

Five years of **impact**



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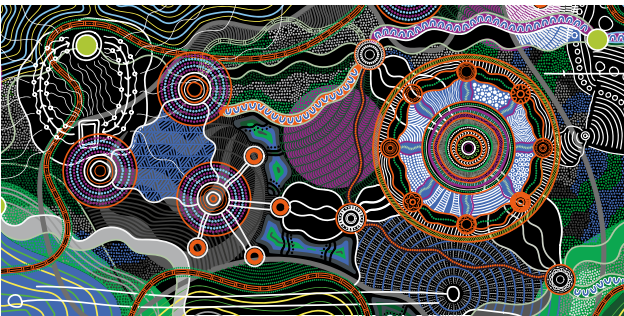
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Acknowledgement of Country



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.

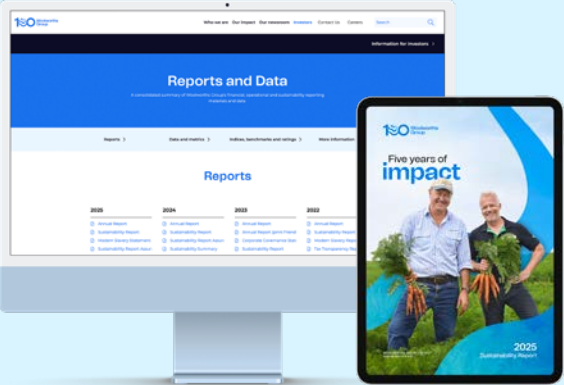
We are committed to actively contributing to Australia’s reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.



‘A Brave Heart for a Better Tomorrow’ artwork by David Williams of Gilimbbaa.

View our report online

Use the link below to view this report and our 2025 Sustainability Data Pack.



www.woolworthsgroup.com.au/reports

Five years ago, we set out with a bold vision and clear purpose.

Today, as we close our 2025 Sustainability Plan, we’re proud of the progress we’ve made together – for our people, our planet, and our products.

Every success taught us what’s possible, and every challenge showed us how to do better. This journey belongs to everyone who joined us along the way: our team, our partners, and our suppliers who pushed us to reach higher.

We create better experiences together for a better tomorrow.



About this report

This Sustainability Report discloses our performance against material sustainability topics affecting Woolworths Group. Our detailed climate disclosures are in our [2025 Annual Report](#) and our annualised performance data is in our [2025 Sustainability Data Pack](#).

Unless otherwise stated, this Report details our operations in Australia and New Zealand for the five-year period of our 2025 Sustainability Plan (F21 to F25). Metrics and information for the 2025 financial period specifically cover July 1, 2024, to June 29, 2025 (F25), or to June 30, 2025, if derived from weekly sales data. Deloitte has provided independent assurance of select information included in this Report. The full assurance statement is available on the Reports and Data page of the [Woolworths Group website](#).

For the purposes of this report references to ‘own brand’ include all products and/or packaging with Woolworths Group, Woolworths Supermarkets or BIG W’s business name and/or address on pack or accompanying label (including a digital label).

This Report contains forward-looking statements, including but not limited to statements regarding: trends in customer preferences; commodity prices; goals, targets, plans, strategies and objectives of

Woolworths Group; assumed near and long-term scenarios and transition pathways; potential global responses to climate change; regulatory and policy developments; the development and uptake of certain technologies; and the potential effect of possible future events on the value of Woolworths Group.

The forward-looking statements in this Report are based on management’s good faith, current expectations and reflect judgements, assumptions and estimates and other information available as at the date of this Report. They are, by their nature, subject to significant uncertainties, many of which are outside Woolworths Group’s control. Actual results, circumstances and developments may differ materially from those expressed in this Report and readers are cautioned not to place undue reliance on these forward-looking statements. Forward-looking statements should be read in conjunction with, and are qualified by reference to, the expectations, judgements, assumptions, estimates and other information and risk factors, referred to above.

Transparent reporting

Woolworths Group reports our progress in line with applicable legislation, frameworks and certifications and aims to evolve our approach in line with relevant global best practices. Woolworths Group supports the Ten Principles of the UN Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption. In this Report, we describe our actions to continually improve the integration of the UN Global Compact and its principles into our Group’s strategic priorities, culture and daily operations.



Reporting suite

Woolworths Group is pleased to share how we’re building a better tomorrow and encourages you to explore this report in addition to our full reporting suite detailing our performance.

Woolworths Group’s 2025 annual reporting documents include:



Annual Report

For a consolidated summary of Woolworths Group’s financial, operational and climate performance in F25.



Sustainability Report

For detailed information on our progress against the Group’s Sustainability Plan 2025.



Sustainability Data Pack

For detailed data on key sustainability metrics, basis of preparation and glossary.



Modern Slavery Statement

For detailed information on our progress made to identify, manage and mitigate the specific risks of modern slavery in the Group’s operations and supply chain.



Corporate Governance Statement

Describes the Group’s corporate governance framework, policies and practices as at 28 August 2025.



The 2025 reporting suite can be found at www.woolworthsgroup.com.au/reports

Where to find	ANNUAL REPORT	SUSTAINABILITY REPORT	SUSTAINABILITY DATA PACK	MODERN SLAVERY STATEMENT	CORPORATE GOVERNANCE STATEMENT
Strategic priorities	●				
Operational performance	●				
Financial performance	●				
Risk management	●			○	○
Governance, policies and practices	○				●
Board composition	●				●
Climate disclosures	●	○	○		
Sustainability strategy and governance	○	●		●	
Sustainability performance	○	●	●	●	○

Key: ● Comprehensive ○ Key messages

A better tomorrow

In our first year together as CEO and CSO, we've had the unique opportunity of closing a five-year chapter for Woolworths Group. Looking back on our 2025 Sustainability Plan, it's clear this journey has been about more than just meeting goals; it has enabled us to live our purpose of creating a better tomorrow by weaving sustainability into our business.

This perspective is shaped by our combined experience. Being with Woolworths Group for over two decades and now as CEO, watching from the inside as sustainability matured from smaller initiatives into a core strategic driver. It is also a view shaped by experiencing Woolworths from the outside, now as CSO, seeing first-hand how genuine partnership turns ambitious goals into shared progress on the ground.

We are proud that this commitment has translated into tangible impact, delivering an estimated over \$2.6 billion in net societal benefit through initiatives addressing hunger, food waste, healthier choices, decarbonisation, packaging and human rights. At the heart of this work is our team, who embody our purpose daily, together with our partners and suppliers. We know our customers, team, suppliers, and shareholders look to us to deliver positive change, and we recognise our responsibility to continue to do things better.

Better for our people

We've focused on creating a workplace where everyone belongs, maintaining near gender pay parity for like-for-like roles since 2016. While we're proud to be recognised as an Employer of Choice for Gender Equity for three consecutive years, we know we have more work to do, particularly in supporting and retaining our Indigenous team members. Safety and the wellbeing of our team is critical to us, and we're partnering with industry addressing acts of violence and aggression to make our workplaces safer for everyone. Over the past five years, we've directly invested more than \$480 million into community programs and helped provide over 165 million meals to Australians in need. On modern slavery, external experts ranked us as the #1 retailer in the 2023 Corporate Human Rights Benchmark, reflecting our commitment to working with suppliers to identify and mitigate modern slavery risks in our supply chain.

Better for our planet

As a food and everyday needs retailer, we witness first hand the climate change risks, including disruptions to our supply chains, product availability, and affordability. We are committed to aligning with a 1.5°C future, having reduced our direct emissions by 22.9% from our F23 baseline, with a pathway to 100% renewable electricity by 2025 and 75 electric vehicles in our fleet. Tackling our supply chain emissions remains a complex challenge, requiring close collaboration with suppliers to understand the interconnectedness of our climate and nature impacts, as this requires collective action. We're also addressing food waste, diverting 84% from landfill this year, with organic waste recycling in over 1,000 of our stores.

Better products

We've made our own brand products healthier, removing more than 2,100 tonnes of salt, sugar, and saturated fat from shopping baskets. Responding to significant customer concerns about packaging, we've removed over 20,000 tonnes of virgin plastic from our packaging since 2018. While progress isn't always straightforward – the 2023 collapse of the national soft plastics recycling scheme was a significant setback – we actively led efforts to rebuild it, resulting in the reintroduction of soft plastics recycling in over 500 Woolworths Supermarkets across Australia. We've maintained our focus on the complex issues involved in improving animal welfare practices across our supply chain, through continued partnership with industry, government, and NGOs.

The past five years of achievements and challenges have provided invaluable lessons in focus, flexibility, and partnership. These insights form the foundation of our new strategy, 'Impact that Matters for a Better Tomorrow,' launching in F26. This strategy will concentrate our efforts on climate and nature, waste and circularity, health and nutrition, social impact and human rights – areas where we can achieve the most significant impact.

We are energised by this progress and are optimistic about our capacity to drive lasting positive change while building a stronger, more resilient business for all our stakeholders. We are genuinely excited to share this 2025 Sustainability Report, marking the close of one chapter and the promising start of the next.

We believe our best years are ahead as we, together with our team, customers, suppliers, and communities, continue to create better experiences for a better tomorrow.

Amanda Bardwell
Chief Executive Officer

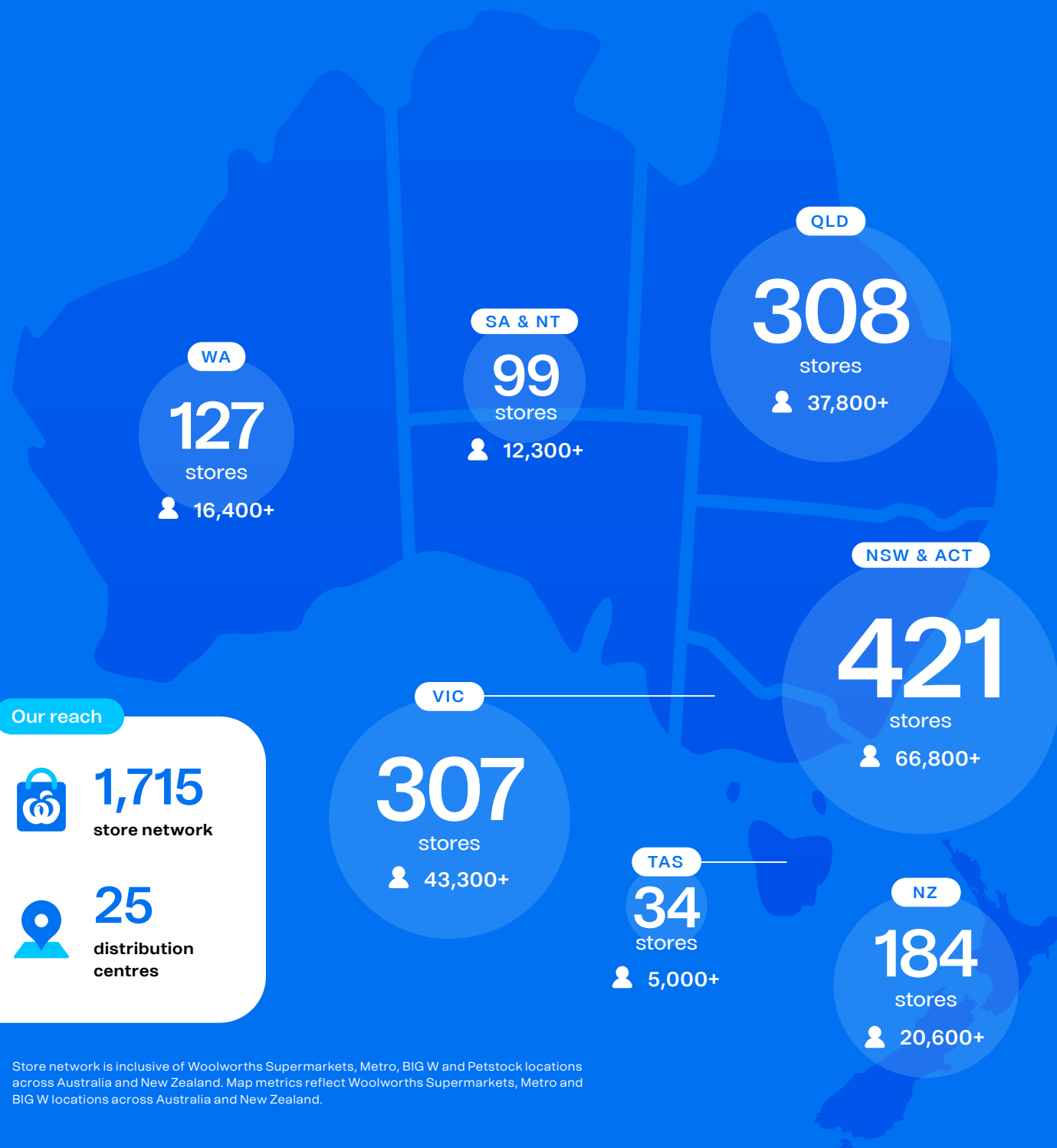
Simon Lowden
Chief Group Public Affairs,
Communication and Sustainability Officer



Who we are

Woolworths Group is one of the largest food and everyday needs retailers in Australia and New Zealand. The Group comprises food and everyday needs retail businesses enabled by a large and convenient store network, online shopping and complementary services, and retail platforms that serve millions of customers weekly supported by over 202,000 team members.

Guided by our purpose – *creating better experiences together for a better tomorrow* – we aim to deliver long-term, sustainable value for all stakeholders. This includes providing the best shopping experiences for our customers, a safe and inclusive workplace for our team, mutually beneficial partnerships with our suppliers, support for our communities and a positive impact on our planet for future generations to come.



Focusing on sustainable value for our stakeholders

As a purpose-led business we maintain ongoing engagement with our stakeholders to understand their evolving priorities and recognise that balancing their diverse needs and expectations is vital to our success.

Our customers

25.7M
customers served
on average per week

Our customers are at the heart of our business. We aim to provide them with great value and shopping experiences across their food and everyday needs, offering more choice, quality products and healthier options.



Our team

>202K
team members

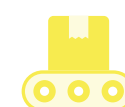
Our team is core to the Group, powering our entire business. We aim to be an employer of choice building a Team 1st culture that prioritises safety and wellbeing, supports career growth and celebrates diversity.



Our suppliers and partners

>16,000
suppliers across
ANZ and beyond

Our suppliers and partners are essential to providing the quality and value our customers expect. By building strong, collaborative and ethical relationships, we enhance our shared value chain and achieve mutual success.



Our community

\$145.5M
direct community
contributions in F25

We have the privilege of serving almost every community across Australia and New Zealand. Community resilience is key to our long-term success so we work with our charity partners to support the communities we serve.



Our planet

22.9%
scope 1 and 2
emissions reduction
vs F23 base year

Our reach enables us to influence change across our value chain and we're committed to protecting and preserving our planet. We partner to transition to a lower carbon future, reduce emissions and minimise waste.



Our investors

>376K
shareholders

Most of the Group's shareholders are superannuation funds and retail investors and include many of our own team members. We focus on investing for the future, delivering sustainable growth and creating long-term value for investors.



For more information on our stakeholders, see our **2025 Annual Report**



Why what we do matters



Hunger and food waste

>165M

meals donated to charities from our operations
>43M in F25

>145kt

diverted for compost and animal feed
>38kt in F25

Delivered through

- ✓ Improved food security and connection to social services
- ✓ Avoided emissions and landfill costs
- ✓ Other (e.g. avoided animal feed costs)

Resulting in

>\$2.1B

net societal benefit
>\$585M in F25



Healthier choices

>600t

sugar removed from own brand products through reformulation
>30t in F25

>280t

salt removed from own brand products through reformulation
>13t in F25

- ✓ Decrease in disability adjusted life years²
- ✓ Avoided health care system costs

>\$125M

net societal benefit
>\$6M in F25



Decarbonisation

>2,500GWh

hours of green electricity
>700GWh in F25

127

new low-GWP refrigeration systems
26 in F25

- ✓ Avoided emissions

>\$225M

net societal benefit
>\$60M in F25



Plastics and packaging

>20,000t

virgin plastic removed from own brand packaging
>3,200t in F25

>270M

reusable plastic crate cycles
>58M in F25

- ✓ Avoided new material costs
- ✓ Avoided emissions and landfill costs
- ✓ Avoided marine pollution
- ✓ Avoided health costs from plastic use

>\$150M

net societal benefit
>\$20M in F25



Human rights³

>\$2.1M

in repayments to workers in our supply chain
>\$500k in F25

>1,500

workers to whom repayments were made
200 in F25

- ✓ Social compliance and due diligence audits
- ✓ Bespoke interventions to address modern slavery risks
- ✓ Effective grievance mechanisms
- ✓ Partnerships

>\$2.1M

net societal benefit
>\$500k in F25

We partner with Oxford Economics Australia to measure the societal impact and value generated by our initiatives.¹ Over the five-year duration of the 2025 Plan, this analysis demonstrates a cumulative net societal benefit of over \$2.6 billion. These initiatives, while our own, also highlight the potential for collective action throughout the value chain.

Together, over five years, these have delivered over

>\$2.6B

in net benefit to society
>\$675M in F25

These figures translate the Group's sustainability initiatives into a dollar estimate of their tangible benefit to society for the period of our 2025 Plan (F21–F25).¹

See our **Sustainability Data Pack** for more information

- 1 The integrity of this work is supported by the expertise of Oxford Economics and their use of Australian, New Zealand and international peer-reviewed literature, published literature and government guidelines on these specific areas.
- 2 Disability adjusted life years (DALYs) for a specific cause refer to the sum of years of life lost due to premature mortality and years of healthy life lost due to disability. For this work, DALYs were obtained from relevant peer-reviewed studies, and adjusted by Oxford Economics to reflect the quantum of change (reduction in salt and sugar) achieved by Woolworths' reformulation program.
- 3 While human rights fall outside the scope of the Oxford Economics analysis, it is a material impact area for the Group. Accordingly, we have considered the financial value remediated to workers in our supply chain as part of our Human Rights Program.



Our 2025 Sustainability Plan: A five-year journey towards a better tomorrow

Woolworths Group’s approach to sustainability is anchored in our Group purpose: to create better experiences together for a better tomorrow. Since launching a comprehensive strategy in 2020, we’ve worked to have a positive impact on our team, customers, communities and planet – while creating long-term value for stakeholders and sustainable growth for our business.

Our journey of maturity

2020
– 2021

Setting the strategy

2022

Driving execution

2023
– 2025

Accelerating impact

2025

Demonstrating resilience

The Group **launched our 2025 Sustainability Plan** (2025 Plan), marking a step-change in our approach through 14 goals across People, Planet and Product. To enable execution we **appointed our first Chief Sustainability Officer**, and established accountability for delivery directly with the Group Executive Committee.

With strategy and governance in place, we operationalised delivery across the entire business:

Activating a Group-wide transformation program by embedding the 2025 Plan into our business priorities, driving delivery across our 14 goals.

Investing in innovation by leveraging our business units including W360 (waste, water, energy, packaging), W23 (venture capital), and Healthylife (health and wellness).

Benchmarking our performance against leading global and national frameworks – including the Australian Packaging Covenant Organisation, Science-based Target Initiative, Reconciliation Australia and KnowTheChain – to drive best practice.

With execution ongoing, we accelerated our impact:

Advocating for policy change by engaging on critical industry issues including the Soft Plastics Taskforce, national plastic regulation, and decarbonisation.

Forging strategic partnerships with OzHarvest, the Climate Leaders Coalition, and the Consumer Goods Forum, Healthy Food Partnership to amplify collective environmental and social outcomes.

Engaging our suppliers by launching Trade Partner Sustainability Councils to build shared capability and drive alignment with our goals within our supply chain.

Over these five years, our dynamic operating environment presented a non-linear path, requiring us to:

Adapt our approach to significant economic shifts, technological advancements, and evolving regulatory and societal expectations.

Manage disruptions, including leading through the REDcycle collapse, remediating our first modern slavery case, addressing heightened scrutiny on greenwashing, and constructively engaging with growing activism.

Collaborate with the industry on joint solutions to shared challenges.

➔ For details on our beyond-2025 approach and future direction, please see [page 78](#)

Reflecting on our progress

The Group has made significant progress in the last five years.

People

Goal	Status	Progress overview	
1 Inclusive workplace	✓	Advanced gender equity, increasing women in senior leadership in Australia to 41.6%, invested \$44.4 million in upskilling our teams, and were ranked #1 globally by KnowTheChain for our Human Rights Program. Our direct community contributions supported more than 900 community partners across Australia and New Zealand. Our focus continues on implementing our safety and wellbeing strategy and improving Indigenous representation.	
2 Holistic wellbeing of our team	✓		
3 Meaningful retail careers for today and tomorrow	✓		
4 Ethical and mutually beneficial partnership	✓		
5 Positive impact on our customers and communities	✓		
		>\$480M direct community contribution	100+ Mini Woolies across Australia and New Zealand

Planet

Goal	Status	Progress overview	
1 Powered by green electricity	✓	Set a 1.5°C-aligned climate pathway aiming for net zero across our value chain by 2050. We’re on track to meet our 100% renewable electricity ambition by the end of 2025 as we continue to reduce our scope 1 & 2 emissions through energy efficiency and transport decarbonisation. With scope 3 comprising the majority of our emissions, we have more to do to navigate the shared challenge of addressing this with our partners. We also diverted 84% of food waste from landfill donating millions of meals to people in need.	
2 Reducing hunger	✓		
3 Net positive carbon emissions	⚙️		
4 Responsible stewardship of natural resources	⚙️		
		>165M equivalent meals donated	22.9% scope 1 and 2 emissions reduction relative to base year

Product

Goal	Status	Progress overview	
1 Making healthier easier	✓	Enabled better products in customers’ baskets, removing tonnes of salt, sugar and virgin plastic from our own brand products. The F23 soft plastics collapse was a key lesson, driving us to re-establish recycling in 500+ supermarkets. We provided \$5.65 million in farmer grants for animal welfare, and remain focused on this ongoing partnership to strengthen animal welfare across our supply chain.	
2 Our packaging is sustainable	✓		
3 Own brand sourcing is sustainable	✓		
4 Lead the future of protein	✓		
5 Lead the responsible retailing of alcohol and tobacco	✓		
		>20,000 tonnes of virgin plastic packaging removed	71.7% total sales tonnage from healthier products in F25

Key: ✓ Where we delivered strong results ⚙️ Where we made progress ⚙️ Where we have more work to do



People

Woolworths Group recognises the importance of creating a safe and inclusive environment for our teams to help them unlock their full potential. Acting with care is how we support our communities and build mutually beneficial partnerships with workers in our supply chain.

>\$480M

direct community contributions

41.6%

senior leadership in Australia are women in F25

100+

Mini Woolies across Australia and New Zealand

Sustainable Development Goals:



Image: Sarah, serves customers at Woolworths Sandy Bay, Tasmania, 2022.



Overview



People



Planet



Product



Goal 1

Truly inclusive workplace

Our performance



Why it matters to us

Fostering diverse and inclusive workplaces enhances business performance, fuels innovation and creativity, and drives team member engagement.² With over 202,000 team members across Australia and New Zealand, our people are our greatest asset. Building an inclusive culture that reflects the diversity of our customers allows us to better serve and contribute to the communities in which we operate.

What our 2025 Plan set out to do

The Group's 2025 Plan focused on creating a truly inclusive workplace, that fostered a culture of inclusion where everyone feels like they belong and can bring their best self to work and build meaningful careers with us.

Our Plan comprised ambitions across gender, LGBTQ+, disability and First Nations, which were measured against standards such as the Workplace Gender Equality Agency Employer of Choice and Australian Workplace Equality Index (AWEI). We also worked towards reconciliation in Australia by implementing our second Reconciliation Action Plan.

What we've learnt

Our approach to creating an inclusive workplace has been informed by listening to and learning from our team. While our work to date around gender equity and LGBTQ+ inclusion has been recognised by externally validated standards, we've had to examine and revise our approaches to First Nations and disability inclusion in order to adapt our approach for more meaningful progress.

In New Zealand, we have more to do support Māori and Pasifika progression into leadership roles. This year, we invested in cultural capability and people systems to support this growth.

¹ Spend is reported against suppliers that are Supply Nation registered or certified.
² Diversity Council Australia, Inclusion@Work Index 2023–2024, 2024.



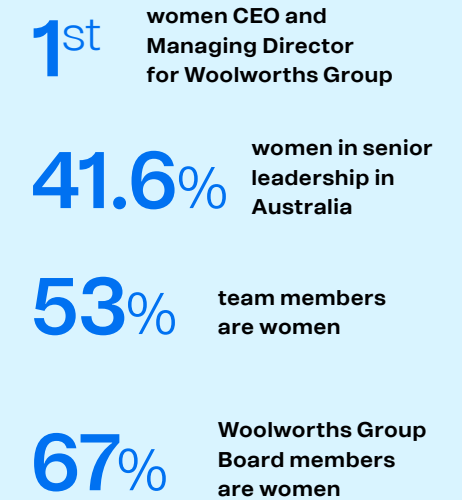
What we've been doing

Gender equity

In 2021, Woolworths Group became the first major retailer to receive the Workplace Gender Equality Agency's Employer of Choice for Gender Equality citation – recognising our commitment to driving meaningful change. Our Respect@Work Confidence programs play a critical role in building awareness of gender equity, addressing the root causes of inequality such as bias, discrimination and harassment, and fulfilling our positive duty to prevent these issues.

Our gender equity approach continues to focus on pay equity. In 2024, Australia's Workplace Gender Equality Agency commenced publishing gender pay gaps (GPG) for all employers. This year's publication indicated Woolworths Group's median GPG in Australia is 5.47% compared to the Australian median total remuneration GPG of 18.3%. In New Zealand our GPG is 0% compared to the most recently reported New Zealand national GPG of 8.6% in 2022. Moreover, we continuously monitor pay for equivalent roles, maintaining <1% difference in pay-parity in Australia and New Zealand.

Women in Woolworths Group



Better for our team

Championing diversity and inclusion

Caroline Fitzgerald, Apprentice Program Manager, known affectionately as the 'Apprentice Mum', is proud of the diverse team she has welcomed into our Refrigeration Apprenticeship Program since its launch in 2020. The program aims to address the growing demand for technicians alongside the industry's increasing focus on sustainability. Our recruitment focused on creating opportunities for greater gender and cultural diversity. With women representing 2% of the refrigeration industry, our 32% representation across the apprentice cohort is a testament to the success of the program.

"I strongly believe you can't be what you can't see. So it could be representation around disability or around gender. I think what's really incredible to see in Woolworths Group is how much we encourage everybody to have a try, and also to bring their whole selves to work."

Caroline Fitzgerald – Apprentice Program Manager



[Watch the video story here](#)



Better for our team

10 years of Proud

The team-led Woolworths Group Proud network was launched in 2015 to transform the experience of our LGBTQ+ team members, providing a safe and empowering space for inclusivity and belonging. Today, the Proud network, with over 1,300 members and executive sponsorship, continues to drive progress through a variety of initiatives. In 2022, the network launched the Welcome Here Project with supermarkets committing to making their workplace safe for LGBTQ+ team and customers. This project became the centrepiece of our AWEI Platinum project, partnering with Parramatta City Council, Pride in Diversity and Bobby Goldsmith Foundation to provide safer and more inclusive workplaces and areas for Greater Western Sydney. Since then, this Project has extended to over 900 supermarkets and includes customer fulfilment centres (CFCs), distribution centres (DCs) and eight support offices across Australia.



LGBTQ+ inclusion

The Group's efforts towards LGBTQ+ inclusion were recognised by the AWEI awards, receiving platinum status in 2022, the first for any retailer; and again in 2024 and 2025. In New Zealand, we've maintained our Rainbow Tick Accreditation, receiving six certifications since 2018.

Education and learning is important to create an inclusive and safe environment for our LGBTQ+ team and individuals in the communities we serve. Over 7,200 of our team have completed the online LGBTQ+ inclusion training module since 2020. Each year the Group also acknowledges and supports days of significance including Trans Day of Visibility; the International Day Against Homophobia, Biphobia, Intersexphobia, and Transphobia (IDAHOBIT); and Wear it Purple.

In 2022, the Group launched our regional pride program, focused on engaging our team, customers and communities across Australia. F25 saw us partner with six different events across Australia, as well as support Auckland Pride and sponsor Wellington Pride in New Zealand. Since 2020, we've reviewed and updated policies to support inclusion of our LGBTQ+ team, including our Gender Affirmation, Preferred Dress, and Family and Domestic Violence Leave policies.



Image: Sophie, Phil, Aaron, Chelsea and Ross enjoying the 10 years of Proud celebrations.



Disability inclusion

Woolworths Group aspires to create equal access and remove barriers to employment by improving access for people living with disabilities. We have worked on early implementation of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability's recommendation – transitioning all team members who chose to move from a supported wage rate to the full applicable rate for their role. We have also collaborated with external partners, and across the Group, including launching an advanced disability inclusion training program in 2024; listening to our team – via our Group Disability Team Network; and commencing work on an inaugural Disability Action Plan (for launch in F26) anchored in our team's experience.

We have launched and expanded accessibility initiatives such as low-sensory 'Quiet Hour' for our customers five days a week across Australian Supermarkets; accessible checkouts for team members living with a physical disability; and an enhanced recruitment experience for candidates with disabilities (e.g. interview adjustments, request for an interpreter). We achieved our inaugural New Zealand Accessibility Tick in 2024, marking a significant step in our commitment to accessibility, and demonstrating year-on-year improvements. In Australia, this year we received the most improved retailer award following our submission to the Australian Network on Disability Access and Inclusion Index.



Image: Quiet Hour at Woolworths Ashfield North, NSW.



Johnson Chen – team member

Image: Johnson serves a customer at the accessible checkout at Woolworths Kellyville Grove, NSW.

Accessible checkouts

In 2023, Australian Supermarkets launched our first accessible checkout, scanning groceries at Woolworths Kellyville Grove. Designed specifically for team members living with a physical disability, including people who use wheelchairs and other mobility aids, the accessible checkouts are custom designed to address the barriers of traditional checkouts such as height and lack of space.

In consultation with the Centre for Inclusive Design and Mills Group, Woolworths 360 developed the checkout to create new employment opportunities for people living with a physical disability. Now installed across three supermarkets, with more planned, the accessible checkout design has helped us to recruit 12 new team members to our stores.

Mini Woolies 100 and counting

Mini Woolies, a Woolworths Group initiative, supports the educational experiences of young people with disabilities across Australia and New Zealand.

The opportunity

Young people with disabilities often have limited access to engaging environments where they can build confidence and practice real-world skills. This presents an opportunity to provide a safe learning space, empowering students to develop numeracy, literacy and communication skills for their future.

The action

Australian Supermarkets partnered with Fujitsu Oceania to provide a simulated supermarket experience in schools and post-school providers for young people with disabilities. The permanent hands-on learning experience builds confidence and independence through an immersive environment, complete with stocked shelves, produce displays, Woolworths-branded uniforms and cash registers.

The impact

Since 2018, the program has expanded to over 100 locations, within schools, TAFEs and disability service providers, across every state and territory in Australia, and also New Zealand. Mini Woolies has supported learning experiences for over 8,200 students; with teachers and parents observing many benefits including: developing interpersonal communication skills through the customer service experience; practicing real world skills of literacy, numeracy, money handling and register operation; building knowledge and familiarity of work environments; and building confidence and independence.

[Watch the video story here](#)

Image: Patrick, Kiara and Sarah General Manager – Domain Enablement Group and Mini Woolies, at Mini Woolies St Edmunds College, NSW, 2023

Better for our team

Patrick Misciagna reflects on the lasting impact the Mini Woolies program has had on young people with disabilities and their families.

An idea conceived whilst attending a Father's Day breakfast at his daughter Kiara's school, Patrick, a Woolworths Group team member, has watched with pride as the program expanded across Australia and New Zealand. From the first Mini Woolies, at Kiara's school, which has a focus in education of young adults with disability, St Edmund's College in Wahroonga NSW in 2018, the initial idea swiftly led to a valued immersive learning model for students, expanding to over 100 similar sites.

"We had an idea on how to make it easier for the children to experience shopping, experience possibly working in the retail environment, experience learning maths and just surviving in the world for themselves. And from there it just took off," reflects Patrick. From being one of the first Mini Woolies participants, Kiara joined the Woolworths Supermarket team, and continues to be a valued member of the Dee Why store working in the fruit and veg department and as a cashier.

Patrick, alongside the many parents and teachers involved, has watched as the Mini Woolies experience provides students with confidence and knowledge of retail operations in an exciting and meaningful way. This understanding and familiarity provides them not only with experience around shopping, using money, weights and measurements but also equips them for future employment opportunities.

"It's just amazing how a small effort to address something as simple to you and I as shopping for yourself, could have such a big impact for someone with a disability to go out in life and be more self-reliant."

Patrick Misciagna – Woolworths Group Technology Director, Service Operations and Infrastructure



8,200+

people supported with learning experiences through Mini Woolies

Reconciliation

With our network, we serve thousands of communities and millions of customers across rural, remote and metropolitan areas. As one of the nation's largest employers of First Nations peoples, we have a unique opportunity to have a positive impact on Indigenous communities.

Since 2020, we've been on a journey of listening, learning and improvement, while creating and delivering on our second Reconciliation Action Plan (RAP). Throughout this journey we've been guided by our First Nations Advisory Board (FNAB), established in 2021, and since 2023, by the National First Nations Team Network. Together, the FNAB and Team Network have provided valuable opportunities to gather input on our approaches and initiatives. Woolworths Group's Innovate RAP, launched in 2023, outlined our commitments across the key areas of **employment, health, education and sourcing**. This RAP formally concluded in May 2025, with the Group achieving the majority of our commitments. However, we still have areas for improvement and further progress to make. These learnings and focus areas will guide the development of our Stretch RAP.

Our four key commitment areas:



Employment

Our Innovate RAP set a goal of 3.2% First Nations representation within our team by June 2025. This year, we reached 2.4%, with our progress impacted by challenges in team member retention and growing competition for First Nations talent across the industry. To address this, retention is a key priority. We remain focused on creating a consistent, inclusive experience where First Nations team members feel safe, valued, and empowered to bring their whole selves to work. Our actions include improving onboarding, fostering connection and belonging, embedding our Anti-Racism Policy, and providing practical guidance to support culturally safe workplaces. We continue investing in inclusive leadership and capability to drive systemic change that benefits all team members.



Health

Woolworths Group is working to improve food security for regional, remote and Indigenous communities. We are doing this by supporting access to affordable and healthy products through partnerships and optimised supply chains. Our partnership with Outback Stores, Arnhem Land Progress Aboriginal Corporation (ALPA) and Community Enterprise Queensland (CEQ) is now delivering to over 100 Northern Territory (NT), Western Australia and Far North Queensland stores, with a range of products including Woolworths own brand.



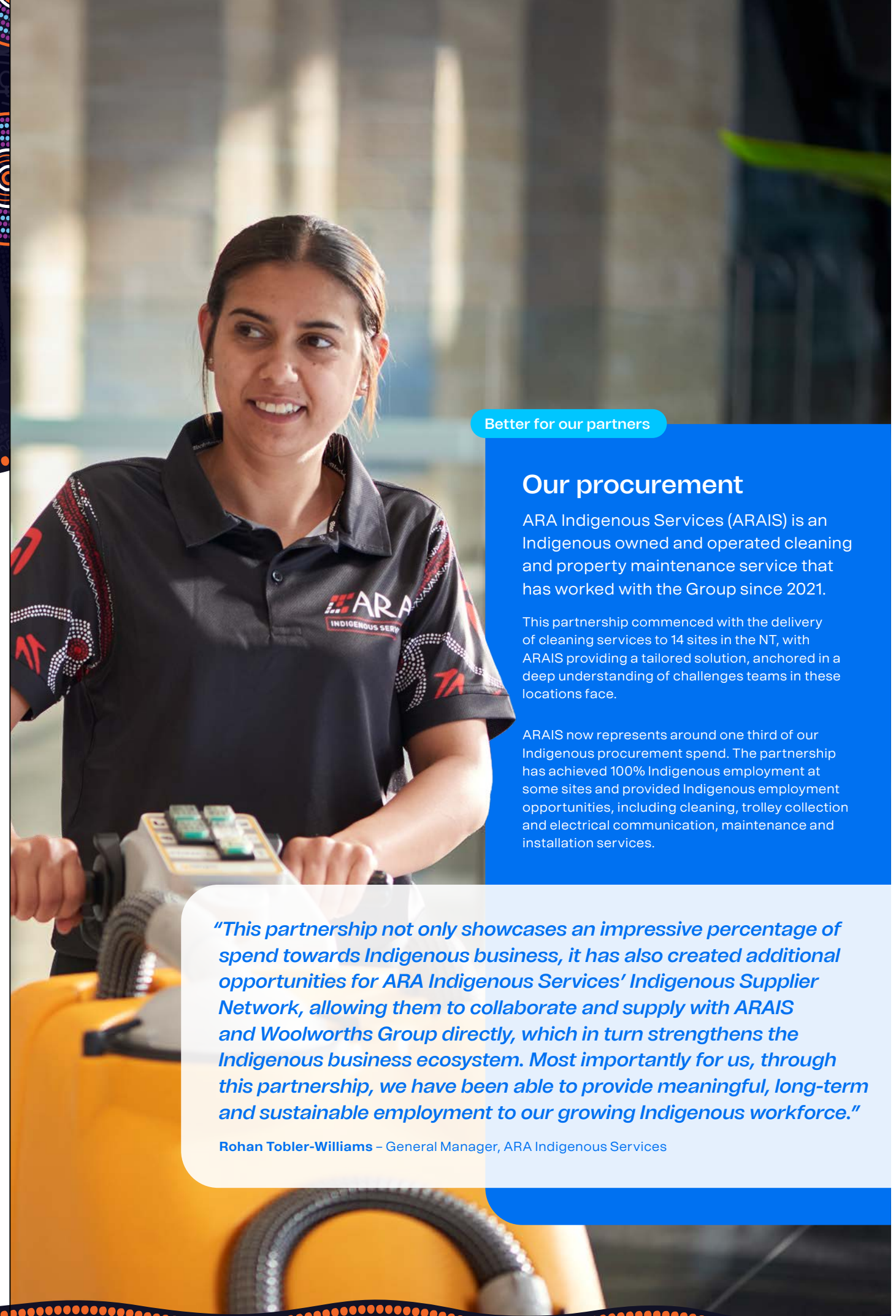
Education

The Group has supported over 15,000 First Nations students through our education partnerships. Our long-standing partnerships with the Clontarf Foundation and Stars Foundation continue to help young First Nations students complete Year 12 and build pathways into further study or employment. In 2023, we extended this commitment by partnering with the University of Technology Sydney, committing \$10 million to establish Australia's inaugural national First Nations residential college, and a \$45,000 investment in a pilot First Nations scholarship. Designed and led by Indigenous people, the college will provide cultural programs, scholarships, accommodation, career support and a public arts space from 2026.



Sourcing

As part of our commitment to the growth and sustainability of the Indigenous business sector, in F25 we spent over \$31 million with Indigenous businesses, which more than doubled last year's figure.



Better for our partners

Our procurement

ARA Indigenous Services (ARAI) is an Indigenous owned and operated cleaning and property maintenance service that has worked with the Group since 2021.

This partnership commenced with the delivery of cleaning services to 14 sites in the NT, with ARAIS providing a tailored solution, anchored in a deep understanding of challenges teams in these locations face.

ARAI now represents around one third of our Indigenous procurement spend. The partnership has achieved 100% Indigenous employment at some sites and provided Indigenous employment opportunities, including cleaning, trolley collection and electrical communication, maintenance and installation services.

"This partnership not only showcases an impressive percentage of spend towards Indigenous business, it has also created additional opportunities for ARA Indigenous Services' Indigenous Supplier Network, allowing them to collaborate and supply with ARAIS and Woolworths Group directly, which in turn strengthens the Indigenous business ecosystem. Most importantly for us, through this partnership, we have been able to provide meaningful, long-term and sustainable employment to our growing Indigenous workforce."

Rohan Tobler-Williams – General Manager, ARA Indigenous Services

Goal 2

Investing in team wellbeing and development

Our performance

>92K

team members and families signed up to Sonder since launch in F21

98.8%

High Potential Event learning sessions target exceeded in F25

12.92

Total Recordable Injury Frequency Rate in F25

Why it matters to us

The Group has an unwavering commitment to a safe and healthy place to work and shop, so everyone goes home safely every day. Teams that operate in physically and psychologically safe workplaces perform better on a number of metrics including customer engagement, productivity, retention and safety.¹ For Woolworths Group, our team, contractors – their safety, wellbeing and ongoing development – are critical to our long-term success.

What our 2025 Plan set out to do

A core focus for the Group is the safety and wellbeing of our team members, contractors and customers. We have actively invested in the holistic wellbeing of our team, fostering a workplace where they feel energised, purposeful and supported. This commitment included proactively promoting positive work environments, preventing physical and psychological harm, providing effective early intervention, and creating a safe space for team members to comfortably raise concerns and ask for help.

What we've learnt

Our commitment to customer and team safety and wellbeing aims to build more resilient, inherently safer workplaces across all operations. We launched our Safety Promise "Our Place – we're safer together," embracing workplace diversity and promoting individual and collective ownership alongside our Group commitment to ensuring everyone goes home safely every day. Dynamic operating environments require us to consider new and emerging safety risks. We've made good progress strengthening safety foundations and piloting new technology to keep our team safe and create safe shopping environments for customers.

1 Gallup, What is Employee Wellbeing? And Why Does it Matter?, www.gallup.com/workplace/404105/importance-of-employee-wellbeing.aspx

What we've been doing

This year, we took significant steps to drive both short and long-term safety improvements. We translated our safety and wellbeing strategy into tangible action, supported by a framework designed to create a safer place to work and shop through focused efforts and prioritised investments. We continued to emphasise material risk management, safety foundations, mental health and wellbeing, injury prevention and care, and technology and innovation. This reflects our proactive approach to promoting safe work environments, preventing harm, and providing early intervention and support to mitigate risks.

Acts of violence and aggression (AOVA)

Increasing levels of violence and aggression experienced by retail workers across Australia and New Zealand have presented an elevated risk to our team. To address this, we have adopted a multi-layered approach focused on material risk management and providing our team with improved tools and training. We've supported our teams with tools such as personal safety alarms, two-way headsets and team safety body-worn cameras. Store designs are also being enhanced to include crime prevention measures including layout, lighting and access. We continue to advocate for Workplace Protection Orders with Australian state governments and engage with the New Zealand Ministry Advisory Group on Retail Crime on improvements to Retail Trespass, Sentencing provisions and edge weapon use.

Better for our team

Supporting our team through VR training

AOVA virtual reality (VR) training has been a step change in our approach. This immersive experience provides a safe, controlled environment for team members to practice staying safe in the face of incidents of violence and aggression. Four modules address a range of situations including verbal abuse, aggressive customer complaints, anti-social behaviour, threat with a weapon and active armed offender. Over 21,000 leaders, and 15,000 team members completed the training by the end of F25. We saw confidence to de-escalate and navigate real life situations improve significantly, with over 97% of leaders deciding correctly when to activate key de-escalation processes.

This VR training has set a new benchmark for the industry, as recognised by the Group receiving the National Safety Council of Australia Foundation's Best Workplace, Health and Safety Training program award and being named overall winner with the prestigious Pinnacle Award in 2024.



"The VR training module for serious customer incidents is excellent. It effectively shows real life situations, reactions, correct procedures and proper lockdown processes, greatly benefiting team members."

Melissa Dremel – Assistant Store Manager, Woolworths Marriott Waters



Learning from High Potential events

In F25, we further enhanced our program for reporting and learning from serious High Potential (HiPo) events. We exceeded our metric target by delivering formal, Group-wide learning sessions for 98.8% of these events. This means that knowledge gained from these events is shared and applied, driving continuous improvement and reducing risk both at a site/store level and across the Group.

Our HiPo approach has strengthened our ability to implement effective, immediate, and long-term safety risk-reduction strategies. The program has also improved how we evaluate our safety program investments to enable they lead to better mitigation of material safety, and wellbeing risks. Deepening our understanding of risks through HiPo analysis and implementing specific controls to mitigate them is central to our safety strategy, tangibly demonstrating our commitment to safer workplaces.

Better for our team

Our focus on falls from height

A key example of how we have applied learning from HiPo events is our focus on falls from height. Analysis revealed that over 55% of fall-related HiPo events in F24 occurred in the back dock area. This led to targeted risk reduction programs, including replacing manual handling equipment with smaller, more manoeuvrable equipment in 81 stores; and installing physical fall protection across 330 identified stores in Australia, joining 100% of identified stores in New Zealand. Following these initiatives, in F25 we observed a significant reduction in the number of HiPo events relating to falls from height in the back dock area.



Mental health and wellbeing

Mental health is a complex and evolving issue impacting many of our team. In recent years we’ve seen evolving team, community and regulatory expectations for mentally healthy workplaces. Over the past 10 years, wellbeing across the Group has evolved from basic wellness programs, to a comprehensive and holistic program proactively identifying and managing psychological risks, as well as providing support for team-members in times of need.

We continue to build capability and equip our leaders to enable a mentally healthy workplace, and to support work and non-work related concerns, with our ‘supporting team in need’ guide. We also provide assistance for managing complex mental health issues with both our in-house psychologists and external partners. Our Group-wide 24/7 wellbeing response and support gateway, Sonder, has been activated by over 26% of our eligible team, giving them access to proactive and reactive wellbeing support, including to their families. In F25, over 30,000 team members have used Sonder, including 61% for mental health and wellbeing and 16% for medical reasons. In our recent team survey across Australia and New Zealand 72% of our team agreed ‘mental health support is readily available’ and 74% agreed that ‘my leader genuinely cares about my wellbeing’. This year we have also provided financial support to 415 team members in hardship through either interest free loans, grants or vouchers, together with 3,424 financial counselling sessions.

Success reducing manual handling incidents

Through focused efforts on injury prevention and early care, and maturity of material risk management, we achieved a 6.2% reduction in our Total Recordable Injury Frequency Rate (TRIFR) compared to F24¹, highlighting the positive impact of our initiatives. In particular, our evidence-based approach to reducing the frequency and severity of manual handling injuries has helped us to achieve a 5.9% reduction in these injuries compared to the prior year. Our efforts included preventing new risks by applying principles of good ergonomics when designing new stores and equipment, reducing or eliminating existing risks through testing and implementing changes to equipment and workplace design, and uplifting capability of our leaders and teams to identify, assess and more effectively manage the hazards that cause these injuries.

Better for our team

People impacted by vehicles

An inherent risk we remain focused on mitigating is the potential for our team and others to be impacted by vehicles and moving equipment. In F25, we continued initiatives involving improved site design, training and vehicle monitoring. We strengthened physical exclusion zone controls in over 140 supermarket back-of-house areas through improved design, reducing dependencies on administrative processes and human behaviour. We developed a new VR and online training program to improve understanding of vehicle hazards, and how to effectively apply exclusion zones. This training was completed by over 100,000 team members across Australian Supermarkets, Metro and eComX. Additionally, we expanded key retention practices in retail operations to prevent unauthorised truck movements across our docks, with no such incidents reported in our retail environments since implementation. We also deployed in-vehicle monitoring systems across the HomeRun delivery fleet, with approximately 90% of vehicles equipped by the end of F25. This has led to positive progress in safe driver behaviours, including a significant reduction in events logged for distracted driving.

Better for our team

Enhancing contractor safety

In line with our commitment to the safety of our contractors, in F25 we introduced our new integrated Group-wide contractor safety risk management framework, an end-to-end simplified approach providing greater clarity, consistency and efficiency for our contractors and team across all our sites. The launch of this framework in Australia, enabled by external vendor and technology solution Site 360, consolidates all requirements into a single application, providing better oversight and eliminating manual paper-based processes for permit to work. We also launched our Better Together and Safer Together engagement forums, with a full day face to face and half day virtual session with over 100 of our largest trade contractors.

Building on our momentum

The positive results we have seen in our F25 metrics show that our targeted efforts in key areas and our risk mitigation strategies are working. We have made clear progress in addressing both our material risks and reduction in personal injuries. While this is encouraging, we must maintain our focus.

As we enter F26, we are building on this momentum by sharpening our focus even further. Our goal is to ensure the effective execution and integration of safety by concentrating on our most impactful initiatives. Work is already underway to evolve our strategy across the pillars of Safety Foundations, Material Risk, Wellbeing, and Injury Prevention and Care to meet the evolving needs of both our team members and customers.

A key enabler for our F26 strategy will be the Group-wide rollout of our new digital Safety and Wellbeing Portal. This program is a significant shift in our approach, focused on making the portal accessible to all team members and uplifting their capability. Designed to remove friction and empower our teams, this program will make it easier for everyone to contribute to safety. In turn we will gain richer insights into our risk profile, allowing us to narrow our focus on the areas that matter most.

¹ F25 TRIFR and ill health data are based on claims finalised as at 30 June 2025. The data is subject to change as further claims are finalised. We will apply retrospective changes in future reporting to reflect the latest available claims data.



Goal 3

Meaningful retail careers for today and tomorrow

For over 100 years Woolworths Group has been providing meaningful retail careers to people living in Australia and New Zealand. Since 2021, through the Woolworths Future of Work Fund, we’ve invested \$44.4 million in programs to upskill and reskill our team as they pursue future career paths.

Investment in technology has enhanced the delivery of engaging and cutting edge learning experiences for our team, such as the immersive learning offered by virtual reality (see page 23). This investment has extended to our recruitment platform and our artificial intelligence (AI) enabled Career Marketplace, with the latter providing access to a range of career opportunities including job openings, mentors and learning, initially to our support team.

Our team experience and retention have both been enhanced by increased opportunities through multi-skilling, cross-departmental rostering and a better understanding of team ideal hours. Seventy percent of the Australian Supermarkets team are now multi-skilled, with at least 44% working in a second department each month.

In March, in New Zealand we started multi-skilling in stores, with 15% of our team engaged in the program. To support our stores transformation, we are also investing in developing retail leadership capabilities for store leaders, including training on leading through change. Additionally, the Career Marketplace platform has been expanded to all support office teams, achieving a 73% user registration rate.

Better for our team

Leading with pride in Humpty Doo

Proud Darwin local Belinda, started working at Woolworths Leanyer, NT at the age of 22 packing bread rolls in the bakery. She moved to a management position within the bakery while completing her baking and pastry chef apprenticeship. Fast forward 27 years and Belinda was appointed Humpty Doo Store Manager.

“Woolworths has given me interesting people to meet and, importantly, the opportunity to give back to the community. I can honestly say, I’ve never been bored a day in my life working for this company.”

Belinda Whitefield – Store Manager, Woolworths Leanyer



Read more here

Better for our team



A career spanning over 50 years

For more than half a century, Julie has seen the world change, but her love for her job and the people she works with has remained constant. After working in the meat department for 54 of her 56 years with Woolworths Colac, Victoria, Julie now works in produce and is one of our longest-serving team members.

Read more here

Better for our team

Refugee Employment Program

The opportunity: Arriving in a new country, refugees frequently face significant barriers to finding work, such as a lack of local experience or references. This creates an opportunity for Woolworths Group to provide a direct pathway to employment, helping new arrivals build a career and establish themselves in Australia.

The action: Since 2018 Woolworths Group has partnered with Community Corporate, a diversity and inclusion social enterprise, to deliver our Refugee Employment Program. The Program strategically aligns with business needs by identifying areas across the Group where we can effectively recruit talented team members. Community Corporate provides refugees with pre-employment support, and together with Woolworths Group, creates a supported onboarding experience for our new team members. In F22, we expanded the Program beyond retail with the implementation of the Refugee Digital and Technology cadetship pilot with 30 skilled refugees joining the pilot over two years.

The impact: Since its inception, the Refugee Employment Program has provided meaningful employment for over 360 refugees across various Woolworths Group operations in NSW, Qld, Victoria, South Australia and Western Australia, achieving an 80% retention rate and equal gender representation. This success empowers individuals with financial independence and purpose, enabling them to build new lives in Australia. Simultaneously, the Group benefits from the diverse knowledge, skills and experiences refugees bring, demonstrating tangible progress towards our ambition of equitable opportunities and creating inclusive pathways for marginalised communities.

Supporting the resettlement journey

Umul Baneen, a Hazara Afghan women, fled to Australia with her sister in 2021. Like many newly arrived refugees, Baneen’s overseas work experience and qualifications were not recognised in Australia and her lack of local work experience made it difficult for her to be considered for job opportunities. Baneen joined our Refugee Employment Program, completing her pre-employment training with Community Corporate, and began working at our CFC at Rochedale in 2022. Her next goal is to learn more about Australian culture and to complete a Bachelor of Psychology.



“There are many things in Australia that are different in my home country, and I was worried that no one will hire me because I have no local experience. I have met so many people through this program and I am very happy to be working with my sister here. This is a second chance for us at building a new life in Australia.”

Umul Baneen – Fulfilment Team Member (night), Rochedale CFC, Qld

Goal 4

Activating ethical and mutually beneficial partnerships

Our performance

\$2.1M

returned to ~1,585 workers in our supply chain
\$506k in F25

276

human rights related grievances raised and investigated
43 in F25

62

worker voice surveys deployed to strengthen real time insights
31 in F25

Why it matters to us

No global retailer is immune to modern slavery risks, and we recognise that business resilience is closely correlated with ethical practices. Modern slavery is a global challenge – it is estimated that modern slavery affects more than 50 million people around the world, and 15 million in the Asia Pacific region alone.¹ With a complex global supply chain that is exposed to dynamic human rights risks, we take a proportionate and risk-based approach to identify, mitigate and remediate potential risks to people in our supply chain.

What our 2025 Plan set out to do

Since launching the Group’s Responsible Sourcing Program in 2018, we have prioritised labour rights in our supply chain, working to identify, mitigate and remediate modern slavery and worker exploitation. Through our goal to foster ethical and mutually beneficial partnerships, we worked to create a rights-respecting culture where these risks are actively managed. Our collaborative approach with suppliers, industry bodies and other partners allowed us to regularly integrate human rights into our decisions, seeking to positively manage risk and outcomes for workers, scale through partnerships, and increased trust among our team, customers and stakeholders.

What we’ve learnt

Our Human Rights Program has evolved over the past five years. Initially, we focused on social compliance audits. We’ve now expanded to a four-pillar Program that includes compensatory controls. We recognise that audits are important but not a singular solution to human rights risks. We continue to leverage our forced labour risk assessment; this determines categories in our supply chain that have an inherently higher risk. Our experience in identifying and remediating modern slavery has provided clarity on specific supply chain risks. These include responsible recruitment, leading to more targeted initiatives. We understand that systemic modern slavery requires collaboration and scalable efforts; these form the basis of our priorities going forward.

1 Walk Free Australia, 2023 Global Slavery Index, 2023.



What we’ve been doing

We have focused on developing an approach to managing human rights risks that is proportionate, measurable and delivers impact to workers most at risk of experiencing exploitation. Our HR Program is the overarching way we manage these key human rights risks, including worker exploitation and modern slavery, across our supply chain. Our four-pillar HR Program begins with our foundational social compliance Responsible Sourcing Program (pillar one), which includes due diligence for in-scope suppliers. Recognising that systemic geographic or commodity-based risks demand unique strategies, pillar two provides bespoke interventions for these modern slavery risks. These two pillars are supported by effective grievance mechanisms (pillar three) and partnerships (pillar four). Partnerships, particularly our Co-Chair role in the Consumer Goods Forum Human Rights Coalition, are key to scaling solutions to complex supply chain issues.

Better for our partners

Listening to workers in our supply chain

With transparency at the core of our HR Program, hearing directly from workers in our supply chain provides critical insight and opportunities to respond to worker needs. We have partnered with select suppliers in Thailand, Malaysia and Australia, to distribute worker surveys in local languages to understand their experience of living and working conditions and provide opportunities to raise issues. In Malaysia, as a result of the surveys, factories reported improvements in their working conditions. Survey results in Thailand helped us understand issues important to migrant workers from Myanmar, and demonstrated improvements to their livelihoods as a result of their employment, including giving their children access to education and supporting family members. As a result of surveys in Australia, one supplier identified and addressed an issue of wage deductions being made by a labour hire provider for transport and accommodation costs. In F25, we expanded our worker voice survey activity and will continue to focus on this in F26 and beyond.



Modern Slavery Statement



Woolworths Group’s sixth annual Modern Slavery Statement reports on the progress of our HR Program. The 2025 Statement provides a detailed disclosure of the identified risks in our supply chain and the due diligence undertaken to seek to mitigate these risks.

F25 highlights include:

- Played a leading role on work to develop an “Ethical Recruitment Marketplace” with the Consumer Goods Forum’s Human Rights Coalition, which seeks to make ethical recruitment the norm
- Partnered with Issara Institute to continue the implementation of our Responsible Recruitment Addendum through their grievance mechanism, remediation management systems and supplier resources
- 1,085 audits conducted, 184 critical non-conformances remediated, 49 site visits conducted, 580+ workers reached through worker voice.

➔ See our **2025 Modern Slavery Statement** for more details





Sourcing our cotton responsibly

Cotton is a common fibre used in Woolworths Group’s own brand products, from apparel to home goods. BIG W accounts for the majority of this cotton.

While the cotton supply chain is complex, we believe transparency is important for quality and ethical sourcing. BIG W is investing in our supply chain, working with expert global and local partners to bring our customers products at a value they can trust.

The opportunity:

Cotton production supports 1 billion livelihoods globally but also carries environmental and human rights risks. Our scale gives us the opportunity to invest in and implement more ethical and sustainable sourcing practices.

The action:

We formalised our Sustainable Cotton Policy in 2022, which led to our strong partnerships with Australian Cotton and the Better Cotton Initiative (BCI), increased our use of sustainable fibre, and saw us partner with Oritain for forensic origin verification. BIG W is the first retailer in Australia to achieve Better Cotton traceability certification from the BCI.

The impact:

We have continued to build on the success of our sustainable cotton policy since launching it in 2022, and gained greater visibility into our next-tier suppliers. By enhancing transparency and traceability, we provide our customers with assurance about the origin of their products and contribute to broader industry change for the better.



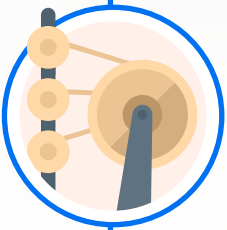
Enabling responsible cotton activities

Tiers within our cotton supply chain:



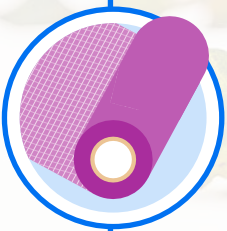
Farming and ginning

- ✓ **Establishing origin integrity:** We combine local partnerships with global standards from the outset, including partnering with Cotton Australia to support local growers and utilising Unique Bale IDs and Oritain’s forensic verification for farm-to-bale traceability.
- ✓ **Promoting responsible practices:** We collaborate with the BCI to support global farmers through training in sustainable growing methods and addressing human rights risks within the supply chain.



Yarn production

- ✓ **Digital tracking:** Cotton’s identity must be maintained during yarn production. The BCI’s Better Cotton Platform digitally tracks global cotton transactions from farm-to-mill, supporting integrity.



Fabric production

- ✓ **Supply chain mapping:** We map our supply chains with partners such as the BCI and Cotton Australia to identify risks and gain visibility beyond direct suppliers.
- ✓ **Maintaining integrity:** As a certified BCI partner, we uphold their rigorous Chain of Custody Standard, which maintains integrity throughout manufacturing.



Suppliers

- ✓ **Collaborative partnerships:** We invest in on-the-ground teams to foster strong, collaborative partnerships with suppliers, enabling close work to meet rigorous program standards.
- ✓ **Beyond industry norms:** This level of collaboration surpasses typical industry practices, creating a shared commitment to transparency and driving positive change together.



Retail (BIG W)

- ✓ **Working towards transparency:** Today, ~20% of cotton sourced for BIG W is sustainable and traceable to its country of origin. Contributing to this, our use of over 560 metric tonnes of Australian cotton – identifiable by the Australian Cotton Mark – in recent collections shows our clear commitment.



Goal 5

Having a positive impact on communities we serve

Our performance

>\$480M

total direct community contribution
\$145.5M in F25

\$97.9M

value of food donations in F25

>900

community partners across Australia and New Zealand in F25

Why it matters to us

The impact of natural disasters¹ and rising rates of food insecurity² are just some of the pressures experienced by our communities. Woolworths Group is part of nearly every community in Australia and New Zealand, and having a positive impact is aligned to our purpose. We know our success is directly linked to the resilience of our communities and we know we have a strong responsibility to make a meaningful contribution through our actions, investments and partnerships.

What our 2025 Plan set out to do

As part of the Group's 2025 Plan, we aimed to have a positive impact on our communities by investing >1% of our total Group Earnings Before Tax (two year rolling average) in community partnerships and programs. Together with our charity partners we also invested in local programs and community groups to provide natural disaster relief and support better health and education outcomes.

What we've learnt

Since launching our 2025 Plan, we've observed communities increasingly affected by natural disasters and food insecurity. We provide support – not from obligation or expectation of return, but because it's right for the communities that we serve. We've strengthened key partnerships and strategic responses to better support these changing dynamics. Businesses like ours must proactively integrate climate resilience into operations. Expanding our Townsville Regional DC after 2019's floods demonstrated preparedness importance, enabling us to maintain service and support communities effectively during subsequent cyclones and storms.

¹ KPMG, 70 percent of Australians impacted by natural disasters, media release, 15 September 2023.

² Foodbank, Foodbank Hunger Report 2023.

What we've been doing

Natural disaster relief

The rising frequency and severity of natural disasters, such as floods and bushfires, significantly impacts many of the communities we serve. These events lead to store closures, disrupt supply chains, affect our team members and create an urgent need for food and essential supplies. Recognising our responsibility as a part of these communities, Woolworths Group is committed to providing meaningful support that extends beyond our role as a retailer, focusing on preparedness, immediate response and long-term resilience.

Our operational focus during a crisis is to maintain service for communities at their most critical time. We proactively monitor weather systems and strategically build inventory at DCs and stores in at-risk regions. To ensure essential supplies get through, we establish alternative transport routes, which in the past has included chartering ships or partnering with the Australian Defence Force for airlifts. Our store teams are empowered to act swiftly, donating directly to local relief efforts and supporting their team members, who are often personally impacted. This frontline response is complemented by engagement with government agencies and investment in resilient infrastructure to restore operations as quickly and safely as possible.

To provide a more focused and agile framework for our community support, we established the Woolworths Group Foundation in 2023 to test if, through a Foundation, we can build on our long history of fundraising by strategically distributing funds to expert partners. For immediate relief, we work with The Salvation Army and Foodbank who supply evacuation centres and deliver food to isolated households. For sustained recovery, partners like Lifeline and Rural Aid provide the financial aid, counselling and rebuilding assistance that communities need long after a disaster has passed.

Better for our community

Responding to floods in Far North Queensland

The severe floods in Far North Queensland in January 2025 prompted a rapid and effective response. Woolworths Ingham Store Manager, Julie Buckley navigated floodwaters by boat from her own home to open the store and ensure her team could restock shelves. The Group supported this local effort by donating 24 pallets of water and essential items, airlifted to the isolated town by the Australian Defence Force. This action enabled our partner, The Salvation Army, to distribute essential hampers, providing what their General Manager, Daryl Crowden, called "hope and stability for those affected."

Better for our community

Partnering for Long-Term Rural Resilience

Our support continues long after initial relief efforts conclude, focusing on the sustained work of recovery. Our partnership with Rural Aid is a cornerstone of this commitment, having raised over \$10 million since 2018. A May 2025 Farm Recovery Event in Bairnsdale, Victoria, supported farmers still grappling with the cumulative impact of bushfires, floods and storms since 2020. Volunteers performed essential on-farm work like fencing and clearing, tasks that landowners like beef farmer Peter Treasure struggled to address alone. As Rural Aid CEO John Warlters noted – these events provide a vital morale boost. This ongoing work, which recently marked its 200th farm recovery in Coraki, NSW, reflects our deep commitment to helping regional Australia not only recover but rebuild for a more resilient future.



Health and wellbeing of our communities

Better for our community

Share the Dignity

Our Australian Supermarkets have partnered with Share the Dignity since 2019 to help address period poverty. Our Dignity Drives, held each March and August, aim to raise awareness and encourage customer participation in donating period care products. In August 2024, we hit a significant milestone, with one million period products collected in our stores. Additionally, we donate 5c to Share the Dignity for each period care product sold during these Drives, with our total donation now exceeding \$3 million. These funds support the charity's operating costs and the ongoing operation of 109 Woolworths branded Dignity Vending Machines, providing period products discreetly and free of charge.

"Woolworths' support helps us make a real and lasting difference in the lives of people who are doing it tough."

Rochelle Courtenay – Founder and Managing Director, Share the Dignity



Image: Dignity Vending Machine at Yarraville Community Centre Victoria.

Children's Hospitals: BIG W

BIG W partners with children's hospital charities across Australia to support families with children undergoing hospital treatment. Our partnerships with hospital foundations and research institutions date back to 1994 and span seven partners across five states such as the Children's Hospital Foundation in Qld, Perth Children's Hospital Foundation and the Women's & Children's Hospital Foundation in SA. BIG W leverages three key trading periods: Easter, Toy Sale and Christmas, to make donations and provide our customers with the opportunity to contribute. In F25, this cumulatively provided more than \$1.4 million in support to our partners. Christmas 2024 saw the first BIG Wrapathon, a one-day charity gift-wrapping event across all BIG W stores in December. Thanks to our customers, over \$738,000 was raised through wrapping paper and \$2 fundraising token purchases, and the Wrapathon gold coin donations. As part of the BIG Wrapathon, BIG W donated a total of \$100,000 across five of our hospital partners.

Better for our community

Little Miracles Trust: New Zealand Supermarkets

Approximately 5,000 babies are born prematurely in New Zealand each year, often requiring families to relocate to neonatal intensive care or special care baby units far from their homes. Little Miracles Trust is committed to 'making a difficult start to life that little bit easier' by visiting parents to understand their needs, providing funding for new equipment or staff development, and aiding neonatal medical research. Little Miracles Trust will receive at least \$50,000 (NZD) from New Zealand Supermarkets donations and fundraising in F25. With these funds the Trust has set up a Family Assistance Fund, to help families at this stressful time with grocery and petrol vouchers as well as other necessities they need when far from home and their support networks.



Our charity partners

Woolworths Group actively contributes to community resilience through our diverse partnerships supporting natural disaster relief, education, food security and positive health outcomes – and we have a strong, established history of collaborating with community partners to make a meaningful impact. A selection of these partners feature below.

Our key areas of activation



reducing hunger



natural disaster relief



children's health



education



local community impact

Examples of our collective impact since 2020

>165M

meals donated to our food rescue partners

>\$20M

of customer and Group donations to natural disaster relief

>\$30M

of customer and Group donations to children's health partners

>\$9M

donated to local community groups

Our charity partners



Women's & Children's Hospital Foundation



Planet

Woolworths Group and our suppliers rely on the health of our planet to support sustainable food systems. We are partnering across our value chain to support the transition to a low-carbon economy whilst working to protect and regenerate nature and reduce food waste.

22.9%

scope 1 and 2 emissions reduction
relative to F23 base year

311

rooftop solar
systems installed

>165M

equivalent meals
donated

Sustainable Development Goals:



Addressing climate and nature together

Our performance

22.9%

scope 1 and 2 emissions reduction relative to F23 base year

311

rooftop solar systems installed
29 in F25

75

EVs in our Woolworths home delivery fleet¹
9 in F25

Why it matters to us

Woolworths Group and its suppliers rely on a healthy planet to meet customer needs. Climate change and nature loss are consistently recognised as significant global risks¹, with these challenges projected to place increasing pressure on food production. This could potentially impact the Group’s supply chains, product availability and affordability. In F25 alone, the Group experienced 98 days of unplanned disruption to its operations and supply chains due to weather-related events. The Group’s resilience plans, as well as government partnerships on emergency response planning and disruption management, helped to minimise these impacts. As a food retailer, the Group’s focus is on supporting sustainable food systems through climate and nature-focused actions.

What our 2025 Plan set out to do

Our journey began with an ambition for a net positive future. We have since refined this to aim for net zero emissions across our value chain by 2050, aligning with a 1.5°C pathway. In F24, we updated and strengthened our emission reduction targets which are validated by the Science-Based Target Initiative (SBTi) (for more details see our [2025 Annual Report](#)). We continue to partner with our suppliers and the agriculture industry to foster better stewardship of natural resources and maintain high sourcing standards.

What we’ve learnt

We’ve reduced direct emissions and are building resilience across our network. However, tackling supply chain emissions requires a collective effort where our suppliers, industry and government all play a role in decarbonisation. Progress depends on this cross-sector collaboration, operational adaptability, and responsiveness to navigate market volatility, shifting standards and evolving regulations effectively.

1 World Economic Forum, The Global Risks Report 2024, 2024.



Our approach to climate and nature reporting

Woolworths Group’s primary climate disclosures for F25, including information on our governance, strategy, risk management, metrics and targets, are presented in our Woolworths Group 2025 Annual Report. This Sustainability Report is complementary and focuses on our 2025 Plan progress.



See our [2025 Annual Report](#) for more details

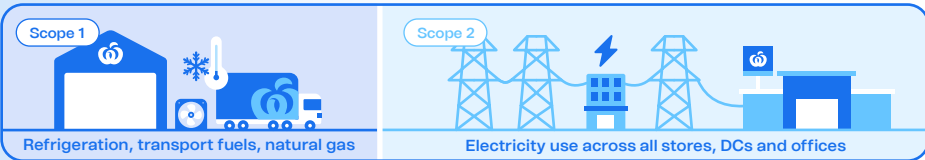
Understanding emissions and opportunity for impact

Woolworths Group’s scope 1 and 2 emissions make up 4% of the total emissions across its end-to-end value chain. The Group’s scope 3 emissions are approximately 23 times greater than scope 1 and 2, making up 96% of the emissions in the end-to-end value chain. Managing scope 3 emissions is complex, representing emissions from a variety of sources – the largest being agriculture, energy and transport.

4%

Scope 1 and 2: our operations

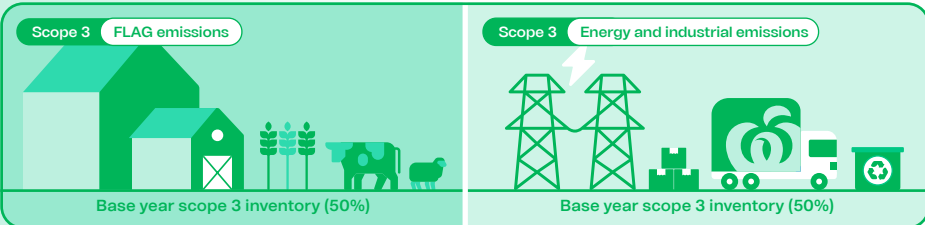
Scope 1 and 2 emissions are directly within the Group’s operational control. Material scope 1 emissions sources include fugitive synthetic refrigerants, transport fuel for fleet cars and home delivery trucks, and natural gas. Scope 2 emissions form the largest part of the Group’s operational footprint, primarily from the electricity used across the store network, distribution centres and offices.



96%

Scope 3: our value chain

Scope 3 emissions are indirect emissions from the Group’s upstream and downstream value chain. For the Group’s F23 base year, approximately 50% of these emissions are from forest, land and agriculture (FLAG) sources generated pre-farmgate. The remaining 50% are from energy and industrial sources such as post-farmgate electricity and gas, services, packaging, transport, and downstream waste.



What we've been doing

Climate targets

Woolworths Group is continuing its long-standing commitment to contribute to a 1.5°C pathway and aims to reach net-zero emissions across the value chain by 2050. The net-zero ambition is supported by near- and long-term emissions reduction targets, which were independently validated by the Science Based Targets initiative (SBTi) in F24.

SCOPE	TARGET	TIMEFRAME
Scope 1 and 2	Woolworths Group aims to reduce absolute scope 1 and 2 GHG emissions by 80% by F30 from a F23 base year. ¹	Near-term
	Woolworths Group aims to reduce absolute scope 1 and 2 GHG emissions by 90% by F45 from a F23 base year.	Long-term
Scope 3	Woolworths Group aims to reduce absolute scope 3 GHG energy and industrial emissions ² by 55% by F33 from a F23 base year.	Near-term
	Woolworths Group aims to reduce absolute scope 3 GHG energy and industrial emissions ² by 90% by F50 from a F23 base year.	Long-term
	Woolworths Group aims to reduce absolute scope 3 FLAG GHG emissions by 40% by F33 from a F23 base year. ³	Near-term
	Woolworths Group aims to reduce absolute scope 3 FLAG GHG emissions by 72% by F50 from a F23 base year. ³	Long-term

With respect to target statements in the table above, Woolworths Group confirms:

- its commitment, first and foremost, to comply with legal and regulatory obligations, particularly those in relation to Woolworths Group’s dealings with suppliers and other relevant supply chain participants;
- that Woolworths Group intends to apply appropriate resources, and to engage and collaborate in good faith with suppliers to Woolworths Group and other relevant supply chain participants, in working together to meet these challenges, and in supporting a “just transition”⁴; and
- that the target statements above are based on Woolworths Group’s planning, modelling and assumptions, made with recent public information available, as to:
 - the commitments, behaviour and performance of many of Woolworths Group suppliers and other supply chain participants;
 - government policy and regulation in relation to these issues; and
 - prevailing definitions of elements relevant to the target statements.

It’s important to acknowledge the inherent challenges in long-range forecasting, especially concerning complex issues like climate change. The evolving nature of scientific understanding, along with potential shifts in policy and behaviour, means there’s a wide range of possible scenarios and outcomes. Therefore, should the information available in relation to these issues change over time, the Group may review and adjust its targets.

Scope 1 and 2 emissions

In the past year, we achieved a 22.9% cumulative reduction in scope 1 and 2 emissions compared to our F23 base year, progressing towards our 80% reduction target by F30. Our focus is absolute emissions reduction through our energy efficiency programs, renewable electricity transition, refrigerant management programs and transport decarbonisation.

Reducing leakage rates and transitioning to low carbon refrigerants

Refrigeration is essential for food quality and safety. Refrigerant gas leaks are our second largest source of scope 1 and 2 emissions after electricity. Since 2016, we’ve been introducing transcritical CO₂ refrigeration systems. In F25, these systems were installed in 26 new or existing stores, bringing the total to 127 stores. In 2024, all new self-contained fridges were transitioned to natural refrigerants across Australian supermarkets. We also continue to reduce leaks in existing systems using leak sensors for preventative maintenance.

1 In line with SBTi and GHG Protocol guidance, the Group’s F23 base year for emissions reduction is subject to recalculation to ensure accuracy and comparability of data, particularly if there are significant structural changes to operations or if reporting methodologies evolve.
2 Emissions from purchased goods and services, capital goods, fuel and energy related activities, upstream and downstream transportation and distribution, and upstream leased assets.
3 Target includes FLAG emissions and removals.
4 See SBTi FLAG Science-based Target-setting Guidance, Version 1.1, December 2023 (page 48).

Transitioning to 100% renewable electricity

We’re on track to achieve 100% renewable electricity for our operations by the end of 2025, in line with the RE100 framework and building on our progress in reaching over 30% renewable electricity in F25. Our strategy combines on-site solar generation (including 311 rooftop solar installations to date) with secured contracts across all Australian states and New Zealand. This involves strategic partnerships with Bango Wind Farm, Smartest Energy, Iberdrola and CleanCo to leverage a mix of wind and solar. Where possible, we have prioritised investment in new renewable electricity generation to increase capacity in the grid. We acquire additional renewable energy certificates, and benefit from the increasing amount of default renewable electricity delivered through the grid.¹ We welcome the continued efforts and investment from the Australian federal government in the transition of the national grid.

Decarbonising our transport

To reduce emissions in our own fleet, we launched Woolworths Group’s transport decarbonisation strategy in F23. This aims to convert Woolworths home delivery trucks to EVs across Australia and New Zealand by 2030. By the end of F25 we had 75 electric home delivery trucks on the road, up nine since F24. We’re planning installations of charging infrastructure CFCs and store locations, including a dedicated charging hub at Mascot CFC. We have integrated 27 EV charging sites, supplied with green electricity¹, into store design, offering daily rewards points to customers. These EV investments are providing key insights into payloads, range and charging costs.

Better for our planet

Solar shade and EV convenience at Fairy Meadow

At our Fairy Meadow store in NSW, a solar shade car park canopy equipped with 166kW of solar panels, when combined with the stores’ rooftop solar, provides more than 20% of the store’s energy and also customer shade. The car park features fast EV chargers (two 50kW chargers in four bays) and provides Everyday Rewards on ChargeFox, allowing our customers to earn points charging their car while they shop.



Scope 3 emissions

The Group is committed to working hand-in-hand with farmers, suppliers, industry, government, and customers to drive meaningful change towards shared sustainability objectives. We focus on multiple initiatives across the following four strategic pillars:

- Collaboration:** as a Climate Leaders Coalition member, we are leading a collaborative project on streamlining pre-farmgate agricultural emissions data sharing. Our value chain emissions program is in it’s third year and aims to support supply chain emissions reduction. In F25, suppliers representing 28% of our scope 3 emissions from purchased goods and services participated in the program.
- Advocacy and leadership:** the Group actively engages with government and industry to achieve better climate outcomes. Key advocacy areas include, but not limited to, increasing renewable energy, investing in green infrastructure, and supporting sustainable and regenerative agricultural practices.
- Education:** delivered a climate education program to risk, finance and strategy leads across Group businesses
- Innovation and investment:** we have supported domestic venture capital investments in innovative start-ups that address key sustainability challenges, such as circularity. In F25, we continued to support W23 Global, a pioneering venture capital fund backed by five leading grocery retailers.

1 Green electricity supply is achieved through a combination of on-site solar generation in locations where systems are installed, renewable electricity contracts, and the acquisition and surrender large-scale generation certificates (LGCs) to match remaining electricity consumption from the electricity grid, in line with RE100 guidance. Refer to the F25 Data Pack for more information.





Sustainable distribution

Sustainable design

Primary Connect prioritises sustainability in the design and construction of its DCs. This is reflected through our use of sustainable materials, solar panels, implementation of energy reduction strategies and strategic co-location efforts, which reduces transport movements and in turn carbon emissions that provide both business and sustainability benefits.

★ **Moorebank National DC** opened in November 2024, holds a 5-star Green Star rating and features solar panels, LED lighting, rainwater harvesting and more than 40 EV charging bays. With features like an airbridge and rail connection it will help us eliminate 23,000 truck movements annually.

Decarbonising our transport

Primary Connect is starting to electrify its transport fleet, including refrigerated trailers, yard tugs, prime movers and charging infrastructure. We are also expanding our use of rail across our network to further decarbonise operations.

★ **Electrified fleet:** in F25, we installed a 960kW EV charging unit with six dispensers at our Moorebank National DC. Funding was provided by Australian Renewable Energy Agency for this unit to support the upcoming pilot of five EV primer movers with Toll in F26.

Network resilience

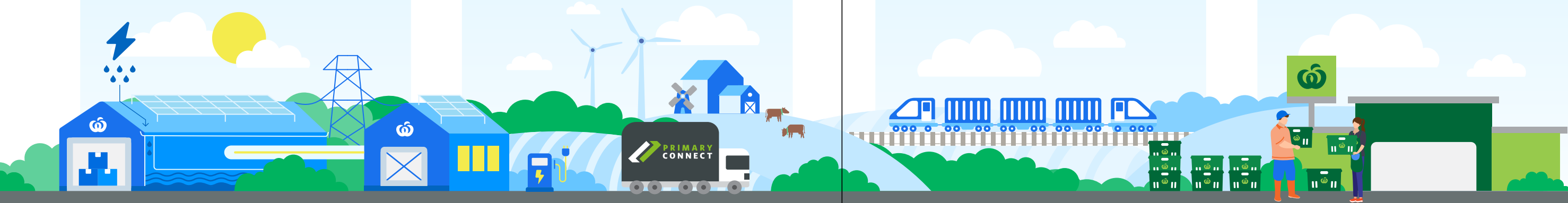
Primary Connect has invested significantly in resilient DC and transport networks to strengthen our ability to serve our stores and customers across Australia and New Zealand. Despite F25 disruptions from natural disasters including floods across Far North Queensland, we maintained essential goods availability and rapid supply recovery.

★ **Queensland floods in 2025** caused 66 days of disruption (January–April), impacting operations. Four DCs closed pre-emptively, and required agile collaboration with agencies for rapid recovery. Our coordinated response restored essential services and maintained store supply as conditions improved.

Collaborating with partners

Primary Connect collaborates with suppliers to reduce plastic and packaging waste by promoting reusable plastic crates (see [page 68](#)) for select categories and managing their backhaul, sorting and reuse. We also partner with our transport carriers to improve freight efficiency by using higher productivity vehicles (HPV) and trialling EV prime movers.

★ **EV Prime Mover:** in F25, we partnered with Linfox to trial and operationalise one EV Prime Mover at our Melbourne Fresh DC. Following a successful pilot, we plan to expand this trial as part of our Melbourne operation.



21,087MWh
generated through solar panels on Australian and New Zealand DCs



66
days of unplanned disruption to our operations and supply chains due to weather-related events in 2025 Qld floods



28
EVs in operation including 24 e-axle trailers, three electric yard tugs and one EV prime mover



17,474
high productivity vehicles deployed to support primary freight



331
rail containers added for Qld in F25. Total of 621 in operation nationally



>58M
reusable plastic crate cycles facilitated by our DCs and transport

“The Townsville Regional Distribution Centre is a critical piece of infrastructure, in far north Queensland, with the 2020 extension completed to better cater for our communities during periods of extreme weather events.”
Shane Kerr – Supply Chain Manager, Townsville Regional DC



Integrating nature considerations

Our understanding of climate change, nature loss, and their impact on business resilience, has evolved since launching the Group’s 2025 Plan. In F24, we adopted SBTi guidance for FLAG which has connected our no-deforestation and emissions reduction goals, highlighting the importance of nature-based solutions in our decarbonisation strategy.

E2E Framework

The Group has a developed framework to identify, assess and address our climate and nature risks and impacts:

1 Identification:

The Group considers external and internal information to assess its most material climate and nature risks and opportunities.

2 Risk management:

The Group Risk Management Framework provides guidance on how management should assess and assign ownership and mitigation actions to manage risk within Board-established Group risk appetite.

3 Value assessment:

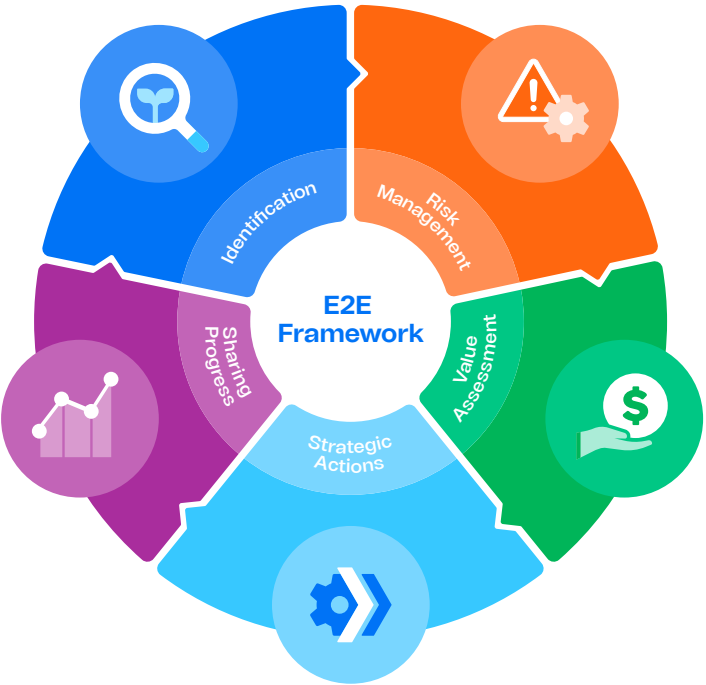
The advantages of taking action are considered, as well as the value at risk of maintaining business as usual. This identifies the most impactful and feasible solutions to inform program planning.

4 Strategic actions:

Prioritised actions are integrated into short, medium and long-term business strategies, with resources allocated through annual planning processes.

5 Sharing progress:

Progress on prioritised climate and nature actions is reported in line with reporting standards, and feedback is considered from stakeholders to inform a continuous review and planning cycle.



Taskforce on Nature-related Financial Disclosures risk assessment

As we conclude our 2025 Plan and look towards our future strategic direction, we conducted a nature risk assessment this year aligned to the Taskforce on Nature-related Financial Disclosures (TNFD) LEAP¹ framework. This allowed us to identify and prioritise key nature-related impacts, dependencies, risks and opportunities across our operations and key supply chain commodities. The insights from this assessment will inform our ongoing approach to nature, including sustainable sourcing (page 46) and animal welfare (page 72).

1 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.



Improving the responsible stewardship of natural resources

We actively engage with suppliers and industry to increase adoption of sustainable and regenerative agriculture practices across our supply chains, focusing on holistic benefits for climate, nature, animal welfare and productivity gains across the entire farming system.

Partnering with government and suppliers

Better for our planet

Assessing regenerative practices

In F25, we completed a project with LeaderBrand Produce and Plant and Food Research, co-funded and supported by New Zealand’s Ministry for Primary Industries (MPI), to assess regenerative practices in intensive vegetable production. The three-year project analysed the impact of compost and cover crops on soil health and productivity. Field trials showed varied benefits depending on soil type and crop rotation, with one site seeing significant yield increases and reduced input costs. The project also highlighted the importance of compost quality for weed control. The project team is leveraging findings from the trials to enhance agricultural practices across NZ.



Partnering with industry

We participate in key industry collaborations, such as the Australian Chapter of the Sustainable Agriculture Initiative Platform, the Australian Beef Sustainability Framework, the Global Round Table on Sustainable Beef, and the Retail Soy Group. These collaborations help us identify and address shared challenges and identify opportunities to improve practices.

Better for our planet

Climate Leaders Coalition

In F24, as part of the Climate Leaders Coalition’s Nature and Climate working group, we helped develop the NatStart digital tool. This tool guides businesses in understanding and addressing nature-related risks. NatStart uses a series of questions to identify drivers of value, provides insights into necessary capabilities, and offers a framework for scoping nature-related risk assessments, including organisational and geographical boundaries and their interaction with nature and communities, including First Nations.

Learning through pilots

Pilot programs enable us to test innovative approaches with suppliers, learn from emerging challenges and opportunities, and refine solutions before potential scale-up. We partnered on the Commonwealth Department of Climate Change, Energy, the Environment and Water’s 2023 TNFD pilot for beef and salmon supply chains. Insights from this pilot, which highlighted opportunities to link improved nature outcomes with productivity and supply chain resilience, were considered in F25 and have informed our next phase strategy. We are also piloting remote measurement of natural capital¹ on 20 beef and cropping farms with Climateworks Centre, which has developed a Natural Capital Measurement Catalogue. Insights from this pilot will be used to inform on-farm decision making and better understand the value of natural capital for supply chain participants.

1 Stocks of natural assets include geology, soil, air, water and all living things (UN Convention on Biological Diversity, cbd.int).



Working to source our products sustainably – progressing from net zero to no deforestation

Woolworths Group aims to source ingredients in a way that supports improved environmental, social and economic outcomes. With a large retail supply chain, we partner with our suppliers, industry and government to promote sustainable sourcing of our ingredients and make it easier for our customers to make sustainable choices.

In 2020, the Group outlined a goal of net zero deforestation by 2025 for its high risk commodities (see below). In 2024, this was updated to aim for no-deforestation across our primary deforestation-linked commodities in line with SBTi FLAG Guidance. ‘Net zero deforestation’ considers forest losses and gains in a specific area over time, whereas ‘no-deforestation’ means commodity production or sourcing that does not cause or contribute to deforestation. This is often referred to as deforestation-free.

F21-F24 Progress against our previous net zero deforestation goal

Between F21 and F24, we progressed towards net zero deforestation for high risk own brand commodities, including paper, pulp, timber, cocoa, palm oil, coffee, tea, and soy in food. We established clear supplier expectations and prioritised sourcing from third-party certified and verified sources. We measured our progress against our net zero deforestation goal through to the end of F24. Our as at 30 June 2024 (as reported in our 2024 Sustainability Report and detailed below) reflects both the progress made and the challenges inherent in the ongoing effort of sustainable commodity sourcing.

Progress against net zero deforestation

Commodities across own brand products	Net zero position as at F24
Paper pulp and timber (product) Independently certified by bodies such as FSC®, PEFC® or using recycled content	93%
Palm oil (food) ¹ Independently certified by bodies such as the Round Table of Sustainable Palm Oil (RSPO)	~100%
Palm oil (non-food) Independently certified by bodies such as the Round Table of Sustainable Palm Oil (RSPO)	67%
Cocoa Independently certified by bodies such as The Rainforest Alliance® or Fairtrade®	82%
Soy in food ¹ Independently certified by bodies such as Round Table on Responsible Soy Association (RTRS)	~100%
Tea (ingredient and product) Independently certified by bodies such as The Rainforest Alliance® or Fairtrade®	~100%
Coffee (ingredient and product) Independently certified by bodies such as The Rainforest Alliance® or Fairtrade®	~100%
Sugar (single product) Independently certified by bodies such as Bonsucro	~100%

1 ~100% net zero deforestation achieved through the purchase of independently certified credits for palm oil in food (2% of volume) and soy in food (3% of volume) supporting sustainable production practices.

F25 Our new no-deforestation goal

Last year, we updated our goal to aim for no-deforestation, aligned with SBTi FLAG Guidance, for both our own and vendor brands, across our primary deforestation-linked commodities: paper, pulp and timber, cocoa, palm oil, soy in stockfeed, and Australian beef.¹ These commodities were part of our previous net zero goal, establishing a strong foundation to progress from.

Australian beef was included in the original scope of our no deforestation goal in 2024, as it was considered a primary deforestation-linked commodity globally and we source primarily from Australia, which was independently assessed to have a high risk of deforestation.²

Over the past two years, we have actively engaged with the beef industry, our suppliers and government to better understand deforestation in the context of Australian beef production. In May 2025, following extensive engagement with the Australian Government, the European Union Commission re-rated Australia to be a low risk country, reflecting the changes in land management practices across the Australian beef industry over many years. Following this, we will prioritise progress on our remaining high risk commodities of paper, pulp and timber (packaging and products), palm oil (food and non-food), cocoa, and soy (in stockfeed).

For our beef suppliers, whilst this sector has been rerated as low risk, we take any instances of deforestation identified in our supply chain seriously, and these will be addressed on a case-by-case

basis, firstly seeking to understand the specific circumstances, and working collaboratively to develop agreed actions to support progress towards our goal. We continue to work with the beef industry, government and other stakeholder groups to support improved lifecycle traceability.

In F25, we launched our No-Deforestation Policy and Supplier Guidance, and engaged directly with suppliers to support the transition to a deforestation-free supply chain. Our Policy details how we verify our own brand suppliers, and capture evidence of the independent global certifications or validation methods we rely on, which are regularly reviewed against SBTi guidance.

Our engagement with suppliers highlights the progress being made and broader global supply chain challenges, including the commercial availability of deforestation-free supply and additional technical capacity needed to support fully segregated supply in certain commodities.

Whilst these challenges will impact our short-term progress towards our no-deforestation aim, our efforts to transition will continue beyond December 2025, as deforestation-free supply becomes more accessible. We acknowledge this will be a collective effort as global markets make progress on supply and technical solutions. We are taking care to consider the unique challenges faced by our suppliers and support this transition in a fair and orderly manner, with regard to their size, scale and available resources.

Better for our planet

No-deforestation palm oil in New Zealand Essential table spreads

A significant proportion of the palm oil in New Zealand Supermarket’s own brand products is used in our Essential brand table spreads. We have reformulated this range to use RSPO segregated (no-deforestation) palm oil, launching this year. This allows us to feature the RSPO certified logo on packaging, clearly communicating the sustainability benefits to our customers.



Better for our planet

No-deforestation soy in our poultry supply chain

Poultry represents the largest volume of soy in stockfeed within our supply chain, making it a priority for no-deforestation efforts of our suppliers. In F25, we collaborated with our major poultry suppliers and several key suppliers of soymeal to Australia and New Zealand, including Bunge (formerly Viterro). Bunge shares our deforestation-free ambition, and has been securing independently validated deforestation-free soy from Argentina, which will support our no-deforestation goal for poultry, together with a broader range of animal proteins that rely on Bunge’s supply.

1 The basis on which Woolworths Group set its Scope 3 and No Deforestation goals is set out on page 47 of our 2024 Annual Report.
2 As per the European Union Commission.





Sustainable farming practices with Greenstock

Greenstock, the Group’s red meat supply chain business established in 2021, sources and processes beef, lamb and pork to meet the needs of Woolworth’s customers.

The opportunity

Methods for the measurement and tracking of emissions on farm are rapidly evolving. This presents an opportunity for Greenstock to partner with farmers to build capacity and common understanding to support practice change on farm and reporting on actions and outcomes to our stakeholders.

The action

Woolworths partnered with Ruminati, a farmer-led tech company that collaborates with climate scientists, data professionals, and software engineers. Ruminati developed an innovative system to simplify emissions tracking and provide intelligent climate-related insights for businesses and farmers. By leveraging existing farm data, Ruminati offers an accessible and less burdensome approach to establishing emissions baselines, overcoming the traditional barriers to reporting.

The impact

Through our Ruminati pilot program, approximately 40 farmers across 70 farming enterprises engaged in workshops to build their capability to baseline their emissions. This program directly measured emissions intensity for a significant volume of direct suppliers, including feedlots. These baselines provided valuable data to inform future actions that seek to reduce emissions, improve productivity and other environmental outcomes.

By reducing the complexity of reporting, the pilot directly supports the Group’s efforts towards net zero emissions across our value chain by 2050. This pilot has enabled more producers to establish baselines and fostered a collective effort towards reducing overall emissions on farm.



“The Ruminati pilot allowed us to build upon understanding our on-farm emissions. This knowledge is crucial to us to make informed decisions that strengthen our sustainability and protect our long-term market access.”

Caitlin – Gundamain Pastoral Company

Image: Jake, Greenstock Livestock Sourcing Specialist and Tess and Andrew, Gundamain Pastoral Company.

Goal 2

Reducing hunger and food waste

Our performance

>165M

equivalent meals donated to our food rescue partners
>43M in F25

84%

food waste diverted from landfill across the Group in F25

>162,000t

of produce sold via our Odd Bunch program
>41,000 in F25

Why it matters to us

Australia wastes approximately 7.6 million tonnes of food annually, costing the economy around \$36.6 billion.¹ Yet, nearly half of low-income households face food insecurity.² This together with natural disaster impacts, further exacerbates the demand for community support. As a food retailer, we can contribute to a more resilient and equitable food system by working to reduce hunger and food waste, advance sustainability and expand food waste recycling capacity.

What our 2025 Plan set out to do

In our 2025 Plan, we set out to reduce hunger and food waste. Leveraging our extensive network across Australia and New Zealand, we focused on the areas where we could make the most difference. This meant developing partnerships with organisations to distribute edible surplus food to those in need and improving processes to minimise waste across our operations and supply chain.

What we've learnt

While we've made progress reducing food waste in our operations, our efforts are challenged by factors outside our control such as power outages and natural disasters. We are strengthening our resilience and preparedness by developing stronger mitigation plans and enhancing recycling infrastructure. We also attempted to address upstream food waste with the 'Refresh:Food' program.³ This program highlighted the complexities of achieving sustainable scale for such initiatives. We've since licensed this solution to OzHarvest for increased reach and are now focusing on direct collaboration with suppliers and farmers to reduce waste at its source.

1 The Food and Agribusiness Growth Centre, National Food Waste Strategy Feasibility Study, Final Report, 2021.
2 Foodbank, Foodbank Hunger report, 2024.

3 In 2023 we launched an independent stand-alone profit-for-purpose organisation to reduce upstream food waste from farms.



What we've been doing

Partnering to reduce hunger

To understand the unique challenges faced by our communities, we work alongside our food rescue partners to support the growing demand for food relief across Australia and New Zealand. In F25, we were proud to donate over 43 million meals of surplus food through our largest partners – OzHarvest and Foodbank – and hundreds of local food rescue partners in Australia, some explored below. In New Zealand, Woolworths directly funded 28 rescue partners and our stores work with many more local partners.



Foodbank

Our long-standing partnership with Foodbank goes beyond regular surplus food donations, with Primary Connect leveraging its extensive transport network to provide pro-bono services. This includes dedicated pallet spaces and temperature-controlled transport enabling vital routes such as Adelaide to Darwin to be serviced. In F25 alone, we helped to move 7.7 million kilos, or the equivalent of 13.8 million meals, to support people facing food insecurity around Australia.



Sikh Family Food Van

For over 13 years, Tejinder Pal Singh and his Sikh Family Food Van have been providing over 300 weekly meals to Darwin's vulnerable, primarily at the Casuarina Bus Stop outside Woolworths Casuarina. We're proud to support this initiative by supplying food from local stores, so that nutritious meals, drinks and baked goods continue to reach those in need.



Community Cafe Inc.

Our partnership with the Community Cafe Inc. supports food security in south-west Sydney. What began as a single van operation is now a key community resource, reaching over 30,000 people. Eight of our supermarkets now donate 90% of the food the Community Cafe gives away, enabling a vital community lifeline.



Bendigo Foodshare

For over a decade, Woolworths has been a key partner to Bendigo Foodshare, with five local supermarkets donating surplus food daily. Since 2013, this has enabled the rescue of over 750 tonnes of food. In addition, our \$50,000 Feed Appeal grant, annual food drives, and ongoing sponsorship support efforts to address food insecurity in Bendigo.



Meals for the Mob

Woolworths Group, through Primary Connect, supported FareShare's 'Meals for the Mob' initiative, directly aiding First Nations communities. Our transport support enabled targeted relief, and included nutritious meals, school lunches, and disaster support. This supported food access in remote communities such as Mornington Island in the Gulf of Carpentaria, Queensland.



The Kai Ika Project

The Kai Ika Project collects fish heads and bone frames from fishers and distributes them free as food. The heads are particularly valued in Māori and Pasifika communities. In F25, New Zealand Supermarkets supported The Kai Ika with a \$10,000 (NZD) grant and arranging access for the project to our supplier, Hilton Foods' meat and fish plant, so these parts don't end up as waste. Many members of the community receive the free fish twice each week at Papātūānuku Kōkiri Marae in Māngere, reducing fish waste as well as providing valued kai (food).



OZHARVEST

A decade of reducing hunger: 100 million meals with OzHarvest¹

For a decade, Woolworths Group and OzHarvest have partnered to reduce hunger, converting surplus food into over 100 million meals for Australians in need. The journey of every meal begins in our stores, where our team members, through their care and expertise, set aside surplus food for our partners at OzHarvest to collect and distribute.

The opportunity

Woolworths and OzHarvest recognised an opportunity to create a scalable, yet local system. By diverting surplus edible food from landfill to charities, they simultaneously address hunger, reduce waste, and aim to contribute to a more sustainable food system.

The action

The partnership employs a multifaceted, integrated approach. OzHarvest collects quality surplus food from over 560 Woolworths supermarkets and Metro stores across all States and Territories, delivering this food free of charge to more than 1,500 charities nationwide. This national network of food relief is made possible by a combination of corporate donations and product-based donations, as well as the generous customer donations during the annual Woolworths OzHarvest Christmas Appeal, now in its 10th year.

The impact

The impact of this partnership delivers two distinct benefits beyond the 100 million meals. Socially, it provides critical food relief to people in need, supporting community organisations that offer not just sustenance, but also a moment of dignity and social connection. Environmentally, diverting this food from landfill avoids carbon emissions and prevents the waste of the natural resources used in its production. This demonstrates how a single initiative can deliver parallel benefits: strengthening community welfare while contributing to a healthier environment.

[Read Emily's story here](#)

Image: Emily of our Woolworths Castle Hill Showground Village team, NSW, shares food donations with OzHarvest.

Impact since 2015



>100M
meals provided



>1,500
charities supported



>\$36M
provided as direct support and through customer contributions



>43M
tonnes of food rescued

"For the last 10 years, Woolworths has been our largest donor, providing us with a regular supply of fresh and healthy food. It is a true partnership that has seen our fleet of yellow vans collecting from stores every day, and a collaboration that has helped us rescue food and get it to those who need it most."

Ronni Kahn – Founder, OzHarvest Limited

1. Number of meals donated calculated utilising OzHarvest food rescue tonnage collection data for collections from Woolworths Australia sites and applying the prevailing Australian dietary guidelines for meal portion sizing at the time of collection.



End-to-end food waste approach

We apply an end-to-end approach to managing food waste. This includes supporting our farmers upstream with initiatives like the Odd Bunch to reduce food waste sent to landfill. Within our own operations, we focus on rescue and diversion and downstream, we aim to educate and inspire our customers.

1 Partnering with growers

Starting in 2014, we've partnered with local growers across Australia and New Zealand, taking imperfect produce that may have gone to waste, including more than 162,000 tonnes since 2022. Our Odd Bunch range sells these perfectly good, but odd-looking fruit and vegetables at reduced prices, saving customers at least 20%. This initiative reduces food waste, supports growers by helping them sell more produce, and offers our customers a budget-friendly option.

★ Strengthening regional recycling

In 2023, we implemented a dedicated program to expand organic recycling in regional areas across Australia. This program provided an additional 128 regional stores with new services. This achievement, despite infrastructure challenges, resulted from new partnerships and expanded capabilities.

2 Our distribution centres

In F25, industrial action and natural disasters heavily impacted food waste diversion at our DCs, highlighting challenges to our ambitions. Despite this, we made progress. Following Cyclone Alfred in Brisbane, we worked with organic recycling partners to divert 20 tonnes from landfill. We also introduced organic recycling at our Sydney RDC, diverting over 15 tonnes in the last 12 weeks of the financial year.

★ Pursuing strategic partnerships

Woolworths has partnered with an organic recycling partner who has a leading-edge facility in Forbes, NSW, to process packaged organics from 94 regional stores. This has diverted approximately 770 tonnes of food waste from landfill into compost for agriculture. The partnership has supported eight local businesses.

3 Our stores

We equip our stores with a Food Waste Diversion Pyramid, prioritising food for people, then farmers/wildlife, and finally organics recycling. In Brisbane, our partnership simplifies this by turning inedible food waste into compost. Despite operational disruptions from natural disasters, which impacted an 89% pre-cyclone diversion rate, for our Australian Supermarkets, our initiatives still increased overall diversion to 85.5% – a 0.8% improvement from F24.

★ Embedding on-site solutions

In the remote community of Weipa, Qld, Woolworths has installed an on-site dehydrator that produces a high-quality soil additive. This has allowed the store to divert over 15 tonnes of food waste which would otherwise go to landfill. The soil additive is utilised in the local community, thus showcasing the success of localised solutions to regional challenges.

4 End-of-life solutions

To minimise food waste to landfill, we've explored and implemented innovative end-of-life solutions for food waste, focusing on resource recovery. For instance, we've partnered with a supplier since 2021, deploying black soldier fly larvae technology in the Australian Capital Territory. In November 2024, our supply partner launched their Western Sydney facility, which converts up to 6,000 tonnes annually into insect protein and fertiliser.

★ Waste to energy solutions

Woolworths collaborates with a leading cooking oil upcycler partner who collects waste oil and chicken fat from our supermarkets, refines it at liquid terminals, and ships it, for conversion into biodiesel for automotive use.

Progress in organics waste recycling

Since 2020, we've expanded access to organic recycling services and infrastructure in Australia. Through collaborative efforts with our organic recycling partners, over 90% of our Australian Supermarkets and Metros now have access to these services. Our approach has also included connecting over 700 stores with depackaging services to improve the efficiency of food waste processing.

We have also sought to address infrastructure gaps, particularly in regional and remote areas, by working with local operators and councils to foster new partnerships and expand our existing network's capabilities. With improved infrastructure, we are building the necessary capabilities for increased food waste recycling.



Product

Woolworths Group strives to provide customers access to sustainable products while minimising cost barriers. Guided by circular thinking, we transform waste into resources, increase sustainable customer choices, improve packaging sustainability, and maintain highest animal welfare standards.

>20,000

tonnes of virgin plastic packaging removed from circulation since 2018

>2,100t

of salt, sugar and saturated fat removed from own brand products

>129M

pieces of free fruit for kids

Sustainable Development Goals:



Image: Customers shopping at Woolworths East Chatswood, NSW, 2023.



Overview



People



Planet



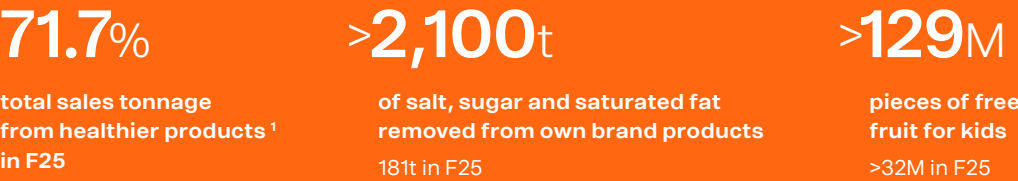
Product



Goal 1

Making healthier easier

Our performance



Why it matters to us

Health is a growing concern across Australia and New Zealand and, for the first time, obesity has overtaken tobacco as the lead risk factor for premature death and disease. ² We know that health is a top priority for our customers, often ranking close to price and quality. As the Fresh Food People, our actions, and our collaboration with suppliers – from product innovation, to reformulation and price promotions on healthier products – contribute to providing affordable, nutritious food for our customers.

What our 2025 Plan set out to do

As part of our 2025 Plan, we aimed to make healthier options easier and more accessible for Australians and New Zealanders. We focused on providing affordable, healthier own brand products by reformulating existing lines, introducing new and innovative options and worked closely with our suppliers to bring healthier products to our shelves. We also launched programs to encourage healthy eating and active lifestyles for children. We worked to support, educate and inspire our customers to make informed choices through clear product labelling, partnering with experts for educational outreach, and offering holistic health and wellness advice.

What we've learnt

Customers want access to simple, affordable, yet functional nutrition, but often find the information difficult to navigate. The government's Health Star Rating (HSR) system, now on ~100% of our intended ³ own brand products, is helping customers make informed choices. However, our customer insights show us that there is more work to do to build understanding and trust, while also promoting all nutritious foods that are recommended by the Australian and New Zealand Dietary Guidelines and essential for a healthy diet. Some of these foods do not always achieve high Health Star Ratings, for example full fat dairy products such as cheese and yoghurt.

¹ Includes products eligible to display HSR across Australian and New Zealand Supermarkets and Metros.
² Australian Institute of Health and Welfare, Australian Burden of Disease Study 2024.
³ Packaged foods required to carry a nutrition information panel, that can vary in nutritional composition.



What we've been doing

Making health easier for our customers

Our customers make purchasing decisions based on a combination of elements including affordability, taste, quality and health. As cost-of-living pressures are front of mind for our customers, we've continued our work throughout the year to help make selecting healthier choices more affordable.

In F25, we've invested in value for our customers so our healthier products are affordable. For example, 87% of our own brand products, by sales tonnages, are healthier. ¹ Our own brand products are on average cheaper than brand equivalents. Sales tonnage of healthier products on 'red ticket' offers increased from 72.5% in F24 to 76.7% in F25, indicating customers are receptive to investment in always-on pricing and affordable healthier options.

Hundreds of our own brand products are measurably healthier than at the outset of our 2025 Plan, with less salt, less saturated fat, less sugar, and more wholegrains and vegetables. This progress has been instrumental in creating a healthier own brand range, ranked as the healthiest own brand of the four major Australian food retailers for five years in a row. ²

Beyond reformulation, we've invested in the responsible marketing of our own brand products, especially when it comes to children. Initiatives include removing child-focused packaging (such as cartoons), as well as nutrition claims from unhealthy foods, recognising that these are key customer pain points in determining product healthiness when shopping. We will continue to evolve these initiatives to best support our customers and help them make informed, healthier choices.

We also engage with our supplier network, through the Woolworths Supermarkets Trade Partner Sustainability Council for Healthier Choices, to improve availability and access to healthier choices beyond our own brand range. Through the Council, we encourage our suppliers to reformulate, innovate and adopt clear nutritional information, including HSR on-pack, and have integrated health metrics into our supplier connect scorecard to support our collective focus on helping customers make healthier choices.

Since F21 we have removed:



from our own brand products and the diets of Australians and New Zealanders

Better for our customers

Tomato paste

Tomato paste is used by customers as a pantry staple and as a budget friendly alternative to fresh tomatoes. Since July 2023 we've reduced the salt in our Woolworths brand tomato paste (415g) by 51%, and increased the HSR from 3 to 4. This reformulation equates to removing 3 tonnes of salt from the food supply every year.



Better for our customers

Wise wheat bread

Thanks to flour miller Allied Pinnacle, customers in Australia can buy in-store baked Woolworths brand white, seed and grain bread and rolls, containing flour milled from a unique, high-fibre wheat flour. Wise wheat flour contains six times more fibre than regular wheat flour, providing customers with a healthier and delicious option without having to change their daily habits.

¹ Healthier, defined as products with a HSR of 3.5 stars and above.
² The George Institute for Global Health's FoodSwitch: State of the Food Supply report (2019, 2020, 2021, 2022, 2023) based on mean Health Star Rating compared with Coles, ALDI and IGA. No report was released in 2024.

Making healthier more accessible: Our customer journey

Pre-shop

Range and inspiration to help with healthier choices

Our initiatives

Promotions

Promoting healthier products on 'low price always' or 'prices dropped', supported by Everyday Rewards promotions and yellow promotions with seasonal produce.

Healthier inspiration

Making healthier eating easier with recipes, tips and inspiration featured in Woolworths Fresh Ideas magazine, and on the Australian and New Zealand Supermarkets websites.

In season inspiration

Highlighting in season fruit and vegetables, and providing tips and recipes on the Australian and New Zealand Supermarkets websites.

F25 highlights

~87%

of our own brand tonnage sold is >=3.5 HSR¹

#1

Most visited healthier and dietary inspiration landing page² was the 'healthier lunch box' page

Online

Features to help find healthier products

Lifestyle and dietary product filtering

Providing filters that cater for individual dietary and lifestyle needs and preferences.

HSR coverage

Leading Australian and New Zealand retailer in the display of HSR online³, and improved visibility by positioning HSR at the top of our product details page. We also enable our suppliers to display HSR online when not yet on pack.

Healthier options tool

Offering suggestions for comparable healthier products (based on HSR), on the Australian Supermarkets website and apps.

~44%

of intended products display HSR on the Australian Supermarkets website ~35% in New Zealand

10K

customers using our Healthier Options tool on average each week

1 Excludes exclusive brands which Woolworths does not develop.
2 Inspiration landing pages – content pages curated to enable customers to discover inspiration, tips and recipes within a specific topic or theme.
3 Based on the latest independent study from 2023.

Our customers look to us to help them navigate product choices, especially when wanting to understand if a product is healthier or suits their specific lifestyle or dietary needs. We have invested in practical and relevant information and initiatives, taking a holistic approach to help our customers make informed decisions – before their shop, during their online or in-store shopping experience, and once their shop has made its way home.

In-store

Location and labelling to support healthier choices

Free fruit for kids

Helping families build healthy habits with kids snacking on fruit in-store.

Health embedded

Helping customers find health their way, with lifestyle, dietary and healthier products, as well as in dedicated locations e.g. health food aisle.

Own brand

While voluntary, we've displayed HSR on as many products as possible – ~100% of intended⁴ own brand foods and introducing to permitted foods such as mince meat.⁵

>32M

pieces of free fruit for kids in Australia and New Zealand

71.7%

of sales tonnage healthier (>3.5HSR) in Australia & New Zealand

Post-shop

Services and tools to make health easier

Fresh Mag and My Saved Recipes

With over 700 healthier recipes that meet the internal nutritional guidelines developed by our in-house nutritionists.

Food Tracker by Healthylife

Helping customers in Australia make healthier choices by comparing their food shop against Australian Dietary Guidelines.

Telehealth

Providing 24/7 access to a doctor or other healthcare professional via video or phone through Healthylife in Australia.

Partnerships

Collaborating with leading health organisations, e.g. Bupa, to reward customers for purchasing healthier products.

>400K

customers signed up to Food Tracker in Australia

>13K

telehealth consultations via telehealth partners in Australia since 2023

4 Packaged foods required to carry a nutrition information panel, that can vary in nutritional composition, where HSR data has been provided (30 June 2025).
5 Excludes products for businesses acquired in the 3/6 months prior to end of financial year.



Encouraging future generations to be healthier

We know children’s health extends beyond just the food they eat. To inspire healthy habits, Woolworths Group partners with schools and charitable and community organisations, and develops initiatives that provide free healthy food, nutrition literacy education modules, and fun and engaging activities to empower kids to make health easier.

Healthy start for kids

Free Fruit for Kids

Our Free Fruit for Kids program, the first national program by a retailer when launched in 2015 in Australia and New Zealand, was established to help build fresh fruit habits from an early age. In F25, more than 32 million pieces of fruit such as apples, bananas, pears and mandarins were given away across Australia and New Zealand, and we estimate over 129 million pieces of free fruit have been consumed by kids since F21.

School breakfast clubs

Across Australia our supermarkets provide local primary and high schools, and Foodbank, with food to support school breakfast clubs. The clubs provide students with a nutritious breakfast, support improved attendance and learning outcomes and create the opportunity to socialise with peers and gain life skills such as eating together and cleaning up after meals. In F25, 348 stores contributed over \$400,000 worth of food to support school breakfast programs.

Embedding healthier earlier

Early childhood education and care centres

In F25, we introduced ‘Menu Plan & Order’, an innovative online feature for early childhood education and care (ECECs) centres to provide nutritionally balanced budget-friendly meals for children. Since launch in March, over 40 ECECs have used Menu Plan & Order. “Woolworths at Work’s Menu Plan & Order online feature has been a tremendous addition to G8 Education centres across Australia. We’re dedicated to providing nutritious meals for children in our care and Menu Plan & Order takes the complexity away, it’s much easier and more convenient. And the children love the recipes.” Lucille Marsh, Head of Procurement, G8 Education.

Partnering with Life Ed and Healthy Harold

We have partnered with Life Education since 2018. Our support has extended to the primary school nutrition modules delivered by Life Education to approximately 75,000 kids each year, and their Thrive Children’s Fund, providing access to Healthy Harold’s preventative health education for schools in regional and remote areas. We also collaborate on the Australia’s Healthiest Lunchbox competition. Collectively, our partnership has given more than 400,000 school children access to valuable health education programs.

MyMahi

Woolworths Group has collaborated with MyMahi in New Zealand since 2023, to develop a healthy eating lesson series for young people. Called ‘Hauora Kai/ Healthy Eating’ the program aims to help secondary learners (years 9–13) understand and apply healthy eating principles in their lives, through tailored classroom instruction and resources available to teachers, mentors and families. In F25, MyMahi engaged with 1,200 teachers/mentors, allowing 13,000 young learners access to the Healthy Eating lessons, which attracted 6,000 online views, an increase of 36% from F24.



Kids’ sports

Sporting partnerships

Australian Supermarkets’ sponsorship of community sports programs means we’re reaching a significant portion of young Australians: almost one in two Aussie kids aged five to 10 each year. This makes us one of the largest supporters of grassroots sports and kids’ activities in Australia.

Throughout our 2025 Plan, Australian Supermarkets partnered with Woolworths Cricket Blast and Woolworths NetSetGo, providing support to local clubs. This includes contributing to facility improvements, equipment upgrades, subsidised registration fees and healthier canteen offerings. New Zealand Supermarkets has partnered with futureFERNs, inspiring Kiwi kids to play netball and keep active.

“The Woolworths People’s Choice Award has been instrumental in supporting our rapid growth. It has allowed us to upgrade our equipment, provide healthy snacks at training so kids are fuelled up and ready to play, buy portable lights so our evening training sessions are safer, and provide scholarships for Woolworths NetSetGo and junior netball participants so we can have more kids getting the benefits of regular physical activity.”

Meaghan Coyle – Junior Netball Coordinator, Epping Football Netball Club

Goal 2

Supporting the sustainability of our packaging

Our performance

>20,000t

virgin plastic own brand packaging removed from circulation since 2018
>3,200t in F25

86%

own brand packaging recyclability in F25

52%

average recycled content for own brand packaging in F25

Why it matters to us

Australians use over 1.2 million tonnes of plastic annually, with only 19% recovered and 81% ending up in landfill.¹ While packaging is essential for reducing food waste and ensuring product safety, plastic continues to be one of our top customer concerns. Designing waste out of our operations delivers direct financial benefits through reduced disposal costs and improved resource efficiency.

What our 2025 Plan set out to do

Woolworths Group's ambition, set in 2020, was to contribute to a more sustainable packaging sector through supporting innovation and collaborative problem solving. The initial focus was the sustainability of our own brand packaging. This included reducing virgin plastics², increasing recycled content, and improving the recyclability of our own brand products.

What we've learnt

Whilst we've made real progress, we now better understand the scale and complexity of the task. Industry constraints such as limited availability of recycled content, the collapse of soft plastic recycling capacity, issues with recyclability for small format packaging (e.g. clips and closures) and changing recycling criteria have put pressure on our ability to meet some goals. We recognise the shared challenge of industry capacity, capability and innovative solutions and are partnering to progress sustainable packaging outcomes.

¹ APCO, Australian Packaging Consumption and Recovery Data 2022–23, 2024.
² Virgin plastic refers to new plastic material that has not been previously used or processed.

What we've been doing

Supporting our customers' recycling journey

We understand our customers want to reduce plastic and improve recycling. That's why, throughout our 2025 Plan, we worked to make it easier to reduce plastic use and recycle.

Our plastic reduction initiatives



Removal of plastic bags

In 2023, we led by example and stopped selling 15¢ plastic bags in-store and for online orders in Australia. In New Zealand we removed bags in 2018, followed by single-use produce bags.



Reducing plastic

We removed single-use plastic picnicware saving >2,800 tonnes of plastic since F22, reduced PVC in produce by 114 tonnes, and removed approximately 66 tonnes of polystyrene from BIG W's own brand products.



Recycling stations in store

We have customer product stewardship programs including every Australian Supermarket providing mobile and battery recycling, and all BIG W stores having Toys for Joy collection.



Return and earn

Our NSW partner, Tomra, recycled 1.2 billion plastic bottles, glass, and cans from our stores in F25, providing \$126 million to the community via cash, store vouchers, or charity donations.

Better for our customers

Helping customers navigate recycling

The Australasian Recycling Label (ARL) helps our customers understand what and how to recycle, as we work to minimise our collective impact on the environment. This year, we successfully implemented the ARL on ~100% of BIG W's own brand packaging, a significant increase from no products in 2022 to over 33,000 today. This achievement completes our goal of adding the ARL to all own brand product packaging in our supermarkets by the end of 2023, and BIG W by 2025.



Soft plastics recycling

Australia faces a significant soft plastics ¹ problem, consuming approximately 70 billion pieces (538,000 tonnes) annually, with 84% ending up in landfill. ² The REDcycle program, launched in 2011, collected five million items daily across 2,000 stores but collapsed in 2022, leaving an estimated 11,000 tonnes of stockpiled plastic. This collapse, influenced by supply chain disruptions, the COVID pandemic, and insufficient product demand, exposed a critical gap in national recycling infrastructure.

The industry mobilised for action

Urgent action followed REDcycle’s collapse, leading major retailers, including Woolworths, to swiftly establish the Soft Plastics Taskforce, overseen by the Commonwealth Department of Climate Change, Energy, the Environment and Water. This ACCC approved initiative sought to re-establish public access to soft plastic recycling and devise comprehensive strategies for improved collection, processing and handling. Significant focus was placed on addressing the 11,000 tonne legacy stockpile and expanding future in-store collection programs. This involved navigating complex regulatory landscapes, securing critical capital, and forging key off-take partnerships to reignite Australia’s soft plastics recycling infrastructure.

Pioneering solutions

Recognising the critical need for intervention, Woolworths took a leading role to re-establish soft plastics, collaborating with other key retailers and major brands like Mars and Nestlé to form Soft Plastics Stewardship Australia (SPSA). The SPSA represents an industry-led initiative set to transform soft plastics collection and processing. Its objective is to establish a broader and more efficient system by 2026, with goals to expand recycling infrastructure, streamline community recycling methods, and increase the demand for recycled soft plastic products.

Our impact

 **>500**
stores with soft plastics recycling stations

 **>50%**
of Australian households now have access to soft plastic recycling via the return to store pilot program

“At saveBOARD, we're grateful to Woolworths for their commitment. They're not just collecting soft plastics; they're showing genuine support by investing in and purchasing our recycled building materials on an ongoing basis for their stores. This recurring volume and partnership helps us create real end markets to transform waste into valuable resources that benefit everyone.”

Paul Charteris – CEO, SaveBOARD

¹ Soft plastics are a type of plastic that can be easily scrunched into a ball, such as plastic bags, bread bags and cling wrap. They can be made from virgin plastic or recycled content. Our efforts to reduce virgin plastic and increase recycled content include soft plastics.
² Department of Agriculture, Water and the Environment, National Plastics Plan summary, 2021.



A collaborative transformation

We have worked to re-establish infrastructure capability for soft plastics through partnerships with multiple recyclers. Once collected, soft plastics are transformed into various products, including school and outdoor furniture, flooring, building materials, and even our in-store soft plastics collection stands.



Enabling our business through circular solutions

Beyond our own brand packaging, we’re applying circular principles to our operations. ReUse Co, launched in F24 as a team within the Woolworths Group, focuses on building a portfolio of reusable equipment to unlock end-to-end benefits for Woolworths Group and our suppliers.



Better for our planet

Behind the scenes: Unlocking value through reuse

- The opportunity:** Our reliance on single-use cardboard and polystyrene boxes to transport meat and fresh produce created two key challenges: waste from materials that were often non-recyclable, and operational inefficiencies that led to product damage. This presented Woolworths Group with an opportunity to design a more circular system to reduce waste while protecting the quality of our fresh produce.
- The action:** We have adopted a circular approach with our supply partners to further expand the use of reusable plastic crates (RPCs). These Australian-made crates, capable of up to 140 uses before recycling, incorporate approximately 45% recycled material. RPCs use has been increased across multiple fruit and veg categories, with plans to expand further into poultry.
- The impact:** By embracing circularity and working with strategic partners, Woolworths Group has significantly reduced waste, lowered our environmental footprint and generated cost savings, proving that sustainability and business goals can effectively align.
- The ongoing transition to RPCs has yielded positive results in Australia including:
- environmental benefits from over 58 million single-use cardboard boxes avoided per annum, and reductions in CO₂ emissions (24,000 tCO₂e) and water use (244 million litres) when compared to previous packaging.
 - improved supply chain automation and product quality by reducing load compression.

Partnering for progress

Reducing waste across the value chain is a shared challenge. Transitioning our business to a circular economy can only be achieved through collective action across industry, government and suppliers.

Our industry partnerships continue to deliver innovative solutions for our products, such as our collaboration on RPCs and our work with partners on the evolution of our meat trays (see below). Collaboration has also been critical as the Soft Plastics Taskforce processes the legacy REDcycle stockpiles, and works to restore public access to soft plastics recycling.

While meeting Australia’s 2025 National Packaging Targets is voluntary for our suppliers, we continue to provide awareness, education and encouragement, particularly phasing out the hardest to recycle materials. Our Woolworths Group Packaging Preferred Materials List and Format Guidelines assists suppliers to reduce problematic materials from their packaging. We collaborate through our Trade Partner Sustainability Council for Packaging and Recycling to advocate for, and enable, ARL adoption, promote plastic packaging reduction and facilitate improvements in logistics packaging.

We actively engage with local, state and federal governments across Australia and New Zealand on the future of packaging and the circular economy. We provide input through formal submissions to government consultations, help our suppliers adapt to changes in packaging laws, and share insights with our industry associations. In New Zealand, over 90% of our domestic produce is transported from farm to shelf in reusable crates, thanks to our collaboration with CHEP.



Better for our customers

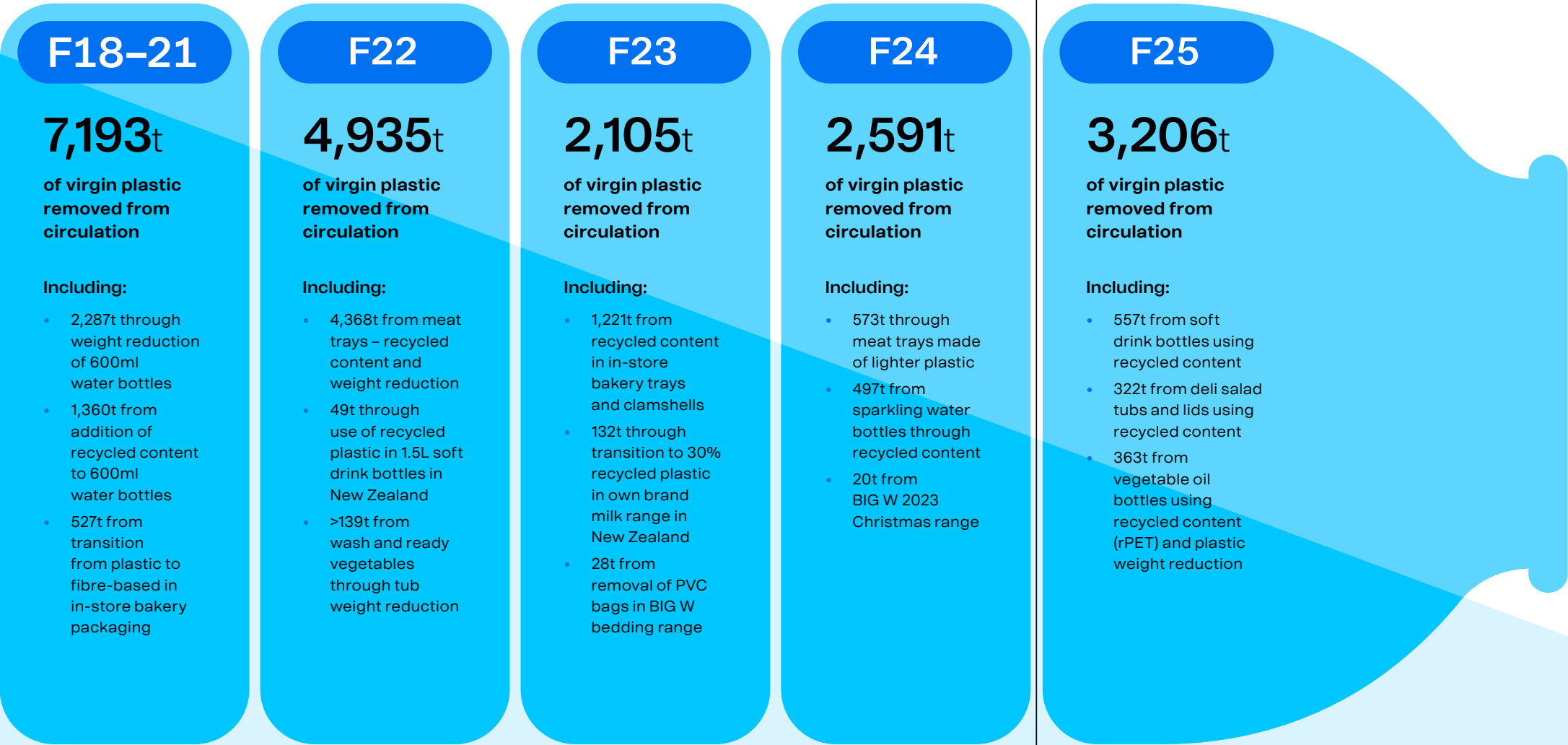


Meat trays

The evolution of our own brand meat trays is testament to our ongoing collaboration with our partners including Hilton Foods, the Pact Group and Graphics Packaging International.

In 2020, we released recyclable paper based meat trays across a selection of our own brand beef, using 70% less plastic and enabling kerbside recycling. Since then, we’ve continued to innovate, transitioning our plastic trays from non-recyclable to recyclable; incorporating recycled plastic – removing 4,295 tonnes of virgin plastic; and reducing plastic weight by approximately 20%. This joint effort means our customers can now easily recycle both the tray and film cover through their kerbside recycling programs.

Virgin plastic reduction



Total reduction
>20,000t
of virgin plastic removed from circulation
37% cumulative reduction since 2018

Since the commencement of our 2025 Plan we’ve implemented many initiatives to reduce virgin plastic and increase the average recycled content across a range of categories in our own brand products, resulting in a significant total virgin plastic reduction.

For more details on our virgin plastic reduction calculations see our **2025 Sustainability Data Pack**

In-store bakery clamshells
Woolworths in-store bakery clamshells and lids, supplied to over 700 stores nationally, were updated in F23 with 80% rPET, resulting in 1,221 tonnes of virgin plastic removed from our packaging. All the rPET trays are recyclable, meaning our customers can add them to their kerbside recycling.

Water bottles
Reducing the weight of Woolworths 600ml water bottles removed 270 tonnes of plastic. We also improved the recyclability of the caps transitioning from coloured to uncoloured plastic. Additionally, converting the 500ml sparkling water bottle and 1.5L spring water bottle to 100% rPET eliminated 1,203 tonnes of virgin plastic from the supply chain.

Bread bags
We’re transitioning our own brand bread bags to use 30% recycled soft plastic, taking the mass balanced approach, which allows soft plastics to be transformed into new, food-grade packaging. This packaging started appearing on shelves in June 2025 across selected own brand bread products, and will save approximately 50 tonnes of virgin plastic annually.

Macro pouches
The packaging of Macro brand dried fruit and nuts was redesigned from a non-recyclable plastic pouch to kerbside recyclable paper-based pouch. This innovation led to an 86% reduction in plastic, translating to over 40 tonnes of plastic removed annually, and was recognised by the Australian Institute of Packaging with two gold PIDA awards.

Animal welfare

Our performance

\$5.65M

invested via our Dairy Innovation, Ocean Pool and Animal Welfare Horizon Funds since 2020

~100%

own brand fresh chicken and ingredient chicken¹ from RSPCA Approved farms

3x

Marine Stewardship Council (MSC) Sustainable Seafood Community Champion since 2022

Why it matters to us

Animal welfare is important for both our business and our customers. Good animal welfare practices that respect the sentience of animals results in quality products and also reinforces customer trust. By collaborating with our suppliers and industry partners, we can play a significant role in sourcing our animal protein in ways that minimise impact on the environment and maintain animal welfare best practice.

What our 2025 Plan set out to do

Recognising the contribution of animal protein to our annual sales, we established a plan to lead the future of protein. This plan focused on several key initiatives including: continuous improvement of animal welfare practices within our supply chain; the sustainable sourcing of animal proteins; transitioning to ecologically responsible own brand seafood; and transitioning all vendor brand shell eggs and egg ingredients in our own brand products to cage-free by 2025.

What we've learnt

We recognise that animal welfare requires continuous effort to address inherent challenges and ongoing improvement. Through our risk assessments, partnerships with suppliers and industry, and targeted support (such as grants), we've worked to manage impacts of biosecurity issues like Avian Influenza and adapted to evolving stakeholder expectations. This approach also helps manage supply disruptions, meeting customer needs, and ultimately strengthening our supply chains. We will continue applying a risk-based approach to complex areas, as demonstrated by the TNFD-informed assessment of our farmed seafood supply chain (pages 74-75).

1 Australian Supermarkets own brand.

What we've been doing

Supporting suppliers through dedicated funds

Since launching our 2025 Plan five years ago, we've assisted our suppliers by providing grants to support positive improvements and help tackle complex issues throughout our supply chains.

Woolworths Animal Horizon Fund

This fund was established to support the research and development of our farmers and suppliers as they addressed animal welfare improvement opportunities and challenges, with the ultimate goal of having a positive effect on animals within our supply chains. Since its 2020 inception the fund has supported five key supplier projects through grants totalling \$325,000.

In 2021, Kerrigan Valley Beef, a WA grain-fed producer and early funding recipient, built a new, technology-enhanced animal hospital facility using our grant. This dedicated space, located near the feedlot, has improved the management and treatment of sick animals, leading to higher recovery rates, reduced stress for the animals, and more efficient care protocols – ultimately enhancing overall animal health and welfare.

"We sincerely thank Woolworths for the grant and for the integral part it has played in improving animal health and welfare, an issue that is important to us and our feedlot business."

Trevor and Sharon Hinck – Kerrigan Valley Grain-Fed Beef

Woolworths Ocean Pool Fund

Developed and launched in 2021, in collaboration with WWF, this fund was a three-year partnership to support the environmental performance of the Australian seafood industry through traceability, data capture, certification, process improvements and education. We contributed \$325,000 in support of seven projects over the life of the fund.

Australian Ocean King Prawn Company used their grant to install high resolution underwater cameras for monitoring benthic habitats in the East Coast Otter Trawl Fishery. The funding resulted in MSC certification with certified products becoming available in our Australian Supermarkets from June 2024.

"The cost of implementing procedures needed to achieve MSC Certification was at a significant level for our Company prior to being awarded the Ocean Pool Fund grant. The grant enabled us to continue with our plans, resulting in us successfully achieving our MSC Certification."

Therese Murphy – Australian Ocean King Prawn Company

Dairy Innovation Fund

Launched in 2020, this fund invested a total of \$5 million in around 60 businesses over three years. Designed in consultation with peak industry groups Australian Dairy Farmers, Dairy Australia, National Farmer' Federation, Premium Milk Ltd and the NSW Farmers' Association Dairy Committee, the program offered grants to support on-farm improvements to deliver innovation, efficiency, greater resilience or enhanced sustainability.



Our approach to sourcing own brand seafood

The Woolworths Group Seafood Sourcing Policy supports the sourcing of all our own brand seafood for behind-the-counter, fresh packaged, frozen, canned and ingredient. This Policy guides our suppliers on the animal welfare, human rights and sustainability standards we aim to meet. We completed our transition to ecologically responsible sourcing for all our own brand seafood in 2022 and for seafood ingredients in 2025.

We take a multifaceted approach to setting our sourcing standards, guided by the Woolworths Group Risk Management Framework (RMF). We continuously review and improve our seafood sourcing standards through the following approach:

Our policy and ongoing due diligence program



Own brand farmed seafood

In 2025, we conducted a risk and impact assessment of our own brand farmed seafood, recognising increased stakeholder interest in our sourcing of species such as salmon, barramundi, and various prawn species.

Informed by the Taskforce on Nature-related Financial Disclosures (TNFD) Framework and external expert support, this assessment evaluated all our own brand farmed seafood, their sourcing locations (global and domestic), and their potential effects on threatened species. This assessment provides the latest information to support our continuous improvement planning and did not identify any new material risks beyond those already being addressed through our sourcing standards.

Leveraging the TNFD framework allows us to adopt a single consistent approach to address existing and emerging nature-based risks across our extensive product range and global supply chain. It also supports early internal alignment to our climate governance, as we anticipate nature may follow the same pathway for more rigorous climate-related financial reporting standards ahead.

Tasmanian salmon farming

Sourcing salmon from Tasmania remains important in meeting our customer needs and we continue to deal with the complex issues surrounding farming in Macquarie Harbour. Key developments we have closely followed or engaged in this year include:

- steps taken by the federal government to enable the continuation of salmon farming operations in Macquarie Harbour under existing laws, regulations and licensing controls
- research published by the University of Tasmania’s Institute for Marine and Antarctic Studies in February 2025 reported significant increase in estimated population of Maugean Skate since 2022 (comparable to 2014); an improvement in natural environmental conditions in the harbour; and continued positive progress from both the Skate captive breeding program and harbour oxygenation projects jointly funded by government and industry
- the release by Aquaculture Stewardship Council (ASC) of its new global certification standard for farmed seafood in May 2025. This standard sets impact-based sustainability requirements covering animal welfare, farm management, human rights, and environmental stewardship.

We have undertaken early assessment of the new ASC standard, in consultation with our external expert. A key next step involves undertaking detailed gap and feasibility assessments of the new standards with our suppliers, to understand how the standards may address specific considerations in Macquarie Harbour. This work will then inform our supplier’s approach to the potential adoption of this latest standard.

We continue to review ongoing research and developments, by actively engaging with a wide range of stakeholders including industry bodies, suppliers, government, environmental groups, non-government organisations, scientists and the local community. This allows us to listen, learn and refine our approach.

Better for our customers



Marine Stewardship Council (MSC)

Since 2011, we’ve displayed the MSC logo on many of our seafood products, to help our customers identify seafood certified to MSC’s environmental standard for fishing. The MSC’s blue fish tick label helps customers recognise seafood products that are sourced from certified fisheries aiming to minimise their impact on the ocean and protect fish stocks. This year we were awarded the MSC Community Champion, the third time since 2022, for our engagement on ocean sustainability and the MSC. Our own brand tuna has been ecologically responsibly sourced under our Seafood Sourcing Policy since 2022. This year, we commenced transitioning all our own brand canned tuna across Australia and New Zealand to be third-party certified by MSC. This will result in more than 35 products, including Woolworths Skipjack Tuna, Essentials Tuna Chunks and Woolworths Yellowfin Tuna caught from MSC-certified fisheries and featuring the MSC label. This move will make sustainable seafood choices more accessible for our customers.



Upholding animal welfare standards for our customers

We understand that animal welfare is a fundamental concern for our customers, so we work with our partners to promote high animal welfare practices. We offer a wide range of higher animal welfare products and support the shopping experience through clear labelling and signage.



Better for our customers

Innovation in pork production: SunPork

The opportunity: For decades, conventional farrowing crates have been an industry standard to protect piglets, but they limit a sow’s natural behaviours, including interacting freely with their piglets, and having social contact with other sows. The long-standing industry challenge drove an opportunity for SunPork to innovate, developing a commercially viable indoor system that supports these natural behaviours and allows sows greater freedom of movement.

The action: To achieve this, SunPork invested in a decade of research, resulting in a zero confinement ‘Maternity Ring’ – a design that eliminates sow confinement while still ensuring piglet safety. It also aligns with the Five Domains of Animal Welfare, addressing nutrition, environment, health, behaviour and mental state. We are proud to endorse and support SunPork’s work on this industry-first innovation, as it aligns with our aspiration of continuous improvement for animal welfare.

The impact: This innovation not only improves welfare but offers a commercially viable, practical solution to animal welfare concerns within indoor systems. Committed to industry-wide adoption, SunPork has shared the Maternity Ring research and resources with other pork producers through training and partnerships. SunPork’s research has also shown improved sow performance and healthier, faster-growing piglets. RSPCA’s support for this scientifically backed crate-free solution makes clear the material advancement in animal welfare. “RSPCA Australia has welcomed this crate free solution as a meaningful advancement in animal welfare,” said RSPCA’s Senior Scientific Officer Melina Tensen. “The Maternity Ring is a game-changer for indoor pig production.”

Greenstock (see page 48), and SunPork, Australia’s largest pork producer and our major fresh pork supplier in Australia, are collaborating to transition our pork supply to confinement-free practices over the next five years. This initiative, which saw the first confinement-free pork in our Australian Supermarkets in October 2024, is expected to positively impact over 55,000 sows across SunPork’s 48 Australian and seven New Zealand farms. This innovation from SunPork seeks to set a new global benchmark for indoor pork production.

RSPCA Approved chicken

Since launching our 2025 Plan, we’ve collaborated with Australian suppliers to expand our RSPCA Approved range. Building on all Woolworths own brand fresh and ingredient chicken being RSPCA Approved in Australia, we introduced RSPCA Approved turkeys for Christmas in 2020. In 2023, we began sourcing our Australian Macro free-range chicken products from farms with RSPCA Approved certification meeting both indoor and outdoor standards, boosting our higher welfare options.

Better for our customers

Supporting better animal welfare

The RSPCA Approved Farming Scheme is a leading Australian independent animal welfare certification that has been improving the lives of Australia’s farmed animals for over 25 years. Certified farms undergo independent assessments by RSPCA Assessors and adhere to rigorous animal welfare standards. Since 2014, Australian Supermarkets has been collaborating with suppliers to source RSPCA Approved products, providing customers with higher welfare food options and supporting farmers who adopt these standards.



Cage-free eggs

The demand for eggs continues to grow as customers seek affordable and healthy protein sources. With our own brand whole shell eggs already cage-free since 2015 in Australia and 2022 in New Zealand, we’ve made significant progress toward our 2025 cage-free egg commitments. As at the end of F25, we’ve achieved 78.7% of egg ingredients in our own brand products being cage-free. ¹ We’ve also made great progress, working closely with our suppliers, to transition vendor branded whole shell eggs to cage-free, reaching 89% at the end of F25. Biosecurity impacts, such as the recent Avian Influenza outbreaks, have caused significant challenges for the industry with ongoing supply shortages still being experienced as the recovery continues. We continue to engage with our suppliers and industry to address these challenges, and remain focused on meeting our customers’ needs for affordable protein, whilst remaining committed to our aim of achieving 100% cage-free eggs for both our own and vendor brands over time.

Better for our customers

Supporting our New Zealand suppliers

During the COVID pandemic, border closures and lockdowns severely impacted the New Zealand hospitality and cruise ship industries which accounted for a significant proportion of the country’s egg demand. This downturn hindered the egg industry’s ability to invest in transitioning to cage-free systems. To counteract this, Woolworths New Zealand partnered with a major supplier to establish a long term contract. This gave the supplier the confidence to further invest in cage-free farming systems, and provided Woolworths New Zealand with a secure egg supply and continued progression towards our whole shell cage-free egg ambition, set to be achieved by the end of 2025.



¹ Egg ingredient processing aids or where egg is less than 1% of total formulation, unless where used as a characterising ingredient, are not currently included in the scope.

Looking ahead into the next horizon ...

Navigating a non-linear path

The delivery of the Group's 2025 Plan has grown in maturity over the past five years, shaped by successes and challenges. We've navigated diverse stakeholder expectations, tightening regulations, commercial pressures, and increasing political sensitivity around ESG. This complex environment necessitates not just ambition, but also adaptability, long-term thinking, and integrated execution to help our credibility and consistency.

Lessons learned along the way

Over the past five years, we've transitioned from ambition to action and have learned that meaningful impact comes from:

Prioritisation: prioritising material impact areas for both business and society

Optimisation: optimising for both impact and value, aligning sustainability with core business strategy

Adaptability: embracing adaptability, recognising that the landscape is ever evolving

Partnership: enabling collective action and partnerships as a powerful enabler of change

Integration: integrating and embedding sustainability across teams, processes, and decision making.

Entering a new chapter

This year marks the completion of our 2025 Plan (page 10) and the beginning of a new chapter. Our new strategy, 'Impact that Matters for a Better Tomorrow', informed by a double materiality assessment and launching in F26, will focus on five impact areas. This next chapter, grounded in materiality, will embed action within the business and deliver progress through partnerships.



"Five transformative years have deepened our learning and strengthened our resolve. Thank you to our dedicated team and partners. Together, we'll continue to deliver impact that matters for a better tomorrow."

Simon Lowden
Chief Group Public Affairs,
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