



## SUSTAINABILITY COMMITMENT REPORT 2024



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## A MESSAGE FROM OUR CEO



**F**ounded as a family-owned organisation in 1961, Spinneys continues to grow and invest in its people, partnerships and communities. Reflecting on the past 'Year of Sustainability', where our esteemed leaders hosted global delegates for the United Nations' 28th Conference of Parties on Climate Change, we are more confident than ever that taking a stakeholder-led approach is the right way to do business. We are pleased to take the next steps on our responsible retail journey with our first Better Together report.

In this report, we proudly publish the details of our Better Together 2030 Sustainability Strategy, which addresses the issues that matter most to our business, people and the environment. We are pleased to share the details of our company's commitments to responsible retailing, including our plans to tackle Climate Change, and the many other sustainability topics that the company will address by 2030. We look forward to reviewing and publicly reporting our performance on an annual basis against the 2030 targets we have set.

We are also delighted to share some of our recent highlights and achievements summarised on pages 12 and 13, from being the first retailer in Dubai to ban single-use plastic carrier bags, to launching the Farm to Table Programme, which has educated over 100,000 individuals about healthy and sustainable diets.

When I look back at my time at Spinneys, from Customer Service Assistant to Chief Executive Officer, I see a company whose DNA is defined by a culture of honesty, integrity, and a deep-rooted responsibility toward our people and the planet. We believe that being the 'best, not the biggest', is the path to a sustainable future. When I look at our diverse and dedicated teams, I know that we are prepared to respond with urgency, in line with our company purpose: to 'nourish and inspire our communities to live better lives, day by day'.

*Sunil Kumar*  
CEO





Spinneys opened its first store in 1962, and has since expanded to operate 75 stores across the UAE and Oman. The first Spinneys supermarket in the Kingdom of Saudi Arabia is due to open in the first half of 2024.

A team of more than 4,000 staff operate all stores in the UAE, supported by 200 colleagues based at the company headquarters in Dubai. Spinneys' Oman operation comprises 5 stores, with a local supporting office of colleagues.

The company operates its own vertically integrated warehousing and logistics service, with a combined workforce of more than 500 individuals. It also operates three vertically integrated manufacturing facilities, whose 260 staff produce and process a range of fresh SpinneysFOOD products from baked goods to Halal certified fresh meat and fresh flowers. Spinneys' factories continue to hold ISO 22000, HACCP, ESMA Halal and ESMA Organic certifications.

Spinneys is the exclusive supplier of Waitrose & Partners products in the UAE, managed through a license-based arrangement with Waitrose & Partners UK. The commercial partnership has also led to the successful launch and expansion of 15 Waitrose & Partners branded stores across the Emirates, operated by the Spinneys business.



### OUR BUSINESS IN NUMBERS





## ABOUT THIS REPORT

**T**his inaugural Better Together report is Spinneys' first formal sustainability report. It sets out Spinneys' corporate sustainability commitments from 2024 to 2030, outlining the material focal areas, issues and initiatives that the business will address and deliver by 2030 and beyond.

The report details the aims, commitments, targets and key actions for each strategic pillar of the Sustainability Programme. It also describes how the programme scope is defined, reviewed, governed and managed.

This document should therefore be regarded as a 'Commitment Report', and not a 'Progress' or 'Performance' report. It will, where relevant, provide an indication of how the company expects to quantify and measure progress going forward.

Our main objective is to provide transparency to all interested stakeholders about the strategic commitments and actions that evidence Spinneys' commitment to material sustainability topics.

The Better Together 2030 strategy, and this report, have been prepared with consideration of the GRI Reporting Standards, to facilitate the publication of GRI-aligned annual performance reports from 2025.

### Report Scope

The company commitments, targets and key performance indicators (KPIs) outlined in this report relate to the operations, assets and functions of Spinneys.

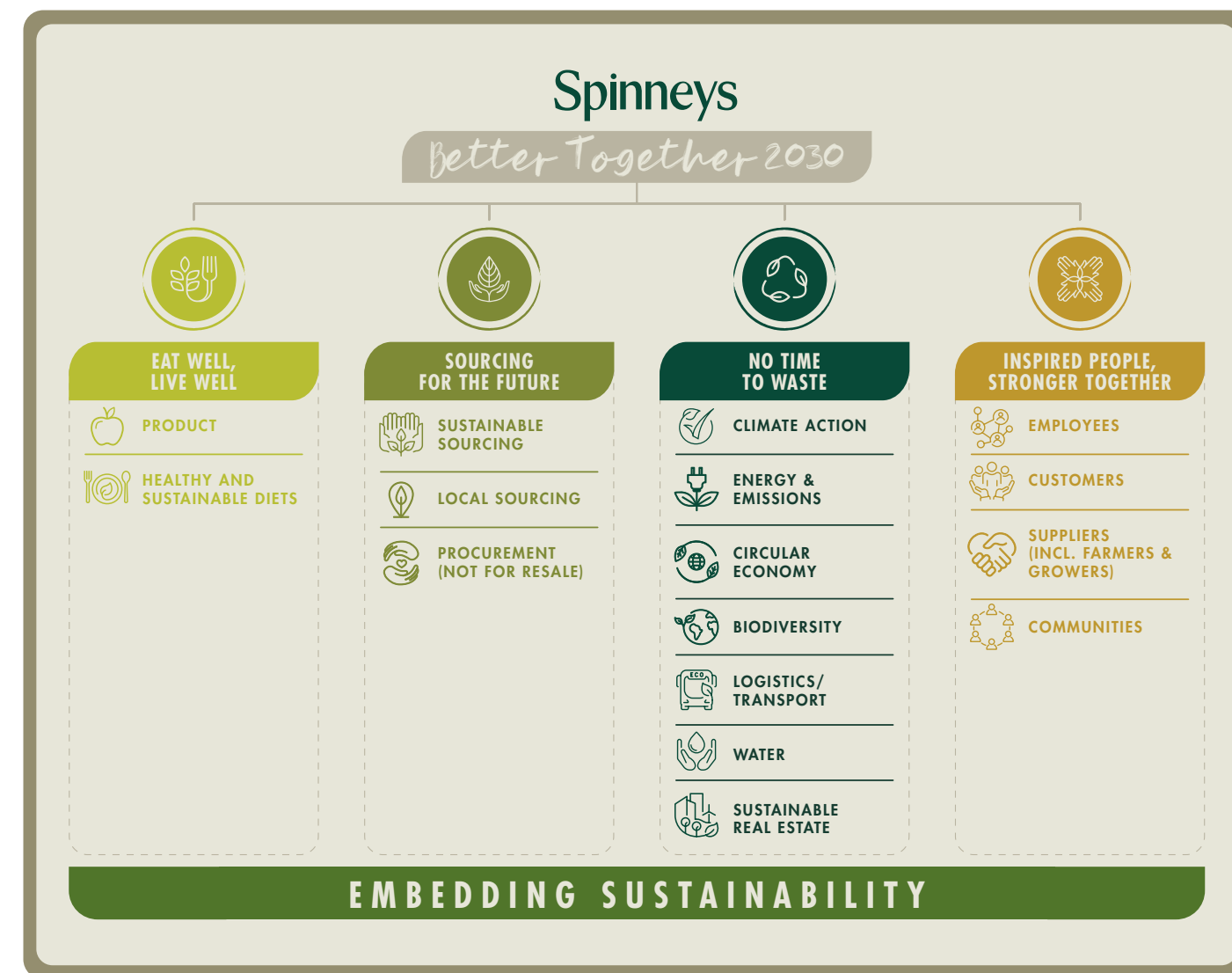
This includes:

- Spinneys' owned properties, assets and operations.
- Stores and operations in rented space.
- Stores operated in the UAE under the Waitrose & Partners brand.
- Direct employees of the company.
- Own brand products e.g. SpinneysFOOD, SpinneysKITCHEN, SpinneysHOME and SpinneysWELLNESS.



## BETTER TOGETHER 2030 OVERVIEW

**T**he Better Together Strategy incorporates four pillars addressing the most material environmental and social topics for Spinneys (Figure 1). It is underpinned by an 'Embedding Sustainability' platform, which articulates how the business will govern, support and enable programme progress, for example, through formal training, the assigning of KPIs and shaping reporting practices.



Alignment with Sustainable Development Goals of greatest material relevance to Spinneys:



Figure 1



**HOW WE DEVELOPED THE BETTER TOGETHER STRATEGY**

Starting with Spinneys' long-held value of 'responsible retail', an internal, multi-stakeholder roundtable was launched in 2021 to shape a strategy framed around the topics of greatest relevance to the business, and with consideration of the Sustainable Development Goals (SDGs).

A digital engagement platform provided by a local sustainability consultancy was used to facilitate this process during the Covid 19 pandemic. The roundtable culminated in a shortlist of the SDGs of greatest material relevance to Spinneys and a detailed 2030 plan.

To ensure robustness and alignment with future ESG reporting standards, in 2022, a second sustainability consultancy was engaged to carry out a materiality gap-analysis and benchmarking exercise. Following this, a series of further stakeholder engagements across departments ensured the plan was aligned with local and global standards, regulations and best practices in retail. Accountability for each pillar's targets, KPIs and actions was assigned to Executives in the leadership team.



**SETTING OUR AMBITION**

To ensure the strategy was appropriately ambitious, Spinneys profiled all targets and actions against an 'Aspiration Spectrum' (Figure 2). Using this tool throughout stakeholder engagements created the conditions for rigorous discussion, encouraging teams to review their existing plans and goals on a scale from 'Complying' with regulation, to 'Transforming' sector practices and standards.

**Sustainability – calibrating company level Commitments & SKPIs**

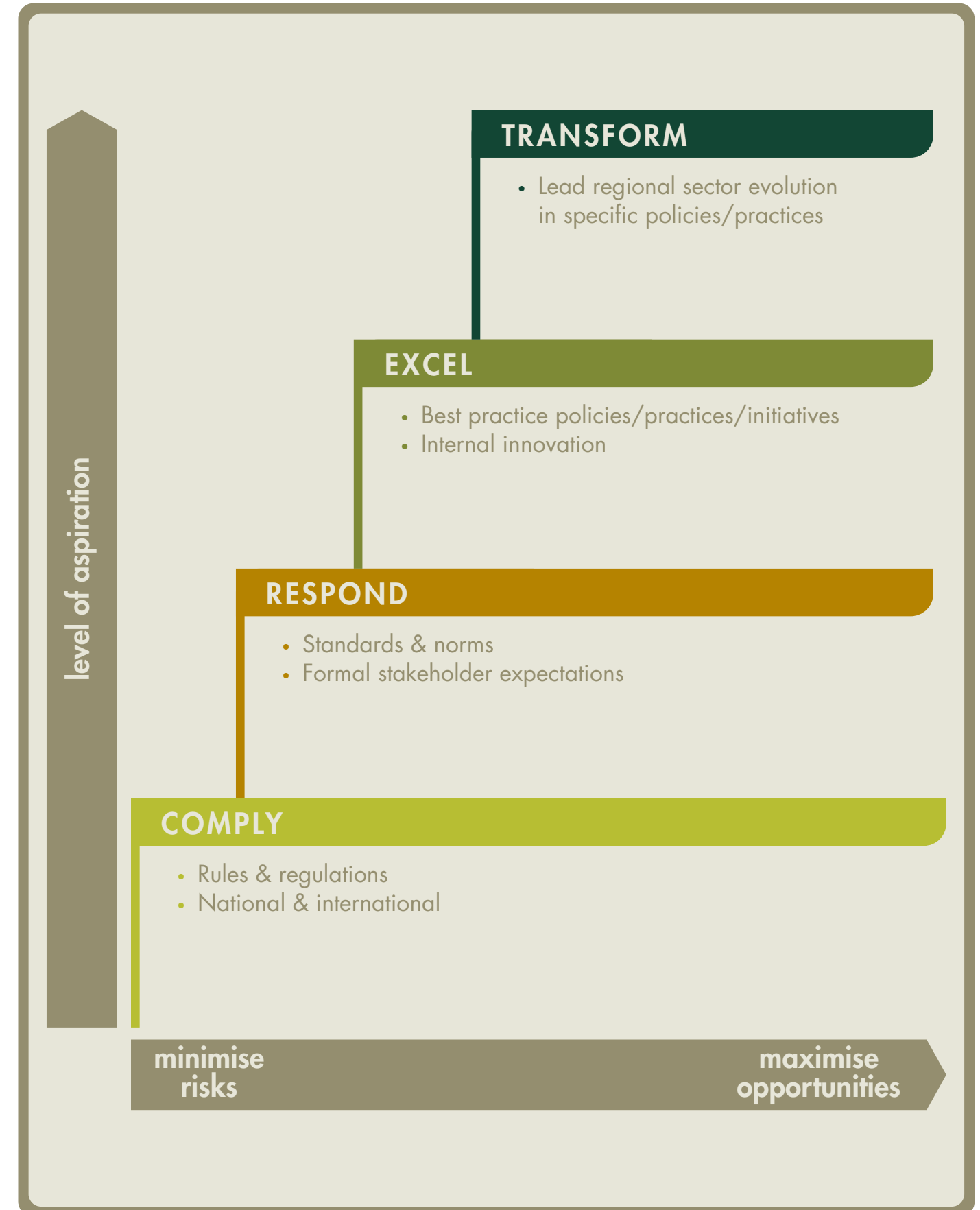


Figure 2



# PURPOSE-DRIVEN RETAIL

**A**t Spinneys, we start from the belief that our business exists not only to increase shareholder profits, but to create and deliver long-term value for people and planet.



Inspirations from our colleagues' journeys and focus on health, well-being as well as indulgence.



Strong link to food  
Holistic – nourish body, mind & soul.

To nourish

and inspire

our

communities

to live better lives,

day by day.



We strive to be a pillar throughout our communities – the Spinneys family, our suppliers and our communities of customers.



It's personal for us. We treat our customers with personalised service.



Ongoing consistency and resilience.



Healthier, happier, more meaningful, tastier and more sustainable.

# HOW WE DEFINED OUR PURPOSE



**T**o create a relevant and compelling company Purpose, we engaged an external consultancy to lead a multi-stakeholder process, bringing the business together in shaping a statement that was strategic, authentic and inspiring.

During a series of 12 workshops with employees representing each function and seniority level, a purpose mission and statement was created, using insights provided by Spinneys' customers and suppliers.

Since its internal launch, our Purpose Statement has been used to facilitate a deeper connection between colleagues and the company. For example, we provided a two-day training course for junior colleagues to reflect

on their own personal purpose at work, with the aim of inspiring them to achieve their own career goals at Spinneys and beyond. Regular internal communications, such as the Spinneys monthly newsletter, continue to recognise individuals and teams who demonstrate a commitment to delivering the company's Purpose through their daily work.

To further embed the Purpose into company culture, it was subsequently translated into nine company 'Habits', which encapsulate the values, behaviours and actions behind Spinneys' culture, and which enable teams to bring Spinneys' Purpose to life every day.



# REPORT HIGHLIGHTS

**Winner:**  
Responsible Retailer of the Year, at the Retail ME Awards 2022.



**Winner:**  
Gulfood Food Waste Management Green Award 2023.



**74 stores** donate to food redistribution charities daily, through partnerships with the UAE Food Bank and Emirates Red Crescent.



We have rewarded **over 2 million customers** for bringing their own reusable bags to store, with a 25 fils discount from their bill.



Since 2023, we have added **over 1,300 products** to our Spinneys own brand portfolios, offering high-quality value for customers in all categories.



**26 local businesses** have been listed with Spinneys since the launch of the Local Business Incubator Programme in 2020.



The Spinneys Dubai 92 Cycle Challenge, which is sponsored and organised by Spinneys, is now a UCI Gran Fondo World Series Event, giving participants the opportunity to qualify for world championships every year. The Spinneys Dubai 92 had a record **6,557 participants** in 2024: the youngest being 2 and the eldest, 85.



We have **saved 484 tonnes of single-use plastics** from our checkouts annually by eliminating all single-use carrier bags in both Abu Dhabi and Dubai, ahead of regulation.



In 2021, Spinneys opened its **first sustainable concept store**, dedicated to trialing new shopping initiatives, educational events and local sourcing.



**Over 100,000 individuals** have been involved in our Farm to Table Healthy and Sustainable eating programme, whether in the school classroom, visiting a farm, Spinneys store, or attending a cooking class.





# EAT WELL, LIVE WELL



**H**ow we create products that help our customers live more healthily and sustainably.

'Eat Well, Live Well' is Spinneys' company ethos. Core to our company's Purpose (see p10), we fundamentally believe that a good life starts with good nourishment, which means safe, nutritious and sustainable food. Offering our customers more sustainable and healthier choices, is what we have become known for in the communities we serve\*.

Looking ahead, we recognise that we have a role to play in improving nutritional health and well-being in the UAE. According to the Global Nutrition Report, 44% of adult women and 30% of adult men live with obesity in the UAE, higher than the regional average

of 10% and 7%, respectively.\*\* Spinneys is committed to meeting the UAE's National Nutrition Strategy Goals by 2030, through our own brand product ranges and ingredients, and on-pack labels and in-store communications.

Our own brand SpinneysFOOD and SpinneysKITCHEN ranges are at the heart of this pillar. The Eat Well, Live Well action plan prioritises making it easier for customers to eat better and consume more sustainably, such as replacing less nutritionally favourable ingredients in our ready meals, with healthier ones.

Over the coming months and years, we will continue to evolve our own brand products and ranges to address key nutritional, health and environmental goals.



## CASE STUDY: SPINNEYSFOOD FRONT-OF-PACK NUTRITIONAL LABELLING

To help our customers make more informed dietary choices when shopping with us, from 2021 we started updating our own brand food packaging to incorporate a new front-of-pack nutritional label.

Learning from best retail practices and the 'Nutri-score' system adopted in European markets\*\*\*, we developed our own blended nutritional label, calling out the key 'unfavourable' food composition elements (sugar, salt, fats and saturates), as defined by the World Health Organisation. We overlaid this information with red, amber and green traffic light colours, as defined by the Nutri-score rating system.

By highlighting the higher-risk food composition elements that contribute to lifestyle illnesses such as heart disease, diabetes and obesity, Spinneys is raising awareness of key dietary information for customers, and in turn, supporting the UAE's 2030 National Nutrition Strategy. Where our products are not sold in a

pre-packaged format, for example, freshly-prepared counter foods and salads, we provide a QR code in-store and on the price tag, which gives customers a nutritional breakdown on their smart phones.

The label will be applied to all Spinneys own brand food products.

\*Nielsen Brand Equity and Customer Experience Report, 2021.

\*\*Global Nutrition Report, 2023 <https://globalnutritionreport.org/resources/nutrition-profiles/asia/western-asia/united-arab-emirates>

\*\*\* Nutri-score Blog, 2023 <https://nutriscore.blog/15/08/2023/a-case-study-of-nutri-score-in-the-ocde-report-healthy-eating-and-active-lifestyles-best-practices-in-public-health/>



# EAT WELL, LIVE WELL COMMITMENTS, TARGETS AND GOALS

## OWN BRAND PRODUCT RANGES



We will proactively develop our private label product ranges to meet our customers' evolving expectations for healthy and sustainable food.

### How we will do it

- By providing plant-based alternatives and options in relevant food categories for flexitarian, vegetarian and vegan consumers.
- By making 'Eat Well' a SpinneysFOOD nutritional attribute, for foods scoring higher on a nutritional index, with a new label for on-pack communication.
- By increasing the size of our range of 'Eat Well' products within SpinneysFOOD across fresh and non-fresh categories including meal solutions, frozen, cereals, pulses, snacks, drinks and food, to 50% by 2030.
- By increasing our fresh organic produce range count to 20% of SpinneysFOOD products by 2025, to make it easier for customers to find and buy organic.

All products in the SpinneysFOOD range will comply with at least one relevant sustainability related external standard by 2030.

### How we will do it

- By putting sustainability standards in place for all SpinneysFOOD products containing: sugar, paper, palm oil, soya or cocoa (as priority raw materials for Spinneys), by 2025.
- By complying with Leaf Marque standards for all imported EU & UK produce by 2027, and for all SpinneysFOOD fresh produce by 2030.
- By ensuring our H&B ranges are certified Cruelty Free by 2026.

## OWN BRAND NUTRITION



We will ensure that fat, salt and sugar levels in SpinneysFOOD meet UAE Nutrition Strategy 2030 guidelines.

### How we will do it

- We will meet the UAE National targets before 2030, with a specific timeframe to be set in 2024 (also see under People / Government).
- We will revise our nutrition traffic light criteria used for SpinneysFOOD, and design additional labelling options such as the 'Eat Well' label, to encourage healthy eating by end of 2025.
- We will set a target to reduce the proportion of 'red' traffic lights in relevant categories.

## QUALITY & SAFETY



We will continuously strive for the best possible product quality and safety of all our products and will set annual targets to demonstrate our progress.

### How we will do it

- By reviewing and revising our Private Label and Clean Label Policies annually, to ensure alignment with evolving regulatory developments and best industry practice.
- By maintaining our ISO 22000 Food Safety Management certification.
- We will maintain our commitment to Spinneys private label products not containing any artificial colours, flavours, trans fats or hydrogenated vegetable oils or fats.
- We will use ingredients in our private label products that are as close to nature as possible.



### HOW WE WILL MEASURE PROGRESS FOR EAT WELL, LIVE WELL



## CASE STUDY:

# PROMOTING THE 'POWER OF PLANTS'

If we can inspire our customers to transition to a diet made up of more plant-based foods, we know we can help our communities live more healthily and reduce their greenhouse gas emissions. To help achieve this, in January 2021 we launched Spinneys' first 'Power of Plants' campaign; a sustainable lifestyle event promoting our vegetarian and vegan own brand and branded product ranges, recipe inspiration and cooking tips.

Using the campaign to inspire and nudge our customers to make plant-based swaps, we developed a communications plan featuring unique experiences such as live cooking demonstrations on social media, and highlighted plant-based items around our stores using

curated recipe inspiration and product placement. Special branded promotions offered the chance to win health-focused prizes, such as racing bikes, in return for trying plant-based products.

To encourage customers to make plant-based foods a larger proportion of their regular diet, every year we make the Power of Plants event double the length of the typical 'Veganuary' period\*. We have also used the Power of Plants branding for our ever-expanding Spinneys own brand plant-based portfolio.

\*Veganuary, 2023 <https://veganuary.com/about/about-us/>





# SOURCING FOR THE FUTURE



**H**ow we partner with our local and global growers and producers to ensure our supply chains adhere to sustainable standards.

Striving to be 'the best, not the biggest', means that when it comes to sourcing products, ingredients and managing supplier relationships, quality is always Spinneys' priority.

Our own brand products and ingredients in the SpinneysFOOD, SpinneysKITCHEN, SpinneysHOME and SpinneysWELLNESS portfolios are sourced from trusted regional and global suppliers, selected based on our Spinneys' Private Label Policy criteria which defines Spinneys' standards covering food safety, consumer health and product quality. We review and revise our policies on an annual basis to ensure we stay up to date with the highest local and global standards.

We strive to build partnerships with our suppliers for mutual, long-term value creation, and are particularly invested in maintaining and growing partnerships with local producers and growers, such as our Farmers' Club members and Local Business Incubator Programme winners.

### A Supply Chain for the Future

Looking to the future, we are taking steps to further

safeguard our high standards.

While Spinneys would never knowingly source from any supplier contravening the values embedded in our Private Label Policy, in recent years it has become a much greater challenge for consumer goods retailers to have complete end-to-end traceability of supply, from raw ingredient to finished product.

This is due to the increasingly global and complex nature of our sector's supply chains, which includes more tiers of processing and therefore more supplier tiers, many of which are based in different markets and subject to different standards and regulations (see Figure 3).

Our Sourcing for the Future plan will introduce additional supplier sustainability standards, checks and audits to ensure we have greater traceability of supply and visibility of supply chain risks.

For our fresh produce, which typically has only one supplier tier, we are committed to raising the bar on sustainability by transitioning SpinneysFOOD fresh fruit and vegetables to the Leaf Marque certification scheme\*. Leaf Marque aims to support its grower members by continuously improving their sustainability standards. To continue our contribution to the development of the UAE farms, we also aim to share the most relevant Leaf Marque guidance with our local Farmers' Club members.

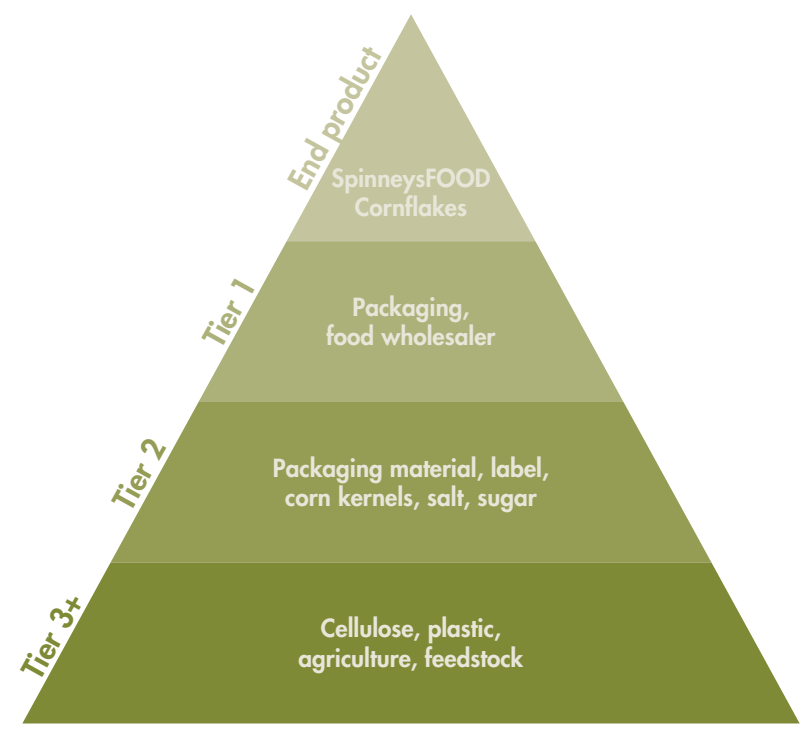


Figure 3



## CASE STUDY: SUPPORTING LOCAL FARMERS AND GROWERS

Launched in 2015, the Farmers' Club delivers on Spinneys' commitment to supporting local farming and agriculture, by offering members longer order lead times and guaranteed fulfilment. This provides farmers with greater security, in a market known for last-minute orders and cancellations. Spinneys UAE Farmers' Club members are therefore able to plan further ahead, increase their operational efficiency and reduce wastage. The Farmers' Club will soon expand its remit to become a shared learning and global best-practice forum, supporting members to continuously improve their sustainability outcomes.

We know that one of the challenges facing local growers is a lower customer perception of the quality of local produce. Spinneys strives to change this through our promotional marketing. For example, when we launched local fresh berries and tomatoes, we gave the growers and their products wide campaign coverage, featuring editorial and promotional marketing across all our channels. We are proud to use our role as a premium fresh retailer to elevate customer perceptions of local quality, which in turn, strengthens the local market.

LEAF Marque, 2023 <https://leaf.eco/leafmarque/about>



# SOURCING FOR THE FUTURE COMMITMENTS, TARGETS AND GOALS

## SUSTAINABLE SOURCING REQUIREMENTS



**Our Spinneys Sustainable Sourcing Policy Framework will be fully established by 2025.**

- How we will do it**
- By developing a full set of policies by 2025 with high priority policies being introduced / revised in 2024; compiled into the Spinneys Sustainable Sourcing Policy Framework.

**We will work with our growers to support sustainable and regenerative production practices by 2025.**

- How we will do it**
- By supporting UAE producers to continuously improve their standards on WATER, SOIL MANAGEMENT and FERTILITY and CROP HEALTH & PROTECTION from 2025, through the Spinneys UAE Farmers' Club, as a best-practice forum.

## RAW INPUTS, COMMODITIES & MATERIALS



**All raw ingredients in SpinneysFOOD lines in the top 15-20 impact categories\* will conform to at least one sustainability related standard.**

- How we will do it**
- By maintaining our RSPO certification standard of palm oil and palm oil derivatives in the SpinneysFOOD range.
  - By establishing a workforce in 2023 to begin de-risking sugar, paper, soya, cocoa and beef as priority commodity ingredients in our supply chains to ensure sustainable production and traceability by end 2025.

\*Impact categories were defined through a peer review and research of industry whitepapers e.g. WWF's Sustainable Food Basket.

**Become a leading retailer for sustainable fish.**

- How we will do it**
- By developing Spinneys' Responsible Fish Policy for fresh, frozen and canned fish by the end of 2023.

## LOCAL SOURCING & FOOD SECURITY

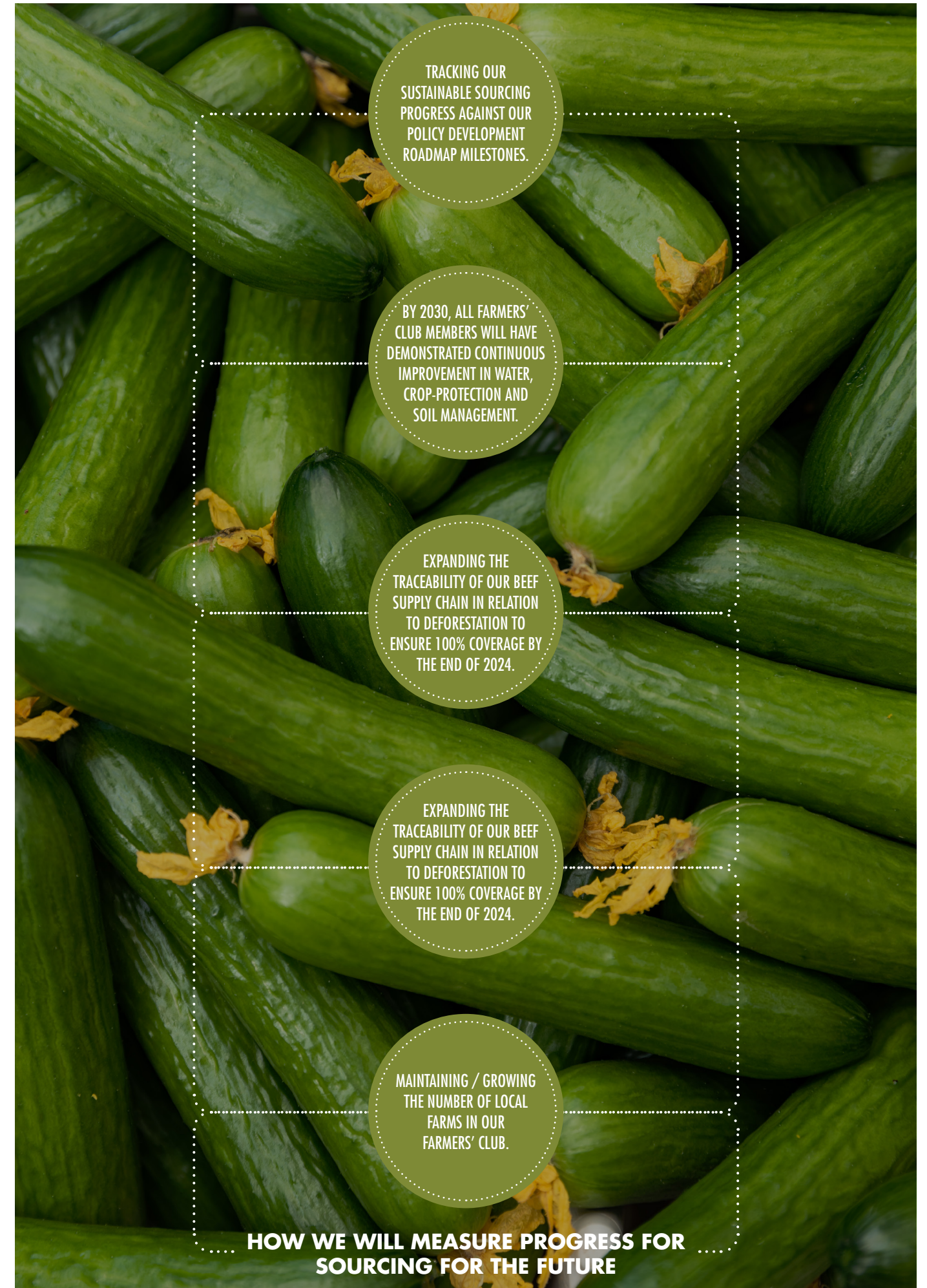


**When in season, we will work to increase quality perception of local produce and will drive demand through marketing and product placement in-store and online.**

- How we will do it**
- By using marketing campaigns, product placement and promotions to drive sales across our channels.

**We will continue and build on initiatives which support food security in the UAE.**

- How we will do it**
- By expanding the Farmers' Club to support more local producers, both on orders and on sustainability development.
  - By continuing our Local Business Incubator Programme.



TRACKING OUR SUSTAINABLE SOURCING PROGRESS AGAINST OUR POLICY DEVELOPMENT ROADMAP MILESTONES.

BY 2030, ALL FARMERS' CLUB MEMBERS WILL HAVE DEMONSTRATED CONTINUOUS IMPROVEMENT IN WATER, CROP-PROTECTION AND SOIL MANAGEMENT.

EXPANDING THE TRACEABILITY OF OUR BEEF SUPPLY CHAIN IN RELATION TO DEFORESTATION TO ENSURE 100% COVERAGE BY THE END OF 2024.

EXPANDING THE TRACEABILITY OF OUR BEEF SUPPLY CHAIN IN RELATION TO DEFORESTATION TO ENSURE 100% COVERAGE BY THE END OF 2024.

MAINTAINING / GROWING THE NUMBER OF LOCAL FARMS IN OUR FARMERS' CLUB.

HOW WE WILL MEASURE PROGRESS FOR SOURCING FOR THE FUTURE



# CASE STUDY: SPINNEYS LOCAL BUSINESS INCUBATOR PROGRAMME



Since its launch in 2020, over 350 businesses have applied for the programme, 70 shortlisted candidates have pitched in-person, and 26 have been selected as winners. From 2022, Spinnneys reduced its exclusivity period from 12 to 6 months, allowing businesses to grow faster and expand with other retailers.

The Spinnneys Local Business Incubator Programme was launched in 2020 and has been running for four consecutive years. It was created to give consumer goods start-ups access to mainstream retail by offering fairer listing terms and fees, tailored to the needs of small businesses. Any UAE-based consumer goods company could enter to win the opportunity to pitch their brand and be in with a chance of selling their products in Spinnneys' stores.



*The standard and number of entries our Spinnneys Local Business Incubator Programme continues to receive is quite incredible. It has been a pleasure for my team to watch how some of the businesses have flourished since joining the scheme. Many have secured not only additional business in the UAE, but are now exporting to other GCC countries and even into Europe, which shows just how much of an impact the incubator programme can have on supporting UAE manufacturing.*

**Tom Harvey**  
General Manager - Commercial, Spinnneys



Spinnneys  
**LOCAL BUSINESS  
INCUBATOR 2024**





# NO TIME TO WASTE



**R**edefining how we use resources, for the good of our climate and environments. 'Protecting the environments we operate in' is a Spinneys' corporate value that has enabled and inspired our teams to initiate a range of waste-reduction initiatives, from introducing our first locally manufactured recycled plastic packaging, which has reduced annual GHG emissions by 22 metric tonnes, to launching a solar panel programme across our owned properties, providing 10% of our power requirements to our owned properties, heating and cooling our stores.

We are proud to have taken the lead on waste reduction at checkouts, being the first UAE retailer to ban single-use carrier bags in Dubai in 2022, reducing our volume of virgin plastic by 484 tonnes

per year. Storage enhancements by our logistics team has lowered emissions by reducing the number of trucks on our routes and the number of containers being shipped. We have designed and launched refill initiatives in 25 stores to provide customers with packaging-free alternatives.

However, we now need to ramp up the decarbonisation of our business, while also reducing energy and accelerating waste reduction, if we are to make a significant contribution to the UAE's 2050 Net Zero target and Circular Economy goals.

Additionally, the growing public focus on single-use packaging waste has made our sector acutely aware of the importance of transitioning to more circular, regenerative modes of production and consumption.



## Spinneys is committed to Climate Action

**“** As a retailer with longstanding roots in this region, we feel a great responsibility to reduce our emissions and contribute to the UAE's Net Zero by 2050 target. We have therefore set ourselves a Net Zero emissions target for our operations by 2040. To achieve this, we are committed to developing strategies that reduce our footprint through Spinneys' infrastructure and processes, by leveraging relationships with our suppliers and partners and enabling our customers to take action. **”**



**Sunil Kumar**  
CEO, Spinneys



# NO TIME TO WASTE COMMITMENTS, TARGETS AND GOALS



## ENERGY & EMISSIONS



We are committed to the Paris Agreement's goal to keep global warming below 1.5 degrees. We will develop strategies to mitigate the impacts of climate change.

- How we will do it
- By considering our direct footprint.
  - Through relationships with our suppliers and partners.
  - By enabling customers to take action.

We will achieve net zero emissions for our own operations by 2040 (Scope 1, 2 and selected scope 3 i.e. logistics).

- How we will do it
- By establishing our emissions baseline across Scope 1, 2 and 3 GHG Emissions.
  - By developing a 2030 Climate Action Plan with emissions reductions pathways and initiatives.

We will work with our suppliers to encourage them to understand, report and reduce their GHG emissions.

- How we will do it
- By collaborating with suppliers to create shared emissions-reduction pathways, targets and plans.

We will implement a Renewables Roadmap to facilitate 50% of our operational energy in owned sites coming from renewable sources by 2040.

We will work with landlords, DEWA and other utility providers and energy partners to facilitate renewable energy solutions for the retail industry.

We will report annually on Spinneys' energy and emissions.



## PROPERTIES



We will develop a Spinneys Blueprint with requirements for sustainable properties by the end of 2024 (landlord and Spinneys owned versions).

We will develop Spinneys Sustainable FM Guidelines for all property types.

We will align all stores with sustainable best practices, as per the Spinneys Sustainable FM Guidelines, in operations.

We will work with Spinneys tenants to improve their energy, water and waste performance.



## LOGISTICS & TRANSPORT



We will optimise transportation and logistics to reduce negative environmental and health and well-being impacts (e.g. GHG emissions, air quality).

We will provide sustainable transport options for our customers to reduce carbon and enhance health and well-being.





**WATER STEWARDSHIP**



We will reduce water consumption in our own operations by 20% by 2030 from a 2022 baseline, to be defined by the end of 2024.

Provide customers with water refill points in all supermarket stores and Kitchen Cafes.



**CIRCULAR ECONOMY – WASTE & RECYCLING**



We will achieve zero waste to landfill across Spinneys' operations, including stores, factories and logistics, by 2040 (2030 for factories & warehouse and 2040 for stores)

We will promote a circular waste management system by providing customer and colleagues recycling facilities in all our premises while working with suppliers and partners to support the growth of the recycled plastics sector.

How we will do it

- By ensuring 100% of our operational sites (for colleagues) and stores (for customers) have access to relevant recycling facilities.
- By introducing new waste disposal, measurement and reporting protocols developed and communicated to premises and supply chain by the end of 2026.
- By raising awareness of the circular economy and increasing recycling through our supplier network and customer base.



**CIRCULAR ECONOMY – PACKAGING**



Where possible, we will provide unpacked options in fresh produce, only where this does not lead to an increase in food waste.

We will transition Spinneys private label packaging to be widely recyclable, reusable or home compostable by 2030.

We will increase the use of recycled content in Spinneys private label packaging to a minimum of 25%, with all materials to be sustainably sourced by 2030.

We will ensure that 100% Spinneys private label packaging has clear, standardised labelling to facilitate easy recycling.

We will help our customers move toward a circular lifestyle by providing unpacked, refillable, recycled and recyclable product lines across multiple categories.



TRACKING OUR PROGRESS TOWARDS % VOLUME OF SUSTAINABLE PACKAGING, MINIMUM 25% RECYCLED MATERIALS AND RECYCLING GUIDELINES, IN OWN BRAND.

ANNUAL GHG EMISSIONS FOOTPRINT PROGRESS REPORTS.

GHG FOOTPRINT (BASELINE) ESTABLISHED BY Q3 2024.

UAE STORES TO BE VIRGIN PLASTIC BAG FREE ACROSS ALL AREAS AND EMIRATES BY THE END OF 2024.

100% TENANTS ENGAGED ON SUSTAINABLE PROPERTY PRACTICES BY THE END OF 2025.

50% OF SUPPLIERS AND CUSTOMERS REACHED BY CIRCULAR ECONOMY AWARENESS RAISING PROGRAMME BY 2025.

100% COMPLIANCE WITH SPINNEYS SUSTAINABLE OPERATIONS GUIDELINES BY 2026.

100% OF SPINNEYS PREMISES WILL HAVE CUSTOMER AND COLLEAGUE RECYCLING FACILITIES BY 2026.

100% SUPPLY CHAIN (LOGISTICS) SUPPLIERS ENGAGED BY END 2025, AND 100% COMMERCIAL / PRODUCT SUPPLIERS ENGAGED BY END 2027.

100% OF SUPERMARKET STORES TO HAVE "REFILL STOP" AND WATER REFILL POINTS ZONES FOR CUSTOMER USE BY 2027.

100% OF ALL OWNED SITES OFFERING SUSTAINABLE TRANSPORT OPTIONS INCLUDING ANY OR ALL OF THE FOLLOWING: PUBLIC TRANSPORT ACCESS, PERSONAL MOBILITY, EV CHARGING STATIONS BY 2030.

HOW WE WILL MEASURE PROGRESS FOR NO TIME TO WASTE



### CASE STUDY:

## SPINNEYS' SUSTAINABLE CONCEPT STORE

In 2021, we proudly opened our Layan Community Centre – our first Spinneys store dedicated to trialling sustainable shopper initiatives.

In addition to being solar-powered and offering free EV charging to customers, the store places a big focus on waste reduction and community education. Layan offers the widest range of reusable and refill initiatives in any Spinneys store, under the new 'The Refill Stop' brand. Customers can refill products in all departments, from washing detergent to premium flavoured waters at the water bar, as well as honey, coffee, snacks, confectionary and cupboard staples, from pulses to pasta.

To incentivise refill behaviours, we offer customers a 1 AED discount from their bill when they bring their own containers to be refilled; an initiative which we have expanded to include a 25 fils discount for customers bringing their own reusable bags to store.

Also focusing on Health & Wellbeing, Layan's product range and product placement was weighted towards health and sustainability attributes, aiming to nudge shoppers to make sustainable swaps. New shelf-edge communications were added to highlight the healthier and sustainable options, such as 'lower in sugar' and 'plant-based'.

To engage and educate our shoppers, communications across the store aimed to raise awareness of Spinneys' initiatives in the context of the Sustainable Development Goals (SDGs), by featuring the SDG icons across the store's signage. To highlight our high-quality product sourcing, we used digital screens in our fresh counters to show footage of the provenance of our meat and fish.

The store is a hub for our Farm to Table community initiatives, educating local school students on sustainability and healthy eating through store tours, tasting sessions and talks. Students can observe and learn about our honeybee hives on the roof of the store; local honey pressing events enable communities to harvest their own honey by hand.

The store has become a blueprint for our plans to expand our sustainable shopping initiatives, enabling teams to tweak and refine retail displays and mechanics before roll-out to more stores.

Spinneys Layan has been recognised in local media and by global retail research organisations, such as the Institute of Grocery Distribution (IGD)\*, as a best-in-class example of a sustainable concept store.

\*IGD, 2023. <https://www.igd.com/>



### CASE STUDY:

## COLLABORATING WITH LOCAL AND GLOBAL SUPPLIERS AND ORGANISATIONS TO TACKLE FOOD WASTE

As a retailer whose purpose is to feed and nourish our communities with the highest quality, sustainable food and fresh produce, we do not want to see any of our food go to waste. Spinneys is committed to reducing food waste across our operations by 50% from a 2019 baseline by 2030, which is in line with the UN's global SDG commitment on food waste. We proactively work with our suppliers and community partners, to ensure that no food fit for human consumption will go to waste.

In 2021, we became a member of the 10x20x30 Global Coalition of Food Waste, a Consumer Goods Forum initiative in partnership with WRAP, a global waste reduction advisory organisation. The coalition connects Spinneys with other members from the food industry, also working to achieve the goal of halving food waste by 2030.

We were delighted to be recognised for our initiatives and efforts to date, at the Gulfood Green Awards, where we were awarded **Food Waste Management Green Award 2023**.



### A snapshot of our food waste initiatives to date include:

**1**  
**Redistribution to communities in need**

We redistribute food waste daily in partnership with Red Crescent and the UAE Food Bank.

**2**  
**Upcycling unsold fresh food**

Fresh produce that is approaching its expiry date, but is safe to consume, is turned into fast-moving convenient meal solutions, from smoothies to soup mixes.

**3**  
**Reducing post-harvest waste**

Our Naturally I'm Perfect range helps local farms reduce their waste.

**4**  
**Composting & animal feed**

Food waste segregation and composting is being rolled-out across stores. We work with local farmers who convert some of our unsold food into animal feed.

**5**  
**Consumer education & awareness**

We partnered with WWF-Emirates Nature's Food for Life programme in 2022, to provide customers with helpful tips, serving guidance and storage tips to reduce waste during Ramadan.

**6**  
**Community education**

Our Farm to Table programme includes a module called 'How can I eat more responsibly?', teaching school children about the importance of reducing food waste for society and the environment.





## INSPIRED PEOPLE, STRONGER TOGETHER

**H**ow we invest in, and engage with all stakeholders in our ecosystem, including colleagues, customers, suppliers and communities.

### Employees

Spinneys has aimed to build a supportive and inclusive work environment which welcomes and respects individuals from diverse backgrounds. We acknowledge the personal challenges that can come with expatriate life and do what we can to make Spinneys a safe, secure and positive workplace for our colleagues.

We believe that every colleague should be given the opportunity to develop to their full potential. Investing in the training and personal development of people at all levels is one of our core priorities as a business, and is why a significant proportion of our staff have built their careers with Spinneys over the course of many years.

### Customers

Making life better, healthier and safer for our customers is front-of-mind in every decision we make, from product development, to store health and safety.

### Suppliers

Spinneys takes a long-term, partnership-based approach to supplier relationships. We proactively share and receive supplier performance feedback, so that we can all work together to meet our shared goals. Our annual supplier conference provides a transparent view of evolving company strategy, priorities and key updates for the year ahead.

### Communities, Charities, NGOs and Government

Our community engagement extends well beyond our many health and well-being initiatives across the UAE, such as the Dubai 92 Cycle Challenge and Spinneys' Family Fun Runs; we also work closely with sustainability standard setters in government departments and municipalities, so that we can plan in line with local strategy and take early action on emerging issues.



## CASE STUDY:

### EDUCATING 1 MILLION INDIVIDUALS ON HEALTHY & SUSTAINABLE DIETS THROUGH FARM TO TABLE

**W**ith our clear purpose to 'nourish and inspire our communities to live better lives, day by day', we felt it was essential to be a community leader proactively educating and inspiring schools and communities on healthy and sustainable diets.

Spinneys partnered with a local health-focused impact consultancy to help develop and launch Farm to Table as a school education programme. Working closely with The British Nutrition Foundation, the Farm to Table team developed a set of learning modules for all schools and communities to access free-of-charge from Spinneys' Farm to Table website. Modules cover core topics related to good nutrition, balanced diets, how to safely prepare food at home, physical activity, how our food is made and responsible consumption. Different sets of modules explore the same themes with progressively more advanced content for advancing school curriculum stages, spanning from ages five to 14.

Farm to Table also aims to make learning hands-on, engaging and memorable. Free events and day trips are available for schools and families, such as visiting

Spinneys stores and local farms, giving attendees a 'behind the scenes' view to see first-hand how our food is grown, manufactured and prepared. School students particularly enjoy visiting Spinneys' Layan store, where they can see the honeybee hives on the roof, try local honey and understand the important role of pollinators in food production.

Knowing that better eating depends on both children and parents making healthier choices, last year, we hosted our first 'parents and children' live cooking event. One hundred families were invited to The Sofitel, Dubai The Obelisk, to join in a live cooking class with executive chef, Russell Impiazzi. Attendees learned about the health benefits of local produce and how to cook a tasty plant-based meal with nutritious ingredients.

Through our partnerships with schools, farms, local chefs and experts, we have recruited 175 schools, and educated a total of 106,755 individuals about healthy and sustainable diets, since our launch in 2021. We have reached more than 600,000 more through instore activations as well as a digital campaign.



# INSPIRED PEOPLE, STRONGER TOGETHER COMMITMENTS, TARGETS AND GOALS



## EMPLOYEES

We will continue to evolve Spinneys' Purpose journey to reinforce and embed aligned values, behaviours and habits.

We have a duty of care to provide our colleagues with a fair and balanced remuneration and benefits package that supports their different needs.

We reward excellence and encourage innovation across all levels of the company.

We believe that every colleague must be given the opportunity to develop their full potential.

Whenever possible, we seek to promote internally for our specialist and managerial positions.

The health and safety of our people and others under our care is at the core of the way we do business. It must come first – every time and everywhere.

We consider colleagues' physical, mental and nutritional well-being a key component of our overall health and safety management.

We will provide one free nutritious meal per day to all operational colleagues.

We believe in equality of opportunity and expect everyone to treat all colleagues with human dignity and respect.

We believe that every colleague must be given the opportunity to develop into their full potential – both professionally and as a contributing members of their communities.



## CUSTOMERS

We will continue to drive premium customer service, freshness and quality, and value in all channels in which we operate.

We will incentivise and reward customers who make sustainable choices.

Spinneys' marketing and communications aim to inspire communities to live better lives day by day, building brand value through clear and engaging information related to product, promotion, pricing and nutrition, across all customer touch-points, for English and Arabic audiences.

Spinneys is committed to continually raising awareness and educating customers on sustainability topics that relate to our products, operations, stakeholders and supply chains.

Spinneys' Sustainable Communication aims to avoid misleading or exaggerating claims related to sustainability.

We will continuously educate customers and communities on healthy and sustainable diets and lifestyles, through our campaigns, community education and engagement programmes.

We aim to reach 1 million individuals through Spinneys' Farm to Table Programme by the end of 2030.



## SUPPLIERS & PARTNERS

All new employees will receive training on Spinneys' Code of Conduct, to ensure all our activities align with the highest standards of business integrity, with annual updates for management grade employees.

We will continue our commitments and initiatives that support the development of local businesses, such as the Local Business Incubator Programme and the Spinneys UAE Farmers' Club.

We are committed to regular and proactive engagement with suppliers and partnership-based growth.





COMMUNITIES



- We are committed to ensuring those in greatest need in our communities have access to food, through regular donations to local charities, NGOs and philanthropists.
- Spinneys is committed to sponsoring initiatives which contribute to the health and well-being of local environments, such as our sponsorship of Emirates-Nature-WWF.
- We will continue to engage with the communities in which we operate to promote education and events in line with our Purpose, continuing involvement with the Spinneys Dubai 92 Cycle Challenge, Spinneys Family Run series and Spinneys Farm to Table Programme.
- We will continue to engage with relevant sustainability standard setters to ensure local context is reflected in developments and Spinneys can take early action on emerging issues.
- We will continue to engage with government to allow Spinneys, supplier and customer needs to be considered in policy development and ensure Spinneys can contribute to implementation, taking early action on emerging regulation.
- We will continue to work with local and international NGOs and thought leaders to address the issues facing Spinneys' customers, suppliers and the planet.

BY TRACKING THE PERCENTAGE OF INTERNAL VS EXTERNAL PROMOTIONS IN AGREED CATEGORIES - E.G. SPECIALISTS / JUNIOR / MIDDLE / SENIOR MANAGERS.

BY TRACKING AND MONITORING EMPLOYEE TRAINING HOURS – EACH EMPLOYEE SHOULD RECEIVE A MINIMUM OF 40 HOURS TRAINING IN FISCAL YEAR (FORMAL AND ON THE JOB).

BY TRACKING, MONITORING AND MAINTAINING NO LIFE IMPACTING OR FATAL EVENTS FOR SPINNEYS OR CONTRACTOR WORKFORCE.

BY TRACKING ACCESS TO L&D OPPORTUNITIES AND PROMOTIONS PER EMPLOYEE BANDS AND DE&I CATEGORIES (GENDER, ETHNICITY).

BY TRACKING THE ABSOLUTE NUMBER OF INDIVIDUALS ENGAGED AND INVOLVED IN TOTAL / SPECIFIC EVENTS AND INITIATIVES E.G. THE SPINNEYS' FARM TO TABLE PROGRAMME.

BY CONTINUING TO MONITOR 100% OF SUPERMARKET STORES DONATING SURPLUS FOOD ON A WEEKLY BASIS.

**HOW WE WILL MEASURE PROGRESS FOR INSPIRED PEOPLE, STRONGER TOGETHER**





## EMBEDDING SUSTAINABILITY: STRATEGIC GOVERNANCE, REPORTING, TRAINING AND CULTURE-BUILDING

**H**ow we govern the Better Together 2030 programme and hold each other accountable so that we can deliver our company commitments.

We know that the Better Together 2030 Strategy can only succeed if it becomes embedded into Spinney's business practices and culture.

'Embedding Sustainability' is therefore the critical enabling platform of the Better Together programme, aiming to transition and expand ESG management into the annual business cycle of strategy development, risk

management, governance, monitoring and reporting.

Spinneys will carry out annual strategic reviews of the Better together programme including internal alignment, assignment of roles and responsibilities, and performance tracking (Figure 4). Annual performance reports will commence from Q1, 2025.

All colleagues will have a part to play in making the programme a success, whether leading a key initiative as a department Champion, complying with new sustainability policies, or evaluating performance and future risks in Executive Leadership meetings.





# EMBEDDING SUSTAINABILITY COMMITMENTS, TARGETS AND GOALS

## SUSTAINABILITY GOVERNANCE AND PERFORMANCE MANAGEMENT

Spinneys' EXCO members each take accountability for selected focus areas, including commitments, targets and strategic KPIs. These cascade down into KPIs and targets for each department, with actions set out in the Sustainability Action Plan.

- How we will do it
- By allocating Sustainability commitments, SKPIs and targets with EXCO and across relevant departments to ensure full coverage of programme objectives.
  - Through quarterly reporting to EXCO on progress of Sustainability programme.
  - Through regular Sustainability programme progress reporting to EXCO.
  - By establishing a Sustainability Steering Committee with representatives of key departments across the business.
  - All Spinneys departments have a nominated Sustainability Champion to ensure action is taken on the department's sustainability commitments and targets.

## KNOWLEDGE AND CULTURE

We will develop and deliver a comprehensive training programme to build sustainability capacity for all Spinneys colleagues, from onboarding and awareness raising to role specific skills development.

- How we will do it
- By developing a sustainability training programme, including a sustainability awareness introduction in new joiner orientation sessions.
  - By developing a role and topic-specific training programme, and deliver using appropriate formats, using external specialists where required.

## BUSINESS INTEGRITY

We will continue to maintain a comprehensive suite of policies and guidance documents and provide relevant training to ensure our operations, employee activities and supplier and stakeholder relationships are conducted in accordance with all relevant legal requirements.

## SUSTAINABILITY STRATEGY AND ACTION PLAN

Spinneys Sustainability Strategy and Action Plan will be revised annually and signed-off by the Executive Committee.

## REPORTING

We will report annually on sustainability strategy and performance in line with relevant international standards and guidelines, ensuring transparency for our stakeholders.

## SUSTAINABLE FINANCE

We will prepare for reporting in line with international sustainable finance requirements e.g. with additional metrics, and an ESG lens.







**CASE STUDY:**

**UP-SKILLING SPINNEYS' TEAMS TO HELP THEM DELIVER THE BETTER TOGETHER 2030 STRATEGY**

To successfully embed the Better Together Programme into our business, all colleagues must have at least a basic understanding of what being a responsible retailer means for Spinneys. We believe that if our teams understand the purpose behind the programme, not only will the action plan make sense to them, but they will be motivated to play their part in making it a success.

Spinneys has led a range of sustainability training programmes to date. In 2022, every one of Spinneys' 82 store teams have received training on 'What Sustainability means for Spinneys', which explored the Triple Bottom Line, the Sustainable Development Goals (SDGs), and their relevance in the context of Spinneys as a consumer goods retailer. The training has helped the teams to contextualise sustainability changes introduced into our stores, such as the removal of single-use carrier bags, and the installation of recycling points. From 2023, all new joiners to Spinneys receive a 2-hour Sustainability Induction, to ensure the core concepts, programme plans and key topics are introduced from day one.

In 2021, Spinneys led a full day's sustainability training for managers across departments, which expanded on the above core sustainability themes to include understanding the business case for sustainability in retail. Teams collaborated to develop ideas for the Better Together 2030 Strategy; their contributions still comprise a key part of the actions.

For specific, technical topics, such as packaging for a Circular Economy, bespoke training is designed and delivered, often with the input of global experts. For Spinneys' Sustainable Packaging Training in 2023, a guest speaker from the Dyson School of Engineering at Imperial College, London, delivered a bespoke seminar on packaging for The Circular Economy. The guest speaker provided insights on how to engage manufacturers and suppliers to meet sustainability targets.





## YOUR FEEDBACK AND INPUT

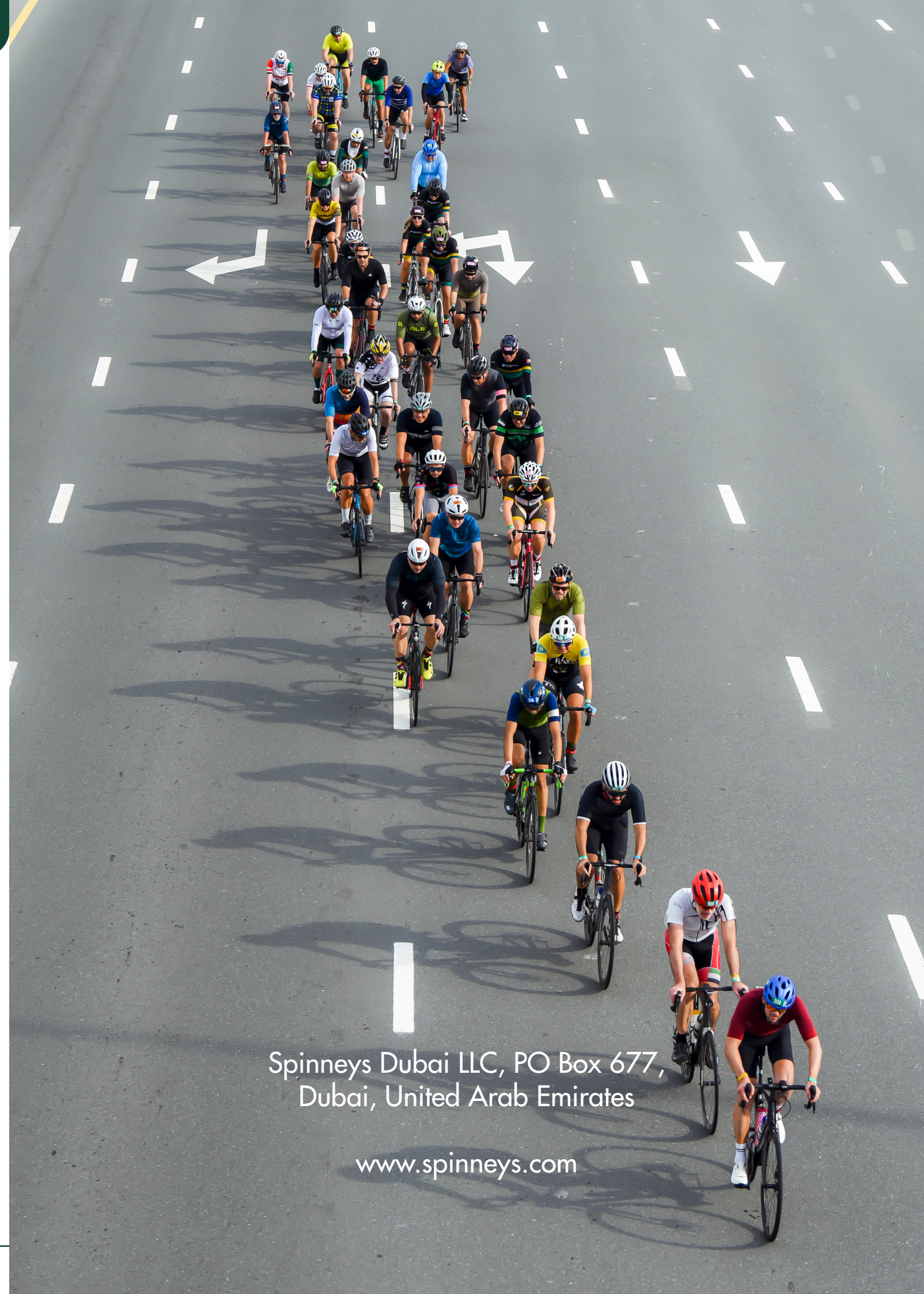
**T**he Spinneys' Better Together Strategy 2030 will be reviewed annually to ensure our goals, targets and action plan stay relevant and up to date with the latest developments in global and local governance, regulation and best practices.

Our next Better Together report will be a performance report, aligned with GRI standards, and will be published in Q1 2025.

We welcome and value all feedback and input to the Better Together 2030 strategy, whether you are a supplier, customer, NGO or otherwise.

If you have questions, concerns or feedback, please get in touch.

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# Spinneys

SPINNEYS DUBAI (L.L.C.) (BRANCH)

سبينيس دبي (ش.ذ.م.م) (فرع)

Welcome to  
Spinneys  
DUBAI HILLS  
Open every day from 7:00am to 11:00pm

مرحباً  
لبينينس  
دبي هيلز  
مفتوح يومياً من الساعة 7 صباحاً إلى 11 مساءً

Spinneys  
The fresher experience

لسبينيس  
تجربة جديدة

BAKERY | المخبوزات

Weighing Station  
محطة وزن

