

FOOD FOR THOUGHT

Our approach to sourcing sustainably with integrity

2024 – 25 ANNUAL REPORT



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£108m
Revenue

OVER 80m
units¹ supplied
from 14 supplier
partners

84%
of our primary
and secondary
packaging is
widely recyclable

RETAINED
TOP (AA)
grading for our
BRC agents and
brokers audit

¹ Consumer units e.g. 1 stir fry pouch or 1 multipack of tuna

CHIEF EXECUTIVE'S INTRODUCTION

This year we celebrate 15 years of World Wise Foods. Thank you to our customers, supplier partners and colleagues for their continued support and hard work during this period.

Despite many changes over the past decade and a half, sourcing with integrity and embedding sustainability has remained be central to the way in which we do business. I am therefore delighted to share the 5th 'Food For Thought', our sustainability report outlining the progress made over the past 12 months to protect the people and environments associated with our sourcing.

This year, I am especially proud of our continued commitment to direct worker engagement. As we amplify worker voice, we can continue to ensure the experiences of workers inform the way in which we do business. The success of this is exemplified through our gender work plan where focus groups at several sites in Southeast Asia have led to better outcomes for workers – see page 7 for further.

Also highlighted in this report is the efforts taken to reduce the environmental impact of our sourcing including mapping our tertiary packaging and collecting additional primary environment data – see page 10 onwards for further. Although we still have a long way to go to meet our public commitments to carbon reduction, these are important steps on this journey.

In the year ahead, I am committed to continuing to support the business deliver our sustainability strategy and supporting Key Performance Indicators. I hope you, too, will join us on this journey.



DAVID BURTON

Chief Executive, World Wise Foods



OUR APPROACH

Our approach to sustainability has 3 key pillars of activity:

- Promoting human rights.
- Protecting the environment.
- Sourcing raw materials sustainably.

Under these pillars we not only ensure compliance with relevant policies and legislation but also seek to identify areas where we can go 'beyond compliance'. When selecting these additional areas of focus, we consider where risks are highest vs. where we have sufficient resource, leverage, and expertise to address them.

Recognising that risks are dynamic and quick to change, our key areas of focus are reviewed on an ongoing basis. This report summarises the work in these areas for 2024 – 25 with progress against our agreed Key Performance Indicators (KPI's) for 2023 – 26 found on page [16](#).

We cannot tackle complex issues alone and we rely on collaboration with industry to drive progress. We continue to be committed to working openly and transparently to aid these conversations. More information on our strategic partnerships can be found on page [15](#).

PROMOTING HUMAN RIGHTS

Our responsibility for the welfare of people goes far beyond those we employ directly. We aim to ensure that all the jobs through our supply chains, are decent, fair and safe and that human rights are always respected. We are committed to upholding the standards of the internationally recognised Ethical Trade Initiative (ETI) Base Code as well as ensuring recruitment and employment practices adhere to all applicable policies.

COMPLIANCE

We monitor compliance with the ETI Base Code via our Ethical Compliance programme. Audit frequency is determined by both customer requirements and our own internal risk ratings. 85% of our supplier partners sites² were audited in the last 12 months with 20 critical non-conformances identified. They were raised for gaps in working hours and wage monitoring and inadequate health and safety practices.

We continue to work closely with all our supplier partners to ensure processes are in place to prevent non-conformances and ensure timely closure of all non-conformances occurring when raised. As of the end of March 2025, 49% of all non-conformances raised over the past 12 months were closed. Where non-conformances currently remain open, action plans are in place to close the non-conformances within an agreed timeframe or in isolated cases, derogations are agreed.

We also monitor compliance with our Human Rights policy by conducting a gap analysis 1:1 with all supplier partners. We have now completed a gap analysis with 71% of supplier partners compared to 69% this time last year³. The average compliance rate of all supplier partners assessed is now 77.21%. Where non-compliances are identified during the gap analysis, we support supplier partners implement the necessary corrective actions.

² 19 active sites from 15 finished goods supplier partners as of end of March 2025

³ Where <25% of clauses are 'unknown'

KEY AREAS OF FOCUS

DIRECT WORKER ENGAGEMENT

Worker voice is essential for creating inclusive work environments. In collaboration with Labor Solutions, this year we continued to deploy worker satisfaction surveys at 4 supplier partner sites in Asia. Utilising an independent facilitator, we were able to engage 770 workers, representing over 20 % of the workforce per site. The surveys covered topics such as wages and benefits, grievance mechanisms and communication, health and safety and gender equality. The average score across all four sites in 2024 – 25 was 82.14 out of 100.

We also use worker interviews to better understand the detail behind worker survey results or, for potential new sites, gain a better understanding of workers experiences. In 2024 – 25 we conducted our own worker interviews, using independent interpreters, at 8 supplier partner sites. This has subsequently informed site level action plans as we continue to ensure continuous improvement of working conditions.

RESPONSIBLE RECRUITMENT

We are committed to supporting our supplier partners adopt responsible recruitment principles, including the implementation of the Employer Pays Principle⁴. This is a key area of focus because recruitment fees and costs, which can lead to debt bondage, are the most common modern slavery indicator in global supply chains.

Over the past 12 months we have expanded our due diligence to include all supplier partners and fish raw material suppliers that use migrant workers. We seek to conduct worker interviews at all sites employing migrant workers to better understand their experiences during the recruitment or document renewal process, including understanding where fees or costs have been paid. All interviews are conducted by either World Wise Foods supported by an interpreter or an independent 3rd party.

Where cross-border recruitment is required, we recognise the importance of conducting due diligence end to end in the recruitment supply chain. Since 2023, our key supplier partner in the Maldives has been working in collaboration with the International Organisation of Migration (IOM) and IMR Recruitment Nepal to establish a new responsible recruitment corridor. In early 2025, the first group of migrant workers recruited via this channel arrived in the Maldives. IMR Recruitment is IRIS (International Recruitment Integrity System) certified. To amplify worker voice, we were also able to contract Pravasi Nepali Coordination Committee (PNCC) who operated a 3rd party grievance mechanism for the duration of recruitment. PNCC also conducted worker interviews with new and existing migrant workers to verify that all recruitment aligns with responsible recruitment principles including the Employer Pays Principle.

We also recognise that sharing our learnings can drive industry progress. For this reason, we continue to co-lead the FNET Responsible Recruitment working group. More information on this collaboration can be found on page 15.

GENDER

World Wise Foods have an ambition for at least 30 % of supervisory and managerial roles to be occupied by women at our supplier partners sites. As of March 2025, 53 % of our supplier partners met this ambition. We continue to engage those yet to meet the 30 % threshold to better understand the barriers to representation and developing action plans to meet the ambition going forwards.

This year we used 3rd party consultants and interpreters to conduct gender focus groups at three sites in Indonesia and Thailand engaging 168 women employees. The focus groups created a safe space for women employees to share their experience and feedback on access to training and promotion, health and safety, grievance mechanisms and work-life balance. We then engaged senior management at each site to build an action plan in response to feedback received.

Women are traditionally expected to take on greater caregiving responsibilities. This can create additional challenges in balancing work and personal life. At our Indonesian supplier partner site, women workers shared that these challenges are exasperated when their work involves physical tasks that can increase exhaustion. In response to this feedback, the site conducted a review of the support provided to women workers at work including personal protective equipment. More supportive and durable work boots were subsequently provided to help reduce the physical strain felt by women workers.

Workers across all three sites recognised the importance of gender equality, but our focus groups identified that most were not clear what gender equality looks like in practice. Some workers misunderstood that because sexual harassment is a sensitive topic it should not be discussed in public. To address these gaps, we developed training materials with a gender consultant from Southeast Asia with an aim to increase awareness and knowledge of gender equality and prevention of sexual harassment. In 2024 – 25, we provided this training to 538 male and female workers across 3 sites.

⁴ We align with the ILO definition of recruitment fees and costs
https://www.ilo.org/global/topics/labour-migration/publications/WCMS_536755/lang-en/index.htm

WHAT'S NEXT

- The most common non-conformance raised via ethical audits in 2024 – 25 relate to inadequate health and safety practices. To address this risk, we are developing a health and safety work plan that seeks to support supplier partners develop best practice health and safety management systems, with a shift from monitoring to prevention. We are due to commence implementation of this work in June 2025.
- Continuing our work in Southeast Asia, this year we will complete gender focus groups at 2 additional Thai supplier partner sites and provide gender equality training to male and female workers at all Thai and Indonesian sites. We will also expand our work outside of this region prioritising engaging women workers at our supplier partner sites where underrepresentation of women in supervisory and managerial roles has been identified. To ensure cultural relevance and accessibility, local third-party consultants will be used to adapt existing training materials to a local context. We will also pilot a site level gender pay gap analysis to strengthen our understanding of gender equalities in compensation.
- We recognise the importance of ensuring our direct worker engagement is effective and does not lead to negative outcomes for workers. In 2025, we are committed to conducting a review of our approach to direct worker engagement against '[The Framework on Meaningful Stakeholder Engagement](#)' developed by STICH. Where gaps are identified, we will ensure we adapt our approach accordingly.





ENHANCED DUE DILIGENCE – THAILAND

This year Marks & Spencer, Waitrose and World Wise Foods co-funded a new programme of work engaging our shared suppliers in Thailand. Our sites in Thailand all employ migrant workers whom we recognise as being more vulnerable to exploitation.

The programme, in line with our own Human Rights strategy, had 3 key objectives:

- To ensure all workers are recruited in a fair and transparent manner that respects and protects their rights – including adoption of the Employer Pays Principle.
- To ensure workers access to rights and opportunities is not affected by gender and, in turn, establish gender-sensitive employers.
- To amplify worker voice in order to identify and address workplace challenges.

In line with these objectives, this year we have:

- Conducted worker interviews with 82 migrant workers to further understand their experiences during the recruitment process and in the workplace.
- Drafted, consulted and launched guidelines for effectively managing walk-in recruitment at sites in Thailand.
- Conducted gender focus groups and subsequent gender equality training – as detailed on page 7.
- Conducted worker surveys in partnership with Labor Solutions – as detailed on page 7.

We are also delighted that this year two of our supplier partners in Thailand covered additional fees and costs associated with recruitment that would have otherwise been paid by workers.

M&S and Waitrose have confirmed funding for the continuation of this programme in 2025 – 26 and we are now in the process of finalising a new 12-month work plan.

PROTECTING THE ENVIRONMENT

KEY AREAS FOCUS

Climatic and environmental variability can have a significant impact on food supply chains and, ultimately, food availability. To protect the future of food, it is essential that the food sector collectively accelerates efforts to reduce the impact it is having on climate change. It is also important that we protect resources, for example by reducing food waste and the use of non-recyclable packaging.

PACKAGING

Packaging plays an important role in protecting products and reducing food waste. However, packaging can create a significant environmental problem when it is not reused or recycled. All new products launched by World Wise Foods in the past 12 months have been in fully recyclable primary packaging. 95.7 %⁵ of our primary packaging sold in 2024 – 25 was widely recyclable⁶ and 69.19 % of our secondary packaging was also widely recyclable. 87 % of all primary and secondary packaging sold in 2024 – 25 was made from paper or card that was Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified.

Due to a lack of appropriate alternatives, the primary packaging used for our stir-fry pouches, tuna pouches (two formats), shot pots and the film lids on coconut oil are not recyclable. For stir-fry pouches, we have identified an alternative material that is recyclable, and we expect these to be available in store in 2026. We have unfortunately not yet been able to identify recyclable tuna pouches. Although we are committed to increasing the % of recycled content in our plastic packaging, further research is required where primary plastic is in contact with food. A key supplier partner of canned vegetables has however now implemented 30 % recycled content into their shrink wrap which is secondary packaging. This accounts for 26 % of our secondary primary packaging.

This year we have also been improving our internal systems to enable us to effectively report under the new Extended Producer Responsibility (EPR) legislation. This is a policy whereby producers are responsible for the entire lifecycle of their products, including recycling. In July 2024, we provided our first 6-monthly data to our customers via their appointed 3rd party to enable them to meet this requirement.

This year we completed the mapping of all tertiary packaging.⁷ We have identified 13 different types of packaging including air bags, slip sheets and rope used in our supply chains. The most common tertiary packaging found was brown paper used at the base of shipping containers and slip sheets used to move pallets. In most of our supply chains only one type of packaging is utilised per container however across the 21 supply chains that we have mapped there are 25 instances where packaging is utilised, for example one container may contain both netting and air bags to prevent loose loaded cases moving in transit. We are now working to further map where packaging is either reused or widely recyclable or there are opportunities to reduce, remove or replace it.

⁵ Calculated by weight of total packaging

⁶ Packaging that is collected by 75 % or more of local authorities across the UK

⁷ Packaging used to transport and distribute products

CARBON EMISSIONS

World Wise Foods Group recognise the need for ambitious decarbonisation in order to limit global temperature rise. World Wise Foods continue to measure, report and offset our carbon emissions for our own operations⁸ on an annual basis. We also purchase 100 % renewable energy for our UK office.

We continue to review our methodology for measuring our emissions, updating our conversion factors annually using UK government statistics. Our reported carbon emissions for our own-operations for 2024 – 25 is 482.86 metric tonnes. This is a 2.7% reduction on our 2023 -24 emissions.

Most of our total emissions⁹ are generated in our supply chain, known as scope 3 emissions. As published on the Science Based Targets initiative (SBTi) (found [here](#)), World Wise Foods Group has committed to:

- Reduce scope 1 and scope 2 GHG emissions 42 % by 2030 from a 2022 base year.
- Reduce scope 1, 2 and 3 emissions 90 % by 2050 from a 2022 base year.

The SBTi has also verified World Wise Foods Group net-zero science-based target by 2050. Although not a SBTi requirement for small and medium-sized enterprises, World Wise Foods Group also has an ambition to reduce scope 3 GHG emissions 42 % by 2030 from a 2022 base year.

Reducing our scope 3 emissions requires collective industry-wide action. However, this year we have begun targeted action in one of our known carbon hotspots, tuna fishing and processing. In collaboration with a key supplier partner in the Maldives we are now taking steps to collect additional primary data from both the fishery and processing operation. The intention is to then utilise this data to identify efficiencies.

To enable us to better understand energy use at site level and in line with customer requirements, we continue to collect environmental data from all supplier partners on an annual basis using the Manufacture 2030 platform. This includes a breakdown of energy consumption at site level. As of March 2025, 53% of our supplier partner sites now use renewable energy. Although we continue to engage with our customers and M2030 to improve the accessibility of this platform to enable further utilisation of this data, we are disappointed by the progress made by M2030 to date.

⁸ Defined as scope 1, 2 and all business travel related emissions including flights, transportation and hotels

⁹ Scope 1, 2 and 3

FOOD WASTE

Tackling food waste can not only help address food shortages but also aligns with our ambition to reduce carbon emissions, as when we waste food, we also waste the resources that go into it such as energy, water and soils. To ensure we are identifying opportunities to reduce waste end-end-end in the supply chain, our approach focuses on waste generated at site, in the supply chain and by consumers.

Supplier partner sites:

We continue to monitor the food waste generated at supplying sites. For example, most of our fish supplier partners further process the unusable parts of raw materials, such as bones, skins, and scales into fish meal. Our coconut milk site uses the coconut husk and shell as boiler fuel and the coconut fibre for coconut oil. Last year we shared our ambition that all supplier partners have food waste plans by April 2025. We are now in the process of collating the evidence to confirm this target has been met. Challenges with the M2030 data have led to delays in this reporting.

Supply Chain:

We continue to monitor stock tolerance at our dedicated UK warehouse. This provides us with visibility of stock damages and case shortages, both of which drive food waste. In 2024 – 25, all products that could not be supplied to the customer but were fit for human consumption were either sold to Company Shop or donated to food banks. 909 cases were lost within our supply chain in 2024 – 25. This is a 108 % increase in the figure reported in 2023 – 24, however this is primarily driven by improvements to our internal reporting combined with higher sales.

Consumers:

We review the shelf life of our products on an ongoing basis to prevent unnecessary food waste in consumers' homes. We will continue to work with our customers to ensure appropriate shelf-life. From June 2025, the shelf-life of our tuna pouches used for food service was extended from 24 to 48 hours, totalling 158,272 days extended life.

WHAT'S NEXT

- We will continue to support our supplier partners identify opportunities for carbon reduction as well as map, monitor and report their own emissions. Where primary data is available, we are now looking to carbon footprint key products so to better identify opportunities for efficiencies. We are also engaging with the new carbon Seafood Carbon Emissions Profiling Tool from Seafish.
- Delivering a net-zero pathway will inevitably require investment in innovation and technology. As we seek to develop and deliver our carbon reduction roadmap, we are committed to identifying opportunities for collaborative projects that utilise new technologies for carbon reduction.
- We are continuing to seek further opportunities to reduce, replace or remove packaging at primary, secondary and tertiary levels. This includes increasing the recycled content of existing packaging. In 2025 we will also be transitioning our current multipack packaging used on canned vegetables from plastic shrink wrap to FSC certified cardboard. This will allow it to be widely recycled.

SOURCING RAW MATERIALS SUSTAINABLY

How raw materials are farmed and caught affects the livelihoods of millions as well as the environment. That's why we're committed to ensuring full traceability of our priority raw materials and promoting sustainability beyond our direct supplier partner sites.

KEY AREAS OF FOCUS:

TUNA

We are committed to only sourcing tuna from fisheries that use one-by-one catch methods, which are considered the most sustainable methods of harvesting tuna. Our full approach to seafood sourcing is outlined in our [Seafood Sourcing Approach](#) and supporting [Seafood Sourcing policy](#). We review our seafood risk assessment 3 times per year at minimum. This includes a gap analysis against our policy, monitoring of the certification status and conditions of all source fisheries and action planning where risks are identified. In January 2025 we also provided training to all colleagues on our Seafood Sourcing Policy.

We recognise the importance of ensuring coastal states and small-scale fisheries have equitable access to resources. In the past 12 months we have continued our engagement with the Maldives and Indonesian governments, as well as other island nations, as they prepared for the 2025 Indian Ocean Tuna Commission meeting. We are also supporting the launch of 'Community Catch', a new initiative empowering small-scale fishing communities to gain market access through an affordable, accessible, and credible certification standard.

For more detail on our approach to Human Rights due diligence in tuna cold store facilities, see our [2024 – 25 Modern Slavery statement](#).

SOY

Our business only uses a tiny fraction of global soy production, which means we need to work with others to drive change. We are working to align with the requirements of the UK Soy Manifesto. This requires signatories to commit to work together to ensure all physical shipments of soy to the UK are deforestation and conversion free (cut-off date of January 2020 at the latest), fully implemented immediately where possible and no later than 2025. We continue to participate in the Collective Soy Reporting process on an annual basis which requires us to provide our customers with detail on the % of soy used in our products, its origin and any applicable credentials.

COCONUT

We have full visibility of all conventional and organic farms in our coconut milk supply chain. All organic coconut is sourced from Merit Food Products' owned farm. A Code of Practice (COP) is signed by all conventional raw material suppliers and all conventional farms on a yearly basis. The COP covers social, environmental, and animal welfare. Since 2019, Merit have been conducting annual audits at all conventional farms to verify adherence to the COP. This includes a farm tour and a sample of worker interviews. To date, no significant issues have been identified. The audits have verified that all harvesting is carried out by long handle hook knives and ladders. World Wise Foods colleagues have also visited a sample of farms, most recently in September 2024, to review working conditions and harvesting practices.

In 2023, in response to the People for the Ethical Treatment of Animals (PETA) campaign regarding the use of monkeys in the harvesting of coconut in Thailand, we met with the Thai Department of Agriculture (DoA) to discuss their 'Monkey Free Plus' programme. In 2024 a representative from the British Retail Consortium held a follow-up meeting with the DoA with an additional focus on the legislation in place to prevent this practice occurring. In the past 12 months Merit has also been engaging with PETA directly. PETA visited Merit's owned organic farm in May 2024. It was a positive visit with PETA stating Merit could guarantee no monkey labour on its farm. PETA later visited a sample of Merit's approved conventional farms and their factory. Again, no monkey labour was found, nor evident.

10 Based on 2023-24 sales figures

WHAT'S NEXT

- The key areas of focus within our sustainability strategy are reviewed on an ongoing basis. In 2025 – 26, we intend to increase our due diligence of fish derivatives to ensure the sourcing of these components are aligned with our seafood sourcing policy and approach.
- Over the next 12 months we intend to increase our engagement with the Indonesian pole and line fishery. This will include government engagement, a review of traceability procedures and further collaboration with relevant on the ground partners who are promoting fisher welfare.



OUR STRATEGIC PARTNERSHIPS

We recognise the importance of working transparently and collaboratively to progress the global sustainability agenda and tackle issues we cannot solve alone.

We play an active role in several multistakeholder initiatives. Detailed below is the progress made in each of our partnerships over the last 12 months:

Organisation	Progress made
Food Network for Ethical Trade (FNET) <i>FNET connects retailers, manufacturers, suppliers and food companies together in order to tackle human rights risks.</i>	Our Head of Sustainability continues to co-lead the FNET Responsible Recruitment Working Group, a space for sharing knowledge and insights on responsible recruitment and remediation approaches. World Wise Foods is committed to sharing our own learnings from implementing Employer Pays Principle in this group. In 2024 – 25 focus was given to providing members with practical tools to take ‘one step forward’ in delivering responsible recruitment. This included an in-person workshop to discuss how to take a phased approach to implementation.
Global Tuna Alliance (GTA) <i>A sector-wide, multi-stakeholder initiative of Partners seeking to build a shared, global, and non-competitive solution to sustainability issues in the global tuna supply chain.</i>	Our Chair of the Board remains a member of the GTA Partners Advisory Group. This year the GTA continued to be active in RFMO advocacy across all tuna fisheries in a range of diverse matters from HCR implementation, dFAD management, and national adoption of PSMA, to Electronic Monitoring implementation and improving labour standards on fishing vessels. The GTA also launched their new 5-year strategy. We are supportive of the increased focus on small scale fisheries and social sustainability within this.
International Pole and Line Foundation (IPNLF) <i>Working to develop, support and promote one-by-one tuna fisheries.</i>	This year we continued our collaboration with the IPNLF in the Maldives and Indonesia as we seek to further promote pole and line caught tuna and ensure human rights are respected on vessels. In 2024 - 25, IPNLF, Destructive Fishing Watch and AP2HI conducted 17 trainings with 55 attendees across 7 locations in Indonesia covering topics such as worker rights, grievance mechanisms and health and safety. We are currently reviewing opportunities for ensuring vessels within our supply chains are represented at these trainings going forwards.
The Seafood Ethics Action (SEA) Alliance <i>A pre-competitive collaboration of retailers and seafood businesses aiming to strengthen human rights due diligence carried out in the global seafood supply chain and ensure respect for human rights.</i>	This year, in collaboration with other multistakeholder initiatives, we have coordinated the publication and response to a ‘Study into the implementation of responsible recruitment practices and the Employer Pays Principle in the global tuna processing sector.’ We hope this report helps further promote best practices across industry whilst identifying the barriers we need to collectively address.

REPORTING

2023 – 26 KPI'S

Our reporting metrics align with the way in which we do business and the key areas of focus under our sustainability strategy. Our progress over the past 12 months is as follows:

Exceeding customer expectations	Number of complaints received per million units sold	3.9
	% of products launched in the last 24 months that have been replenished within 9 months or have been on sale for <9 months	100%
Strong supplier partner relationships	Average active supplier partner score	10.6
	% of active supplier partners with a Quality Plan in place (Y1) and on-track against all agreed actions (Y2 -Y3)	50 %
Promoting Human Rights	Number of critical non-conformances identified vs. number of audits conducted	20/20
	% of active suppliers that have been assessed against our Human Rights policy	71 %
	Average % compliance with our Human Rights policy	77.2 %
	% of active supplier partners where at least 30% of supervisory and management roles are occupied by women	53%
Protecting the Environment	Total Scope 1, 2 and 3 own-operations carbon emissions	462.86 metric tonnes
	% of products with an open shelf-life reviewed	25%
	Number of cases lost within our supply chain	909
	% of our primary and secondary packaging that is 'widely recyclable' in all markets	84%
	% of our tertiary packaging that is 'widely recyclable' in all markets	Data not yet available
	% of primary and secondary plastic packaging with 30 % or more recycled content	19 %
A great place to work	Gender pay gap	Median: 21% Mean: 39%
	% of colleagues that rate World Wise Foods a great place to work	92%



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