



Welcome to 33 Holborn

Jamie Cowen

November 2021



Sainsbury's
Helping everyone eat better

How are we working ?

- Stores / Depots vs Offices**
- Flexible**
- Less Space**
- Using Space Differently**
- Different People using Differently**
- Early Days**

Sainsbury's and Covid-19

- **Panic Buying**
- **Queues**
- **New Operation**
- **Online Demand**
- **Free Experiment(s)**
- **Cost - £'s and Colleagues**
- **Brexit / Fuel Supply etc**

- Landlord & Tenant**
- Behaviours**
- Covid clauses**
- Re-invigorated sector**
- Confirmed sector is robust**
- Confirmed sector is flexible**



Plan for Better

David Pilbeam

November 2021

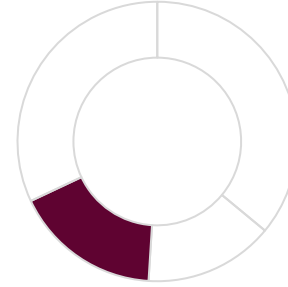
Sainsbury's
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Our approach to Net Zero Carbon in our operations by 2035



36%
Electricity



17%
Refrigeration



15%
Heating



32%
**Delivery vehicles,
logistics, fuels**



- Clear and funded commitment to achieve net zero in our own operations by 2035
- On the agenda with landlord and broader investor community through ESG