

Iceland

Doing it Right

OUTLINE PLAN AND TARGETS

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OPERATIONAL HIGHLIGHTS



Over 4m

Customers
per week



980+
UK stores
30,000
Colleagues



**Capacity
to offer
1m delivery
slots per week**



Multiple
Customer and
industry
awards



**Multi –
channel
presence**

INVESTORS IN PEOPLE®
We invest in apprentices Gold



SUSTAINABILITY HIGHLIGHTS



Frozen food

shown to reduce
family food bills

by **30%**



19.2 %

reduction in food
waste v 2018
baseline



74 %

actual reduction
in operational
(scope 1 and 2)
Carbon v 2011 baseline



20.5 %

reduction in own
label plastic
packaging v 2017
baseline



£2m

in partner
microloans as part
of an ethical credit
Food Club trial
(2020 – 22)

DOING IT RIGHT: GOVERNANCE STRUCTURE



DOING IT RIGHT: CONTEXT AND PURPOSE



Our purpose...

We seek to build a profitable and responsible business that does the right thing for our colleagues and customers, the communities we serve, the planet and future generations.



Committed to the British high street for **53 years**



The **UK's specialist** in frozen food



Family founded, owned and run – investing for long term



Serving the nation's poorest communities



Focused on quality, affordable **food for families**



30,000 colleagues embedded in their communities



1,000 Talking Shop representatives help drive strategy



Driving positive change through **strategic philanthropy**

SERVING SOME OF THE UK'S POOREST COMMUNITIES

Iceland store locations v Government indices of multiple deprivation



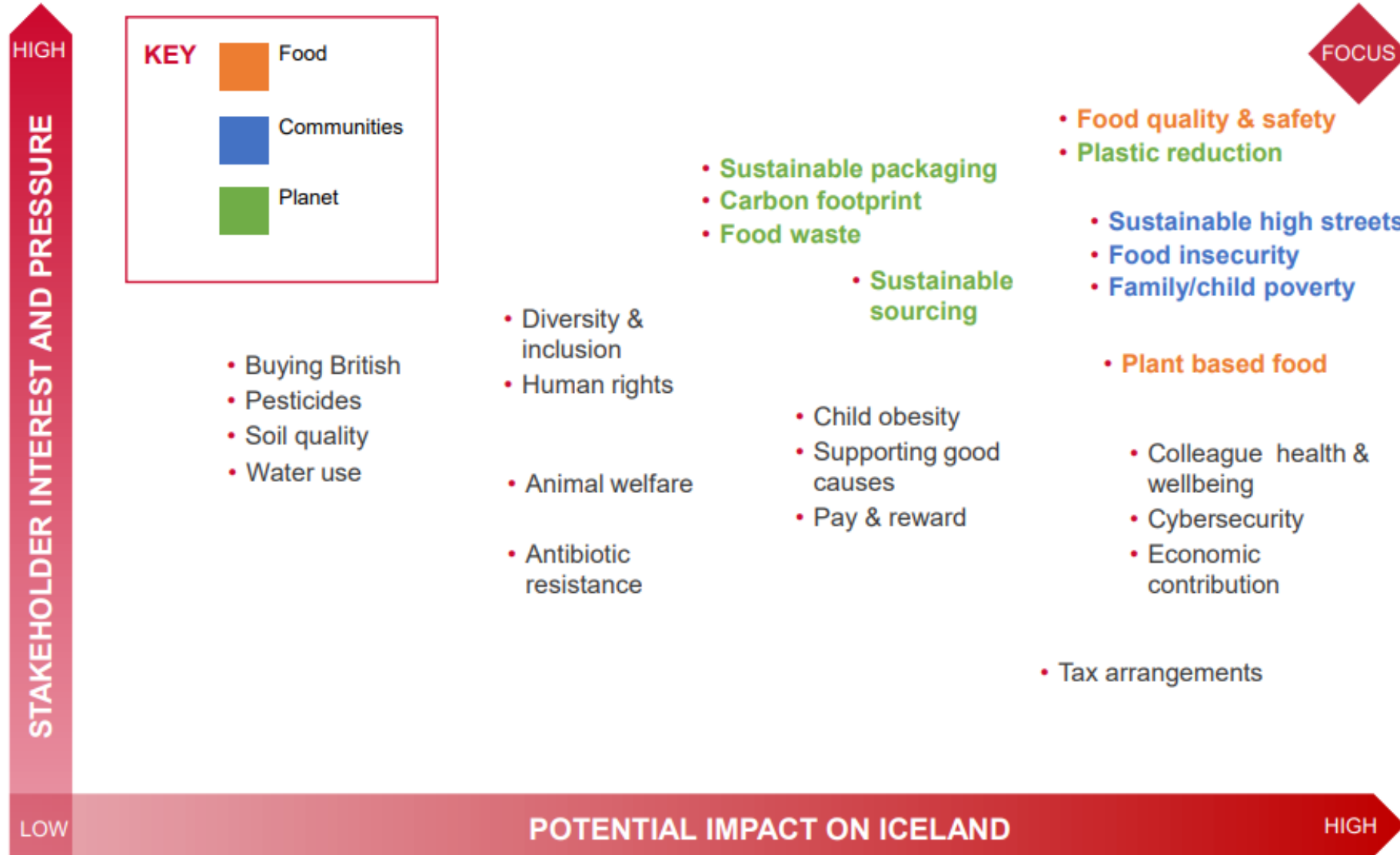
COMMUNITY CHAMPIONS

76% of Iceland colleagues live within walking distance of their store

DOING IT RIGHT PRINCIPLES

1. **Never underestimate what a business can achieve**, if it cares enough
2. **Be curious.** Don't just listen to corporate group-think or get stuck in echo chambers. Get out and see issues for yourself. Talk to real people and work with them to find solutions
3. **Play to your strengths.** Ask where you can make the greatest difference
4. **Be a player** not a commentator
5. Be courageous and don't fear failure. If you act ethically and do the right thing, people will root for you. If you challenge powerful lobbies, they will bite back
6. **Welcome collaboration.** Some of the most effective partnerships come from unlikely bedfellows
7. **Make it personal.** Take it from the boardroom to the shop floor, the community group and the school assembly
8. **Don't let perfect be the enemy of good**, but always be progressive
9. **Focus on the endgame.** Stick with your vision however bumpy the journey can be
10. **Share progress and results.** Be transparent on the scale of the challenge and what is being done to meet it

STRATEGY FOCUSED ON MATERIAL ESG ISSUES



***We pride ourselves**
on our close working
relationship with
diverse stakeholders*

***We collaborate**
with colleagues,
customers, suppliers and
partners to understand
issues and improve our
business. Together we
find innovative new ways
of working*

DOING IT RIGHT: KEY THEMES



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



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

SELL AFFORDABLE, QUALITY FOOD



FOOD

We will sell affordable, quality food and help our customers eat well

We will ensure the business is optimised against the changing regulatory and consumer environment

EATING WELL

- | | | | | |
|--|--|---|--|---|
| 1) Promote the NHS Healthy Start Scheme and Best Start Foods on 90 million milk bottles in 2022 and 2023 | 2) Report on the proportion of healthy food¹ we sell by June 2022 | 3) Play our part in national changes to the formulation and marketing of HFSS foods including trialling three HFSS compliant stores by October 2021 | 4) Through our exclusive partnership, maintain Slimming World as the number one frozen healthy eating brand in the UK over the next three years | 5) Create a programme to help families improve their meal planning and cooking skills as a focus for 2022 |
|--|--|---|--|---|

AFFORDABLE, QUALITY FOOD

- | | | |
|---|--|--|
| 6) Ensure Iceland own-label food suppliers hold a current BRC Grade A+ or B Global Standard for Food Safety or GFSI via the unannounced programme, with a scope that is appropriate for the product | 7) Test the safety of our products using a risk-based approach and independently accredited laboratories | 8) Play our part in the development of industry food safety policy standards |
|---|--|--|

PLANT-BASED FOOD

- | |
|--|
| 9) Through our investment in the LiveKindly collective, continue to grow our share of the plant-based food market over the next three years |
|--|

1. Non-HFSS as per Government guidelines. Plus weight-based and sales percentage of own-label fruit and vegetables; and weight-based and sales percentage of animal protein.

SELL AFFORDABLE, QUALITY FOOD



COMMUNITIES

We will be the hero of
the High Street.

SKILLS AND OPPORTUNITIES

1) Provide 1,500
Apprenticeships every year

Grow Store Manager internal
succession by 20% **by the end of
2023** v 2021

2) Provide **equal pay for equal
work**, irrespective of age or tenure

Continue consistent, sustainable
reduction in the **gender pay gap**

3) 100% store participation in
**Talking Shop representation
scheme by end of 2021**

FOOD INSECURITY

4) **Trial ethical credit** in eight
communities in 2021 and
report on social impact in **2022**

5) Measure and report on the **impact of
freezer ownership** on families' food
security and healthy diet in **2022**

6) Donate a **million
meals** to hungry families
annually **by 2022**

COMMUNITY ADVOCATES

7) Partner with **The Big
Lunch** to support their work,
bringing together 20 million
people in our communities in
2021 and 2022

8) Through IFCF¹, engage all
colleagues in support of the
Action For Children Winter
Campaign at **Christmas 2021**

9) Through IFCF¹, help **Surfers
Against Sewage** complete a
community Million Mile Beach
Clean in **2021, 2022 and 2023**

10) Through IFCF¹, work
with the **Welsh Wildlife
Trusts** to restore and
protect seven peatlands by
2022

HIGH STREET

11) Commit to providing **free home
delivery to customers** (subject to
minimum spend)

COMMUNITY WELLBEING

12) Through IFCF¹ continue to
recruit partners to the Sepsis
Savvy campaign to help
communities save lives

13) Commit to raising **£1million** for
good causes **every year**

1. Iceland Foods Charitable Foundation

SELL AFFORDABLE, QUALITY FOOD



PLANET

We will give our customers sustainable choices

We will play our part in reducing environmental impact. We aim to democratise sustainability, enabling everyone to make better choices, whatever their circumstances.

We will address sustainable product sourcing, taxation and the regulation of carbon, plastic and packaging alongside consumer sentiment.

ANIMAL WELFARE

- | | |
|---|---|
| 1) Stop the sale of caged hens eggs by 2025 | 2) Support the ADHB Dairy Calf Strategy from 2021 |
|---|---|

SUSTAINABLE SOURCING

- | | | | |
|---|---|--|---|
| 3) Tackle deforestation by implementing a sustainable timber policy and maintaining a ban on any palm oil as an ingredient in own-label food | 4) Tackle deforestation through strong support for industry lobbying on unsustainable soy production | 5) Support sustainable aquaculture by using MSC accreditation of own-label fish and seafood | 6) Support ocean plastic reduction through membership of the Global Ghost Gear Initiative from 2021 |
|---|---|--|---|

CARBON

- | | |
|---|--|
| 7) Publish our Scope 3 emissions in 2021 | 8) Reduce our Scope 1,2 and 3 emissions to net zero for all GHGs by 2040 |
|---|--|

FOOD WASTE

- | | |
|--|---|
| 9) Reduce our operational food waste by 50% by 2030 v 2018 | 10) Help our customers reduce food waste by promoting the Love Food Hate Waste Campaign from 2022 onwards |
|--|---|

PLASTIC AND PACKAGING

- | | | | | |
|---|---|--|---|---|
| 11) Remove plastic packaging from our own-label packaging by the end of 2023 v 2017 | 12) Reduce our overall packaging by 10% by the end of 2023 v 2018 | 13) Introduce 100% recyclable packaging across our own-label food by the end of 2023 | 14) Continue to report transparently on Iceland's entire plastic packaging footprint annually from 2020 | 15) Expand film recycling for customers to all Food Warehouse stores by the end of 2022 |
|---|---|--|---|---|

Iceland
Doing it Right

THE POWER OF STRATEGIC PHILANTHROPY ICELAND FOODS CHARITABLE FOUNDATION

50 Years of giving: £31m donated



£17 million raised to help beat dementia and counting
30,000 colleagues trained as dementia friends



£7 million donated to children's charities



Lead partner of SAS **Million Mile Clean** and co-founded the SAS Plastic Awards



Inspired **750,000 hours** for children through Backyard Nature Campaign



Development of **two lifesaving campaigns**, Schools Against Sepsis and Sepsis Savvy



405 local charities supported by Iceland stores

Working Together to make life better for everyone



FUNDING LEADS

Sir Malcolm Walker
Dementia

Tarsem Dhaliwal
Wellbeing

Richard Walker
Environment

Paul Dhaliwal
Children

DOING IT RIGHT



FOOD

SELL AFFORDABLE, QUALITY FOOD



COMMUNITIES

BE THE HERO OF THE HIGH STREET



PLANET

GIVE OUR CUSTOMERS SUSTAINABLE CHOICES

For “Doing it Right” activity updates
[Homepage - Iceland – Doing it Right](#)

For more on Iceland Foods Charitable Foundation
<https://ifcf.org.uk/>

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