

Doing it Right

Iceland



Iceland Foods Annual Sustainability Report

2025-2026



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Our Impact

44.9%
reduction in operational
carbon since FY11



Assisted Surfers
Against Sewage
campaign to collect

72,594kg
of waste in 2025

#1 Employer
in ex-offenders
rehabilitation programme

90%
own label food is
classified as healthy

Mental health manager training
rolled out across Deeside and stores

40,000 families
have benefitted from our
ethical credit scheme so far



85%
of our own label
range of fish and
seafood was MSC
accredited



**Best
Supermarket
to work at
2026**
in Sunday Times list



47%
reduction in Iceland's
food and drink waste to
date

£39m
raised so far by Iceland
Foods Charitable
Foundation



10 million
meals redistributed
through Olio since
the start of our
partnership

2040
committed to
net zero for UK
business



38%
reduction in own
label plastic
packaging since
2018

Our Focus



PLANET

GIVE OUR CUSTOMERS SUSTAINABLE CHOICES

- Support sustainable sourcing
- Reduce our carbon emissions
- Reduce our food waste
- Remove plastic and reduce overall packaging
- Increase recycling



FOOD

SELL AFFORDABLE, QUALITY FOOD

- Help our customers to eat well
- Advocate for better food policy
- Build our range of plant-based foods



COMMUNITIES

BE THE HERO OF THE HIGH STREET

- Provide work skills and opportunities for all
- Reduce food insecurity
- Empower our colleagues to be community advocates
- Support our High Street
- Build community wellbeing through our charitable foundation

Targets



Carbon

- **planet.carbon.1:** Reduce absolute carbon emissions in our own operations 60% by 2030
- **planet.carbon.2:** Reduce absolute carbon emissions in our own operations 100% by 2042
- **planet.carbon.3:** Net zero for UK fuel, gas and refrigerant use by 2035
- **planet.carbon.4:** Net zero for all products sold in the UK by 2040

Plastic & Packaging

- **planet.packaging.1:** Continue to reduce Iceland overall packaging weight by 5% per annum
- **planet.packaging.2:** Improve the recyclability of Iceland packaging year on year

Food Waste

- **planet.food.1:** Reduce Iceland's food and drink waste by 50% by 2030
- **planet.food.2:** Continue to grow and maintain our redistribution programme

Sustainable Sourcing

- **planet.sourcing.1:** Continue to grow our range of MSC certified products
- **planet.sourcing.2:** 100% own label prawns ASC certified by 2026
- **planet.sourcing.3:** 100% verified deforestation and conversion free soy
- **planet.sourcing.4:** Iceland products will be palm oil free
- **planet.sourcing.5:** Fully compliant with EU Deforestation Regulations at implementation date

Our Planet

GIVE OUR CUSTOMERS SUSTAINABLE CHOICES

At Iceland we want to minimise our impact on the planet and give our customers sustainable choices. We work closely with partners and suppliers to tackle global warming, reduce and recycle packaging, minimise food waste and protect nature.

Targets



Health

- **food.health.1:** Maintain >85% healthy food sales
- **food.health.2:** Increase sales of fruit and veg by 10% by end of 26/27
- **food.health.3:** Increase sales of plant-based proteins by 10% by end of 26/27
- **food.health.4:** Own-brand products which are 'reduced' or 'light' alternatives will continue to be no more expensive

Our Food

SELL AFFORDABLE, QUALITY FOOD

At the heart of the Iceland brand is frozen food, which has huge advantages in terms of value to consumers and its impact on the environment.

We have always placed a huge emphasis on the quality of our food, and we are specialists in innovation, not just removing palm oil ingredients from our own label food and working to reduce plastic packaging, but also reducing salt and sugar content. At the same time, we are expanding our popular range of plant based foods and wider options for vegetarians and vegans.

We are committed to helping our customers and their families eat well, and to advocate for better food policy.

Targets



Skills & Opportunities

- **communities.skills.1:** Provide work skills and opportunities for all
- **communities.skills.2:** Empower our colleagues to be community advocates

Food Insecurity

- **communities.food.1:** Reduce food insecurity

Supporting the Community

- **communities.support.1:** Support our high street
- **communities.support.2:** Build community wellbeing through our charitable foundation
- **communities.support.3:** Commit to raising £1million for good causes every year

Our People & Communities

HERO OF THE HIGH STREET

Iceland stores can be found on high streets the length and breadth of the UK, while our Food Warehouse stores are located principally on retail parks. Almost 80% of our 30,000 colleagues live within three miles of their workplace and this puts them in a unique position to act as true community champions.

Overview of the Year

We can be proud of the progress Iceland continues to make towards meeting our demanding ESG goals, in what remains a very challenging geopolitical and economic environment.

At the heart of Iceland's offer for more than 55 years has been our commitment to offering our customers high quality, affordable food - and 90% of everything we sell under our own label continues to be classified as healthy. During the year we have set new and more demanding targets for both healthier food and enhanced animal welfare, including a commitment to go completely cage-free across our egg supply chain by June 2027.

Our successful drive to cut food waste has delivered a 47% reduction to date, already close to our target of a 50% reduction by 2030, while our many initiatives to reduce energy consumption and emissions have delivered a 44.9% reduction in carbon emissions from our own operations.

Iceland continues to support its communities through a range of pioneering social initiatives, including our unique Iceland Food Club ethical microcredit scheme that has now lifted more than 40,000 families out of food poverty. The Second Chance Partnership we set up has made Iceland Foods the UK's largest recruiter of ex-offenders.

Our Iceland Foods Charitable Foundation continues its work with a range of good causes, having raised more than £39m to date.

I am grateful to all my Iceland and The Food Warehouse colleagues for voting us a Sunday Times Best Place to Work for the third consecutive year - the only supermarket on that list - and for their dedication not only to serving our customers but to delivering the high ethical, environmental and social standards encapsulated in our half century of shared commitment to 'Doing It Right'.

- Richard, Lord Walker of Broxton OBE, Executive Chairman





PLANET

**GIVE OUR CUSTOMERS
SUSTAINABLE CHOICES**

Overview

In 2025/26, our dedicated team has continued to assess climate-related risks and opportunities—both current and future—across our operations, supply chain, and workforce. This includes considering the impacts of climate policy, technological change, and shifting market dynamics. While we have made meaningful progress, we recognise the scale of work still required.

As part of our DNA, our 'Doing it Right' strategy—launched in 2021—remains central to our approach.

You can find links to our individual 25/26 sector reports below:



Carbon

Our Targets

In 2020, we set targets to achieve net zero within our own operations and our supply chain

- p.c.1 Reduce absolute carbon emissions in our own operations 60% by 2030
- p.c.2 Reduce absolute carbon emissions in our own operations 100% by 2042
- p.c.3 Net zero for UK fuel, gas and refrigerant use by 2035
- p.c.4 Net zero for all products sold in the UK by 2040

Our targets are in line with keeping the global temperature increase at no more than 1.5°C above pre-Industrial temperatures.

Our Progress

25/26

Reduced emissions in our own operations by 44.9%

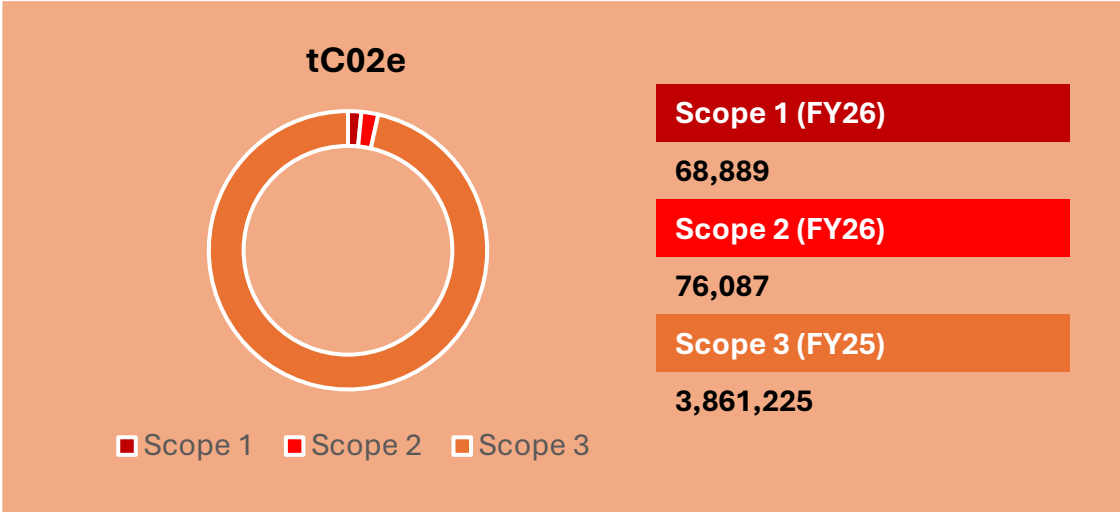
Reduced our scope 3 emissions by 11%

This figure has been developed and calculated using the GHG Protocol – A Corporate Accounting and Reporting Standard. In 2024 work started with **edenseven** to enhance our emissions reporting and management through their digital carbon platform, *cero.earth*. The platform will enable Iceland Foods to track its position relative to net zero targets, identify areas requiring action, and generate insights to support strategic decision-making.

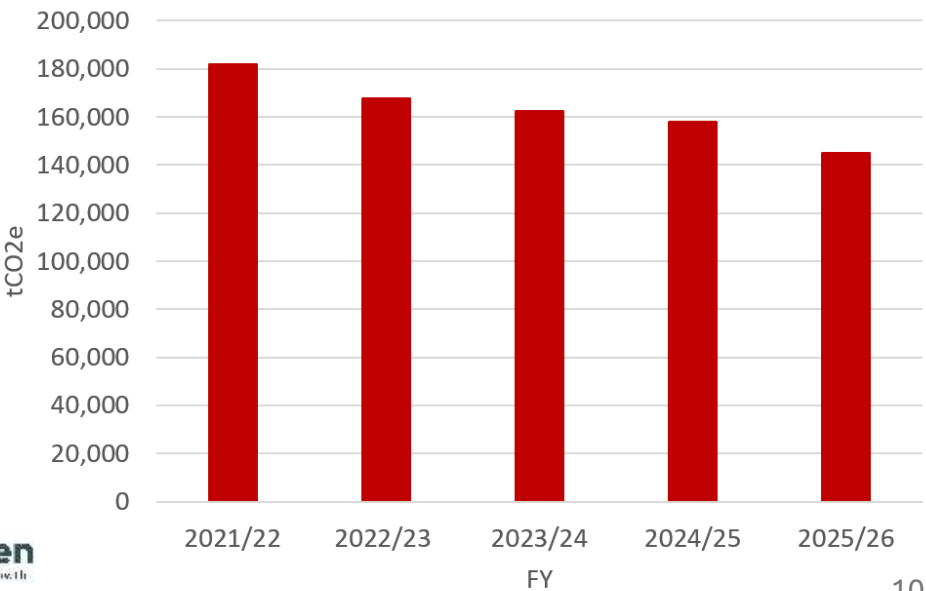
In 2025, we expanded our partnership with edenseven and will now begin to calculate our scope 3 footprint on an annual basis through their *cero.earth* platform.



Total Emissions



Iceland’s scope 1 & 2 emissions tCO2e





Iceland Foods Ltd remains committed to ambitious standards of climate-related disclosure, aligned with the UK's evolving regulatory expectations. In line with the UK Financial Conduct Authority's Listing Rules, we report annually against the core elements of TCFD. For the year ending 31 March 2026, we are fully compliant with five of the 11 recommended disclosures, with plans in place to strengthen our position in future reporting cycles.

Governance

The Exec Board holds ultimate accountability for the oversight of climate-related risks and opportunities, ensuring they are integrated into the company's strategic direction and risk management framework. See full overview of our governance structure on page 41.

Strategy

Climate-related risks and opportunities are having a growing influence on Iceland Foods' business strategy and financial planning. Our approach is underpinned by a commitment to cut Scope 1, 2, and 3 carbon emissions by 50% by 2030 and to reach net zero by 2040. Business Leads and the ESG steering group have a reasonable understanding of the main climate risks and opportunities within their areas of responsibility. These risks and opportunities will be embedded into medium- and long-term planning through enhanced scenario analysis, impact modelling, and governance integration.

Risk Management

The Company has established processes for identifying and assessing climate-related risks, recognising climate change as a material risk to its business model, strategy, and financial performance. The Company manages climate-related risks through a tiered governance structure where responsibility for risk identification is distributed across the business. These structures enable the Board to make informed decisions on material Environmental, Social, and Governance (ESG) matters, in line with the values set out in our Doing It Right strategy. Climate risks are assessed and categorised based on impact scores, which consider likelihood and potential operational, financial, and reputational consequences. These scores determine the appropriate level of management oversight.

Metrics and targets

As outlined on the previous page, The Company has set out targets, aligned with the Science Based Targets initiative (SBTi) across scopes 1, 2, and 3. Our aim is that they are in line with keeping the global temperature increase at no more than 1.5°C above pre-Industrial temperatures. We annually disclose our emissions data in the publicly available SECR report, which can be found on the next page.



Iceland has been publishing its Streamlined Energy & Carbon Reporting (SECR) since 2019 which summarises our energy usage, associated emissions, energy efficiency actions and energy performance.

Table 1: Iceland Foods Limited Total Energy Consumption (kWh)

Utility and Scope	FY2026 Consumption (kWh)	FY2025 Consumption (kWh)
	UK	UK
Scope 1 Total	286,937,053	293,763,962
Natural Gas (Scope 1)	16,688,290	18,600,256
Transportation (Scope 1)	270,248,763	275,163,706
Scope 2 Total	435,207,500	427,938,667
Grid-Supplied Electricity (Scope 2)	429,871,156	425,596,837
Self-Generation (Scope 2)	5,336,344	2,341,830
Total	722,144,553	721,702,630

Table 2: Iceland Foods Limited Total Location-based Emissions (tCO₂e).

Utility and Scope	FY2026 Emissions (tCO ₂ e)	FY2025 Emissions (tCO ₂ e)
	UK	UK
Scope 1 Total	68,889.26	69,687.76
Natural Gas (Scope 1)	3,053.29	3,401.99
Transportation (Scope 1)	65,835.97	66,285.77
Scope 2 Total	76,087.19	88,119.83
Grid-Supplied Electricity (Scope 2)	76,087.19	88,119.83
Total	144,976.46	157,807.59

Year on Year Changes

Natural Gas emissions have decreased by 10.25% in FY26 compared to FY25. This is due to actively reducing consumption across the entire estate.

Electricity emissions have decreased by 13.65% from FY25.

Transport emissions decreased by 0.68% from FY25 due to optimising transport routes.

Overall, the intensity metric has therefore decreased by 11.27% in FY26 compared to FY25 to 33.93 tCO₂e, due to reduced electricity, natural gas and transport emissions in FY26 compared to FY25.

Carbon Workstreams



Iceland is committed to year-on-year improvements in its operational energy efficiency. A register of energy efficiency measures has been compiled, with a view to implementing these measures to decarbonise our stores.

Solar

We have increased the amount of self-generated solar energy produced, with additional arrays installed at 25 sites during FY2026. This renewable energy reduces the amount of grid-supplied electricity consumption, in addition to benefiting carbon reduction.

In-store Improvements

We have continued installing LEDs throughout FY2026. Over 13,000 new LED fittings were installed in 164 stores. This has ensured improved energy efficiency and lower emissions associated with the electricity consumption. Circuit Level Monitoring is also in place for all air conditioning units across the estate. This extra level of granularity is monitoring consumption and improving overall efficiencies.

Food Waste

In 2025/26 we redistributed 1,564 tonnes of food surplus. This redistribution equates to a carbon reduction of **6,745 tCO₂e**, assuming all redistributed food is eaten and replaces the need for equivalent food purchases and food production.

Decarbonising the Frozen Food Supply Chain

During 2026, Iceland continued its support of the global **Move to Minus 15°C** initiative, which aims to reduce the environmental impact of frozen food by challenging the long-established industry norm of storing and transporting frozen products at -18°C. Building on the successful increase of freezer cabinet temperatures in-store, we launched a collaborative trial with **DP World** to transport frozen products from Thailand to the UK with a **3°C increase from base**. The trial will further validate that frozen food can be moved through the international cold chain safely and without any reduction in quality, while delivering reductions in energy use and carbon emissions across transport and storage operations. Subject to successful completion, the project has the potential to support broader adoption across our Asia-to-UK frozen supply network, contributing to our long-term decarbonisation ambitions.



Carbon Workstreams



We are also undertaking initiatives to reduce emissions from our transport fleet through vehicle efficiency improvements, route optimisation and the transition towards lower-emission transport technologies.

Transport Refrigeration

Iceland is working towards an aim to burn zero fuel on transport refrigeration in its yards. The first step towards this, working in Partnership with Thermoking and Paneltex, has been to trial the latest generation of trailer & transport refrigeration. The new Thermoking 'Advancer' Unit is providing comparable levels of refrigeration to Iceland's existing trailers, using half the volume of gas oil & emissions. Based on the performance of the unit, Iceland has ordered 72 new trailers fitted with the new fridge & telematics to track the improvement in efficiency and reduction in emissions. These trailers will join the fleet from August 2026.

E-trucks

In 2025, working in Partnership with GXO and Gridserve, Iceland deployed 6 Renault e-Tech trucks to their Enfield depot. With around ~150-200 mile range, the trucks are out delivering daily to Iceland stores across the South East of England.

Lightfoot

Lightfoot is a fleet management system that communicates directly with the driver via the in-cab dashboard device, providing visual and verbal feedback in real-time to encourage smoother driving and is proven to deliver long-term benefits by making fleets safer, more efficient, and less expensive to operate. We continued to develop our 3-year partnership with Lightfoot this year, their devices are fitted to our entire van fleet and have delivered CO2 emission reductions of ~1,400 tons in the last 12 months. By working with them to further incentivise our drivers, we're anticipating a further 5% reduction in emissions run rate in the next 12 months. At current run rate that's a further 580 tons of CO2 per year.





In 2020, Iceland became the first UK supermarket to publish its total plastic packaging footprint, and we have committed to doing so annually.

We also have led the way in setting ambitious plastic reduction targets. In 2018, we published our #TooCoolForPlastic manifesto where we aimed to be plastic free across all own label products by the end of 2023. While this target was not fully achieved, our commitment to reducing plastic and packaging remains unchanged, and we continue to drive year-on-year improvements wherever possible.

This year, we have again seen a reversal in absolute plastic reduction, alongside a slight increase in overall packaging. Similarly to last year, this is due to the expansion of categories in our own label range, as well as a double-digit percentage increase in product unit sales .

While these dynamics have impacted our short-term progress in absolute terms, we remain focused on delivering long-term reductions and are actively working to decouple business growth from plastic usage through continued innovation, material reduction, and alternative packaging solutions.

Our Targets

Between 2025 and the end of 2028 with the context of Extended Producer Responsibility Regulations		Progress
p.p.1	Continue to reduce Iceland overall packaging by 5% per annum	38% reduction since 2017 baseline
p.p.2	Improve the recyclability of Iceland packaging year on year	



Plastic & Packaging Workstreams



Packaging reduction

With support from suppliers, we continue to successfully reduce packaging on many products across our fresh and frozen categories. With the transition to the Extended Producer Responsibility Regulations and taxation for packaging our business focus has broadened to ensure that we are working to reduce all primary, secondary and tertiary packaging whilst also improving recyclability status as assessed by the PACK UK Recyclability Assessment Methodology.

Bagless delivery

We introduced bagless home deliveries as part of our commitment to reducing plastic. Our drivers now unload shopping on the doorstep from clean sanitised reusable crates. This change was heavily piloted and tested across the UK during 2025 and fully rolled out across our business in 2026. We expect this change to save over 100 million bags per annum and over 2,000 tonnes of plastic.

On pack information

Iceland is a member of OPRL, supporting its aim to deliver a simple, consistent and UK-wide recycling message on packaging to help consumers reuse and recycle more material correctly, more often. OPRL labels are recognised by more than 3 in 4 customers. <https://www.oprl.org.uk>

Supporting Surfers against Sewage

In 2025, Iceland Foods Charitable Foundation (IFCF) continued its partnership with environmental charity Surfers Against Sewage (SAS) to support its Million Mile clean which saw 6,818 cleans organised, 158,706 volunteers and 72,594KG of waste collected.

Supporting Seven Clean Seas

This year we developed a recycled shopping bag in partnership with Seven Clean Seas, which is a social enterprise dedicated to removing plastic pollution from rivers, coastlines and oceans. The bag, which has been developed over a three-year period, uses recovered PET plastic, most commonly used for drinks bottles, and processes it into durable shopping bags. These will be rolled out across Iceland and The Food Warehouse Stores in 2026.





Food Waste Reduction

Iceland does not send any food to landfill. Instead, we offer it free of charge to our store colleagues, put it to good use within the community or as a last resort have it processed into energy though anaerobic digestion.

2024/25 targets		2025/26 Progress
Maintain redistributing over 5.7 million meals to local communities		Redistributed over 3.7 million meals
Current targets		Progress
p.f.1	Reduce Iceland’s food and drink waste by 50% by 2030	47% reduction to date
p.f.2	Continue to maximise the value of our redistribution programme	Although we redistributed less meals than last year, this is due to the progress we’ve made in reducing our overall food waste

We are proud signatories to the Courtauld Commitment 2030, which has brought together organisations across the food industry to reduce the environmental impact of food and drink. Iceland is also a signatory to the WRAP/IGD Food Waste Roadmap, and we signed the government’s ‘Step Up To The Plate’ pledge in May 2019. In line with the UN’s Sustainable Development Goals SDG 12.3, we have set ourselves the target to achieve a 50% reduction of food waste in our own operations by 2030, measured against our 2017/18 baseline year.



25/26



This food waste equates to 0.41% of the food Iceland handled. In our baseline year of 2017/18, we recorded 10,354 tonnes of food waste in our operation, equivalent to 0.78% of the total food sold that year. 0.41% represents a 47% decrease in food surplus produced from our baseline year 2017/18 and a 15% reduction from our previous financial year. Of the food surplus produced we redistributed 24%.

Redistribution hierarchy





Food Waste Reduction Workstreams



Olio

We have worked with Olio since 2021 on numerous projects such as their Food Waste Hero Programme, Lucky Dip Bags and Reductions Feed.

Since our partnership started we have seen huge success both in helping reduce food waste and helping the communities surrounding our stores. Through the Food Waste Hero Programme, we have rescued a massive **10 million meals** which has helped 165,000 households. This is all made possible by the incredible 45,000 volunteers that we have linked to our stores who pick up surplus food every day.



Gander

We also have a partnership with Gander to reduce our food waste and offer customers a new way to save money on their food shop. Gander's

technology allows customers to browse reduced items at nearby stores in real time, helping them purchase bargains. By working with Olio, they open this technology up to Olio's 5 million UK user base. Following successful trials last year, this was rolled out nationally this year making us the worlds first retailer to utilise this discounting initiative. With each reduced listing getting 23 unique impressions on average, and over 10 million Iceland listings added to the app since launch, it's been a big success



2025 RTIH INNOVATION AWARDS WINNERS

Sustainable Retail Innovation
WINNER
Gander, Iceland and Olio

Sustainable Retail Innovation Winners

In October 2025, Iceland, Olio and Gander won the award for Sustainable Retail Innovation of Year at the Retail Technology Innovation Hub Awards for the reductions feed initiative. We were also shortlisted for the Green Initiative of the Year Award at the Retail Week Awards.

Food Waste Reduction Workstreams



Colleague Giveaway

At Iceland, we always prioritise our colleagues and our colleague giveaway scheme allows store colleagues to take home, free of charge, surplus food at the end of trading each day. This is not only another step to save food which may have otherwise gone in the bin but also supports our frontline colleagues and increases engagement on reducing food waste in stores. In 25/26 we donated 221 tonnes to colleagues.

Food labelling

In line with WRAP guidance, we are reviewing and amending our food labelling and home storage instructions to reduce unnecessary food waste for customers. This includes moving away from 'display until' and 'best before' food labelling on more products, as we increase flexibility on home freezing and storage guidance.

Retail Insights

Last year we started working with Retail Insights which enables our store teams to have a more robust date checking process as well as ensuring we sell as much reduced product as possible. All products in Chilled and Fresh categories have dates captured (as well as selected Frozen & Grocery product), providing full visibility of product shelf life rather than limiting insight to items due to expire within the week. The rules we set then determine when a reduction takes place. This varies dependent on the product, enabling us to markdown products that may be harder to sell at a reduced price sooner. All of this has resulted in a much improved 'recovery' in £s as well as minimising what ends up as food waste.



Fridge Life

This year we added the Fridge Life logo onto more products with the aim of demonstrating to customers that they do not need to put frozen products in the freezer. Fridge Life storage information explains to customers which frozen food products can be put in the fridge and how long they can be stored there. Our aim is to make frozen food accessible to more people as we know that families save money and reduce food waste by choosing frozen food, yet access to a freezer is far from universal across the UK. A QR code on pack will take you through to our website for more information. [Fridge Life - Iceland & The Food Warehouse](#)



Lucky Dip Bags

In February 2026, we launched new Frozen Lucky Dip Bags, which are designed to help customers save money whilst reducing food waste. Retailing at £4, each bag contains five frozen food items offering a saving of up to £20, giving families a low-cost way to stock up their freezers. They are available online only and will only be on offer at certain times throughout the year. We have also began trialling chilled lucky dip bags online, building on our trial last year; these are products that are near their end of life, again being at a massively discounted price. These are currently only in one online store but we have plans to roll this out later in 2026.



Sustainable Sourcing



Fish & Seafood

Commodity	Target	Progress
Wild fish 	p.s.3: Continue to grow our range of MSC certified products	During September of 2025, 100% of our own label, wild fish achieved independent certification. We are continuously growing our range of MSC certified products.
Farmed fish/ seafood 	p.s.5: 100% own label prawns to be ASC by 2026	On track for all of our prawns to be ASC certified in 2026. We have released Iceland first ASC products, such as ASC salmon, and have increased the number of products within the range.

Workstreams

Launched market first MSC product

In September 2025, we became the first retailer globally to launch a Marine Stewardship Council (MSC) certified frozen Argentinian Red Shrimp Fishery product under their own brand. These were sourced from Argentina’s first coastal shrimp fishery to meet the globally recognised sustainability standard after a decade of dedicated improvements.



MSC & ASC Awards

The 2025 MSC & ASC annual awards took place in Edinburgh in October, where Iceland celebrated winning the MSC award for Bronze Supermarket of the Year.



Partnership with MSC

The wide-ranging natural habitats seen in our seas and oceans are diverse and complex. To understand them, and thus to care for them, requires in-depth understanding and expertise. We therefore work closely with MSC and use their knowledge to improve our fish sourcing. In FY25/26 85% of our own label, wild fish and seafood range was MSC certified.



Partnership with ASC

We also work closely with the ASC to ensure our farmed fish is kept to the same high standard as our wild fish. Similarly to MSC’s blue ecolabel, the ASC label means that the fish or seafood you are buying has been caught and killed in a sustainable way which has been independently certified. It also means you’ll be supporting fisheries which are committed to improving their practices and operating in a legal and ethical way. In FY25/26 60% of our own label, wild fish and seafood range was MSC certified.





Sustainable Sourcing

Deforestation

Commodity	Target	Progress
Soy 	p.s.1: 100% verified deforestation and conversion free.	Majority of our supply chain is aligned to this and working to same target. We are picking up with the remaining suppliers separately. EUDR will also affect this.
Palm 	p.s.2: In 2018, Iceland committed to removing all palm oil from Iceland own brand products. We aim to reach 100% palm oil free again.	Whilst we did achieve this, war in the Ukraine meant we had to revert to using palm in a small number of products. Certified sustainable palm oil is now being used as a last resort and as a strictly temporary measure. We are constantly monitoring this to get back to palm free.
Coffee/Cocoa/ Timber/Cattle 	EU Deforestation Regulations (EUDR) will ensure that any of these commodities entering/leaving the EU will be 100% verified deforestation free p.s.7: Fully compliant with EUDR by live date	We are working with suppliers to monitor this and are on track for being compliant with EUDR on 31 st December 2026.

Partnership with UK Soy Manifesto

Iceland is a signatory to the UK Soy Manifesto. The UK Soy Manifesto is an industry commitment to ensure all soy and embedded soy products in the UK are deforestation and conversion free. Being a member of the Manifesto means we have set commitments to ensure our soy supply is verified deforestation and conversion free by the end of 2025.



These commitments are:

- Set a deforestation and conversion-free commitment with a cut-off date of 2020 or earlier.
- Ask direct suppliers to adopt and cascade the same commitment
- Integrate Manifesto commitments within direct supplier commercial contractual requirements, and support compliance
- Publicly disclose progress
- Encourage harmonised monitoring, verification, and reporting

Through UK Soy Manifesto, we have also supported the Retail Soy Group on a letter to the Brazilian government challenging their recent changes to state laws which removed tax incentives to soy buyers and shippers who went beyond minimum legal requirements of the Brazilian Forest Code.



Animal Welfare



Iceland recognises the need to ensure that animals are reared, handled, transported and slaughtered in accordance with an appropriate Farm Animal Welfare Standard. Suppliers of Iceland own label products are requested to operate in accordance with the 'Five Freedoms' as defined by the Farm Animal Welfare Council (FAWC).

The 'Five Freedoms' are;

1. Freedom from Hunger and Thirst – by ready access to fresh water and a diet to maintain full health and vigour.
2. Freedom from Discomfort – by providing an appropriate environment, including shelter and a comfortable resting area.
3. Freedom from Pain, Injury or Disease – by prevention or rapid diagnosis and treatment.
4. Freedom to Express Normal Behaviour – by providing sufficient space, proper facilities and company of the animal's own kind.
5. Freedom from Fear and Distress – by ensuring conditions and treatment which avoid mental suffering.

All suppliers and farms used to supply meat, including poultry meat and animal by-products (milk, cheese, eggs) for the production of Iceland own label products must ensure all stockpersons understand and ensure the basic requirements of animal health and welfare, based on the 'Five Freedoms'.





Animal Welfare Workstreams and Crop Protection

Prawns

In 24/25, Iceland reviewed its policy around farmed seafood, specifically concerning prawns, in response to interest groups call for action across the whole industry. The main areas of concern for these animal welfare groups were the use of ablation and the method of killing prawns without electrical stunning. Although we are aligned with the Aquaculture Stewardship Council (ASC), who do consider animal welfare issues, after engaging with these groups we looked into our supply chain and how we could improve the welfare of prawns used in our own label products.

We made the commitment that we will eliminate the use of eyestalk ablation across our own label prawn supply chain by the end of 2027, and move to the use of electrical stunning, as part of our wider ongoing commitment to responsible sourcing and improved animal welfare. We are on track for this to be achieved.



Antibiotics

Iceland's antibiotics policy clearly states that prophylactic use of antimicrobials, where the antibiotics are administered before showing clinical signs of any disease, is not permitted on any animal that is intended to be used for the manufacture of any products supplied to Iceland. This is a contractual obligation for our suppliers overseen by our technical team.

Pesticides

Iceland's Crop Protection policy requires that our own label foods must be sourced, grown, produced and distributed in compliance with all relevant UK legislation relating to pesticides, wherever they happen to be located, and we insist that our own label suppliers and growers must act responsibly in respect of pesticides, demonstrating compliance with all relevant regulations.

This includes requesting that suppliers are certified against Assured Produce and Global Gap standards. We also endorse all programmes that have Integrated Crop Management (ICM) Systems as their core objective.

Our suppliers are required to work to minimise the use of crop protection products on both an operational and long-term basis including phasing out pesticides classed as "Highly Hazardous Pesticides (HHPs) and only using these as a last resort. Iceland supports any work undertaken by suppliers and growers to develop pollinator friendly farming practices and supports the protection of pollinators. Iceland restricts the use of some neonicotinoids in line with UK Legislation and our suppliers are required to mitigate risks to pollinators.

Eggs

Last year we made the commitment to go cage-free across our egg supply chain by June 2027, as part of our continued focus on providing customers with affordable food while supporting higher welfare standards.

The first step of this roadmap was to launch an RSPCA Assured barn egg pilot across 35 stores, which has now rolled out wider. In March we also launched a 30 pack of barn eggs which started the process of replacing existing caged products with cage free alternatives. Our current plan puts us on track to see all eggs cage free ahead of June 2027.





FOOD

**SELL AFFORDABLE,
QUALITY FOOD**

Overview

Iceland continues to lead the UK frozen food market in both product innovation and the outstanding value we offer to our customers. We have continued to invest in both quality and value across our entire product portfolio.

You can find the link to our individual 25/26 healthy food report below:

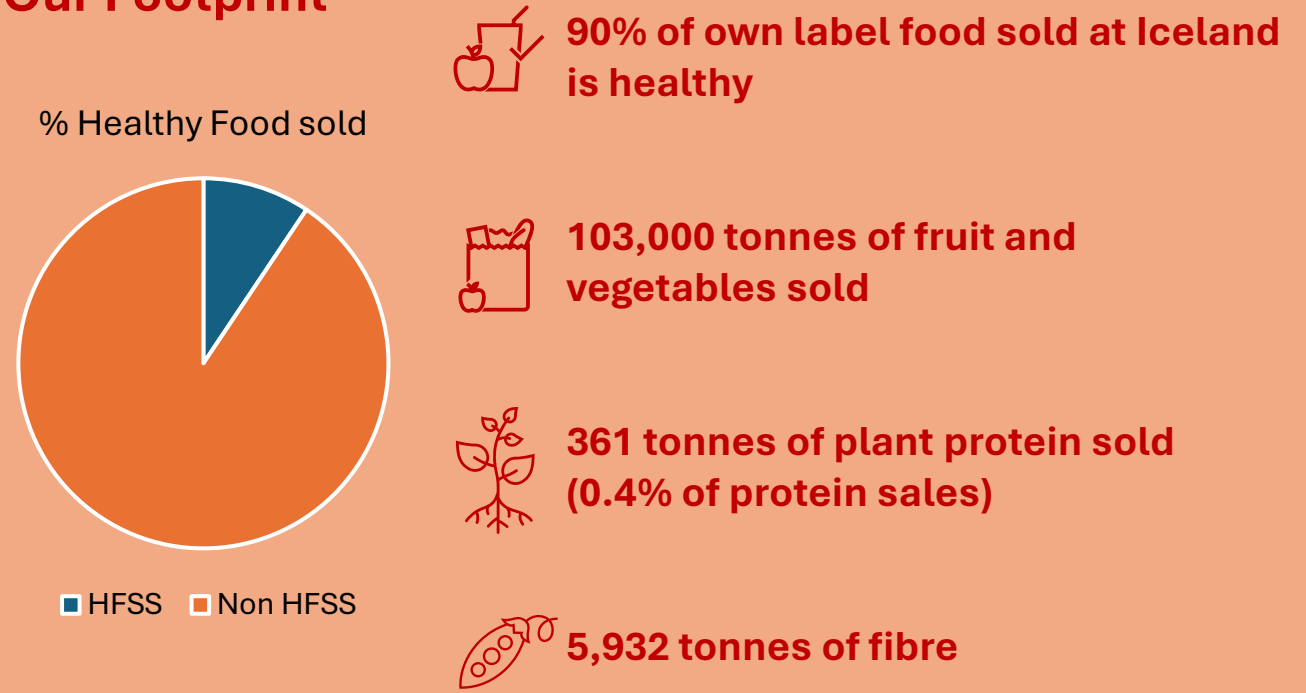


Healthy & Affordable Food



Target		Progress
f.h.1	>85% healthy food sales	Maintained 90%
f.h.2	Increase sales of fruit and veg by 10% by end of 26/27	6% decrease
f.h.3	Increase sales of plant-based proteins by 10% by end of 26/27	53% increase
f.h.4	Own-brand products which are ‘reduced’ or ‘light’ alternatives will continue to be no more expensive	

Our Footprint



Our specialism in frozen food allows us to provide healthy, nutritious and tasty products at affordable prices to our customers. Freezing is Nature’s pause button: an entirely natural process that allows us to capture products in their peak condition as soon as they are picked, caught or made. Whilst locking in the nutrients and minimising the need for preservatives or additives required to preserve fresh products.

Methodology

We base our percentage of healthy food sales on annual sales in tonnage of Iceland own label product sold. Iceland’s healthy food footprint was calculated using the Government’s Food (Promotion and Placement) (England) Regulation 2021 product categories and the UK Government’s nutrient profiling model.

We define ‘healthy’ in terms of non-HFSS (high fat, sugar or salt) as per Government guidelines.

‘Plant protein’ refers to the annual sales, based on tonnages, of plant-based proteins in our vegetarian and vegan products. We exclude any plant protein found in meat products. Our plant protein offer is provided through branded products therefore we include branded data in this number.



Frozen Prepared Meals - moving towards store cupboard ingredients

As businesses with a vertically integrated supply chain producing 50 million meals every year we are focusing on re-establishing the benefits of frozen food. It's healthier, doesn't need processing aids and preservatives whilst saving on costs and food waste for everyone. Working with Inspired Global Cuisine Ltd we are focusing on ensuring that we remove and replace unnecessary ingredients and processing aids for frozen prepared meals- notably **emulsifiers, artificial ingredients and preservatives**.

Our meal ingredients reflect a store cupboard approach where possible. Our meals are prepared, cooked, packed and frozen at scale, whilst being easy to re-heat directly from the freezer- locking in freshness whilst ensuring convenience and great value for our customers. Between April 2025 and January 2026, 37 of these products landed in stores across our Iceland Standard, Take Away and Luxury meal ranges. Any new products going forward will also be developed with this in mind.



Fridge Life

Fridge Life is an Iceland initiative aimed at helping customers use their storage space effectively and unlock the power of frozen.

This logo shows customers they can store frozen food in their fridge and then, once defrosted, the fridge life logo provides clear guidance on how long the food will remain safe and high quality in the refrigerator. This helps customers use products confidently and avoid unnecessary waste.

You can now find this on many of our product categories including ready meals, fish, meat, sauces and more.



Workstreams

Responsible retailing

Iceland chooses not to sell cigarettes and we have banned the sale of energy drinks to under-16s. Our staff are specially trained to tackle under-age alcohol sales and we operate a strict “Challenge 25” policy, requiring any customer who appears to be under the age of 25 to produce proof of their age and identity.

Promoting Healthy Start and Best Start Foods

Iceland was a founder member of Marcus Rashford’s Child Poverty Taskforce and has campaigned for the expansion of the Free School Meals scheme; holiday provision for all children on free school meals; and a boost to the value of Healthy Start funding for families with young children. At the same time, we have promoted the Healthy Start Scheme and Best Start Foods (which operates in Scotland) to our customers and local communities. Both schemes provide free healthy food for low-income families with young children. We promote both schemes on the back of pack across hundreds of fresh and frozen fruit and vegetable products



Working with The Vegetarian/Vegan Society



In 2024, we began working with The Vegetarian Society to certify our vegetarian and vegan products, this included some of our exclusive brand products as well as our own label range. Through our partnership so far, we have certified 40 products which are advertised to our own customer base as well as to their customers through newsletters and magazines. We have extended this partnership into 2026 and aim to grow this range.

Advertising Gluten Free/Does Not Contain Gluten Ingredients Products

This year, we have been working to identify all our products that are both certified gluten free and those that do not contain gluten ingredients. These products will be highlighted on our website as well as on the Coeliac UK website to ensure all our customers can shop a wide range of products with confidence.



Accessible Food



Iceland continues to lead the UK frozen food market in both product innovation and the outstanding value we offer to our customers. We have continued to invest in quality and value, and to deliver exciting new products across our entire product portfolio. We have also done work on packaging as well as online to make our products more accessible to customers.

Value ranges

In the opening months of the year we doubled the size of our Iceland £1 value range to enable us to offer more than 750 products at £1 or less. Our best-ever summer BBQ range included innovative launches under the Iceland own label and the Myprotein, Cathedral City, Grill House and TGI Fridays exclusive brands, and we also added several new confectionery brands to our seasonal ice cream and lolly ranges. Our investment in our customers delivered both outstanding everyday value and market-leading promotions including 10 for £10 in frozen and 5 for £5 in chilled, and unbeatable deals on the biggest grocery brands.

Our autumn launch of 788 new products across frozen, chilled and grocery from September included further expansion of our Iceland £1 value range.



Affordable

We are always reviewing and updating our “Affordable” blog which helps customers with leftover recipe ideas, tips on saving money and also how to reduce their food waste. These mini blogs help educate Iceland customers and colleagues around areas such as correct food storage, foods you can and can’t freeze, and how to use your freezer efficiently.



Cheap Recipes



Easy Recipes



Frozen Fruit Recipes



Healthy Recipes

Health Based Product Ranges

Iceland is the UK's number one retailer for frozen health brands, providing customers with an extensive range of trusted, high-quality products that support healthier lifestyle choices while delivering convenience and value.



Slimming World

Our partnership with Slimming World has now been running for over ten years, seeing it become the number one frozen healthy eating brand in the UK with just under fifty products across a wide variety of ranges including: ready meals, lunch pots, potato products, vegetarian, soups and sauces. The range is designed to be a healthy, filling and affordable meal occasion loved by millions of customers all year round right across the UK.



MYPROTEIN

Myprotein

In January 2023 we launched the Myprotein range, exclusive to Iceland, which offers high protein, low fat meals for affordable prices to customers. Myprotein is the world's largest online sports nutrition brand and each dish is packed full of protein, ranging from 19g up to 60g of protein, with over half the dishes containing less than 10g of fat, and being high in fibre. We have successfully grown this range to over 30 products, with customers eating well on millions of occasions throughout the year.





BE THE HERO OF
THE HIGH STREET

Overview

Iceland continues to pursue a People Strategy with the overarching objective of being an employer of choice, aiming to grow a high performing culture in which talent thrives and a sense of belonging is created, all underpinned by our commitment to Doing It Right.

The number of Iceland colleagues employed has increased this year and a direct impact of listening to our colleagues and responding to them has delivered sustained and significant improvements in colleague retention across all retail roles.

As well as delivering for our colleagues, we are also committed to improving the communities surrounding our stores.

You can find the link to our Iceland Foods Charitable Foundation full impact report below:



Skills and Opportunities



Target	
c.s.1	Provide work skills and opportunities for all
c.s.2	Empower our colleagues to be community advocates

Our Progress

24/25	
	• We continue to develop our Talking Shop representation scheme based on colleague feedback to deliver 100% store participation and support engagement
	• We continue to provide Apprenticeships and grow Store Manager internal succession
	• Ex-offenders programme



Best Places To Work

For the third consecutive year, Iceland Foods was delighted to appear in the Sunday Times Best Places to Work List, being the only supermarket to be listed. This recognition is awarded purely on the strength of colleague feedback and provides external validation of our People strategy.

Investing In Our People

Developing internal talent continues to be an area of focus. Our talent programmes provide growth for colleagues looking to develop into key management and leadership roles. We offer both a retail apprenticeship programme as well our Deeside Apprenticeship provision, with a 64% increase in office-based Apprenticeships taken. In the last 12 months we have had 2,000 internal promotions and upskilled 2,000 colleagues.

Skills and Opportunities

Colleague Wellbeing

We are committed to delivering a positive working environment that protects all colleagues' physical and mental health. We offer a range of options and benefits to enhance our employees' lives including healthcare benefits, company sick pay, career breaks, compassionate leave, enhanced maternity and paternity leave, flexible working, and discounted gym memberships. Help with legal or financial advice, counselling, stress, bereavement, relationships or career support is made available to employees through our partner Grocery Aid.

Mental Health Training

We have also rolled out training this year to ensure our managers are well equipped to deal with mental health issues their team may be facing. 95% of our managers are now confident they could spot signs if someone in their team were struggling. 84% also said this helped deepen their knowledge of mental health and increased their conversational skills around the topic.



Grocery Aid

GroceryAid is a free and confidential charity that provides emotional, practical and financial support to people working, or who have previously worked, in the grocery industry. As a Gold Supporter of the charity, Iceland is proud to help fund this vital service.



Skills and Opportunities



Second Chance Partnership

In line with its 'Doing It Right' philosophy, Iceland Foods with the support of IFCF introduced a rehabilitation programme, transforming employment opportunities for people leaving prison and thus challenging soaring rates of re-offending. What began within Iceland has evolved into the independent charity Second Chance Partnership, with Iceland Foods remaining its founding partner. Today, the Partnership works nationally with leading employers across the UK and has supported more than 800 people into employment. The model has become recognised as an example of inclusive recruitment, with its approach shared across government and the prison service to help create sustainable pathways into work.

By working closely with HR Teams, processes have been put in place to support the rehabilitation programme and to make sure it is as easy as possible for people to join us. The Partnership will not consider anyone on the sex offenders register or anyone who has committed acts of terrorism or arson; they must not have taken a life and must not be on methadone.

The Partnership continues to place face-to-face interviews at the heart of its recruitment process, ensuring candidates are assessed as individuals with potential while maintaining the high standards expected by employers. The recruitment scheme works in tandem with the Prison Employment Lead (PEL) – a person employed by the Government in every prison to develop connections between prisoners and businesses.



"Most people in our prison system are poorly educated and have a bad or non-existent employment record. This is not always their fault and the cumulative effect upon the families, dependents and their mental health can be life threatening. This initiative by Iceland Foods presents a prison leaver not only with the hope of a job, but the hope of a new life. It is exciting to see how this initiative has grown into the Second Chance Partnership, working with Iceland Foods and employers across the UK to unlock the potential that exists within our prisons."

Paul Cowley MBE

Director of Rehabilitation at Iceland Foods and Founder & Managing Director of the Second Chance Partnership

Food Insecurity

Target

c.f.1 Reduce food insecurity

Our Progress

24/25

- We continue to develop and deliver Ethical Credit
- We continue to lead on the promotion of NHS Health Start and Best Start Foods



[Food club card - Fair for You](#)

Ethical Credit

Delivered in partnership with not-for-profit lender Fair for You, the Food Club provides an initial interest-free loan of £25-100 to eligible applicants, loaded onto a pre-paid card for use in-store or online at Iceland or The Food Warehouse. The loan is repaid at a manageable £10 per week, helping break the cycle of food poverty linked to high-cost credit by providing an ethical, interest-free lending alternative for essential groceries.

So far, **£12.5 million** in ethical lending provided, delivering financial relief without the burden of interest or hidden fees which has helped **over 40,000 families** escape the clutches of exploitative lenders and gain access to interest-free grocery loans. This has empowered families to regain financial control with 74% of users no longer needing payday loans or high-interest credit and 77% users no longer having to use food banks.

Food Insecurity



Iceland promotes NHS Healthy Start and Best Start Foods

Iceland foods was the first UK supermarket to use millions of milk bottles to promote a public service by supporting the NHS Healthy Start scheme to help ensure no child misses out – reaching millions of breakfast tables across the country. At the same time, millions of bottles carried the information on the Best Start Foods scheme in Scotland.

The schemes help low-income families access free milk, fruit and vegetables, pulses, baby formula and vitamins. The special ‘Could you get this for free?’ labels (also featuring a QR code taking people directly to the NHS Healthy Start and Best Start Foods websites where they can check their eligibility and apply) now feature right across the packaging of Iceland fresh and frozen fruit, vegetables and milk, placing this crucial information in front of millions of people every week of the year.

Securing full take-up of NHS Healthy Start alone would lead to tens of millions of pounds worth of additional benefit reaching around 130,000 families on very low incomes.



 Get help to buy food and milk (Healthy Start)

Home

How to apply

Update your details

Your payments and how to shop

When you should buy

About your own

Getting vitamins



Get help to buy food and milk

(the Healthy Start scheme)

What is Healthy Start?

If you're more than 10 weeks pregnant or have a child under 4, you may be entitled to get help to buy healthy food and milk.

If you're eligible, you'll be sent a Healthy Start card with money on that you can use in some UK shops. We'll add your benefit onto this card every 4 weeks.

You can use your card to buy:

- plain liquid cow's milk
- fresh, frozen, and tinned fruit and vegetables
- fresh, dried, and tinned pulses
- infant formula milk based on cow's milk

You can also use your card to collect:

- Healthy Start vitamins – these support you during pregnancy and breastfeeding
- vitamin drops for babies and young children – these are suitable from birth to 4 years old

Supporting the Community



Target	
c.s.1	Support our high street
c.s.2	Build community wellbeing through our Charitable Foundation
c.s.3	Commit to raising £1million for good causes every year

Our Progress

24/25	
£39 million has been raised by IFCF so far	

Safe Spaces in Retail

Iceland have teamed up with National Business Crime Centre & the Safe Spaces scheme, known as Operation Portum, to create safer spaces for people in the community that feel vulnerable. Colleagues are informed of the scheme and have been given tools and advice on what to do if someone needs help.



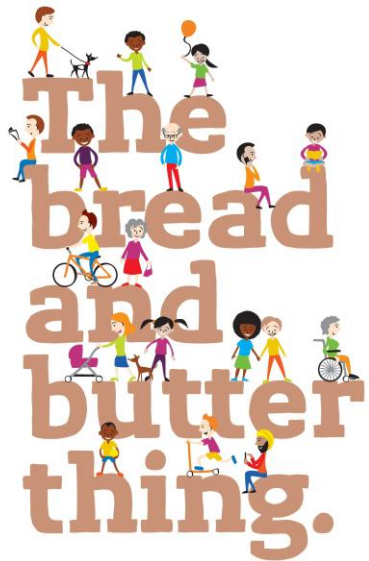
British Business Awards

For the role Iceland stores play within their communities, this year we were nominated for the Socially Responsible Business of the Year at the British Business Awards. This earned us a spot on the Sunday Times Business Leaders List 2026, which ranks organisations across five core pillars: Responsibility, Leadership & Vision, Strategic Growth, Enterprise Innovation, and Financial Leadership.

Community and Partnerships



Iceland is passionate about giving back to the community and works with a number of local charities both at store and depot level. Through these partnerships we are able to redistribute maximum food surplus through a volunteer network, which may have otherwise gone to waste. Surplus is redistributed to those who need it most whilst also building relationships within the community. We continue to work with charities and encourage charities to collaborate with each other, to understand how we can redistribute more of the surplus food from our supply chain.



The Bread and Butter Thing is a Manchester-based charity operating across the Northwest and other parts of England that helps households access affordable food while reducing food waste. Their mobile food clubs offer low-cost weekly shops for their members, containing essential produce for family eating such as fresh fruit and veg, fridge favourites and cupboard staples.

This year, The Bread and Butter Thing celebrates its 10th anniversary. Since our partnership started in 2020, we have so far donated **409.5 tonnes** of food through our depot which has provided **974,975 meals** for its members. This is a saving of **1,023,705 KG CO2**.

“Buying the weekly shop had to be done on a tight budget, Bread and Butter has enabled me to eat a variety of healthy meals and enjoy tasty treats and have money left to go towards other things. I have tried food and drink which I haven’t tried before. I now worry a lot less about money. I can’t express my appreciation for the service. The team of volunteers are so kind and friendly, non-judgmental and always willing to help”

-A Hub Member

Iceland Foods Charitable Foundation



Iceland Foods Charitable Foundation



CALM

IFCF's 2025 charity partner was Campaign Against Living Miserably (CALM). This partnership aimed to raise awareness of the suicide prevention charity and encourage life-saving conversations on CALM's helpline, at our tills and around the dinner tables, changing the landscape forever and helping to remove the stigma of suicide across the UK.

Fundraising

Our annual store fundraising activity for IFCF was focused to coincide with Mental Health Awareness week from 12th - 18th May. Both colleague efforts and customer response were exceptional with our stores raising £523,559 and the Deeside head office team adding £31,450 to make a total of £555,009. Within that total figure, £210,396 was generated by our newly implemented Pennies scheme, enabling customers to add a small round-up donation at checkout. The funds we raised were donated to CALM, bringing the total donated during our two-year charity partnership to just over £1.4m.

Charity Golf Day

Iceland also runs a yearly golf event which raises money for charity partners. This year over £900k was raised, which will go to IFCF partners.

Tarsem Dhaliwal completed the London Marathon

Iceland Foods Chief Executive and Iceland Foods Charitable Foundation (IFCF) Trustee, Tarsem Dhaliwal OBE successfully completed the 2026 London Marathon, crossing the finish line after 6 hours 18 minutes and **raising £170,000** for the Foundation.

Running the 26.2 mile course, Tarsem took on the challenge in support of IFCF's mission to support families, strengthen communities and secure futures. The remarkable fundraising total includes a personal pledge from Tarsem to donate 50p for every £1 raised, up to £50,000, helping to drive momentum and inspire generosity across the Iceland network and beyond. The funds raised will directly support projects aligned to IFCF's core focus areas: children, wellbeing, the environment and dementia.



Iceland Foods Charitable Foundation

Our additional partners

Natasha Allergy Research Foundation



IFCF entered into a 3 year partnership with NARF to develop a pioneering mental health and awareness programme for young people living with food allergies. With **1 in 13 children** affected and hospital admissions for severe reactions tripling over the past 20 years, food allergies pose serious emotional and social challenges. Research shows **80% of parents** experience significant worry, and **42%** meet the clinical threshold for PTSD symptoms. This programme will aim to address these issues by providing educational resources for schools and families and helping develop practical tools that improve confidence and wellbeing.

Alzheimers Research

Alzheimer’s has been an issue close to Iceland’s heart, therefore IFCF has been donating to causes surrounding this since 2011. Since then, £10 million has been donated to establish the new UK Dementia Research Institute, over £5 million has been raised to support Alzheimers Research UK’s vital projects and we have trained every single colleague to be a dementia friend- which is a retailer first. In 2023, we also donated over £1 million to The National Brain Appeal to help create the first rare dementia support centre. This was made possible by the fundraising done when IFCF Chairman, Richard Walker, took on the incredible challenge of climbing Mount Everest.



Orchard Project

IFCF has entered a 3-year partnership with The Orchard Project, the UK’s only charity dedicated exclusively to creating, restoring, and celebrating community orchards. In 2026, IFCF donated £50,000, contributing to the planting of new orchards across London, Swansea, and Glasgow. These orchards will bring together local communities, encourage healthier lifestyles, and support long-term environmental improvements within urban and suburban areas. Alongside orchard creation, IFCF is supporting The Orchard Project’s nationwide schools programme, introducing nature-based learning into the curriculum through the creation of outdoor learning spaces. This partnership reinforces IFCF’s long-standing commitment to environmental action, children’s wellbeing, and community investments.



Iceland Foods Charitable Foundation

Our additional partners

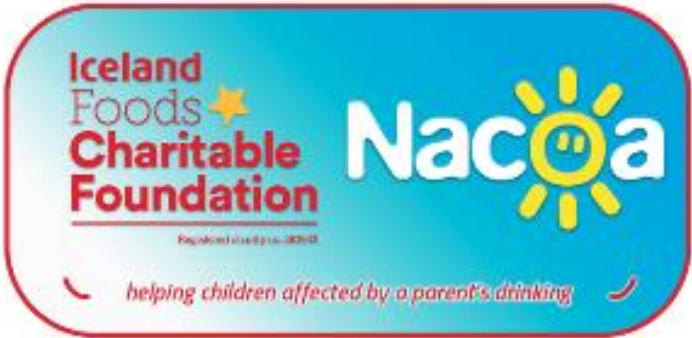
National Association for Children of Alcoholics

The Iceland Foods Charitable Foundation (IFCF) is proud to be supporting Chasing Yesterday Marathons, an extraordinary Guinness World Records™ attempt raising awareness and funds for Nacoa (National Association for Children of Alcoholics), IFCF's charity partner.

The event will bring together supporters and advocates, including IFCF trustee, Lord Richard Walker, Rt Hon Jonathan Ashworth CBE, Michelle Heaton and Chanita Stephenson, to raise awareness and funds for Nacoa's work.

To help maximise the impact of the challenge, **IFCF will match donations from Nacoa's London fundraising event up to £25,000**, doubling the funding available for the charity's Schools Programme and helping reach even more children in need.

Through our partnership with Nacoa, IFCF is helping more children affected by parental alcohol misuse access vital support at an earlier stage. Together, we have already helped expand Nacoa's Schools Programme to more than 100 schools across the UK, creating safe spaces where children can speak openly, access support and know they are not alone.



Alder Hey



IFCF has donated over £6 million to children's charities since its beginning. This year they have partnered with Alder Hey where 900 children are treated every single day. This donation comes from the exclusive Mumsnet range, where 5p from each sale is donated to Alder Hey, IFCF will then match the total up to an additional £50,000.

Pennies!

Pennies is a charity that works to grow micro donations at the till by offering customers the option to donate digitally when they pay via card. This was tested in our Deeside colleague store before rolling out to all stores nationally. This will fund the various partners and workstreams of IFCF.



Governance

Sustainability is built into how we work at Iceland. The ESG steering group meets quarterly to provide oversight of workstreams being undertaken by project teams and outline any challenges, which may be taken to the executive board where needed. We are also continuously monitoring colleague feedback for things that are working well and areas for improvement.

Purpose

Iceland's purpose is to deliver sustainable, profitable long-term growth for the benefit of all its stakeholders. The directors engage in daily dialogue with colleagues at head office and through frequent visits to stores throughout the country. Employees are kept informed of the Group's purpose, performance and activities through regular briefings and staff updates including monthly area and head office newsletters. Colleagues are also given the opportunity to communicate their ideas to all levels of management, both directly, through regular Pulse attitude surveys, and through employee-nominated Talking Shop representatives.

Composition

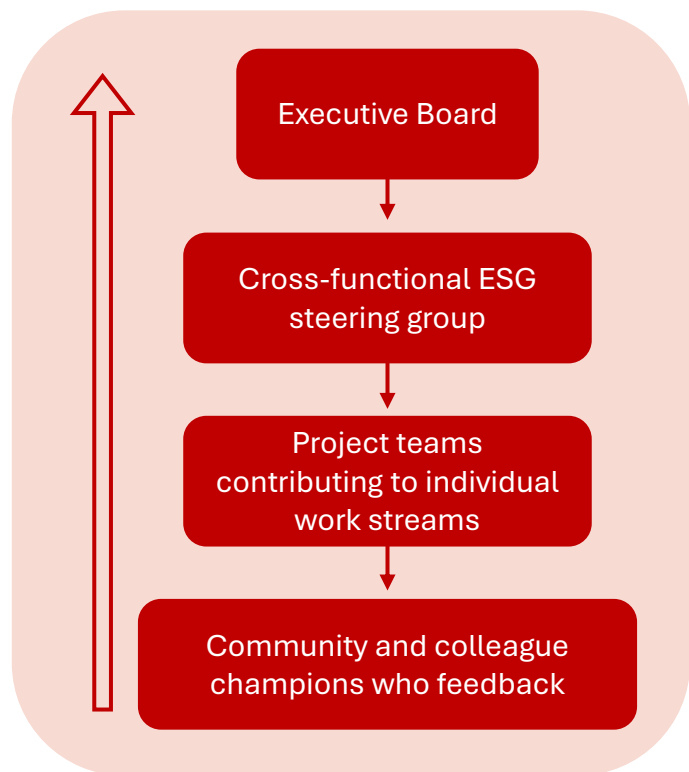
Iceland has a separate Executive Chairman and Chief Executive Officer to ensure that responsibilities, accountabilities and decision making are balanced effectively across the Group. As of the year-end the Board comprises the Founder, Chairman, Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer and two Non-Executive Directors. The wider trading board of Iceland Foods Limited includes our Legal Director and other department Heads (such as IT, e-commerce, Supply Chain, Buying, Retail Operations, HR, Marketing and Central Services).

Sustainability Governance

The Board holds ultimate accountability for the oversight of climate-related risks and opportunities, ensuring they are integrated into the company's strategic direction and risk management framework. Climate and environmental risks are reviewed regularly through updates from the Environmental Steering Group (ESG), chaired by the Executive Chair. The ESG provides timely insight and escalation of material issue to the Board. An annual Board-led review of Environmental, Social, and Governance (ESG) materiality is conducted to reassess priorities, track progress, and inform forward planning across key impact areas.

Business Leads

Responsibility for identifying, assessing, and managing climate-related risks and opportunities at the operational level is delegated to relevant Business Leads, ensuring accountability is embedded within core business functions. These Leads report progress and emerging risks or opportunities through the quarterly Environmental Steering Group (ESG), which provides a formal mechanism for cross-functional review, challenge, and alignment. Material or enterprise-level issues are escalated by the ESG Chair to the Executive Chair and discussed at weekly Board meetings, enabling timely strategic oversight and decision-making.



Ethics

In order to ensure that Iceland is able to act responsibly in all commercial and trading activities, it is Iceland's aim to endeavour to establish that the working conditions of people working for and within the supply base meet relevant international standards. This is to give Iceland customers the confidence and assurance that everything we sell is manufactured under decent conditions, and everyone involved is treated fairly.

Slavery and Human Trafficking

Since Iceland was founded in 1970, we have always sought to “do the right thing” and conduct our business according to sound ethical principles. Accordingly, we have a zero-tolerance policy towards modern slavery and human trafficking. We do our utmost to treat our own employees fairly, and are committed to paying them as well as we can. We expect our suppliers to ensure respect for the human rights and welfare of their employees, and to take all necessary measures to guard against modern slavery and human trafficking in their own supply chains. Specifically, we require all our suppliers to comply with our Iceland Worker Welfare Policy. You can find our full modern slavery statement [here](#).

All supplier operations across the U.K., who are using labour providers, must be licensed by the Gangmaster & Labour Abuse Authority (GLAA). Iceland has signed up to the GLAA Supermarkets and Suppliers Protocol, which outlines the commitment to worker welfare policies and sharing any information on workplace conditions as well as possible breaches of the Licensing Standards.

Risk Assessment

All suppliers and manufacturing sites producing for Iceland must register on Sedex. Suppliers or sites must complete a self-assessment Sedex questionnaire, and this must include details of all temporary staff, labour agencies or homeworkers used. Once this has been completed, Suppliers and manufacturing sites will be assigned a risk rating of High, Medium or Low which must be used to determine the level of compliance with the requirements detailed above and also, whether an ethical audit is needed. If an ethical audit is deemed to be needed, Iceland will advise the supplier and/or manufacturing site of this, and this will usually be carried out by an approved third party ethical audit provider

Iceland in the Future

Iceland Group companies will continue to work with suppliers to improve all aspects of the supply chain and we will remain resolute in our zero-tolerance policy to slavery and human trafficking. We will undertake further education and training of all appropriate employees. We also remain committed to working with third parties, including the British Retail Consortium and GLAA, and to developing relationships with other bodies including Stronger Together and relevant NGOs and initiatives.



Additional Reading

We update our Doing it Right Website with our latest statistics as well as uploading news articles to our [‘Latest Sustainability News’](#) section. Therefore, here is the best place to keep up to date with us throughout the year.

[Homepage - Iceland – Doing it Right](#)

We also have our Affordable blog where we post money and energy saving tips alongside recipes for healthy meal ideas.

[Affordable Recipe Blog | Affordable money saving tips](#)

Doing it Right
Iceland

