit from comparatively mature certification schemes, stronger traceability and long-established monitoring frameworks.

We're continuing to make progress in our more challenging supply chains:

Soy: 100 per cent of our soy was independently certified, an increase of 3.5 per cent year-on-year, with 35.2 per cent DCF.

Palm oil: We maintained 100 per cent of our palm oil sourced to an independent sustainability standard with 89.3 per cent DCF.

Cocoa: 97 per cent of our cocoa was sourced to an independent sustainability standard, an increase of 49.4 per cent year-on-year.

Leather: In FY 2025/26, 100 per cent of our leather was sourced from tanneries sourced to a minimum of bronze level by the Leather Working Group.

Despite sustained efforts and sector collaboration, we, along with many other retailers, have not yet achieved full DCF sourcing. These commodities continue to face industry-wide¹ barriers such as delayed regulation and complex supply chains. To help address these challenges we are leading engagement across the sector with the UK Government to ensure upcoming legislation aligns with the EU Deforestation Regulation (EUDR) and more widely support the introduction of the EUDR to help meet our own DCF ambitions.

Conserve marine ecosystems

We are proud of the work we do to source our seafood responsibly. ASC and MSC certification is embedded in our sourcing policies to ensure traceability, sustainability and biodiversity protection in wild and farmed fish. We offer the largest range of MSC-labelled products of any UK retailer and for the fourth consecutive year, we won the ASC UK Retailer of the Year Award for our responsible fish sourcing.

Our own brand canned tuna is exclusively pole and line caught, a lower-impact method of fishing which reduces bycatch and protects biodiversity.



Case study: Our work with the Woodland Trust

This year we reached our target of funding the planting of an additional 1.5 million trees through our partnership with the Woodland Trust, bringing total trees planted to over 5.4 million since our partnership began in 2004.

For the past three years, our joint agroforestry initiative has offered farmers tailored advice and support on integrating trees into fields and farming systems, helping foster resilience and innovation on farms and deliver benefits such as natural flood management, capturing carbon, boosting production and providing shade and shelter for animals and crops. As a result of our collaboration with the Woodland Trust, 150 farms planted trees with 20 farmers creating innovative agroforestry systems on over 110 hectares of farmland.

With the next phase of our four-year partnership with the Woodland Trust, we will continue to lead in agroforestry solutions that protect and restore UK trees and woodlands, improve farm resilience to extreme weather events/climate shocks and support animal health and welfare outcomes and on-farm nature.

[Read more](#)

¹ Progress towards the Goal of the UK Soy Manifesto – July 2025. [Read more](#)

Protecting and regenerating nature (continued)

Identifying nature related risk in our supply chain

Over the past year, with external consultants, we have developed a tool to assess key environmental risks across our supply chain. We have assessed eight different environmental risks spanning both nature and climate, across 69 current or possible sourcing countries and over 400 provinces around the world. We assessed current water stress, pollution, flood risk, deforestation, land conversion, soil health, biodiversity and heat stress, as well as future flood risk, water stress and heat stress across different climate projection scenarios.

We plan to continue working with suppliers and partners to address environmental risks and improve resilience across the priority locations identified within this exercise.

Where possible the above exercise utilised farm geolocation information, but this information is not always available, so we are continuously working to improve our supply chain traceability. We are updating our internal systems and working with multiple partners to ensure we can better pinpoint sourcing locations, accurately assess our exposure to nature-related issues and prioritise action in our most material areas.

Examples include our work with Land App to map over 160,000 hectares of our supply base, covering dairy, beef, lamb and produce farms across the UK. Our baseline mapping of land use, habitat cover, soil health and water risk allows us to work with farmers to identify ways to promote biodiversity and minimise their risks. We are also working with suppliers Barfoots and G's to test the Land App platform globally to understand it's applicability and value in generating biodiversity and nature data for our international supply chains.

We are also exploring other tools to support a better understanding of our exposure to nature-related issues, such as tools which support the tracking of fishing vessels supplying to Sainsbury's.

For reporting purposes, some of the regions have been identified as priority locations in line with TNFD guidance.



Ghana, Asunafo-Asutifi

Across the cocoa sector, many farmers face systemic challenges linked to living income and the ongoing risk of deforestation. Sourcing certified cocoa and supporting deforestation legislation already helps reduce further forest loss. We have partnered with Proforest Initiative Africa, Mondelēz International and Barry Callebaut to co-fund the Asunafo-Asutifi Landscape Programme. Our collective investment will help farmers and local communities protect forests, strengthen active forest management with local authorities and adopt agroforestry practices.

Kenya, Trans-Nzoia and Elgeyo Marakwet

In response to between 20 per cent and 40 per cent of post-harvest losses estimated nationally, we have worked with Farm Africa and Vegpro Kenya to support construction of new grading sheds that will be of benefit to 731 growers including smallholders across the region. Our investment also provided training on sustainable agricultural practices, first aid and Global GAP Standards, helping elevate growers' market reach and income potential.

Our future priorities

We will continue to engage with our suppliers to identify and work collaboratively to address nature-related risks. We'll work to gather information across our direct operations and supply chain to test new nature-related targets. We will further embed nature-related considerations into our business as usual processes and conduct additional modelling of nature-related scenarios to better understand the interactions between climate and nature.

Additionally, we'll support farmers across the UK through our key partnerships with the Woodland Trust and Rivers Trust and upskill colleagues in our business on more nuanced nature-related risks and opportunities.

Water use and stewardship

Water is essential to producing the great quality food and products our customers expect, and responsible management of water is critical to ensure the long-term resilience of our business and the communities we serve.

Water risks can materialise throughout the supply chain, from production on farms to processing at factories. With global freshwater facing increasing demand, we're working collaboratively with our suppliers and other organisations to collectively address water-related risks and challenges in our supply chain and the wider food system.

Our targets

Minimise the use of water in our own operations, driving towards **water neutral by 2040**

Reduce the overall water footprint of new textile products by **30% by 2030**

Support industry-wide aim to **source 50%** of UK fresh food from areas of sustainable water management **by 2030**

Highlights

'A-' Rating

in the CDP Water Security disclosure

We continue to make strong progress in improving the efficiency of water use across our operations. By expanding rainwater harvesting in our stores, further strengthening our focus on leak prevention and repairing leaks faster, our total water usage fell by 6.3 per cent year-on-year to 2,401,772m³ in 2026 – a reduction of 25.5 per cent versus our 2018/19 baseline. Our CDP water security rating remains at A- for the third year in a row.

More smart meters have been installed, giving us greater granularity and helping us to monitor and manage water usage across our business. These insights help us focus our reduction efforts and introduce consumption reduction technologies where needed.

Engaging with our suppliers

Our supply chain water footprint is estimated to represent 98 per cent of our total water footprint,¹ so it's imperative to engage with suppliers to understand their water risks and mitigation or adaptation strategies to mitigate those risks. Our supplier engagement focuses on identifying high risk suppliers, particularly in the agricultural and horticultural sectors.

Our Agriculture team lead water action groups, engaging with our High Environmental Impact Suppliers on their water-related risks, including pollution and water stress, and strategies to manage these. We are continuing to invest in our Sainsbury's Dairy Development Group with an additional price investment implemented in Autumn. This ongoing support has helped us to work with suppliers and farmers to conduct focus groups on initiatives to reduce water pollution with support from Land App and the Rivers Trust.

We're using Land App to help map water risk across our supply chain and continue to encourage transparency and reporting of water use through the Secaro (previously Manufacture 2030), Higg and CDP platforms.

Collaborating across our value chain

Addressing water-related risks and challenges requires strong collaboration and we're investing in projects globally to help improve water resilience.

Working with Farm Africa, we're helping to invest in climate-smart water use technologies with smallholder farmers in Kenya, helping to reduce water scarcity. Our Wyre catchment project, first piloted in 2023, is also continuing to progress.

The Better Cotton Initiative (BCI) is a global non-profit whose mission is to improve cotton farming globally for farmers, communities, and the environment through BCI Standards, training and sourcing models. BCI supports farmers to use water efficiency, care for soil health, reduce harmful chemical use and promote decent work, while enabling retailers to source more sustainably grown cotton. At Sainsbury's we have partnered with BCI to support our ambition to increase the amount of Physical BCI Cotton we source through a segregated chain of custody, traceable to its country of origin.

Through the UK Food and Drink Pact Water Roadmap by WRAP, we have funded, in collaboration with other UK retailers, ten collective action projects globally to support landscape-level sustainable water management. These projects aim to reduce water pollution and water scarcity, improve water-use efficiency, regenerate agriculture and implement nature-based solutions.



Case study: Our partnership with the Rivers Trust

We have worked with the Rivers Trust since 2021 to help tackle water challenges across the UK and are proud to have continued our investment this year. Together with farmers, we're supporting projects that reduce pollution, regenerate nature and strengthen long-term water resilience.

This year we collaborated on replenish projects at Coldharbour Farm, located in the River Sherway catchment, returning water to the landscape and increasing biodiversity through the creation of a new wetland. We're also contributing to the Aire resilience project, collaborating with other businesses to implement natural flood management solutions in the area, helping to protect the local environment and strengthen resilience into the future.

Through innovation and collaborative investment, we're building resilience against water-related risks and strengthening the long-term resilience of our business and the wider food system.

Case study: Berries and cherries

We work hard to source berries from the UK. However we also need to rely on global supply of berries and cherries from multiple regions around the world to ensure our customers can enjoy the products throughout the year, including from some regions which are exposed to greater water availability issues. If left unaddressed, a lack of available water could present surety of supply challenges. To help mitigate this risk, we have set up long-term agreements with our berry and cherry partner suppliers.

We have been working with our partner suppliers to improve how we measure, manage and utilise water, recognising the importance of this resource for environments and communities. As part of this process, we have been working towards all our partner suppliers' programmed growers attaining Global G.A.P. SPRING and LEAF Marque certification in all 13 of the countries we source from.

These certification schemes help us better risk assess water use, improve grower engagement across water capture and recycling and be more targeted in usage, reducing waste. They also help fast-track innovation in growing techniques that use less water. This is the first milestone in a five-year surety of supply plan that we have with all our partner suppliers in berries and cherries looking at how we can mitigate risk.

Our future priorities

We will continue our work with Imperial, particularly on how our stores can be more resilient against future flooding events. We will work with our suppliers to help mitigate environmental risk factors, working closely with those who are sourcing from areas of high water stress to help collaboratively improve the water resilience of these areas. We will also support farmers in the UK through our expanded partnership with the Rivers Trust.

¹ Based on a 2022 water footprinting exercise to understand the importance of water across our supply chain.

Circular packaging

Packaging plays a vital role in protecting our products, reducing food waste and ensuring they reach our customers in the best condition. We also know that recycling and reducing packaging waste really matters to our customers.

We've refreshed our approach to focus on driving recyclability, circularity and innovation across our packaging.

Our targets

Reduce our own brand plastic packaging by **50% by 2025**, increase recycled content and recyclability

New targets set, see 'Our packaging strategy' for details

Highlights

Evolving our packaging approach

Across Food, we have delivered an absolute reduction in plastic of 15.1 per cent since our baseline in 2018. We also saved 64 tonnes of plastic in General Merchandise and Clothing (GM&C) this year, a reduction of 44 percent since our baseline in 2020.

Challenges in the packaging space

We know how important it is to reduce plastic waste and make packaging more sustainable. It's a challenge facing our sector and beyond and one we take seriously. The UK packaging landscape is evolving quickly and we're adapting at pace. New regulation, largely driven by the rollout of Extended Producer Responsibility (EPR) and related waste reform policies, brings real opportunities to drive industry-wide circularity. It also requires retailers, suppliers, local authorities and recyclers to work more closely together than ever before.

Some materials, such as certain films or polystyrene, lack widely available recycling solutions or viable alternatives that protect food safety and quality. The UK's recycling infrastructure is not yet fully equipped to handle certain materials, meaning that even well-designed packaging may not always be recycled.

We are playing a collaborative and constructive role in supporting a more circular system. Across the industry, we are working with partners, government and suppliers to share insights, champion innovation and help accelerate change.

How we are addressing these challenges

We continue to work closely with our Compliance teams and relevant industry bodies to ensure we meet the requirements of a rapidly evolving regulatory landscape. We are refining our innovation approach so that all future developments remain fully aligned with legislative expectations.

We're taking a proactive, solutions-focused approach to meet our targets and support an efficient transition to a more circular packaging system.

This year, we:

- Worked closely with suppliers to strengthen packaging data accuracy, a key enabler for EPR compliance and making informed material decisions
- Adopted new materials and formats designed for improved recyclability
- Shared knowledge across the value chain, engaging actively in cross-industry groups to support consistent, future-ready solutions
- Helped customers understand packaging changes through clearer, more transparent communication in our stores and online, helping them to understand the changes we are making and the sustainability benefits these changes are designed to deliver
- Phased out hard-to-recycle materials wherever possible, replacing them with recyclable or lower-impact alternatives
- Removed unnecessary packaging, continuing our long-term effort to lightweight and simplify packaging design

Throughout all our work, the safety and quality of our products remain our highest priority.

Our packaging strategy

We are evolving our approach to packaging. In June 2025, we refreshed our packaging strategy to focus on the recyclability of materials and supporting greater circularity in the UK. We are focusing on making packaging as sustainable and circular as possible while still protecting the quality of our products that our customers rely on.

Our long term packaging ambition is to achieve:

1. 100 per cent recyclable or reusable packaging, partnering with industry to develop recyclable solutions to replace tricky materials like polystyrene and film. The assessment of recyclability will be aligned to the EPR requirements
2. 30 per cent post-consumer recycled content in own brand primary plastic packaging in food and GM&C
3. 100 per cent recycled or certified virgin paper and pulp packaging by December 2025, ensuring our materials are deforestation and conversion free
4. Reduction across all packaging materials, removing unnecessary packaging and reducing packaging weight across the business

How we'll work to achieve our targets

Progress and creating real change in the packaging space requires us to work in partnership across industries, with suppliers and with our customers. As we move ahead, we will continue to:

- Phase out hard-to-recycle materials wherever possible
- Remove unnecessary packaging where possible
- Increase the recycled content in our plastic packaging while maintaining quality and safety
- Invest in new ideas and innovations to find better solutions
- Strengthen our packaging data accuracy to ensure compliance and accurate decision-making regarding packaging material changes



Case study: Our key packaging highlights for this year

- We moved our So Organic passata from glass bottles to cartons, reducing the weight of packaging by 126 tonnes
- Our *Taste the Difference* pasta moved to recyclable plastic, while our pouched olives moved to recyclable pouches
- We reduced the weight of the baseboard in our *Taste the Difference* pizzas, removing 97 tonnes of packaging
- We reduced the packaging of our large garlic bulbs by 54 tonnes, by removing nets and labels
- We have reduced the weight of various glass jars and bottles, including selected *by Sainsbury's* chutneys and our 789 Mondelli Prosecco Spumante bottles, removing 373 tonnes of glass

Reducing waste

Food waste is a major challenge globally, with around a third of total food produced wasted.¹ Approximately 10 per cent of the UK's agricultural greenhouse gas emissions stem from food waste.²

We work hard to reduce waste in our organisation and ensure that as much surplus food as possible is redistributed to charities and local communities.

Our priority is to prevent waste from occurring wherever possible. Any unsold food is redistributed to humans and when this isn't possible, it is repurposed into animal feed. As a last resort, food waste is converted to anaerobic digestion. No food waste has been sent to landfill since 2013.

This year, 0.503 per cent of food handled was sent to anaerobic digestion, down 18.4 per cent year-on-year and down 30.9 per cent on our 2019/20 baseline.

We are pleased to have redistributed 606.1 per cent more surplus food to people and communities versus our 2019/20 baseline.

Reducing food waste in stores

We're continuing to explore ways to prevent food waste from occurring across our stores and operations.

We are continuing to utilise intelligent automation that supports with identifying on-shelf stock gaps and stock forecasting. This sophisticated machine learning model continues to get more accurate over time, improving stock availability and management.

Additionally, we are trialling optimised markdowns technology on near-dated products to reduce waste from our stores.

Redistributing surplus food to people and communities

We made strong progress this year in redistributing more of our edible surplus to people. This year, through our partnerships with Neighbourly and Olio, we prevented 11,030 tonnes of surplus food from going to waste, an increase of 49.3 per cent year-on-year, and delivered 26.3 million meals to people and communities who need them most.

To accelerate progress this year, we provided practical support for our stores through regular coaching and communications on how to increase donations as well as providing better data visibility of performance at store level.

Trialling new food waste diversion initiatives

While our priority is to redistribute unsold food to charities and local communities, we continue to explore avenues to divert food that can't be redistributed to people. We have trialled diverting unsold fresh produce that cannot be redistributed through our food charities into animal feed in 337 stores, helping us divert 325.6 tonnes of additional fresh produce. This initiative is being rolled out to all available stores.

We continue to send surplus bread to be made into animal feed, this year diverting 1,704.2 tonnes.

Fuelling trucks with food waste

Food waste continues to power 30 delivery trucks at our Emerald Park distribution centre in Bristol. These trucks use food waste that is unfit for human consumption, converting it into biogas via anaerobic digestion to create a liquid biomethane fuel, saving over 3,000 tonnes of carbon dioxide per year.

Circularity initiatives to reduce waste in Argos and Tu

We continue to strive towards creating a more circular economy for our products, including electricals, clothing and furniture. To help our customers to save money and reduce waste, we offer repair and refurbishment services for used electrical items purchased at Argos. This year, we repaired over 20,493 products and refurbished over 192,476 electrical items, giving them a new lease of life.

In partnership with Newlife, we donated over 130 tonnes of unsellable clothing returns and faulty garments. We also supported our Argos customers to dispose of over 1,200 items of unwanted furniture responsibly through our partnership with Clearabee.



Case study: Collaborating with suppliers through FareShare

We're continuing to support FareShare's pioneering Surplus with Purpose scheme, which works with producers across the food industry to help cover the extra costs of preparing and redistributing unsold food.

This year, as part of the IGD-led Alliance Food Sourcing (AFS) initiative, we took part in the *Let's Make a Meal of It* campaign alongside other retailers to encourage customers to donate online or in store and help unlock more surplus food to be redistributed to charities through FareShare.

We also encouraged our suppliers to access support through AFS to implement ways to recover edible surplus food, helping to improve efficiency and reduce waste as well as donate food to charities.

[Read more](#)

Our future priorities

We remain committed to accelerating action to reduce food waste and building on the progress we've made to date. We will continue to set up infrastructure to increase the volume of unsold produce to animal feed and continue to redistribute food to people and communities in need through our charity partners. We will also continue to explore opportunities to enhance waste reduction initiatives in stores to support our customers to recycle waste streams, including clothing, cosmetics and water filters.

Our target

50%
reduction in surplus food sent to anaerobic digestion by 2030

Highlights

26.3 million meals
donated, an 49.3% increase year-on-year

¹ WWF Basket: Food Waste (<https://www.wwf.org.uk/wwf-basket/food-waste>)

² Hidden Waste: The scale and impact of food waste in primary production, WWF (<https://www.wwf.org.uk/sites/default/files/2023-05/Hidden-Waste-%20Report-2022-WWF-UK.pdf>)



Better for everyone

We strive for a future where everyone is treated fairly and equally. Where our colleagues, customers and the communities we serve can access affordable, nutritious food, knowing that the food they eat is grown and prepared with care for both people and the planet.

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Better for everyone



Healthy and sustainable diets

We are passionate about supporting our customers to adopt a sustainable, balanced diet in line with the Eatwell Guide, while still making good food affordable, accessible, convenient and enjoyable for all.

Since 2021, our health strategy has prioritised actions across five key areas: awareness, affordability, incentivisation, availability and advocacy. We set an ambitious target and have been reporting progress annually to provide transparency and accountability.

This year, 82.2 per cent of our total sales tonnage came from Healthy and Better for you products, a 0.4 per cent increase year-on-year, with our own brand sales at 88.5 per cent. This improvement was driven primarily by healthy soft drink sales, highlighting the importance of category mix in our overall performance. Looking ahead, we will be refining our disclosures to reflect this, enabling better insight into the drivers of change across food categories.

We acknowledge that working to a 2021/22 baseline has been challenging. It reflects purchasing patterns during COVID-19, when customers spent more time at home and purchased more scratch cooking foods for home cooking. Subsequent inflationary pressures and changes to shopping habits have further influenced progress.

Increasing awareness

Our Healthy Choice Logo, first launched in January 2025, is now on over 1,250 products in store and online. This logo helps our customers to quickly identify products with nutrition benefits, including fibre, protein, Omega 3 and calcium, as well as fruit and vegetables.



Affordability

Ensuring healthy food is affordable and accessible remains a priority. On average 75 per cent of products within Aldi Price Match were Healthy or Better for you and we have extended this offer into convenience stores. Over the last five years, we have invested £1.3 billion in keeping prices low.

Over the last four years, despite changing customer trends, Sainsbury's has consistently outperformed the market within fruit and vegetables at the total level. We strive to offer great value within our produce ranges, including offering multi-buys across a variety of fruit and vegetable categories.

For low income families,¹ we continued to offer vouchers for £3 off their next shop during holiday periods, expanding eligibility from fruit and vegetables to all Healthy Choice Logo products right across the store.

Incentivising healthier choices

To encourage customers to make healthier choices, we piloted an evolution of our Fruit and Veg Challenge in June 2025 and January 2026, extending this challenge to Healthy Choice badged lines. Across the two challenge periods, 959,000 additional products with the logo were sold as part of this promotion. The Summer and Winter challenges saw sales uplifts of 9 per cent and 6 per cent respectively in Healthy Choice products purchased.

Making diets healthier through reformulation and innovation

We know health is increasingly important to customers, with 77 per cent wanting their diet to be healthier. As well as continued reformulation, we launched several new ranges including our High Protein range and a refreshed cereals range and introduced new fruit snacking and pre-prepared vegetable options across both fresh and frozen. Our new build your own salad proposition, where customers can choose a salad and protein option as part of our lunchtime meal deal, offers an easy and convenient meal option for a fixed price.

We also launched Small but Mighty, a range of nutrient-rich meals developed in partnership with specialist dietician Nichola Ludlham-Raine, that help older customers and those on GLP-1 medications meet essential nutritional needs despite smaller appetites.



Making diets more sustainable

We continue to prioritise offers on fruit and vegetables, supporting our customers to make plant-rich choices, as well as actions to encourage protein diversity.

This year, we ran a UK-first fish multi-buy across more than 200 products, reducing cost barriers and shifting customers into healthier fish purchases. We also continued running meat free multi-buys, partnering with 'Meat Free Made Easy' in our January campaign.

We joined the Food Foundation's Keen Bean pledge where we aim to increase bean sales volume by 2028. This year, we have successfully trialled giving additional space to pulses across our stores and will share further learnings as the programme progresses.

Through sustainable sourcing and working closely with our suppliers, we are making our products less carbon intensive. Our *Taste the Difference* Aberdeen Angus beef range has been rolled out to more stores, our *Taste the Difference* white eggs have a lower carbon footprint than brown eggs (see page 7) and we are continuing to expand our range of conventional mushrooms grown without peat.



Advocacy and research

As a leading UK food retailer, we advocate to help drive long-term, sector-wide change. Through our Chief Executive Simon Roberts' role on the UK Food Strategy Advisory Board, we advised on the development the Good Food Cycle and informed the NHS 10-Year Health Plan, including a key policy ask to mandate healthy sales disclosures for large food businesses.

We continue to work with academia to independently evaluate our initiatives. Last year saw the publication of the DIO-Food UKRI-funded evaluation of the HFSS placement regulations. In a global first of its kind, four of the UK's largest supermarkets shared data, including Sainsbury's, to evaluate the impact of a major health policy.

Case study: Helping our customers make healthier choices on Groceries Online

To help make shopping easier for our customers, we have introduced 28 new product filters on Groceries Online.

These new allergy, intolerance, dietary and lifestyle filters utilised advanced data processing systems to match products to customer needs and preferences, helping customers find suitable products more easily.

[Read more](#)

Our target

At least **85%** of our sales tonnage to comprise Healthy and Better for you products by 2025/26

Highlights

Over 1,250 products

with our Healthy Choice Logo were made available to our customers this year

¹ Identified using geodemographic segmentation population data together with our Nectar customer data.

Healthy and sustainable diets (continued)

Impact of regulation

Our strategy has also aligned with the government's High Fat, Salt and Sugar (HFSS) placement, promotion and advertising regulations. Within Sainsbury's, reformulation within legislative categories has played a critical role, with much of the impact of these regulations reducing HFSS sales. This has also positively influenced non-HFSS sales in countries and channels where no regulation existed. This includes a 17 per cent shift towards non-HFSS crisps and savoury snacks (2025/26 vs 2022/23), as well as significant shifts into non-HFSS soft drinks (2025/26 vs 2023/24).

We continue to push for stronger enforcement to ensure the regulations deliver their intended impact, support leading businesses and maximise the public health benefit.

A changing landscape

Customer interest in health trends, alongside the rise of GLP-1 appetite suppressant medicines, means that more people are looking for healthier, less processed options, seeking higher fibre foods and looking for ways to increase their protein intake. At the same time, population health remains a critical challenge in the UK and the Government is responding with further plans to tighten definitions of health and mandate healthy sales disclosures.

Yet, despite this increased interest in healthier options from consumers and a regulatory focus from government, the same barriers to eating well remain: stretched budgets, busy lives and a sense of overwhelm can make healthier choices feel hard and uninspiring for all of us.

Our 2030 ambition for health

We are working harder than ever to help everyone enjoy good food that's easy, affordable and joyful. We also see an opportunity to build on Sainsbury's strengths in areas such as fresh food, loyalty and value to help drive meaningful change for our customers and our colleagues by partnering with our suppliers, charities and academic groups and seeking the input of expert NGOs when it comes to eating well.

Our ambition remains to help more households achieve a diet in line with the UK's dietary guidelines for health (the NHS' Eatwell Guide). This will benefit our health and also our planet. That's why we're evolving our strategy to help us add more fibre to everyday favourites and celebrate fresh, seasonal and simple cooking that feels exciting, tastes delicious and offers great value.

Our new strategy therefore has three clear priorities: growing healthier sales, more fibre and more fruit and vegetables.

Measuring progress

We will disclose our progress against our target areas annually as a tonnage growth percentage from a 2025/26 baseline, to show meaningful progress.

We are strong advocates of mandatory reporting and will report against what the government recommend in due course. In the meantime, we will disclosure on our overall healthiness of sales as a sales weighted average nutrient profile model. We have taken our past learnings alongside recommendations from Nesta, and will be reporting on food and drink sales separately.

Helping all of our customers find healthier choices that work for them

We recognise health is broader than these three focus areas, so we will continue to support healthier choices across a wider range of areas too - helping customers diversify their protein sources (including more fish and plant-rich options, following the success of our multi-buy promotions this year), supporting mindful drinking with an ambition to grow sales by 30 per cent by 2030 and offering health and wellness ranges that work for everyone, including functional nutrition.

We're proud of the progress we have made to support healthier choices over the last few decades and of our heritage in this critical area. As we evolve our approach this year, we look forward to helping even more people find delicious, convenient and affordable good food that they enjoy.



1. Growing healthier sales

We know that achieving a diet that's more in line with recommendations is about getting the balance right but also making healthier choices more often. We've developed our Healthy Choice logo, to help customers better navigate to these choices.

We also want to help customers shift from less healthy, HFSS choices (those high in fat, sugar and salt) to healthier, non-HFSS options, without compromising on taste, value or convenience and are doing this through our Healthy Choice Challenge, product innovation, partnerships with our suppliers and clearer navigation in store and online. We'll make it simpler and easier for customers to find the healthier options they know and love – a challenge they frequently cite – and encourage greater sales of non-HFSS items.

2. Growing fibre sales

Fibre is an essential part of a healthy diet. It supports digestive health and is linked to a lower risk of major diet-related conditions, including heart disease, type 2 diabetes and bowel cancer. It's also already foundational to many meals that families enjoy across the UK today – whether that's a slice of wholegrain bread and peanut butter for breakfast or a baked sweet potato and beans.

Yet a fibre deficit remains. Adults should aim for 30g of fibre a day, but only 4 per cent of adults meet this, with average intakes around 16g per day. That's why we're focusing on growing sales of fibre – making it easy, affordable and more joyful for customers to increase their fibre intake every day.

We will make it easier to spot and choose high-fibre favourites through reformulation, innovation and increased transparency. We'll leverage Nectar loyalty to offer nudges and great offers and we will back this with great value so that higher-fibre choices are affordable for all. We'll also help everyone to find the joy in fibre through simple inspiration that helps people build it into everyday meals, so healthier choices feel not only achievable, but enjoyable too.

3. Growing fruit and vegetable sales

Fresh food – particularly fruit and vegetables – is a cornerstone of a healthy diet and a long-standing strength for our business as well, giving us a real opportunity to drive meaningful change for customers.

We should all be getting at least five-a-day, but 83 per cent of adults still don't meet this and average intakes are only 3.3 portions a day. The potential impact of increasing our fruit and vegetable intake is significant – every additional 200g a day is associated with lower risk of preventable deaths, heart disease and stroke.

Our new strategy aims to get more fruit and vegetables into mealtimes across the UK. We'll do this by growing sales of fruit and vegetables by making it easier to build these products into everyday meals with quick dinner solutions and great options for lunch on the go that focus on fresh. We'll also test incentives that reward these choices through Nectar, whilst working to inspire everyone to find the joy in delicious fresh food too.

Addressing food poverty in our communities

Food sits at the heart of our business and we work to make good food joyful, affordable and accessible for everyone. Yet we know many communities still face barriers to accessing enough good food.

Through our community partnerships and support for organisations like Comic Relief, we're helping address the drivers of food poverty and improve access to nutritious food for those who need it most.

Our ambition

To leave a measurable positive impact on the communities we serve and source from and address food poverty by providing good food for all of us

Highlights

£26 million

donated to Comic Relief since 2022

697

local initiatives supported through our 'Good food for all of us' community grants this year

Our partnership with Comic Relief

We have partnered with Comic Relief for over 27 years and have a long history of making a positive impact on communities together. Since 2022, our community programme has focused on helping to tackle food poverty and has funded initiatives aiming to resolve immediate hunger, provide good food for all children and create more food secure communities.

The programme has raised over £26 million for Comic Relief since 2022, helping us to donate over 60 million meals to communities experiencing food poverty. In that time, we have supported nearly 600 food clubs across the UK, with 71 per cent of members reporting that they are skipping meals less frequently.

This year we donated £8.7 million to Comic Relief to help those experiencing food insecurity and rallied customers and colleagues to support by running campaigns, including:

- Donating every penny¹ from the sales of our own brand pasta to fund one million meals for children and families experiencing food poverty during the school holidays
- Donating every penny from the sales of *by* Sainsbury's and Free from classic mince pies in December to provide over five million meals to families during the winter

Read more about the impact we've driven together so far in our Comic Relief Impact Report [here](#) 📄

Helping to reduce child food poverty

One of our key aims is to tackle food poverty to help make sure no child or family goes hungry. The Government's Holiday Activities and Food (HAF) programme provides healthy meals and enriching activities to children from low income families during the school holidays. We donated over £1.8 million to Comic Relief to support this programme, helping to fund more than 120,000 additional HAF places across the UK since

March. This provided children with free, healthy meals and access to activities including cooking, music lessons and sports.

Together with Comic Relief and the organisations we fund, we also continue to advocate for the extension and improvement of government schemes that ensure children have the nutritious food they need to grow, learn and thrive. We welcomed the review of the Free School Meal eligibility criteria, the extension of HAF and the abolition of the two-child benefit cap.

In addition to our work with Comic Relief, in October we partnered with the Department for Education on the free breakfast club programme, donating £200 gift cards to 750 schools to support the provision of a healthy, nutritious breakfast and help ensure no child starts their school day hungry. Our support will help reach up to 280,000 school children, as we've committed to support the next phase of the rollout, which saw an additional 570 schools being onboarded in April.

Resolving immediate hunger through industry action

We were one of four major UK supermarkets to support the Let's Make a Meal of It campaign, encouraging customers to donate in store or online to help fight hunger in the UK. All donations raised went to FareShare, which supports thousands of frontline charities and community groups.

Colleague volunteering

Our colleagues are key to making a difference to the communities we serve. In October we ran a volunteer focus month for our store support centre colleagues, helping them to find volunteering opportunities in local communities for causes aligned to tackling food poverty and our Plan for Better priorities. This included anything from helping at a food bank to clearing rubbish from waterways. This year, 453 colleagues volunteered over 2,820 hours.

Supporting local communities

Our stores each have a dedicated Community Champion who builds relationships locally and supports organisations making a positive impact. They host fundraising for charities and community groups in store and help organisations that are working hard to tackle food poverty through donations of essential products.

We continue to work with Neighbourly on our 'Good food for all of us' community grant programme, with colleagues across the business nominating a not-for-profit partner to receive a grant of at least £500. This year, we supported 697 local initiatives, awarding over £1 million in grants to help support our local communities. This included 65 'stardust' grants which includes grants of £5,000, £10,000 or £15,000 for larger projects. Since 2021, we've donated over £5.3 million through this scheme to 2,325 local good causes.

We are also proud of our long-standing partnership with the Royal British Legion, spanning more than 30 years. In 2025, our colleagues and customers helped raise over £3 million during the Poppy Appeal, bringing our total amount raised during our partnership to over £59 million to support the Armed Forces communities.

Our future priorities

We're working towards a UK where every family has access to good food, so no child goes hungry. As part of this, we are renewing our partnership with Comic Relief with a clear ambition of raising £30 million for Comic Relief by 2030, helping us double our impact so far, to donate a total of 120 million meals to children and families across the UK since 2022.



Case study: Making good food accessible for families throughout the school year

After-school meals are a critical way that schools can reach children who might otherwise go hungry. Currently, one in seven families in the UK experience food insecurity and are struggling to afford enough food, meaning many parents are skipping meals and children are going hungry.²

With Comic Relief, we have funded the expansion of FoodCycle's after-school dining programme which helps children and their families enjoy a free weekly two-course, hot meal together at the end of the day.

The meals take place at school and in some instances are also provided during the school holidays – typically a difficult time for families on low incomes or who struggle with food insecurity.

For children, after-school meals are opportunities to build healthy eating habits and see friends, while parents get the chance to eat good food with their child and socialise with other families too. The meals have also created a better connection between schools and the families.

¹ Up to a value of £25 million.

² Food Insecurity Tracking (Round 18), The Food Foundation UK, 2026. [Read more](#)

Championing human rights

Respecting and protecting human rights is core to our business and fundamental to building a fair and resilient food system.

We continue to set high standards and work collaboratively with our suppliers and partners to strengthen livelihoods and embed human rights and ethical practices throughout our business and supply chain.

Our commitment to human rights is informed by the UN Guiding Principles on Business and Human Rights (UNGPs). It centres on the risks that are most material to our business and workers and communities in our supply chain, focusing on where we can have the most positive impact. We are committed to addressing discrimination and forced labour and promoting safe and healthy working environments, sustainable livelihoods and access to effective grievance mechanisms.

We are proud to be recognised for our leadership in championing human rights. In 2025, we were ranked first among FTSE 100 companies in the CCLA Modern Slavery Benchmark and rated 'Advanced' by the Platform for Living Wage Financials, making us the best performing supermarket in this assessment.

Enhancing our human rights due diligence

This year we progressed our Human Rights Due Diligence (HRDD) action plan delivering greater consistency in how we are identifying, mitigating, remediating and preventing human rights issues in our own operations and supply chains.

We updated our Human Rights Policy to strengthen our focus on the impact of climate change on human rights, responsible recruitment, remediation and responsible disengagement. Our refreshed saliency assessment ensures we focus on the most severe risks in our operations and supply chains. We have also launched our Call it Out whistleblowing mechanism for colleagues and suppliers to report concerns.

We continue to integrate and embed human rights due diligence and processes into our Technical, Commercial and Procurement practices, delivering training to over 100 colleagues and over 700 supplier representatives to help increase awareness of human rights risks and due diligence.

Living Wages in our banana supply chain

In 2024, we committed to contribute an additional payment, proportionate to our sourcing, on top of the Fairtrade Minimum Price and Premium for banana plantation workers to help improve their livelihoods and financial security.

This year, we made our first payment of the Fairtrade Living Wage Differential, bespoke to Sainsbury's. This was paid to 4,776 workers as a Fairtrade Banana Bonus, with workers reporting that this has enabled them to invest in housing improvements, school supplies and healthcare.

We are co-funding a Banana Link programme to support freedom of association and collective bargaining for living wages in Ghana and Cameroon. This initiative strengthens worker agency and encourages retailers to support wage progress through responsible purchasing practices.

Remediating human rights issues

We have a responsibility to support the remedy of harms experienced by workers or community members in our operations and supply chains. We treat remediation, particularly of severe human rights issues such as forced labour, as a priority. This year, we worked with Unseen to improve our process for handling human rights allegations and to take consistent, rights-focused action in our operations and supply chains.

Advocacy

As a large retailer, we use our voice to advocate for stronger human rights protection across the industry. This year, we advocated for mandatory due diligence legislation, including meeting with UK Government officials about forced labour and strategies for addressing human rights concerns. We also helped lead cross-industry efforts to remediate human rights issues in a number of areas, including seafood and plantation-based agriculture.



Case study: Building resilience with Fairtrade

We are proud to be the UK's largest retailer of Fairtrade. By moving all *by* Sainsbury's black tea to Fairtrade, we're helping ensure farmers and workers receive a guaranteed price, along with more than £1 million each year in Fairtrade Premium.

In partnership with Fairtrade, we've launched a Resilience Building Initiative (RBI) with our key tea, coffee and banana producers. This aims to address salient human rights and environmental risks whilst building relationships and shared learnings between producers and Sainsbury's.

[Read more](#)

Case study: Launching our Comic Relief International Programme

Climate change is an increasing human rights concern for our business and the communities we source from. This year, we launched a new programme with Comic Relief, with a £5.35 million investment to 2030, to help strengthen climate resilience in key sourcing regions that are highly vulnerable to climate impacts.

Starting in Senegal, Ghana, Malawi and the Dominican Republic, we will work closely with suppliers and in-country partners on meaningful change at local, landscape and policy levels to support effective climate change adaptation.

This initiative supports several pillars of our Plan for Better strategy, including nature and human rights, and strengthens our ambition to build a more resilient food system.

Our future priorities

We are committed to improving access to effective grievance mechanisms, enabling workers to voice concerns and helping organisations address issues promptly. In the coming year, we will continue to embed Action on Living Wages principles into our Commercial ways of working to improve wages for garment factory workers, focusing on the Cambodia programme.

This year will see the rollout of the first phase of the Comic Relief international programme, with activities centring on continuing stakeholder engagement, launching local and landscape-level adaptation projects and ongoing monitoring and evaluation.

Our ambition

We are committed to **respecting human rights** across our value chain and ensuring our transition to net zero is just and equitable for the communities we source from

Highlights

Number 1 of FTSE 100

companies in the 2025 CCLA Modern Slavery Benchmark

Number 1 supermarket

in the Platform for Living Wage Financials benchmark

Animal health and welfare

Animal health and welfare is a key concern that matters deeply to our customers and sourcing with integrity across all our brands remains a key priority.

We work closely with our suppliers to drive higher standards throughout our supply chains, recognising that treating animals well is both the right thing to do and essential to running a responsible, resilient business.

Better welfare standards for better outcomes

Animal welfare is a deeply held commitment within our business and for many years we have worked hard to tackle any industry-wide challenges to ensure we meet the high standards our customers expect.

We continue to expand our industry-leading outcomes-focused approach, building the largest welfare dataset in the UK and using it to drive a continuous cycle of monitoring, management and improvement. This includes using new technology to collect health and welfare data 24/7 and deliver this insight back to farmers.

This year we saw an improvement in our sales volumes from better welfare standards above the UK industry baseline, up 1.8 per cent year-on-year to reach 63.9 per cent. Additionally, 85 per cent of our targeted animal health and welfare outcome KPIs achieved a rating of 'good' or 'excellent'. Up from 80 per cent in 2024, this demonstrates tangible improvements in animal health and welfare in our supply chains.

Healthy, well-managed animals are more likely to deliver better tasting, higher-quality products that our customers enjoy buying and consuming. This also contributes to positive outcomes in other areas in Plan for Better, from reducing food waste and carbon to increasing the resilience of our supply chains.

Antibiotic stewardship

We continue to promote responsible antibiotic stewardship in our supply chains and work closely with our suppliers to measure, monitor and reduce antibiotic use where possible.

In 2025, 80 per cent of our key animal supply chains achieved Sainsbury's responsible use targets for total antibiotic use, down 2.4 per cent from our baseline year of 2021.

73 per cent of our key animal supply chains had zero use of antibiotics deemed critically important to human health.

Happier hens in our egg supply chain

We are making progress on transitioning our shell eggs from brown to white eggs, aiming towards 100 per cent in our own brand core ranges. Alongside the eggs being less carbon intensive than our brown eggs⁷, the white hens are less prone to feather pecking, resulting in higher animal welfare outcomes.

In partnership with the Sainsbury's Egg Group, which was set up last year to build supplier resilience, ensure a stable supply of eggs and improve sustainability, we are trialling new welfare-focused initiatives.

With the introduction of these white hens, we are running a two-year trial with a select group of our Sainsbury's egg farmers trialling intact beaks. We are providing tailored expert advice for their flocks to reduce feather pecking, with the goal of reducing the need for intervention, to enhance animal welfare while maintaining optimal feather cover.

Enhancing pork welfare

In March 2025, Sainsbury's and Cranswick announced a ten-year partnership, together investing £61 million to deliver a new set of standards in pig welfare beyond the industry recommendation and to help build a more resilient UK farming sector.

From February 2026, Cranswick transitioned to supplying 100 per cent of our British pork, sausages, premium bacon and gammon, and cooked meats. Under the new agreement, our core range will be supported by an aligned contract from our progressive Sainsbury's pork supplier group, with all pigs produced through flexible farrowing by 2028, which provides extra space for the sows and piglets during the birthing process.

Read more about this partnership [here](#).



Case study: Phase two of Vet Vision AI

We're using innovative AI technology to help improve the wellbeing of cows on Sainsbury's Dairy Development Group (SDDG) farms. In 2024, we launched a project with Vet Vision AI and 30 SDDG farmers, which uses cameras and artificial intelligence to monitor cattle behaviour around the clock. This gives farmers and vets clearer, more reliable information about how cows are eating, resting and moving.

Early findings have already led to real improvements—for example, spotting farms where cows were standing for longer than usual. By making simple changes, such as improving the comfort of cow beds, farmers were able to increase the amount of time cows spent lying down, which improved their welfare, boosted their health and even led to higher milk yields.

Building on the success of the first phase, we are now expanding the project, rolling out to a further 30 SDDG farms, and developing a new health and welfare dashboard for SDDG farms. This will bring all the AI generated insights into one place, giving farmers and vets a fuller year round picture of cow welfare rather than just a snapshot. It will also help streamline veterinary visits, so time on farm can focus on the most important opportunity areas and where farmers need support the most.

Ultimately, the goal is to help farms make improvements that are good for animal wellbeing, good for productivity and good for the future of sustainable dairy farming.

Our future priorities

We're focusing on improving animal health and welfare by working even more closely with our long-term partner suppliers to collect better, more targeted data across our supply chains. With this stronger data foundation, we're expanding the use of innovative AI tools, such as 24/7 behaviour monitoring cameras and automated welfare assessments, to spot issues earlier, support vets and farmers with clearer information, and identify where simple changes can make the biggest difference.

Our ambition

We will improve **animal health and welfare** and practise **responsible antibiotic stewardship**

Highlights

Leading retailer

of RSPCA Assured certified products and ASC certified products

Driving an inclusive culture

Our vision is to be the most trusted retailer, where people love to work and shop. That means developing and growing our talent and maximising the diversity of colleagues in an environment where everyone can thrive.

Our colleagues are integral to delivering our Next Level Sainsbury's strategy and we are committed to creating a truly inclusive workplace where everyone is treated fairly and with respect and supported to grow their skills and realise their potential.

Our targets

To achieving diverse representation in leadership positions by 2028

Senior leadership and senior management positions to be made up of **50% women and 15% ethnically** diverse people by 2028 (excluding Bank and Asia colleagues)

Highlights

Leading Edge in Diversity in Retail Inclusion Maturity Curve

We continue to focus on diversity, equity and inclusion (DEI) in our business. An inclusive environment where every colleague and customer feels welcomed is essential to our success.

In our latest annual colleague engagement survey, 'We're Listening', 79 percent of colleagues say they feel comfortable being themselves at work, 74 per cent say they are treated fairly and 75 percent feel supported by their line manager. We use these insights to drive action at team level and with our colleague networks, to continually seek opportunities to improve the colleague experience.

Gender and ethnicity pay gap

We continue to concentrate on equal representation and transparency across the business. This year marks our ninth gender pay gap report and the sixth year of voluntarily reporting on our ethnically diverse pay gap.

This year's report shows that our 2025/26 mean gender pay gap decreased further from 7.5 per cent to 6.6 per cent in favour of men, while our median gender pay gap has increased from 6.1 per cent to 6.5 per cent. This pay gap continues to exist due to more senior positions held by men and men occupying a greater number of certain hourly paid roles that attract a premium.

Our mean ethnicity pay gap has decreased by 0.1 per cent to -3.3 per cent and the median ethnicity pay gap has grown by 0.2 per cent to -6.0 per cent, meaning the gap favours our ethnically diverse colleagues. Although all retail hourly paid colleagues receive the same base rate of pay, stores in London attract a location premium which drives this outcome. Ethnically diverse retail hourly paid colleagues are significantly more likely to work in London stores, with around 48 per cent based there compared to only 7 per cent of White hourly paid colleagues.

Building a diverse talent pipeline

We have an ambition to achieve 50 per cent women and 15 per cent ethnically diverse

representation at senior levels by 2028. These targets were informed by a detailed analysis of our workforce demographics alongside national benchmarks, ensuring they are both ambitious and relevant to our business context. Each business division receives a quarterly update of progress against these targets, allowing our People Partners to work closely with their business leaders in order ensure they keep a focus on building a talent pipeline that supports our inclusive ambitions.

We offer our leaders the opportunity to participate in a range of acceleration programmes designed to support colleagues and build a diverse leadership and talent pipeline. These included programmes delivered by Diversity in Retail for women future leaders and ethnic future leaders. This year, ten colleagues from different levels of the organisations participated in these programmes, supporting our commitment to building a leadership team that reflects the communities we serve.

We continue to work with several partners to further our DEI agenda, including the Business Disability Forum, Carers UK, Stonewall, Business in the Community, Diversity and Inclusion in Grocery and Diversity in Retail.

External recognition

We are proud that our diversity, equity and inclusion initiatives have been recognised at a national level, being recognised as a 'Leading Edge' employer in the Women in Hospitality & Leisure & Diversity in Retail Inclusion Maturity Curve.

We continue to be accredited as a Disability Confident Leader, the highest tier of accreditation in the Government's Disability Confident scheme, and we are proud to be accredited as a Carer Confident: Accomplished employer. We are very proud that our Retail, Omnichannel and Logistic Transformation Director and our Director of Engineering were featured in the Women to Watch in Hospitality, Travel, Leisure and Retail Index 2025.

Colleague networks

We have five colleague networks, led by our colleagues, designed to represent and celebrate the diversity in our workforce, with over 13,000 members.

All our networks are led by and are open to colleagues who are part of each community and their allies. They celebrate several events across the year such as Race Equality Week, Carer's Week, International Women's Day, Pride Month and Sainsbury's Disability Week. They also play an integral part in advocating for positive change in the business.

Our EnAble network champions all colleagues with disabilities, long-term conditions and neurodiverse conditions. This year, EnAble hosted a Disability Week which focused on how line managers can support colleagues with disabilities and focused on celebrating the successes of those living with disabilities.

Our I AM ME network is dedicated to fostering confidence, driving authenticity and supporting better career progression of ethnically diverse colleagues. The I AM ME network hosted many business-wide events this year, including Courage as a Collective in Race Equality Week which focused on how everyone can take responsibility for ensuring racial equality in the workplace.

Our Inspire network creates an inclusive culture that inspires, connects and supports colleagues to reach their potential, regardless of gender. This year, the network was instrumental in the implementation of the Little Book of Women's Health, Little Book of Fertility and the Women's Health Series, which saw experts in the field of women's health share their expertise with colleagues through a series of virtual talks.

Our Proud@Sainsbury's network aims to support our ambition to be a truly inclusive retailer to make all our colleagues and customers feel welcome. This year, the Proud@Sainsbury's team and allies were a visible presence at more than 30 Pride events across the country, emphasising the importance of allyship and cross-organisational working.

Our We Care network aims to make caring visible by raising awareness and supporting our carer colleagues by building empathy and real flexibility to drive positive culture change. During the year, the We Care network focused on providing resources, guidance and advice for our carers and line managers.



Our future priorities

As we look to the future, we remain committed to cultivating an inclusive and engaged workforce. We aspire to be a workplace where every colleague can thrive and flourish, unlocking their full potential and driving our Next Level ambitions. Over the next 12 months, we will set about several key initiatives to bring this vision to life even further. We will continue to embed allyship into everything we do, open to all colleagues, fostering a culture of mutual support and understanding. As we continue to tailor support to our diverse colleague base, we will develop a neurodiversity toolkit which supports colleagues with neurodiverse conditions to thrive at work.

Colleague health, wellbeing and development

The health, safety and wellbeing of our colleagues is a fundamental priority to us. Our holistic approach aims to embed wellbeing into every aspect of our employees' experience and is underpinned by our mental, physical and financial wellbeing pillars.

We want to be a place where every one of our colleagues can thrive, grow and develop a successful career. Great development opportunities and regular feedback support our teams and create a great place to work.

Our ambition

Every colleague will have access to mental, physical and financial health and wellbeing support that enables them to make positive and proactive choices, enabling them to thrive in all aspects of life

We provide opportunities for all our colleagues to develop and grow their skills and careers for both now and the future

Highlights

Tier 1 in the 2025 CCLA Mental Health benchmark for the second year in a row

Colleague wellbeing

It's our commitment that every colleague will have access to mental, physical and financial health and wellbeing support that enables them to make positive and proactive choices, to thrive in all aspects of life. We offer a range of wellbeing programmes, initiatives and education, such as our partnerships with the Employee Assistance Programme, Salary Finance, Wellhub and Wellbeing pages on our intranet to help them do just that.

Supporting our colleagues' mental and physical wellbeing

97 per cent of our line managers completed Mental Health Awareness training, to help them understand the role they can play in supporting colleagues' mental wellbeing. Our annual colleague engagement survey showed 73 per cent of our colleagues feel their line manager takes a genuine interest in their wellbeing and 67 per cent of colleagues report that our mental health and wellbeing tools enable them to improve their wellbeing. We were proud to have again achieved a Tier 1 rating in the CCLA Mental Health benchmark, the first and only food retailer to achieve this ranking two years in a row.

Our network of over 2,000 Wellbeing Champions are passionate colleagues who have volunteered to help raise awareness and promote wellbeing tools, resources and support while listening and signposting colleagues to help and support. In 2026, we will be trialling a newly developed learning module to further support the responsibilities of our Wellbeing Champions.

Remuneration and financial wellbeing

We continue to invest in colleague pay and have increased pay for our hourly paid colleagues by more than 40 per cent in the last five years.

We offer 10 per cent discount at Sainsbury's and Argos all year round, with discount increasing to 15 per cent at Sainsbury's every Friday and Saturday, alongside additional discount uplifts at key moments such as Easter and Christmas.

This year we celebrated our Christmas peak period by giving all colleagues a £10 voucher towards their festive shopping.

We continue to provide practical, day-to-day support for colleagues across our operations, including free food for store and depot colleagues during their shifts and free sanitary products for colleagues across all our locations.

All colleagues have the opportunity to become shareholders in Sainsbury's through our Sharesave and Share Purchase Plan. To further support financial resilience, we partner with Salary Finance, giving colleagues greater flexibility to access a proportion of their pay ahead of pay day. Colleagues also have access to Simple Savings and Help to Save saving schemes where they can save directly from their salary. We also continue to make an annual contribution to GroceryAid, a charity that supports grocery workers across a range of areas, including financial support.

Colleague health and safety

The health and safety of our colleagues remains paramount. We continue to respond to the ongoing challenges of retail crime through a combination of preventative measures, including strengthening local communication, trialling new solutions and enhancing colleague training and development. We provide support to colleagues following an incident, understanding the impact retail crime has on their mental health and wellbeing.

To enhance colleague safety, we have invested in over 9,500 colleague-worn cameras across our store estate and partner with other retailers and law enforcement, including the National Business Crime Centre. We're also actively involved with Pegasus and its intelligence unit OPAL.

In September 2025 we trialled facial recognition technology with Facewatch to help keep our colleagues and customers safe. The results were encouraging, with a 46 per cent reduction in logged incidents of theft, harm and aggression and anti-social behaviour, with 92 per cent of offenders not returning to our stores. Due to the success of the trial, in

January 2026, we extended the technology to five additional London supermarkets. As the rollout to more stores progresses, we will continue to learn from it and refine our approach.

Our independent Health and Safety team provides specialist support across all areas of the organisation, using risk-mapping and data insight to identify sites needing targeted intervention, maintain strong compliance and harm reduction. This year, we achieved a 13 per cent reduction in accidents and incidents and a 31 per cent reduction in MRIs, driven by a number of targeted interventions introduced by the Health and Safety team. This performance significantly exceeded our targets.

As part of the Healthier Sainsbury's strategy, we are broadening our focus on colleague health through proactive measurement and management of psychosocial risk, musculoskeletal health and occupational disease. This work builds on regulatory expectations and emerging best practice, strengthening our preventative approach and long-term health outcomes.

Development

Providing colleagues with clear career pathways and opportunities for development ensures we have a committed and knowledgeable workforce. All our colleagues have access to a learning platform that hosts various online courses, including personal development and mandatory training.

We offer a wide variety of development programmes and opportunities for colleagues at every stage of their career. These include personal development toolkits, apprenticeships, graduate programmes and leadership programmes including Leading@Sainsbury's.

In January, we opened applications for a new two-year graduate programme, designed to support early career professionals in developing the essential skills all future retail leaders will need.



Everyday Mental Maintenance

SELF SPACE

Case study: Supporting mental health and resilience

In anticipation of World Mental Health Day, we hosted a workshop with support from [Self Space](#) that was jam-packed with information on how we can all better understand our mental health and take small but meaningful steps towards resilience.

Our future priorities

We recognise that we live in a quickly changing world and that those changes have impacts on our colleagues' lives and work. Our colleagues are the beating heart of our business so we're committed to ensuring that as we meet our Next Level ambitions and beyond, our people are supported in work through all of life's stages and experiences and that our leaders have the right tools to provide that support. That's why we'll continue to embed opportunities to capitalise on Moments that Matter through our talent and people management processes.

Plan for Better, helping to build a resilient and sustainable food system

Keith Weed, Chair of the Corporate Responsibility and Sustainability (CR&S) Committee



How Sainsbury's progressed Plan for Better objectives this year

Our Plan for Better underpins everything we do at Sainsbury's, guiding how we support people, protect the planet and partner with those who grow and make our food.

We're proud of Sainsbury's progress this year against our Plan for Better priorities.

We continue to support communities in need, donating £8.7 million to Comic Relief this year and working in partnership to support those experiencing food insecurity. Health continues to be a priority, with our new health strategy launching in June 2026 to help support our customers make healthier choices that are joyful and affordable.

We also continue to make progress on our climate ambitions, reducing emissions in our own operations and working collaboratively with our suppliers to help reduce our Scope 3 emissions. Our progress on reducing food waste was significant this year, nearly doubling the tonnage of edible surplus food being donated to local communities year-on-year.

The importance of governance and stakeholder engagement

Governance and engagement are central to our work and our ambition to play a leading role in creating a more sustainable UK food system.

Strong governance underpins our Plan for Better strategy. The CR&S Committee provides robust oversight and constructive challenge on material sustainability matters, advising and making recommendations to the Board where appropriate.

This approach facilitates oversight and accountability, supports informed decision-making and helps us to maintain the trust placed in us by our stakeholders.

We are deeply mindful of the impact of the Plan for Better strategy on those we serve and work with, including our customers, the community, suppliers, shareholders and the government. As the UK's second largest grocer, the work we do impacts many in the UK and across our value chain.

Ongoing engagement with these stakeholders enables us to understand their needs and evolving priorities and communicate our sustainability strategy and progress effectively. It also ensures we recognise where we are making a meaningful difference and where we can continue to go further.

Role of the CR&S Committee this year

This year, the CR&S Committee has remained focused on ensuring sustainability is firmly embedded in the delivery of the Group's strategy and using our scale, influence and resources to drive positive change across the food system.

Our work has focused on the critical foundations that support long-term progress, including climate transition planning, strengthening long-term supplier partnerships and food system resilience, enabling healthier choices and supporting the communities we serve.

Together, these priorities help us to deliver our Plan for Better strategy and secure the future of good food for everyone.



Keith Weed
Chair, Corporate Responsibility and Sustainability Committee



An integral part of our Sainsbury's purpose is to play a leading role in creating a sustainable food system.

Our Plan for Better is integrated into our strategy and the way we operate as a business, driving improved customer, commercial and sustainability outcomes.

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Plan for Better governance

Sustainability is integrated into Sainsbury's Group's overall strategy and is key to delivering it. The Corporate Responsibility and Sustainability Committee's role is to provide oversight and challenge on any material sustainability matters identified, advising and making recommendations to the Board where appropriate.



Key activities in 2025/26

- Approved the year-end results and reporting for 2024/25
- Reviewed the Plan for Better metrics and targets, including priorities for 2025/26 and the approval of potential metrics for the 2025 Long-Term Incentive Plan (LTIP)
- Discussed the Group's performance in the Advantage survey and identified opportunities for the future
- Received updates on the government relations strategy for 2025/26
- Reviewed the investor Plan for Better communication and engagement strategy
- Reviewed customers' perceptions across our Plan for Better pillars
- Approved updates to the Committee's Terms of Reference
- Received updates on our community and partnership work, including an update on the future ambition of our Comic Relief partnership
- Discussed the approach, progress and priorities of the Group's human rights work
- Received updates on our approach to achieving net zero, including challenges, climate transition planning and emissions reduction plans and roadmaps for Scope 1, 2 and 3 emissions. The approach for Scope 3 emissions reporting was also discussed
- Reviewed the Group's revised packaging strategy and targets
- Received upskill on trends and external factors in the health and nutrition space, discussing the implications of these on our future health strategy
- Received updates on changes to UK sustainability reporting requirements, including on readiness and future approach

Priorities for next year








- Approval of the year-end results and reporting for 2025/26
- Continue to focus on embedding Plan for Better into all aspects of the Next Level Sainsbury's strategy and financial planning
- Build the next phase of our Plan for Better strategy to solidify our plan to 2030
- Assess future legislation, reporting regulations and disclosure readiness, including UK Sustainability Reporting Standards and climate transition planning
- Monitor and learn from our engagement with stakeholders including colleagues, customers, suppliers, the community, investors and government, on sustainability and corporate responsibility matters
- Oversee delivery of our Plan for Better programme whilst influencing the system through stakeholder engagement, sector advocacy and collective action:
 - Launch and embed our new health strategy
 - Drive commitment to help reduce food poverty in the UK
 - Continue action to reduce carbon emissions within own operations and across our supply chain
 - Continue progress on responsible sourcing and animal health and welfare
 - Oversee our approach to enhanced human rights due diligence and embedding our saliency insights
 - Deliver the evolved packaging strategy
 - Continue to focus on reducing food waste
 - Oversee the progress on how climate, nature and human rights risks are embedded and driven through our commercial resilience programme
- Upskilling and training, including supplier visits and guest speakers

¹ Remit of Committee in relation to the sustainability strategy. For full details on the Committees please see our 2026 Annual Report or our [Corporate Governance](#) webpage.

² Attendees include the Chief Commercial and Sustainability Officer, Chief Property and Procurement Officer, and MD Smart Charge, Director of Sustainability, Director of Corporate Affairs, Director of Technical Sainsbury's, Director of Technical and Ethical Argos, Head of Finance and subject matter experts from different areas of the business.

Engaging with our stakeholders on sustainability

We engage our stakeholders throughout the year on the sustainability issues that matter the most to them. We create opportunities for two-way, open and positive engagement that ensures we are always listening and responding to their most urgent needs.

Stakeholders	Important issues this year	How we responded to these issues	Our engagement channels
 Customers	<ul style="list-style-type: none"> Supporting our communities Human rights Protecting the environment Ensuring animal welfare Provenance and responsible sourcing Reducing plastic and recycling Health 	<ul style="list-style-type: none"> Continued our Good to Know initiative to support customers navigate to more sustainable choices in store and online, including campaigns on ASC and MSC seafood, packaging and Fairtrade Quantitative and qualitative research to inform our strategy and understand how to more effectively communicate Plan for Better Tested a new Healthy Choice Challenge in July and February to incentivise our customers to make healthier choices 	<ul style="list-style-type: none"> Customer communications across all channels Brand tracking and CSAT (customer satisfaction score) Nectar data Qualitative customer focus groups and quantitative surveys
 Colleagues	<ul style="list-style-type: none"> Progress against our Plan for Better targets Capability building around key topics including human rights and Climate Transition Plans Reward and benefits Training and development Wellbeing, health and safety Diversity, equity and inclusion 	<ul style="list-style-type: none"> Confidential colleague feedback on what it is like to work for the business, helping us to understand colleagues' views and sentiments Provided regular updates to the Board on culture, DEI, colleague pay, benefits, talent and succession Shared our progress through colleague screens and updates on internal social media channels Delivered campaigns, corporate events and team cascades to highlight Plan for Better progress, including colleague wellbeing campaigns such as Mental Health Awareness week Ran colleague upskilling sessions on Plan for Better, including dedicated sessions on human rights risks and due diligence and climate transition planning 	<ul style="list-style-type: none"> National Make It Better Together group, with elected representatives of colleagues across the business Network of 2,000 Wellbeing Champions Continual two-way communication through internal channels Team huddles and cascades Annual colleague engagement survey, 'We're Listening' Regular pulse surveys In-person and online training
 Suppliers	<ul style="list-style-type: none"> Plan for Better strategy and plans 	<ul style="list-style-type: none"> Produced supplier journal and newsletters, covering topics such as DCF supplier requirements, EUDR implications, our work to address food poverty and our Fairtrade black tea Engaged with key suppliers on SBTi target approval and disclosure through environmental impact disclosure systems such as Higg, CDP and Secaro (previously named Manufacture 2030) Supplier conference, covering our targets, progress and requirements Supplier visit with PLC Board 	<ul style="list-style-type: none"> Supplier events and conferences Supplier journals and newsletters Updates with our supply base through online supplier portals Annual, independent Supplier Advantage Survey 'Making it Happen' action groups covering carbon PLC dinners and supplier visits
 Shareholders	<ul style="list-style-type: none"> UK food system Supply chain resilience Healthy and sustainable diets Human rights, with a focus on Living Wage in supply chains Nature and biodiversity 	<ul style="list-style-type: none"> Engaged with investors 1:1 and in small groups to answer questions and discuss their feedback on most material issues Refreshed our corporate website Hosted a deep dive on how we are championing human rights 	<ul style="list-style-type: none"> Regular reporting within our quarterly results Deep dive small group meetings New alerts and corporate website reporting 1:1 engagement Participation in key benchmarks
 Communities	<ul style="list-style-type: none"> Tackling food poverty for communities at risk now and in the future Improving access to food to prevent the risk of falling into food poverty, at local and national level 	<ul style="list-style-type: none"> Raised over £53 million through a combination of corporate giving and colleague, customer and supplier fundraising for charitable causes Donated 26.8 million meals through our food redistribution partners Supported children experiencing food poverty in the school holidays by helping to create more than 120,000 additional holiday club places Supported 697 local good causes this year through our community grant programme donating over £5.3 million to initiatives supporting our local communities since 2021 	<ul style="list-style-type: none"> Ongoing partnerships with our food redistribution partners Longstanding partnership with Comic Relief Colleague and customer communications Community champions in our stores and store support centres
 NGOs / Industry	<ul style="list-style-type: none"> Openness and transparency Collaboration with NGOs and industry Business responsibility Insight from business leaders Dedication of time and resources to address key challenges and issues 	<ul style="list-style-type: none"> Worked with NGOs to unlock sector challenges on data and methodology Our Chief Executive, Simon Roberts, through his role on UK Food Strategy Advisory Board, played an active part in advising the government on the development of the Good Food Cycle 	<ul style="list-style-type: none"> Ongoing development of partnerships with NGOs Regular industry meetings and collaboration, supported by NGOs Participation in key benchmarks and disclosures
 Government	<ul style="list-style-type: none"> Action on sustainability matters 	<ul style="list-style-type: none"> Parliamentary events including parliamentary reception Worked closely on key reforms including food resilience, the Government's Food Strategy, health, EVs, circular economy and food poverty Direct engagement with MPs, Ministers and officials through events, conferences, meetings, visits and panel discussions Ongoing exploration of private sector top ups to the Healthy Start Scheme 	<ul style="list-style-type: none"> Regular correspondence and attendance at parliamentary and political events and conferences Public responses to consultations through NGO/industry groups

Suppliers as partners

Working in partnership with our suppliers is critical to delivering our Plan for Better and building a resilient food system. Our suppliers are fundamental to our success and strategic, long-term partnerships provide greater stability and security.

By collaborating closely, we can innovate and develop practical solutions to the challenges facing the food system, including the impacts of climate change.



Expanding our long-term partnership model

Farmers are facing increasing uncertainty regarding the geopolitical and global supply environment, as well as climate challenges and higher operating costs. Long-term partnerships provide the certainty and confidence to invest in the farms and factories that support us in delivering great quality, affordable food for the future.

We already have long-term agreements in place across a variety of categories, including pork, poultry, fresh produce and dairy. In March 2026, we announced the expansion of our long-term partnership model to 62 British berry farms, agreeing five new five-year contracts.

By 2027 we will be supporting more than 2,500 British and Irish farms with long-term contracts. We have committed to invest more than £5 billion in British and Irish farming over the coming years. The expanded model will secure products across key areas including milk, carrots, mushrooms and chicken, helping ensure stability and resilience across the supply chain.

Collaborating with our supplier groups

Building a resilient food system requires close collaboration and collective action and we're determined to lead industry efforts to drive change by working in partnership with our farmers and suppliers.

We have several farmer development groups, including our Sainsbury's Dairy Development Group (SDDG), Sainsbury's Egg Group, Sainsbury's Pork Supplier Group, Sainsbury's Gamechanger beef, Sainsbury's Chicken Farmer Group, *Taste the Difference* Lamb Group and our Organic Beef Group, now with over 2,000 members across our agricultural value chains. These groups enable us to work directly with our farmers to share training and resources to improve animal health and welfare using efficient, sustainable methods.

In 2024 we agreed a pioneering seven-year partnership agreement, introducing a first of its kind sustainable pricing mechanism for root vegetables, securing long-term commercial sustainability for our farms. This commitment has already encouraged our growers, the Strawson family, to invest in future capacity, strengthening supply chain resilience and driving efficiencies, while joint sustainability projects, including the introduction of electric lorries, continue to reduce environmental impact (see page 7 for more information). From adopting electric vehicles to planning next year's crops, this partnership is all about care, innovation and sustainability.

This year, our SDDG agreed a new cost of production financial model in response to rising costs and upcoming environmental regulation, including over £9 million of investment from Sainsbury's to support 150 dairy farms to invest in improving on-farm sustainability, supporting business resilience.

Working with our suppliers to improve food system sustainability

In 2023 we introduced a new sustainability matrix to our Sainsbury's Dairy Development Group (SDDG) farms, offering them a bonus of up to 1 pence per litre for meeting sustainability goals. Included in these goals were commitments to lowering the carbon footprint of the feed used on our farms. We focus on two things: how much feed is used and how much carbon is linked to every tonne of bought-in feed. Across three years since the matrix was introduced, farms have consistently reduced the carbon impact of their feed choices. On average, emissions per tonne of bought-in feed dropped by 5.7 per cent from year 1 to year 2 and by a further 7.3 per cent from year 2 to year 3. This progress has been driven by more thoughtful sourcing and a shift towards lower emission ingredients across the group.

We're also working with suppliers to reduce the carbon emissions of our own brand eggs, transitioning our brown shell eggs to white. See the case study on page 7 for more details.

Progress with our High Environmental Impact Suppliers

Working with our High Environmental Impact Suppliers (HEIS), which were identified by overlaying the volume of product supplied, value of product supplied and environmental (carbon, water, biodiversity, soy) risk, we're making good progress with our sustainability work across our supply chain. All of our suppliers now have carbon reduction plans either in place or underway and they're using the Land App platform to map their farms and share data more easily, with 160,000 hectares of land already mapped. This work is helping us build a much clearer picture of the environmental risks in our supply chains and how we can better protect nature, soil and water for the future.

We know there is still more to do and we're continuing to develop new ways of understanding and improving biodiversity and water health across our farms. This includes creating simple, consistent measures that help farmers and customers see the positive changes being made. Our aim is to make it easier to track progress, support farmers and take meaningful steps towards healthier landscapes and a more resilient food system.



Case study: Empowering women and protecting the planet

We partnered with our coffee supplier, Finlays, to launch a new roast and ground coffee sourced from La Celia, Colombia. This collaboration builds on four years of work with local partners to pioneer a new model of sustainable coffee production, led by 34 women farmers who are working to shape a more resilient future for their community.

At the heart of the project is climate-smart agriculture. Farmers have reduced on-farm emissions by 30 per cent since 2022 by applying the right amount of fertiliser at the right time and switching to a lower urea alternative. Native trees have been planted and wastewater treatment systems installed to protect habitats and water-smart agriculture.

The farmers are strengthening both environmental resilience and human rights by developing agricultural practices and teaching others with the aim to deliver long-term economic opportunities with climate-smart agriculture.

The La Celia launch brings multiple pillars of our Plan for Better to life and is helping to build greater resilience in our coffee supply chain.

[Read more](#)

Challenges and partnerships

Organisations cannot tackle the complex challenges of climate change, biodiversity loss and social injustice in isolation. Addressing these challenges will require collaboration across industry, NGOs, Government and beyond to maintain focus, facilitate conversations and drive change on pivotal issues.

The below table is a high-level overview of the work we're doing. See our [website](#) for more detail on our partnerships.

Challenge		What are we doing	Partnerships to meet our challenges	
Data definition and measurement	Standardised definitions and approaches to measuring and monitoring across both climate and nature to more effectively drive progress, comparison and reporting, including for: <ul style="list-style-type: none"> • Scope 3 emissions • Biodiversity baselining, sustainable water management and soil health 	We are collaborating through industry groups to agree best practice definitions and reporting and simplify data collection for our suppliers and enable more granular reporting.	WRAP, IGD, Secaro	We engaged with WRAP and IGD following the Net Zero Transition Report to more deeply understand projected reduction opportunities, informing our own transition planning. We also engaged with industry on greenhouse gas data and methodology for Scope 3 emissions.
		We are partnering to drive nature positive agriculture and support farmers measure biodiversity improvements, continuing to work on traceability to more robustly assess nature-related issues across our supply chain.	Foodsteps	We are working with Foodsteps to support our Scope 3 reporting and model significantly more specific emission factors at the product and ingredient level for our own brand products, with improved level of granularity enabling insights and action towards our SBTi targets.
Technology	Technology development, including commercially viable alternative fuel vehicles to support our decarbonisation plan.	We conduct feasibility studies and trials to explore new technologies and solutions and ensure operational suitability.	Land App	Supporting UK farmers to map their land including for land use, habitat cover, soil health and water risk, helping us to identify and mitigate risks.
Collective action	Understanding how to deliver the required transformation in the UK food system.	We conduct feasibility studies and trials to explore new technologies and solutions and ensure operational suitability.	ZEHID	We secured government funding as part of collaboration with the Zero Emissions HGV and Infrastructure Demonstration (ZEHID) to install charging infrastructure at five of our depots. This will help us to trial electric HGVs in our operations and measure the impact of these EVs in our operations.
		We are working alongside industry to understand and address the challenges facing our sector as we work to progress our net zero ambitions for the food system.	IGD	The Food Systems Change Leader Forum, established in April 2024 and convened by IGD with WRAP is focusing on key levers for system change and workstreams that will support progress to net zero.
Policy and system change	Policy intervention and investment to create the infrastructure for change, enable a level playing field, support customer behaviour change and transition to net zero.	We are working alongside policymakers, the food industry and experts to build towards a UK food system that delivers economic growth, improves health outcomes, protects our natural environment, and delivers lasting social good.	Food Strategy Advisory Board	Our Chief Executive Simon Roberts, through his role on the Government's Food Strategy Advisory Board, played an active part in advising the government on the development of the Good Food Cycle and the NHS 10-Year Health Plan. This included a key policy ask to mandate healthy sales disclosures for large food businesses.
		We have outlined our key priorities to Government and regularly provide input and insight through industry groups and sector consultation.	BRC, IGD, Government	We continue to promote the value of the retail sector across the UK, fostering sector alignment on key sustainability challenges and responding to Government consultations to share sector insights and outline the impact on businesses and the wider industry.
			Retail Soy Group (UK)	We are engaging across the sector with the UK Government to ensure upcoming legislation aligns with the EU Deforestation Regulation (EUDR) and more widely support the introduction of the EUDR to help meet our deforestation and conversion free ambitions.
			Seasonal Worker Scheme Taskforce	We championed improvements for UK seasonal workers through our membership of the Seasonal Workers Scheme Taskforce and as part of their Governance Committee. We participate in workstreams that aim to improve access to grievance mechanisms, due diligence and good practice during recruitment and on-farm and improve worker finances.

We collaborate and work with many other notable partnerships across a wide range of areas to support knowledge sharing and industry wide action to drive systemic change at scale.

Fairtrade Future Food Movement Comic Relief Ethical Trade Initiative University of Nottingham Rights Lab Consumer Goods Forum Stronger Together

Sustainability policies

Being transparent about how we communicate with our suppliers, source our products and protect our colleagues is important to us. Find all our sustainability policies below:

Environment

Cocoa Policy

[Read more](#)

Coffee Policy

[Read more](#)

Non-Timber Forest Products (Bamboo) Policy

[Read more](#)

Pulp, Paper and Fibre-based Policy

[Read more](#)

Wool Policy

[Read more](#)

Cotton Policy

[Read more](#)

Feather and Down Policy

[Read more](#)

Precious Metals and Minerals Policy

[Read more](#)

Natural Rubber Policy

[Read more](#)

Timber Policy

[Read more](#)

Requirements for Soy Feed

[Read more](#)

Manmade Cellulosic Fibres Policy

[Read more](#)

Leather Policy

[Read more](#)

Palm Oil Policy

[Read more](#)

Traceability and transparency

Tier 1 sites for GM and clothing

[Read more](#)

Tier 1 sites for Food

[Read more](#)

Tier 1 sites for Goods not for Resale

[Read more](#)

Governance, people and health

Supplier Whistleblowing Policy

[Read more](#)

Group Suppliers' Anti-bribery and Corruption Policy

[Read more](#)

Responsible Retailing of Alcohol Policy

[Read more](#)

Ethical Sourcing Policy

[Read more](#)

Home Work Policy

[Read more](#)

Flexible Working Policy

[Read more](#)

Human Rights Policy

[Read more](#)

Prison Labour Policy

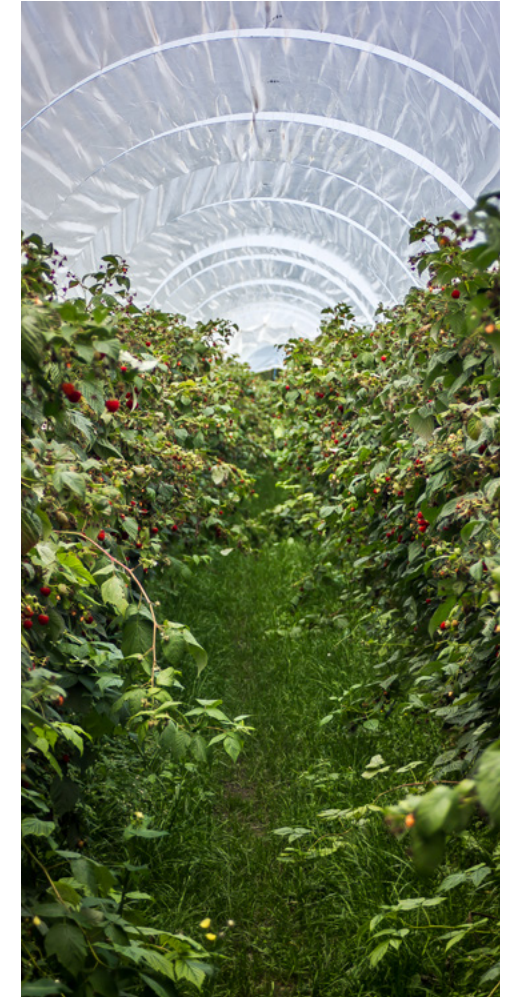
[Read more](#)

Responsible Tax Policy

[Read more](#)

CR&S Committee Terms of Reference

[Read more](#)





Sharing our progress

Plan for Better

Being transparent about our performance and progress is an important part of building trust. The following pages include information about our targets, baselines and results. More information, including our methodologies, can be accessed through the Plan for Better Databook on our website.

A number of metrics have been selected for external assurance. This is highlighted with (*) and the assurance statement from ERM CVS can be found [here](#).

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Our ESG performance scorecard

Greenhouse gas (GHG) emissions

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2018/19	FY 2035/36	FY 2024/25	FY 2025/26	
Reduce absolute greenhouse gas (GHG) emissions from our own operations to net zero by 2035	Absolute GHG emissions within our own operations (tCO ₂ e)	949,744*	Net zero	448,734*	441,017*	-53.6%
		FY 2019/20		FY 2024/25	FY 2025/26	
	Electricity which comes from renewable sources (%)	17%*	100%	100%*	100%*	488.2%
Target	Metric	FY 2023/24	FY 2050/51	FY 2024/25	FY 2025/26	
Reduction of absolute GHG emissions in line with 1.5°C trajectory	Absolute Scope 3 GHG emissions (tCO ₂ e)	27,692,972* ¹	Net zero	27,581,158*	27,857,467*	0.6%
		FY 2022/23	FY 2025/26	FY 2024/25	FY 2025/26	
	Suppliers disclosing through Secaro ² or HIGG (% of emissions)	43.8% (442 suppliers)	No target	53.0% (612 suppliers)	59.5% (439 suppliers)	35.8%
	Suppliers with SBTi 1.5°C net zero target approved (% of emissions)					
	• SBTi 1.5°C net zero target approved	Less than 2% (8 suppliers)	50-80%	11.6% (71 suppliers)	26.7% (94 suppliers)	1,235.0%
	• Any SBTi 1.5°C aligned target approved (WWF Retailer's Commitment)	Unavailable	50%	39.8% (148 suppliers)	51.6% (152 suppliers)	N/A

Absolute GHG emissions within our own operations. The total figure represents the sum of Scope 1 and Scope 2 (Market Based) emissions. Our Scope 2 Market Based emissions are reported as Zero as 100 per cent of electricity has been sourced from renewable sources since January 2022. For reference our Scope 2 Location based emissions in 2025/26 are 208,952 tCO₂e. We have reduced emissions in our own operations by 53.6 per cent vs baseline - through our transition to 100 per cent renewable electricity, replacement of hydrofluorocarbon refrigerant gases with natural alternatives and electrification of our heating. We are also working on the decarbonisation of our transport fleet.

Electricity which comes from renewable sources. Since January 2022, 100 per cent of electricity has been sourced from renewable sources (combination of electricity sourced directly from solar and UK wind farms as well as certificate-backed renewable electricity from the UK).

Reduction of absolute Scope 3 GHG emissions in line with 1.5°C trajectory. Our Scope 3 emissions have grown 0.6 per cent from a 2023/24 base year, which is less than business growth during the same time frame. We recognise the industry challenge in reporting accurate Scope 3 emissions and have partnered with Foodsteps to improve the accuracy and specificity of the secondary emission factors for our food business. We are beginning to enhance our footprint with high quality primary data, focusing first on supply chains that contribute materially to our FLAG emissions.

Scope 3 engagement metrics. These monitor the response rate of our suppliers disclosing on the following environmental impact disclosure systems: Secaro and Higg by percentage of emissions covered. We also encourage our suppliers to obtain 1.5°C SBTi aligned targets. The 2025/26 figures are based on latest emissions footprint.

*This data has been subject to independent external assurance. Our 2025/26 assurance has been conducted by ERM Certification and Verification Services Limited. Click [here](#) for latest assurance report.

1 Absolute Scope 3 GHG emissions (tCO₂e) footprint as been restated to a new baseline year from 25,652,904 in 2018/19 to 27,692,972 in 2023/24. For further information please see page 7.
 2 Previously named Manufacture 2030.

Our ESG performance scorecard

Nature

Target	Metric	Baseline	Target	Results		Versus baseline
		CY 2019	CY 2025	CY 2024	CY 2025	
Nature Positive: Committed to protecting and regenerating nature	Palm oil sourced to an independent standard - Mass-Balance / Segregated / IP (%)	99.1%	100%	100%	100%	0.9%
	Soy independently certified - Credits / Mass-Balance / Segregated (%)	5.8%	100%	96.6%	100%	1,624.1%
Deforestation and Conversion Free by 2026		CY 2025	CY 2025	CY 2024	CY 2025	
	Timber sourced to an independent sustainability standard (%)	99.3%	100%	N/A	99.3%	N/A
		FY 2025/26		FY 2024/25	FY 2025/26	
	Cotton sourced to an independent sustainability standard (%)	97.2%	100% (CY 2025)	N/A	97.2%	N/A
	Leather tonnage from tanneries certified to a minimum of bronze level (%)	100%	100% (FY 2025/26)	N/A	100%	N/A
	Manmade cellulosic fibres sourced to an independent sustainability standard (%)	97.0%	100% (FY 2025/26)	N/A	97.0%	N/A
		CY 2025	CY 2025	CY 2024	CY 2025	
	Beef sourced from country with negligible risk of deforestation or conversion or sourced from supplier with Deforestation and Conversion Free control mechanism (%)	100%	100%	N/A	100%	N/A
		CY 2023	CY 2025	CY 2024	CY 2025	
	Volumes of cocoa bean equivalent certified (%)	47.0%	100%	65.4%	97.7%	107.9%
	CY 2024	CY 2025	CY 2024	CY 2025		
Volumes of certified coffee (%)	64.0%	100%	64.0%	99.9%	56.1%	
	FY 2019/20		FY 2024/25	FY 2025/26		
Wild caught seafood sales which is independently certified as sustainable (%)	82.3%	100%	86.8%	86.4%	5.0%	
Farmed seafood sales which is independently certified as sustainable (%)	100%	100% ongoing	100%	100%	0.0%	
Woodland trees planted (cumulative number)	493,750	1,500,000 (FY 2025/26)	1,425,461	1,558,339	215.6%	

Palm oil. We have maintained our 100 per cent certification.

Soy. Our percentage of independently certified soy has increased from 96.6 per cent to 100 per cent. Soy considered Deforestation and Conversion Free (low risk origin or segregated) has increased from 29.6 per cent in 2024/25 (Updated figure) to 35.2 per cent in 2025/26.

Timber. Metric methodology has been updated from sales to intake to better reflect the impact of our sourcing decisions. Since 2024 all new deliveries into our business have been from sustainably sourced supply chains.

Cotton. Metric methodology has been updated from sales to intake to better reflect the impact of our sourcing decisions. Sourcing Certified Pharmaceutical grade cotton wool remains a supply challenge which is impacting our ability to reach our 100 per cent target overall.

Leather. Metric methodology has been updated from sales to intake to better reflect the impact of our sourcing decisions. All current tanneries used within Clothing are Leather Working Group accredited and new tanneries will be required to be gold certified. All current tanneries used in Furniture are now LWG bronze certified, as a minimum.

Manmade cellulosic fibres. Metric methodology has been updated from sales to intake to better reflect the impact of our sourcing decisions.

Beef. 99.9 per cent of our beef is sourced from low risk regions (EU/UK/Ireland) with remaining sourced Brazil for our corned beef. Suppliers in Brazil have DCF control mechanisms in place.

Cocoa. 90 per cent of cocoa volumes are certified through Rainforest Alliance and nearly 8 per cent through other schemes.

Coffee. 53 per cent of our coffee volumes certified through Fairtrade and 47 per cent through Rainforest Alliance. In March 2025, our remaining uncertified volumes (all in instant coffee) has switched to Rainforest Alliance which means we are currently sourcing 100 per cent certified and have met our sourcing target of 100 per cent DCF coffee by 2025.

Wild caught seafood. Despite seeing an overall increase in MSC sales, metric has slightly declined due to inflation in non-MSC species such as Mackerel due to the supply and demand dynamics of dwindling stock.

Farmed seafood. Our farmed seafood remains 100 per cent sustainably certified.

Woodland trees. This year we reached our target of funding the planting of an additional 1.5 million trees through our partnership with the Woodland Trust. This brings the total of trees planted to over 54 million since our partnership began in 2004, which has the potential to mitigate over 1.3 million tonnes of CO₂.

Our ESG performance scorecard

Water

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2018/19	FY 2040/41	FY 2024/25	FY 2025/26	
Minimise the use of water in our own operations, driving towards water neutral by 2040	Absolute water usage within our own operations (m ³)	3,224,000*	Water neutral	2,562,660*	2,401,772	-25.5%

Water consumption has reduced by 6.3 per cent year-on-year and 25.5 per cent against baseline due to improvements in leak management processes and continuation with rainwater harvesting trials.

*This data has been subject to independent external assurance. In 2024/25 assurance conducted by ERM Certification and Verification Services Limited. Click [here](#) for assurance statement.

Food waste

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2019/20	FY 2030/31	FY 2024/25	FY 2025/26	
Reduce food waste by 50% by 2030	Food waste to anaerobic digestion (tonnes)	34,609	17,305	30,616	25,415	-26.6%
	Food waste sent to anaerobic digestion as a percentage of total tonnes handled (%)	0.728%	0.364%	0.617%*	0.503%*	-30.9%

Food waste to anaerobic digestion. This year 0.503 per cent of food handled was sent to anaerobic digestion, down 18.4 per cent year-on-year and down 30.9 per cent on our 2019/20 baseline. We have redistributed 606.1 per cent more surplus food to people and communities versus our 2019/20 baseline.

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

- Food waste to anaerobic digestion: 25,415 tonnes
- Surplus food redistributed to people: 11,030 tonnes
- Surplus food sent to Animal feed: 2,030 tonnes

*This data has been subject to independent external assurance. Our 2025/26 assurance has been conducted by ERM Certification and Verification Services Limited. Click [here](#) for latest assurance report.

Our ESG performance scorecard

Circular packaging

Target	Metric	Baseline	Target	Results		Versus baseline
		Food - CY 2018 GM - CY 2020	CY 2025	CY 2024	CY 2025	
Reduce our own brand plastic packaging by 50 per cent by 2025, increase recycled content and recyclability	Own brand plastic packaging (tonnes)	69,839	34,920	55,154	57,305	-17.9%
30 per cent post-consumer recycled content in own brand primary plastic packaging in food and GM&C	Average recycled content across own brand products (%)	CY 2021 31.5%	30%	CY 2024 N/A	CY 2025 23.0%	-27.0%
100% of Food plastic packaging to be reusable, recyclable or compostable by 2023	Own brand products that are fully recyclable (%)	CY 2021 84.0%	CY 2023 100%	CY 2024 N/A	CY 2025 84.7%	0.8%
100% recyclable or reusable packaging	Food: 100% recyclable or reusable packaging (%)	CY 2025 94.2%	100%	CY 2024 N/A	CY 2025 94.2%	N/A
Reduction across all packaging materials	Food: Own brand packaging materials	CY2025		CY 2024	CY 2025	
	• Absolute (tonnes)	164,656	N/A	N/A	164,656	N/A
	• Relative (tonnes/sales units)	26.9	N/A	N/A	26.9	N/A

Own brand plastic packaging. Own brand primary plastic packaging saw an absolute increase of 3.9 per cent and a relative increase (removing volume impact) of 2.7 per cent year-on-year. Against our baseline, own brand primary plastic packaging has reduced by 17.9 per cent on an absolute basis and 17.3 per cent on a relative basis.

Average recycled content across own brand products. Over the last few years we have moved several products such as steaks, breaded chicken, salmon and mushrooms, with high post-consumer recycled content in the trays, to card packaging. This has reduced the average post-consumer recycled content in the remaining plastic packaging across Sainsbury's Food.

Own brand products that are fully recyclable. Over the last few years we have moved several products such as steaks, breaded chicken, salmon and mushrooms, with recyclable plastic trays, to card packaging. This has reduced the percentage recyclability of the remaining plastic packaging across Sainsbury's Food. This metric doesn't track and include the other packaging materials.

Recyclable or reusable packaging. This is a new metric and we are working to improve data accuracy of recyclability data, review alternative packaging and work with our suppliers / the industry on complex non recyclable materials.

Reduction across all packaging materials. This is a new metric and we are continuing to work to remove unnecessary packaging and reduce packaging weight across the business.

Our ESG performance scorecard

Healthy and sustainable diets

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2021/22	FY 2025/26	FY 2024/25	FY 2025/26	
At least 85% Healthy and Better for you sales tonnage sold by 2026	Healthy and Better for you sales tonnage as a proportion of total sales tonnage (%)	82.0%	85.0%	81.9%	82.2%	0.2%

82.2 per cent of our total sales tonnage came from Healthy and Better for you products, a 0.4 per cent increase year on-year, with our own brand sales at 88.5 per cent. This improvement was driven primarily by healthy soft drink sales, highlighting the importance of category mix in our overall performance.

For more extensive Health disclosures, see our Plan for Better Databook (available [here](#)).

Community and partnerships

Ambition	Metric	Baseline	Target	Results		Versus baseline
				FY 2024/25	FY 2025/26	
To leave a measurable positive impact on the communities we serve and source from and address food poverty by providing good food for all of us	Corporate Giving (£m)	N/A	N/A	£30.7m	£44.0m	N/A
	Total fundraised by colleagues, customers and suppliers (£m)	N/A	N/A	N/A	£9.1m	N/A
	Meals donated (number)	N/A	N/A	18,341,490	26,780,300	N/A

Corporate giving. This is a new metric calculated using the Business for Societal Impact (B4SI) methodology, which includes cash donations, colleague volunteering time, cost in-kind of food-redistribution and the costs for managing our community programmes.

Total fundraised. This is a new metric which includes donations made by colleagues, customers and suppliers through our national campaigns, charitable partnerships, local store fundraising and payroll giving.

Meals donated. Increase year-on-year driven mainly through our food redistribution partnership with Neighbourly and Olio.

Our ESG performance scorecard

Human Rights

Ambition	Metric	Baseline	Target	Results		Versus baseline
		FY 2025/26	FY 2029/30	FY 2024/25	FY 2025/26	
We are committed to respecting human rights across our value chain and ensuring our transition to net zero is just and equitable for the communities we source from	Suppliers with a policy addressing discrimination (%)	81.6%	100%	N/A	81.6%	N/A
	Suppliers with a grievance mechanism in place (%)	97.0%	100%	N/A	97.0%	N/A

This is the first year that we are setting KPIs to track progress against our Human Rights commitments to tackle our most salient issues by 2030. After working with the University of Nottingham Rights Lab, we have established two KPIs relating to grievance mechanisms and discrimination.

Diversity, equity and inclusion

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2024/25	FY 2028/29	FY 2024/25	FY 2025/26	
To be a truly inclusive retailer where every one of our colleagues can fulfil their potential and where our customers feel welcome when they shop with us	Senior leadership and management positions held by Women (%)	42.4%	50%	42.4%	41.6%	-1.8%
To achieve diverse representation in leadership positions by 2028	Senior leadership and management positions held by ethnically diverse people (%)	11.3%	15%	11.3%	11.8%	4.1%

At Sainsbury's we constantly strive to be a truly inclusive retailer. We're evolving our approach to talent management and leadership development to ensure that we build a strong, diverse, talent pipeline to hit, and then maintain, our goals. Representation of women at senior levels in our organisation has fallen marginally by 1.9 per cent year-on-year. We have seen good improvement of 4.3 per cent year-on-year relating to representation of ethnically diverse people at senior levels.

Our ESG performance scorecard

Animal health and welfare

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2025/26	FY 2030/31	FY 2024/25	FY 2025/26	
Improve animal health and welfare and practice responsible antibiotic stewardship	Better Welfare Standards (Feather and Down): Intake volume from an independently audited farm assurance standard (%)	100%	100%	N/A	100%	N/A
		FY 2022/23	FY 2030/31	FY 2024/25	FY 2025/26	
	Better Welfare Standards (Food): Sales volume from welfare standards above the UK industry baseline (%)	47.9%	YoY maintain/increase	62.7%	63.9%	33.4%
		CY 2021	CY 2030	CY 2024	CY2025	
	Continuous Improvement of Outcome KPIs: Animal health and welfare outcome KPIs achieving Sainsbury's KPI performance targets: All species (%)	66.0%	100%	80.0%	85.0%	28.8%
	Responsible Antibiotic Use: Key animal supply chains achieving Sainsbury's responsible use targets for total antibiotic use: All species (%)	82.0%	100%	86.7%	80.0%	-2.4%
	Critically Important Antibiotic Use: key animal supply chains achieving Sainsbury's responsible use targets for antibiotics deemed critically important for human health (CIAs): All species (%)	55.0%	>90%	60.0%	73.0%	32.7%

We are on track to deliver against all our Animal Health and Welfare commitments. Better Welfare Standards Feather and Down has delivered 100 per cent ahead of planned trajectory to deliver by 2030. We continue to see improvement year-on-year and versus baseline in both Better Welfare Standards Food and Continuous Improvement of Outcome KPIs targets.

In relation to our target on Responsible Antibiotic Use, reduction year-on-year is dependent on the need to use antibiotics to protect animal health and welfare, which is driven by natural fluctuations in disease. Our target for zero use of CIAs is also ambitious, but we have seen good improvement year-on-year. Where supply chains have not met this target, we know they use negligible amounts and publish this data in our external antibiotic stewardship report.

Click [here](#) to view our latest Animal Health and Welfare Report and Antibiotic Stewardship Report for more information.

J Sainsbury plc