Your questions answered

Thank you to everyone who attended our Annual Members' Meeting on 20th May.

As a Co-operative Society owned and led by our members, we are delighted that so many of you supported us, whether online or in person, and had your say in our future.

We appreciated your active engagement during the meeting and made a commitment to answer the questions we didn't get to on the night.

We have grouped questions by topic and combined similar questions together in this response document.

SECTION 1 – COLLEAGUE REWARD - INCLUDING EXECUTIVE PAY

Members asked a number of questions about the Report of the Remuneration Committee and Executive pay, including why Executive colleagues had received significant bonus payments in a year when the Society had reported a decline in profits.

EXECUTIVE PAY

The principles which underpin the Committee's approach to Executive pay in the previous year are summarised below.

This was a year of fundamental change, including the transfer of engagements that culminated in the creation of OurCoop, the UK's largest independent co-operative. The Remuneration Committee's decisions reflect the strategic delivery secured through that time of transformation, the fact that this significantly expanded the scope, complexity and responsibility of Executive roles, and the Committee's responsibility to act in the long-term interests of our members, colleagues and the communities we serve.

Governance oversight

Executive pay is set by our Remuneration Committee, made up entirely of non-executive directors and chaired by someone other than the Board Chair, and approved by a Board that is itself entirely non-executive, with 19 out of 20 members elected directly by members and one appointed Independent Non-Executive Director (INED). No member of the Executive Team is a Board Director or a member of the Remuneration Committee. This is consistent with the UK Corporate Governance Code and the Co-operatives UK Governance Code.

Transparency

The full Remuneration Report, which sets out how each decision was reached and on what basis, was published in the Annual Report (pages 65-77) which was available to members two weeks prior to the Annual Members' Meeting. Printed copies were available on the day, and digital copies were also loaded to the online reading room for those joining virtually.

Scrutiny and approval

At the Annual Members' Meeting on 20 May, held in person in seven locations across the country and online, the Chair of the Remuneration Committee presented the report and explained the rationale for the decisions. Members then approved the Annual Report and Accounts, including the Remuneration Report, with 85% of members voting in favour of this resolution.

Scale of the Executive role

OurCoop has effectively doubled in size, with extensive preparatory work being carried out during the period covered by the Report, with seven trading businesses and a significantly more complex operating structure. The demands on the Executive Team - in time, capability and competence - have grown accordingly, and the Remuneration Committee's recommendations reflect that. It should be noted that the Chief Executive had not received any non-inflationary increase in six years, despite the growth in role and performance during that time.

Remuneration benchmarking

During this year, we faced the very real risk of losing senior Executive talent as a result of headhunting at an absolutely critical time, in the light of the impending mergers, which we deemed to be of major strategic importance. For several years the Society's policy was to offer reward which was close to the median basic salary. This was the midpoint of a large group of comparable organisations but with significantly lower bonus potential, typically only around a third to a half of that midpoint. This approach resulted in total remuneration for Executive colleagues that was significantly lower than for our competitors.

In light of the significant expansion of role and the strategic importance of the transformation work undertaken throughout the year, the Remuneration Committee recommended changes to the Society's incentive arrangements. These changes include a change to offer incentives and total remuneration that compare more closely to peer organisations. The full rationale is set out in the published Remuneration Report (from page 65 to 77). On page 72, we set out specifically how the remuneration policy was implemented for the year. This includes details of incentive payments, salary increases, and other remuneration, detailed for each member of the Executive. Total base salaries were £1,729,660. Additionally, incentive payments of £1,966,977, and one-time discretionary remuneration relating to specific deliverable performance, or one-time payments, totalling £812,015, were made.

Previous Executive scheme

The previous scheme has been designed based on the Society's earlier priorities and was overtaken by the scale and pace of structural change during the year and the updated Board strategic priorities set in July 2025. The Remuneration Committee recommended replacement arrangements appropriate to a Society undergoing integration activity.

One-off payments

A significant proportion (at least 30%) of the payments made should be regarded as one-off payments, relating to events that occurred during the year. These are set out on page 72 of the annual report and totalled £812,015 across the Executive.

Members asked a range of questions around colleague reward, including progress on work to align pay and benefits across the 3 Societies, and the method used for making bonus payments.

Colleagues' pay and rewards, including share of the profit payments.

Colleagues have received investment in pay of over £31m in the last four years, including £8.5m in 2026, alongside an increase in the minimum hourly rate to £12.40 for front-line colleagues. This means the overall reward for the vast majority of colleagues - pay and wider benefits - now compares strongly across our industry.

Pay has now been harmonised across our three founding societies. The Central Co-op Colleague Share of the Profits, a scheme specific to one of our founding societies, was paid in June 2025 with colleagues benefitting from a share of £502,000. As colleague reward is brought together across the new Society it will not be paid in June 2026, and arrangements are being reviewed as part of integration.

We've consistently offered competitive hourly rates of pay above the National Living Wage for all colleagues regardless of age, as well as paid breaks

In April 2026, pay for our lowest paid colleagues was harmonised following successful pay negotiations; significantly ahead of the integration plan date for this activity.

Colleague wellbeing

A suite of additional wellbeing benefits have been rolled out to all colleagues in the new Society. This includes -

- Access to free health checks
- A virtual GP service
- Free counselling sessions
- Access to a nutritionist for all colleagues
- Easy access for everything colleagues need, including:
    - Careers
    - Benefits
    - Wellbeing
    - Inclusion
    - Exclusive discounts at hundreds of retail outlets

Work has begun on proposals to harmonise maternity and paternity policies and establish terms and conditions for the new Society, including employment contracts, car allowances, bonus arrangements, and healthcare.

Colleague discount

Work is underway to ensure colleague discount rates are consistent for all colleagues in all stores. This will be confirmed to colleagues shortly, alongside a refresher for all colleagues on the discounts and harmonised benefits now available across our family of businesses.

Colleague eligibility for bonus payments

A number of management colleagues, including store managers were eligible for and received one-off bonus payments during the year, recognising the value of individual and team contributions through a period of significant change.

Colleague Integration

The Society is committed to providing an enhanced, modern colleague experience, and recognises that integration will take time. Support functions will be reviewed to meet future needs across Food, Funeral, Travel, Early Years, Utilities and Digital.

Key opportunities for colleagues in the new Society include:

- Commitment to diversity, inclusion and wellbeing
- A coherent and consistent career framework
- greater opportunities for development, progression and cross-functional collaboration across our family of businesses
- Clear reward and policy principles that are fair, affordable and consistently applied.

Planned colleague engagement

Further colleague engagement activity throughout 2026 includes:

- Society "Colleague of the Month" launched in April
- Mental health and Inclusion networking groups are now integrated as one Society and are working together to deliver their combined plan.
- A further Pulse colleague feedback survey will take place in September.
- Apprenticeship approach and programmes have been integrated and 79 new applications for Apprenticeships have been received from colleagues.
- The People team are working with Co-operatives UK to explore training and development partnerships between OurCoop and Co-operatives UK.

Lone working in stores

Members asked about the Society policy on lone working in Food stores.

We do not operate lone working in our stores and provide a range of communications methods for our colleagues to stay connected and support each other throughout their shifts, including headsets, Tannoy systems and in-store alerts. We are committed to inclusivity and aim to keep colleagues from feeling vulnerable or unsupported.

Colleague wellbeing

Members asked what wellbeing support was being made available.

Colleagues are supported by their line managers and wider teams day-to-day and, where necessary, are signposted to further support available through our People Team, including our Employee Assistance Programme and confidential help lines.

We encourage colleagues to prioritise self-care, take appropriate breaks and have open conversations with their line managers. We also provide Society-wide wellbeing resources and ongoing colleague support programmes.

Overtime

Members asked how colleagues are paid for overtime and unsocial hours.

Colleagues who work overtime are paid at their normal hourly rate. We also offer pay premium rates for working unsocial hours and for working over the festive period. Our Funeral colleagues have standby and call-out payments to support clients outside normal working hours.

Parity of pay - food stores

Members asked whether food-store colleague roles are paid the same rate.

As of 1 April, all roles within our food stores are paid the same rate of pay relevant to the role that they do. For example, all customer service assistant (CSA) roles across the former Midcounties, Chelmsford Star and Central Co-op are now paid the same rate of pay.

Paid breaks

Members asked about the Society's commitment to offering paid breaks for colleagues

Our colleagues' wellbeing is a priority for us and while there is no legal requirement to offer paid breaks, we do ensure all colleagues who work more than four hours are eligible for paid breaks, with those working above six hours also being able to take an unpaid lunch break.

Ratio between high and low paid Society colleagues

Members asked about the ratio between our highest- and lowest-paid colleagues.

We report our CEO Pay Ratio each year which looks at the pay ratio across OurCoop. There we explain that the pay ratio between the CEO and colleagues, averaged across those at the lower, median and upper quartiles of pay, is 38:1. The ratio between the CEO and colleagues in the lower quartile of pay is 43:1. We set out further detail and content at page 70 of the Annual report for 2025/26.

Our coop

Upper quartile colleague pay

Members asked about colleague pay and reward overall.

As summarised in the Report of the Remuneration Committee presented at the Annual Members' Meeting, Central Co-op made significant investment in colleague reward over prior years. We offer an upper quartile reward package with rewards focussed on a wide selection of benefits and policies which colleagues can access along with the pay they receive for their role.

SECTION 2 - SOCIETY PERFORMANCE & INTEGRATION

Financial performance – new Society

Members asked a range of questions about the financial performance of our new Society, including the levels of savings that would be achieved through coming together, the impact of the Co-op Group cyber-attack and the level of reward being paid to members.

Over the year, turnover was £844.6m, with trading profit of £4.3m and gross profit margin increasing to 29.9%. Underlying operating profit was £9.5m (£11m in 2024/25). This was despite very difficult trading conditions, particularly impacted by the cyber-attack on the Co-op Group, which resulted in a 22% reduction in our like-for-like sales performance versus the market. The financial performance of the Society during the reporting period is detailed in pages 100 -151 of the Annual Report.

The objectives the Board sets for the Executive Team are broader than financial performance alone, and cover membership, progress towards energy self-sufficiency, and new business. They also include a target to deliver £29m of savings through shared procurement with other independent co-operatives. We are pleased to have already delivered this saving for the co-operative movement.

In total, we invested £24.5m during the year. We opened six new stores. Through our investment we also regenerated another 13 stores. Digital funeral services continued to develop, alongside the rollout of solar generation across the estate – part of a clear short- to medium-term ambition for OurCoop to be energy self-sufficient. We exceeded our green energy goals by two years and now produce enough green energy for the equivalent of the Chelmsford Star estate to be 100% green energy fuelled. These investments and others help to improve productivity, lower running costs, and create lasting value for members.

We also saw member engagement strengthen. 175,000 new members joined during the year, up from 124,079 in 2024/25. Members also received their regular Share of the Profits payment, our annual distribution to members.

Integration

Members were particularly interested to understand how the integration of Central, Chelmsford, and Midcounties Societies was progressing, with questions on matters including the role of the integration Executive, aligning store systems and what impact the integration will have on colleagues.

We have established an Integration Executive led by a Chief Executive Officer for Integration. This team is in place for a limited period of time to oversee the integration of the three societies We are taking the best of what our three founding societies offered, and focusing on safely and effectively delivering integration activity - aligning systems, processes and ways of working to support the creation of the new Society.

Our Chief Executive Officer (CEO) and Executive Team lead our long-term strategy and performance both during the integration and once the new Society is fully established.

We are strengthening our financial position, increasing member participation and continuing to invest in priority areas. This means a single membership with greater value and more ways to take part.

We are building a connected membership across a family of businesses - from food to travel, energy to funerals, early years to connectivity.

The integration of Chelmsford Star is progressing well including launching our membership proposition to Chelmsford Star members in summer 2026, creating a single membership app.

Alignment with Midcounties is underway across systems, culture and governance.

We are focused on:

- Delivering synergy benefits identified in the OurCoop business case
- Reducing debt across the new Society
- Ensuring ongoing liquidity
- Aligning brand architecture under the OurCoop family of businesses

Efficiencies achieved

Members asked what savings we're making by working with other co-operatives, and whether we have further plans to accelerate closer working.

The procurement collaboration we have helped to lead is already delivering tangible results, with independent co-operative societies saving more than £30 million a year through collective purchasing.

We protected profit contribution, maintained financial control, and made prudent decisions including pausing elements of capital investment. The cost to serve our customers and members will reduce through automation and smarter systems.

The five-year plan includes targeted investment to align systems, contracts and ways of working, with a significant focus on technology, where greater scale and consolidation will lead to greater efficiencies.

By moving to more effective platforms, simplifying supplier arrangements and using increased scale to secure better terms, we expect to secure better value across the new Society.

We are projected to generate significant ongoing annual savings through improved procurement, reduced duplication and more efficient infrastructure.

IT integration progress

Members asked for an update on the integration of IT systems as part of integration activity.

Our technology integration team has worked with Microsoft to enable simple communication between the former Central Co-op and Midcounties' domains. We have done this by bringing both into a single shared system (a 'Multi-Tenanted Organisation' or MTO), so colleagues across all previous Societies can communicate freely.

Other system consolidation such as finance and People systems will be addressed as part of the ongoing integration programme.

SECTION 3 - OUR TRADING BUSINESSES

Supporting local food producers

Members asked how the Society is supporting local food producers.

Through our integration programme we're aligning our supplier base to create a stronger, more sustainable offer. This includes identifying key suppliers we can work with across the business, delivering consistency, improving value and creating more opportunities for local producers to grow with us over time.

Influencing Federal Retail Trading Services (FRTS)

Members asked how much influence we have over the products we buy through FRTS.

We buy many of our products through a shared buying group called Federal Retail and Trading Services (FRTS) - a co-operative arrangement, led by the Co-op Group, that lets independent co-ops pool their buying power to secure better value. While we buy through FRTS, we still control the range of products in our own food stores, and we aim to improve value and bring more focus to own-brand availability.

Competing on essential items

Members asked how we are keeping everyday essential items competitively priced.

We constantly aim to provide greater value without compromising on quality or service. We review our pricing strategy to improve competitiveness on everything, including everyday essentials.

Self-service improvements

Members asked about how we are looking to improve the shopping experience at our self-service checkouts.

We rely on our colleagues, members and customers to keep us informed of their self-service shopping experiences. Please share any feedback that you have with the self-service units with colleagues in store, through our member surveys, or with our customer services team and we'll aim to resolve it.

Pay Point connection.

Members asked about the Pay Point connection in stores

Pay Point terminals are connected to our till systems. These will be upgraded as part of our integration to a new single Society system.

Shelf edge labelling

Members asked about improvements that are planned for shelf-edge labelling in our food stores to improve information of products and pricing

Through our integration programme, we'll make improvements to our shelf edge labelling processes. We're also implementing new 'demand forecasting' technology in the coming months (software that predicts how much of each product we'll sell) which will improve product availability, reduce food waste and provide greater flexibility to demand.

Store wage efficiencies

Members asked whether cutting store wage budgets is an efficient way to save money.

We set our wage budgets to reflect how each store actually operates, and we keep improving that model through more efficient ways of working. Every task in store is measured and built into the model, with the right number of hours allocated to it. We keep looking for ways to work more efficiently, using technology and better ways of working to reduce the overall workload in our stores.

Setting store budgets

Members asked how we set store budgets.

Store budgets are set to reflect the level the business needs to achieve in order to meet financial commitments. When trading falls below plan, resetting targets to that level would not support longer-term performance.

Instead, our focus is on closing the gap by prioritising our members, improving customer service, strengthening product availability and encouraging repeat purchases.

Plastic reduction

Members asked a number of questions about what we're doing to reduce plastic.

We provide in-store recycling points for hard-to-recycle plastic packaging and continue to expand plastic-free and loose produce options through the Co-op buying group.

High fat, salt and sugar (HFSS) products

Members asked about higher fat, salt and sugar products displayed near checkouts, and whether this meets the rules set by the regulator.

We take the rules on where higher fat, salt and sugar (HFSS) products can be displayed serously. In our larger stores, the regulations restrict placing certain pre-packed HFSS products near checkouts and we work to keep our stores compliant. Some smaller store formats and freshly prepared items fall outside these rules.

More broadly, we are committed to helping members make healthier choices through our product ranges and labelling, healthy eating workshops in schools and by exploring how we extend the range of quality, good value wholesome foods we offer in store.

Retail crime

Members asked what we're doing to protect colleagues from retail crime.

Our colleagues face difficult challenges every day. We have invested over £2 million in colleague safety and technology and continue to work through partnerships with local police forces, including a Special Constabulary programme.

Through our work with the Co-operative Party and other consumer co-operatives, we've secured important legislation to help tackle retail crime. This legislation — the Crime and Policing Act 2026 — makes a few important changes. It makes assault of a retail worker a specific criminal offence. Importantly, it also removes the current £200 limit on theft, meaning the police can now tackle criminals for any level of theft.

We will also keep up the pressure on the police to ensure they're using their new powers. Every incident in stores is followed up by us. In recent years, the Board of Directors has led on activity that has seen more than 50 Members of Parliament and Police and Crime Commissioners visit Society stores where MPs have been able to hear directly from colleagues who have been impacted by violent incidents and understand the increasingly difficult circumstances they are facing.

Human Rights, Sourcing and Trade with Israel

Members asked about our ethical sourcing policy and our position on trading with Israel.

OurCoop has adopted the Co-op Group's updated ethical sourcing policy, which ends the sourcing of goods from countries where there are internationally recognised human rights abuses or violations of international law.

- This includes Israel, Russia, Syria, Belarus, Afghanistan, Myanmar and Sudan.
- As a member of the Co-op buying group, all own brand products in OurCoop stores are sourced under this policy.
- Through the Federal Retail and Trading Services (FRTS) platform, OurCoop continues to ensure the views of members and the Society are represented in national discussions on ethical sourcing.

Multibuys and food waste

Members asked whether multibuy offers are actually increasing food waste.

We understand the concern that multibuy offers can encourage waste. Retail and consumer services continue to face cost pressures and intense competition, but one of the financial benefits of our five-year plan is improving buying power and using scale more effectively.

SECTION 4 - MEMBERSHIP

Membership scheme alignment (including Travel):

Members asked how membership and rewards will come together, including for Travel.

Existing membership arrangements from the previous Societies will remain in place during the first year while we identify what worked best in each founding Society.

Over time, we will work towards a single, unified membership scheme will provide consistency across the family of businesses and enable members to use one membership for all OurCoop services.

Current membership proposition progress

Members asked how the new membership proposition is performing.

We know our members are actively participating in our family of businesses. The figures vary by business, but active member participation increased to 37%. We were also pleased to see that our recently launched app has been downloaded by over 310,000 members.

Our refreshed 2025 membership proposition modernised rewards, driving strong take-up and significant digital growth.

Members have earned over £5 million in Reward ££s so far, with more than £4 million reinvested through spending in stores, keeping value circulating within the Society.

Using reward ££s at other Co-op supermarkets

Members asked where they can use their Reward ££s.

Member Reward ££s offer instant cashback-style rewards on selected products. Points will still be earned when you spend in store, just like before. Reward ££s can currently be used in any former Central Co-op store. Through integration, we're planning to extend this to former Chelmsford Star and Midcounties stores too.

Membership of multiple Societies

Members asked what happens if they belong to more than one society.

Existing membership schemes will continue to run alongside each other during integration to ensure continuity.

Members don't need to have the app to enjoy this member experience, but app users get exclusive offers and games. Members can still participate without the app and ask in-store for an update on their balance.

Membership - looking forward

Members asked how membership will develop in future.

By simplifying our proposition and accelerating the way rewards are earned, we have ensured that being a member is more rewarding, more transparent and more empowering.

Members now earn Reward ££s through:

- In-store purchase on everyday essentials and featured products.
- Interactive games and challenges that reward active participation.
- Funeral Plans and at-need arrangements.

Our new Society serves one million members and presents an exciting opportunity to deliver even more value for our members across our family of businesses. The priority areas for membership will include:

- Learning from all our founding societies what members value most and building on what has worked well.
- Aligning on key metrics to measure the health of the membership proposition.
- Engaging with our members, customers and prospective members on the development of a new future proposition.
- Launching our membership proposition to Chelmsford Star members in summer 2026.
- Creating a single membership app for all members in the new Society.

SECTION 5 – SOCIETY GOVERNANCE

New legal name

Members asked about the process for confirming the legal name of the new Society

In January 2026 - OurCoop launched, bringing together Central Co-operative, The Midcounties Co-operative and Chelmsford Star Co-operative Society, building on more than 150 years of shared co-operative values.

Following these transfers, the Society now trades as OurCoop, bringing together the family of co-operative businesses under a single unifying brand.

The legal trading name remains Central England Co-operative Limited. A process to identify a new legal name will be overseen by the Board as part of the Society's governance review. The Board is committed to inviting further input from members as part of this review.

Annual Members' Meeting Rewards

Members asked about the rewards for attending the meeting.

As an alternative to providing a Reward ££'s 'thank you' the Society chose to reward our members for their attendance at our recent AMM through a selection of exclusive incentives that encourage member activity across our family of businesses, including – travel, food, funeral, mobile, nurseries and energy. These included a prize draw to win your shopping for a year, with the winner drawn on 24th June.

The Board will review the approach to incentives for future meetings and provide further updates to members ahead of the Interim Meeting.

Format and locations.

Members asked about how meeting locations are selected and how the format of the meeting (online / in person / agenda / timings) is decided.

This is the first Annual Members' Meeting of the new Society and sought to bring in best practice to the delivery of meetings from all three founding societies

The Board is currently reviewing feedback provided by members on the meeting format and arrangements and this will be used to shape the Interim meetings. The Board is committed to rotating future meetings across different parts of our trading area.

Voting and Member resolutions

Members asked how voting worked and how resolutions are decided.

Voting was carried out by LUMI, a verified independent scrutineer. All votes cast by members are completely anonymous. To ensure members are supported during the voting process, LUMI display the member's name on the keypad to ensure that a voter is registered for the meeting, knows it is their terminal, and that it has been activated. The Society does not see this information.

It is for Members to agree how the Society is governed currently and how it is governed in the future. Our registered rules are the governing document approved by Society members. These rules set out the powers of the Board, and the members.

The Society is currently operating under transitional governance arrangements following the merger of the 3 societies. As part of its Governance Review, the Board will review all areas of the Society rules and will consider those matters which are reserved for member approval.

The proposed rules for the new Society will be put to members for review and approval at a Special Members' Meeting that will take place by the end of January 2027.

Our Coop

SECTION 6: OTHER AREAS

Community

Members asked what will happen to community funds and programmes, noting that lots of different programmes and activities existed across the different Societies.

Supporting local communities remains central to the purpose of the new Society. All existing community funds and programmes approved by members will continue in the short term, during the transitional period. This includes Midcounties' Doing Good Together Fund, Central Community Fund and Co-operative and Social Economy Fund, alongside Central Co-op's current community programmes and funding.

Over time, the new Society will review how these funds operate to ensure they deliver the greatest possible impact. Any future changes would be made with member involvement and transparency.

Property/store investment

Members asked how we decide where to invest, and why some stores close.

We regularly review our estate to ensure our stores are profitable and provide an essential purpose within the communities they serve.

Occasionally, when a store is financially unsustainable despite our best efforts, we must make the difficult decision to close it. In the last year we've closed 12 sites, including travel, food and petrol, and relocated five others. We never want to close a store. We do however have to look after the Society and our membership as a whole.

However, we continue to invest in new openings, expanding our trading area and have an extensive regeneration pipeline.

Regeneration/new sites/disposals

Members asked how we plan to balance new sites with existing ones in a difficult commercial environment

We continue to balance investment between opening new stores and improving existing ones, making sure every project delivers long-term value and sustainability for the business.

Since forming OurCoop, we have opened four new FoodCoop stores — Desford, Wavendon, Leckhampton and Rainhill — plus new travel branches in Lichfield and Cheltenham. This represents £9.3 million of investment in modern, community-focused spaces, with local employment opportunities.

Investment properties

Members asked about the plans for the Society investment property portfolio.

We hold a wide range of investment properties including residential, commercial and land. The portfolio is actively managed in line with our values and to ensure assets have strong returns for our membership.

We own farmland in Raunds, Kettering and Desborough. They are rented to our tenant farmers on FBTs [Farm Business Tenancies] at the market rent. The income forms part of the investment property income that is reported on in our annual report.

We no longer own any part of the former Braintree department store.

Property maintenance

Members asked about the upkeep of our sites.

We aim to keep all our sites in an excellent state of repair both inside and out. We rely on a network of regular contractors to support us in doing so but on occasion our preferred contractors shift their business focus which can lead to delays in our maintenance schedule while we source alternative suppliers.

Site selection

Members asked how we choose new store locations.

We undertake comprehensive research when selecting a new site location for our business. This includes location-based factors such as population, demographics, urban planning and local community, alongside other micro and macro considerations.

Commitment to future Sustainability

Members asked how we're reducing our environmental impact.

We continue to strengthen the business for the long-term while reducing our environmental impact. We are now in year two of our Net-Zero 2040 strategy which was approved by the Science Based Targets initiative (SBTi) in May 2025.

Through our partnership with Younity, we support over 380 power purchase agreements with more than 100 community energy organisations, generating enough green energy to power approximately 65,000 homes — over a third of the UK's community-generated renewable energy:

- 125 solar installations complete generating equivalent of 9.39% of total consumption

- Six Net-Zero stores now delivered (Energy Performance Rating A or above)
- 30 bike repair stations installed
- 22% year-on-year reduction in waste
- 2.8m kgs of CO2 emissions avoided through food redistribution in partnership with Olio
- 492k litres of water saved through food redistribution in partnership with Olio
- 18,500 trees planted in Malawi
- 95% of colleagues have undertaken sustainability training in the last year
- Our carbon footprint has reduced by 25% since 2023. Energy consumption has fallen by 28% since 2020.