

A photograph of two men shaking hands in a cornfield at sunset. The sun is low on the horizon, creating a warm, golden glow. The men are silhouetted against the bright light. The corn plants are in the foreground, and the sky is a clear blue gradient.

# Impact that matters

for a better tomorrow

Sustainability Plan



## Contents

Our Sustainability Plan	2
Our guiding principles	3
Our goals	4
Climate & Nature	6
Waste & Circularity	10
Human Rights	12
Social Impact	16
Health & Nutrition	18
Making progress and driving impact for generations to come	20

## Acknowledgement of Country



Woolworths Group acknowledges the many Traditional Owners of the lands across Australia, and pay our respects to their Elders past and present. We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

We are committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.

## Disclaimer

This Plan contains forward-looking statements based on the Group's current knowledge and assumptions as at the date of its launch. Please note these statements are subject to external factors beyond our control, are not guarantees of future performance, and actual results therefore may differ. Unless otherwise referenced, all goals in this Plan are working towards F30 with a 31 December 2025 baseline. References to 'own brand' include all products or packaging bearing a Woolworths Group, Woolworths Supermarkets, or BIG W name or label.

# Towards a better tomorrow

At Woolworths Group, sustainability isn't an aspiration – it's how we do business.

It's the foundation of our purpose: *creating better experiences together for a better tomorrow.*



Woolworths Group is aligned to the United Nations Sustainable Development Goals (SDGs) and supports the Ten Principles of the United Nations Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption.



# Our Sustainability Plan

We've been on our sustainability journey for many years now. As we conclude our 2025 Sustainability Plan, we reflect on the lessons learned, recognise the impact we've made and the work still ahead. We are proud that this translated into over \$2.6 billion in net societal benefit<sup>1</sup> over five years. It also taught us that progress is not always linear, and collective action is crucial to solving increasingly interconnected challenges.

Our 2030 Sustainability Plan is designed to balance ambition with pragmatism and is centred around impact and value. This Plan sets out clear ambitions for the next phase of our journey – one that responds to a rapidly changing world while reinforcing our commitment to long-term value for our customers, team, shareholders, suppliers, and the broader community.

Our focus is to strengthen business growth and value chain resilience by prioritising areas where we can have the biggest impact. To identify these areas, we conducted a double materiality assessment – evaluating both how sustainability issues affect our business and our effect on people and the planet. This process was further validated by peer benchmarking, stakeholder insights, and lessons learned over the past five years.

We have identified five material areas, with goals and actions defined to guide our ambition.

Climate & Nature

Waste & Circularity

Human Rights

Social Impact

Health & Nutrition

Our commitment to safety and diversity and inclusion remains foundational – embedded in how we operate every day and integrated into our business strategy as non-negotiable core expectations for our team and not aspirational goals.

As this is a forward-looking Plan, some pathways are clearer and more detailed than others. This is a reflection of program maturity, rather than their relative importance. Each of these programs will help shape our forward plans and, importantly, evolve as we progress. We also acknowledge that the world around us is changing and complex systemic challenges require adaptive solutions.

We aim to transparently report our progress and key learnings through regular reporting, including our Annual Report and Modern Slavery Statements.

[Visit our website for more information](#)

<sup>1</sup> Supported by Oxford Economics, net societal benefit translates sustainability initiatives into a dollar estimate of their tangible benefit to society for the period of our 2025 Plan (F21-F25).

## Our guiding principles

Our guiding principles provide the foundation for how we deliver on our goals.



### Value and impact driven

We make evidence-based decisions that optimise both value and impact. We prioritise material areas in which we have the ability to make a significant contribution to, and those which will strengthen our business for the long run.



### Embedded through accountability

As one of Australia and New Zealand's largest retailers, delivering impact starts within our own business, including a shared understanding of how we approach sustainability and how we translate ambitions into actions. We anchor sustainability in programs of work with defined ownership and integration into our core business delivery plans.



### Designed for action and transparency

The environments and the systems in which we operate – social, environmental, regulatory, geopolitical – are constantly shifting, meaning that progress is iterative rather than linear. We're committed to continuous learning, adaptation, adjustment and improvement. While perfection is unrealistic, this pragmatic commitment will help us to prioritise transparency and learning which will ultimately support meaningful progress.



### Collaboration for scale

Our material areas are not unique to us. These are shared challenges that require collaboration to drive scale and systemic change. We partner inside our business and with suppliers and industry, and collaborate with governments on policy development and implementation, because together our scale amplifies impact when we work towards common solutions.



# Our goals: focused on greater impact

5 material areas addressed  
through 14 goals\*

## Climate & Nature

Protect and grow customer and company value, and support sustainable food systems through positive action on climate, nature and animal welfare.

Towards net zero by 2050, we aim to:

**Goal 1**

Reduce absolute scope 1 and 2 GHG emissions by 80% by F30, from a F23 base year<sup>1</sup>

**Goal 2**

Reduce absolute scope 3 GHG energy and industrial emissions by 55% by F33, from a F23 base year<sup>1</sup>

**Goal 3**

Reduce absolute scope 3 FLAG GHG emissions<sup>2</sup> by 40% by F33, from a F23 base year<sup>1</sup>

Towards positive action on nature by F30, we aim to:

**Goal 4**

Continuously improve our sustainable sourcing through commodity-specific plans<sup>3</sup>

**Goal 5**

Drive positive animal welfare outcomes through continuous improvement of our standards<sup>4</sup>

**Goal 6**

Transition to deforestation-free sourcing across primary deforestation-linked commodities<sup>5</sup>

## Waste & Circularity

Move from linear waste management to circularity, keeping resources in continuous use to drive commercial and environmental value. By F30, we aim to:

**Goal 7**

Repurpose more than 90% of our Group's food surplus

**Goal 8**

Continue to transition own brand plastic packaging to include an average 30% recycled content<sup>6</sup>



## Health & Nutrition

Make healthier options more accessible and affordable for our customers to support them in achieving their health aspirations. By F30, we aim to:

**Goal 14**

Sustain >80% share of healthier products in customer baskets<sup>7</sup>

## Social Impact

Amplify our social impact through efforts to reduce hunger and support our First Nations, Māori and Pasifika team and communities through targeted initiatives.<sup>8</sup> By F30, we aim to:

**Goal 12**

Grow meals donated to people in need by 50%

**Goal 13**

Deliver our Elevate Reconciliation Action Plan & Aho Rau (te ao Māori) Strategy

## Human Rights

Advance human rights by working to address exploitation and modern slavery risks, with an ambition of contributing to improve the livelihoods of workers in our supply chain. By F30, we aim to:

**Goal 9**

Embed a human rights supplier scorecard to assess and track progress – strengthening transparency, accountability and rewarding performance beyond minimum compliance

**Goal 10**

Improve visibility beyond direct (Tier 1) suppliers of our high risk supply chains to strengthen due diligence and embed respect for workers rights

**Goal 11**

Improve transparency and contribute towards closing the living wage gap in key high risk supply chains<sup>9</sup>

1 Target validated by the Science Based Target Initiative (SBTi).  
2 Forestry Land and Agriculture (FLAG) emissions and removals.  
3 Aligned to the Taskforce on Nature-related Financial Disclosures framework.

4 Informed by the Five Domains Model of Animal Welfare.  
5 Primary deforestation-linked commodities: (a) paper, pulp & timber (packaging and products), (b) palm oil (food and non-food), (c) cocoa, (d) soy (in stockfeed), (e) Australian fresh beef.

6 APCO Australian Packaging Consumption and Recovery Data 2023–24, noted industry average of recycled plastic content at <10%.  
7 Calculated based on sales tonnage across Australian and New Zealand Supermarkets and Metros. Healthier products include all nutritious products as defined by Australian and New Zealand Dietary Guidelines, and all discretionary products ≥3.5 Health Star Rating.

8 The Group's Disability Action Plan, a strategic Social Impact work stream, will be developed and executed during the course of this Plan.  
9 High risk supply chains will be prioritised based on where there are no established regulatory safeguards or frameworks for wage setting.  
\* Unless referenced, all goals are working towards F30 with a 31 December 2025 baseline.



# Support sustainable food systems

## Importance to Woolworths Group

Our business and our suppliers rely on a healthy planet to meet customer needs. Climate change and nature loss are increasingly impacting food production, including product availability and affordability. Extreme weather events already impact our operations, highlighting a potential risk to business continuity. Reducing supply chain impacts on nature, and investing in business resilience and adaptation is critical in protecting and growing value for the long term.

## Impact of prioritising this area

Our extensive supply chain provides a significant opportunity to support sustainable food systems, including through climate and nature-based actions, and animal welfare programs. By partnering with suppliers, industry, and government to reduce our collective climate and nature footprint, we can enable sustainable food production, build resilience against disruptions, and support the continued availability and affordability of food for our customers. We will report on our priorities, progress, impact, and challenges through our annual disclosures.

[Visit our website for more information](#)



## Our goals

Towards net zero by 2050, we aim to:

- Goal 1** Reduce absolute scope 1 and 2 GHG emissions by 80% by F30, from a F23 base year<sup>1</sup>
- Goal 2** Reduce absolute scope 3 GHG energy and industrial emissions by 55% by F33, from a F23 base year<sup>1</sup>
- Goal 3** Reduce absolute scope 3 FLAG GHG emissions<sup>2</sup> by 40% by F33, from a F23 base year<sup>1</sup>

Towards positive action on nature by F30, we aim to:

- Goal 4** Continuously improve our sustainable sourcing through commodity-specific plans<sup>3</sup>
- Goal 5** Drive positive animal welfare outcomes through continuous improvement of our standards<sup>4</sup>
- Goal 6** Transition to deforestation-free sourcing across primary deforestation-linked commodities<sup>5</sup>

<sup>1</sup> Target validated by the Science Based Target Initiative (SBTi).

<sup>2</sup> Forestry Land and Agriculture (FLAG) emissions and removals.

<sup>3</sup> Aligned to the Taskforce on Nature-related Financial Disclosures framework.

<sup>4</sup> Informed by the *Five Domains Model of Animal Welfare*.

<sup>5</sup> Primary deforestation-linked commodities: (a) paper, pulp & timber (packaging and products), (b) palm oil (food and non-food), (c) cocoa, (d) soy (in stockfeed), (e) Australian fresh beef.



## Towards net zero by 2050

### Goal 1 Goal 2 Goal 3 Scope 1, 2 and 3 emissions reduction

#### What these goals signal

Working towards net zero emissions across our direct operations and supply chain by 2050 is a strategic imperative that addresses the growing challenges of climate change. By aligning with a 1.5°C pathway and establishing clear near-term and long-term targets, we are working to build resilience in our business and supply chain to reduce the impacts on our food systems, suppliers, and customers.

#### Actions to deliver impact

##### Goal 1 – Reduce absolute scope 1 and 2 GHG emissions by 80% by F30, from a F23 base year

- Maintain 100% renewable electricity across all operations
- Reduce refrigerant emissions through conversion to transcritical CO<sub>2</sub> stationary refrigerant systems and reducing leakage
- Transition our home delivery fleet to electric vehicles to reduce last-mile transport emissions

##### Goal 2 & 3 – Reduce absolute scope 3 FLAG and industrial emissions by 40% and 55% respectively by F33 from a F23 base year

- Partner with suppliers and other leaders of industry in the transition to a net zero economy, through education, sharing of insights and best practice. This includes supporting targeted initiatives as members of the Climate Leaders Coalition
- Support the investment, testing and adoption of practice change and transition technologies that deliver commercial and environmental benefits, including through W23, our global venture capital partnership
- Engage and advocate with government and industry to support the transition toward renewable electricity, low emissions transport, and sustainable agricultural practices

## Nature action

Our nature-based actions are guided by our principles. In driving a continuous improvement approach, we will prioritise our most material issues, and be informed by independent experts, science, global standards and frameworks, including the Taskforce for Nature-Related Financial Disclosures (TNFD) and the Five Domains Model of Animal Welfare.<sup>1</sup>

### Goal 4 Continuously improve our sustainable sourcing through commodity-specific plans<sup>2</sup>

#### What this goal signals

We recognise the importance of understanding where products come from and how they are produced. This goal signals our role in driving continuous improvement and addressing material nature-based risks in our supply chain. By partnering with industry and suppliers, this effort aims to source ingredients in a way that supports improved environmental outcomes, as well as making it easier for customers to make sustainable choices.

#### Actions to deliver impact

- Conduct ongoing due diligence and risk assessments, leveraging internal and external expertise, to address material nature-related risks, including impacts on biodiversity and endangered species, informed by the TNFD LEAP<sup>3</sup> process
- Partner with suppliers and industry to adopt global standards, prioritising products with highest risk and impacts to endangered species
- Implement short and long-term actions within business plans across key food categories (e.g. meat, seafood, dairy, grains) and key areas of risk (e.g. biodiversity, soil health, water use and quality)

### Goal 5 Drive positive animal welfare outcomes through continuous improvement of our standards<sup>4</sup>

#### What this goal signals

Driving continuous improvement of animal welfare signals a focus beyond regulatory compliance towards modern welfare science, aligned with the expectations of our customers. By recognising the Five Domains Model across key animal protein categories (e.g. beef, lamb, pork, dairy, poultry, and seafood), we continue to shift to an approach that moves beyond the absence of harm to positive welfare, including focusing on an animal's actual experience.

#### Actions to deliver impact

- Continue to review and improve our Animal Welfare Policy and supplier standards throughout the lifecycle (from rearing to processing) through third-party certification (e.g. RSPCA Approved, AAWCS, APIQ) or independent verification of supplier practices
- Conduct ongoing due diligence and risk assessments, using internal and external expertise, to address material animal welfare-related risks
- Engage with the agricultural industry, experts and government with respect to biosecurity protocols to prevent and prepare for disease outbreaks, and encourage responsible antimicrobial stewardship, to protect the integrity of the national food supply
- Partner on innovation with industry and suppliers to drive continuous improvement, informed by modern science and evolving global standards. This includes engaging with experts and NGOs to inform our policies with the latest scientific advancements

### Goal 6 Transition to deforestation-free sourcing across primary deforestation-linked commodities<sup>5</sup>

#### What this goal signals

Prioritising our primary deforestation-linked commodities of paper pulp & timber, palm oil, cocoa, soy in stockfeed and Australian fresh beef, addresses our supply chain's most material impacts on deforestation. Transitioning to deforestation-free sourcing of these commodities demonstrates our shared responsibility to protect nature, preserve vital ecosystems and build a resilient, sustainable food supply. It also supports biodiversity protection and land sector net zero pathways.

#### Actions to deliver impact

- Continue to embed our No-Deforestation Policy through our sourcing standards and engaging directly with suppliers to prioritise deforestation-free products
- Require relevant products or sites to have independent certification or verification, aligned with our Policy and Supplier Guidance, global standards and SBTi FLAG Guidance
- Where independent certifications are not available (e.g. beef), undertake our own due diligence, leveraging technologies such as geospatial assessments, focussing first on last point of origin, and working with industry to support progress on lifecycle traceability solutions
- Work collaboratively with suppliers, trade partners, and industry to share insights and accelerate progress towards eliminating deforestation in our supply chain

<sup>1</sup> Outlines five needs for animals under human care: freedom from hunger/thirst, discomfort, pain/injury/disease, to express normal behaviour, and from fear/distress, providing a standard for animal welfare focused on preventing suffering and meeting physical and mental needs.

<sup>2</sup> Aligned to the Taskforce on Nature-related Financial Disclosures framework.

<sup>3</sup> The LEAP framework is a four-step approach (Locate, Evaluate, Assess, Prepare) developed by the TNFD to guide organisations in identifying, assessing, managing and disclosing nature-related issues.

<sup>4</sup> Informed by the *Five Domains Model of Animal Welfare*.

<sup>5</sup> Primary deforestation-linked commodities: (a) paper, pulp & timber (packaging and products), (b) palm oil (food and non-food), (c) cocoa, (d) soy (in stockfeed), (e) Australian fresh beef.



# From waste to circularity



## Importance to Woolworths Group

Packaging and food waste remain top customer concerns, amplified by high plastic use and low recovery rates.<sup>1</sup> For our business, waste represents operational inefficiency and financial cost, but also an opportunity for circular solutions that keep resources in continuous use. The Australian Government's 2035 target to double circularity and increase food waste recovery amplifies the imperative to continue transforming our approach to resource management.

## Impact of prioritising this area

With thousands of products on our shelves, we can drive scalable circularity and resource recovery that creates commercial value for our business and at the same time, reduces our environmental footprint. This requires collaboration across the entire value chain – more investment in recycling infrastructure and enabling suppliers and customers to adopt more circular practices.

➔ Visit our website for more information



## Our goals

**Goal 7** Repurpose more than 90% of our Group's food surplus

### What this goal signals

Our aim is to move from waste management towards value creation and resource recovery. This systemic approach addresses the lifecycle of food and delivers both commercial and societal value. We will prioritise keeping food at its highest possible value through redistribution rather than disposal. Turning surplus into value improves operational efficiency and reduces risk exposure.

### Actions to deliver impact

- Improve diversion to people in need, animal feed and organics recycling through infrastructure investment and industry partnerships
- Prevent stock loss and food loss while offering customers more options (e.g. Odd Bunch range)
- Partner with suppliers to address upstream food loss at the source and repurpose as much as possible

**Goal 8** Continue to transition own brand plastic packaging to include an average 30% recycled content<sup>2</sup>

### What this goal signals

Plastic is a top concern for customers. We recognise the material impacts of the products we produce and sell beyond the point of sale, and our role in this lifecycle. We are committed to addressing one of the most visible and systemic environmental challenges. Circularity provides the opportunity to reinforce a system where design minimises waste to end of life, and resources that remain are easier to recover and reuse.

### Actions to deliver impact

- Continue to reduce the amount of plastic used in packaging through lightweighting and replacing with alternative packaging materials
- Scale reuse through circular systems that replace single-use packaging, including reusable crates, and increasing recycled content to replace virgin plastic
- Invest in partnerships to scale plastics recycling infrastructure and soft plastics recycling capacity to support customer recycling
- Collaborate with suppliers to increase recycled content and reduce plastic beyond own brand range (e.g. Supermarkets Trade Partner Sustainability Council for Packaging)

<sup>1</sup> Australian Packaging Consumption and Recovery Data 2023-24, 2024 & 2023 Aotearoa NZ Waste Strategy.

<sup>2</sup> According to Australian Packaging Consumption & Recovery Data 2023-24, current industry average of recycled plastic content is <10%.



# Advance human rights



## Importance to Woolworths Group

Woolworths Group has a complex, geographically dispersed supply chain which includes over 16,000 direct suppliers, ranging from small family businesses through to multinational companies. We source products from multiple geographies with different inherent risks. No retailer is immune to the risks of modern slavery, and with an estimated 50 million people living in situations of modern slavery on any given day, this represents a significant global challenge.<sup>1</sup>

As one of Australia and New Zealand's largest employers, and with relationships that extend far beyond our direct team members, we are conscious of the welfare and workplace conditions of workers in our supply chain. We recognise business resilience is connected with ethical practices and therefore advancing human rights in our supply chain aligns with our purpose and contributes to our long term stability and success.

## Impact of prioritising this area

Every product we sell is connected to a person, making protecting human rights in our supply chain vital. Our ambition is to not only protect, but to contribute to improving the livelihoods of workers in our supply chain. This challenge will only be solved by partnership and collaboration at scale to lift the tide of what responsible supply chains mean across the board. Through our collaborative efforts, we want our work to address the grassroots causes of modern slavery so that we reduce our risk exposure, support our business resilience and streamline efforts to tackle a global problem.

➔ Visit our website for more information



## Our goals

### Goal 9

Embed a human rights supplier scorecard to assess and track progress – strengthening transparency, accountability and rewarding performance beyond minimum compliance

### Goal 10

Improve visibility beyond direct (Tier 1) suppliers of our high risk supply chains to strengthen due diligence and embed respect for workers rights

### Goal 11

Improve transparency and contribute towards closing the living wage gap in key high risk supply chains<sup>2</sup>

<sup>1</sup> Walk Free Australia, 2023 Global Slavery Index, 2023.

<sup>2</sup> High risk supply chains will be prioritised based on where there no established regulatory safeguards or other frameworks for wage setting.



## Human Rights

**Goal 9** Embed a human rights supplier scorecard to assess and track progress – strengthening transparency, accountability and rewarding performance beyond minimum compliance

### What this goal signals

Our ambition to contribute to improving the livelihoods of workers in our supply chain requires a focus beyond minimum compliance. A scorecard approach can assess, track and reward our suppliers' progress and outcomes for workers. Transparency regarding performance incentivises good behaviours by shifting from a 'risk only' lens to one which makes 'good' performance visible, comparable and commercially meaningful.

### Actions to deliver impact

- Embed a human rights supplier scorecard which balances numerous metrics (e.g. performance, improvement, responsiveness, engagement and maturity) to create a single attributable score

This work will be supported by driving impact through the core pillars of our Human Rights Program and partnering with global peers to tackle forced labour in global supply chains and drive ethical recruitment to reduce our risk profile.

**Goal 10** Improve visibility beyond direct (Tier 1) suppliers of our high risk supply chains to strengthen due diligence and embed respect for workers rights

### What this goal signals

Global supply chains are often complex and fragmented, leading to a lack of transparency, with the most severe human rights risks existing in the lower tiers. To address this, it is vital to extend due diligence beyond direct (Tier 1) suppliers, increase visibility, and reduce risk from the farm or vessel level through shared responsibility and collaboration. Our approach prioritises risk identification and targeted interventions in the highest-risk supply chains to strengthen human rights outcomes and support for workers.

### Actions to deliver impact

- Invest in traceability solutions to support supply chain mapping and visibility of the journey of the products we sell from farm or vessel through to our stores
- Progressively embed responsible sourcing end-to-end through the expansion of our Responsible Sourcing Program beyond our direct (Tier 1) suppliers, for priority high risk supply chains

This work will be supported by our focus on bespoke interventions to address systemic geographic or commodity-based risks. These require unique and targeted interventions, which includes our Extreme Risk Due Diligence Framework and tools such as Sayari, as well as category specific due diligence.

**Goal 11** Improve transparency and contribute towards closing the living wage gap in key high risk supply chains<sup>1</sup>

### What this goal signals

Advancing human rights means moving beyond harm avoidance to proactively and positively contribute to people's rights and livelihoods. Having a positive impact means a core focus on outcomes over compliance and acknowledging the role we can have either directly, or through collaboration to bring scale to shared global challenges. Promoting resilience in supply chains is not only good for workers in those supply chains, it's good for business.

### Actions to deliver impact

- Identify priority high risk supply chains and assessment of appropriate independent benchmarks in order to establish a credible baseline
- Conduct living wage analysis to understand gaps and opportunities, including root causes and staged interventions and use pilots to learn
- Continue progress on responsible purchasing and sustainable procurement initiatives
- Collaborate to address systemic constraints

We aim to embed the outcomes of this work into commercial and sourcing decisions, tempered by the recognition that this requires collective action to achieve real progress.

<sup>1</sup> High risk supply chains will be prioritised based on where there no established regulatory safeguards or other frameworks for wage setting.



## Social Impact

# Amplify our social impact



## Importance to Woolworths Group

Many communities we serve face food insecurity, which affects one in three Australian households.<sup>1</sup> With food at our core and a retail presence that serves the majority of Australian and New Zealand communities, we have the scale and responsibility to contribute to improving food security. Our inclusive workplace is built on the foundation of listening to and learning from our team. As one of Australia and New Zealand's largest private employers of First Nations, Māori, and Pasifika team members, working towards reconciliation is vital to our purpose and long-term performance.<sup>2</sup>

## Impact of prioritising this area

By leveraging our extensive retail network and partnerships, we can help address food insecurity by converting surplus food into millions of meals for people in need. As a major employer, we can also build inclusive communities by creating meaningful employment and career opportunities for First Nations, Māori and Pasifika people and supporting Indigenous health, education, and sourcing, strengthening both our workforce and community connections.

→ Visit our website for more information



## Our goals

**Goal 12** Grow meals donated to people in need by 50%

### What this goal signals

Increasing the meals we provide to our partners is key to our contribution to hunger relief across Australia and New Zealand. It moves us beyond surplus management, focusing on collective action so people in need have increased access to nutritious meals. This delivers distinct benefits: providing food relief and supporting community organisations that offer both sustenance and a sense of dignity and connection.

### Actions to deliver impact

- Strengthen strategic investment in food relief partnerships (e.g. OzHarvest) to develop joint plans and a scalable system utilising national networks to deliver surplus food
- Optimise recovery by enhancing network operations to convert more surplus food into meals, supported by Group capabilities like Primary Connect to redirect surplus
- Prioritise nutritious impact by improving the donation of fresh, healthy food that offers both sustenance and dignity to recipients
- Improve regional food security by supporting access to affordable products for regional, remote, and Indigenous communities by optimising supply chains and community partnerships

**Goal 13** Deliver our Elevate Reconciliation Action Plan & Aho Rau (te ao Māori) Strategy

### What this goal signals

In Australia, our Reconciliation Action Plan (RAP) signals our commitment to investing in inclusive opportunities, maintaining our status as a significant First Nations employer, and actively contributing to Australia's reconciliation journey. Our RAP journey reflects increasing maturity, from delivering an Innovate RAP in 2025, working on developing and delivering our Stretch RAP, followed by Elevate. In New Zealand, this commitment is complemented by our Aho Rau (te ao Māori) Strategy, which generates social impact through strengthened connections with te ao Māori.

### Actions to deliver impact

- Develop and deliver our Stretch RAP with a focus on optimal impact for our communities across material topics, including: employment (retention and leadership development); remote food security (including health); sourcing and procurement; and best practice engagement with Indigenous communities
- Develop and deliver an Elevate RAP upon the successful completion of our Stretch RAP
- Deliver our Aho Rau (te ao Māori) Strategic Framework to strengthen team belonging and our local identity, underpinned by enhanced cultural capability

<sup>1</sup> Foodbank Hunger report, 2025.

<sup>2</sup> The Group's Disability Action Plan, a strategic Social Impact work stream, will be developed and executed during the course of this Plan.



# Affordable nutritious food



## Importance to Woolworths Group

Obesity is now a leading risk factor for premature death and disease in Australia and New Zealand<sup>1</sup>, making it essential to support our customers in making healthier choices. Health ranks alongside price and quality as a top priority when customers shop – making it a critical factor in purchasing decisions. As *The Fresh Food People*, we have both the scale and a shared responsibility to make healthier choices more accessible, affordable, and appealing.

## Impact of prioritising this area

Good nutrition provides a significant foundation for both long-term physical and mental health. With our national footprint serving millions daily, we can drive meaningful change in how Australians and New Zealanders eat – improving health outcomes while strengthening customer trust and loyalty. By making healthier options more accessible and affordable, we support customers in achieving their health goals while building a more resilient, relevant business for the long term.

➔ Visit our website for more information



## Our goal

**Goal 14** Sustain >80% share of healthier products in customer baskets<sup>2</sup>

### What this goal signals

Growing healthier sales tonnage demonstrates our commitment to making nutrition central to our offer across all price points, not a premium add-on. This goal tracks our progress in expanding customers' access to nutritious food and making healthier choices easier, more affordable, and more appealing.

### Actions to deliver impact

- Scale fresh categories and convenient meal solutions to meet customer demand for healthier, high-quality, minimal-preservative options that replicate the dine-out experience
- Continue to reformulate our own brand products by removing or reducing nutrients of concern, including salt, sugar, and saturated fat. This is aligned with both the Australian Government's Healthy Food Partnership Reformulation Program and the New Zealand Heart Foundation's Food Reformulation Program
- Continue to make affordable, quality fruit and vegetables accessible, while enhancing our digital experience to help customers discover and choose healthier products
- Collaborate with suppliers to improve availability and access to healthier choices beyond our own brand range (e.g. Supermarkets Trade Partner Sustainability Council for Healthier Choices)

<sup>1</sup> Australian Institute of Health & Welfare, Australian Burden of Disease Study, 2024. Ministry of Health. 2025. Annual Data Explorer 2024/25: New Zealand Health Survey.

<sup>2</sup> Calculated based on sales tonnage across Australian and New Zealand Supermarkets and Metros. Healthier products include all nutritious products as defined by Australian and New Zealand Dietary Guidelines, and all discretionary products ≥3.5 Health Star Rating.



# Making progress and driving impact

## for generations to come

Our sustainability goals are built on 100 years of learnings: real change requires consistent effort, continuous curiosity, and a commitment to long-term impact. As the environments in which we operate continue to evolve, so too will our approach. We will remain adaptive, transparent and accountable.

Whilst this Plan sets our ambition, we know it is our actions that will define our success. We are committed to working towards progress year-on-year and to confronting challenges openly.

Our focus is on delivering impact and value, and strengthening the resilience of our business, our supply chains and the communities we serve and depend on. We acknowledge systemic challenges require consistent, long-term effort that is also adaptive and responsive to change. We will invest where we can create impact that matters across our five material areas, and we will collaborate with partners who share our determination to raise the bar.

We are committed to delivering on our core purpose while building the foundation for a thriving business that serves generations to come.

*“Our Sustainability Plan reflects both ambition and pragmatism. We’re focused on making real progress in areas that matter most, and by partnering together with purpose, we’re working to create lasting positive change that strengthens our business and communities for the long term.”*

**Simon Lowden**

Chief Group Public Affairs, Communication and Sustainability Officer

**ARMSTRONG**

Communication design, consultancy and production.  
[www.armstrong.studio](http://www.armstrong.studio)





For further information, please visit our website  
[woolworthsgroup.com.au](http://woolworthsgroup.com.au)

WOOLWORTHS GROUP LIMITED  
ABN 88 000 014 675