

Impact Report

2025



Contents

- Re-introducing Modern Milkman
 - Intro from Simon
 - Our Vision
 - Our Mission
 - Our Purpose
- 2025 highlights:
 - Reasons to be cheerful
 - Goals Progress
 - B Corp Recertification
 - Governance
 - Customers
 - Workers
 - Community
 - Environment
- Looking ahead to 2026
 - Introducing the impact team
 - Impact framework
 - 2026 Goals



**Modern
Milkman**

Certified

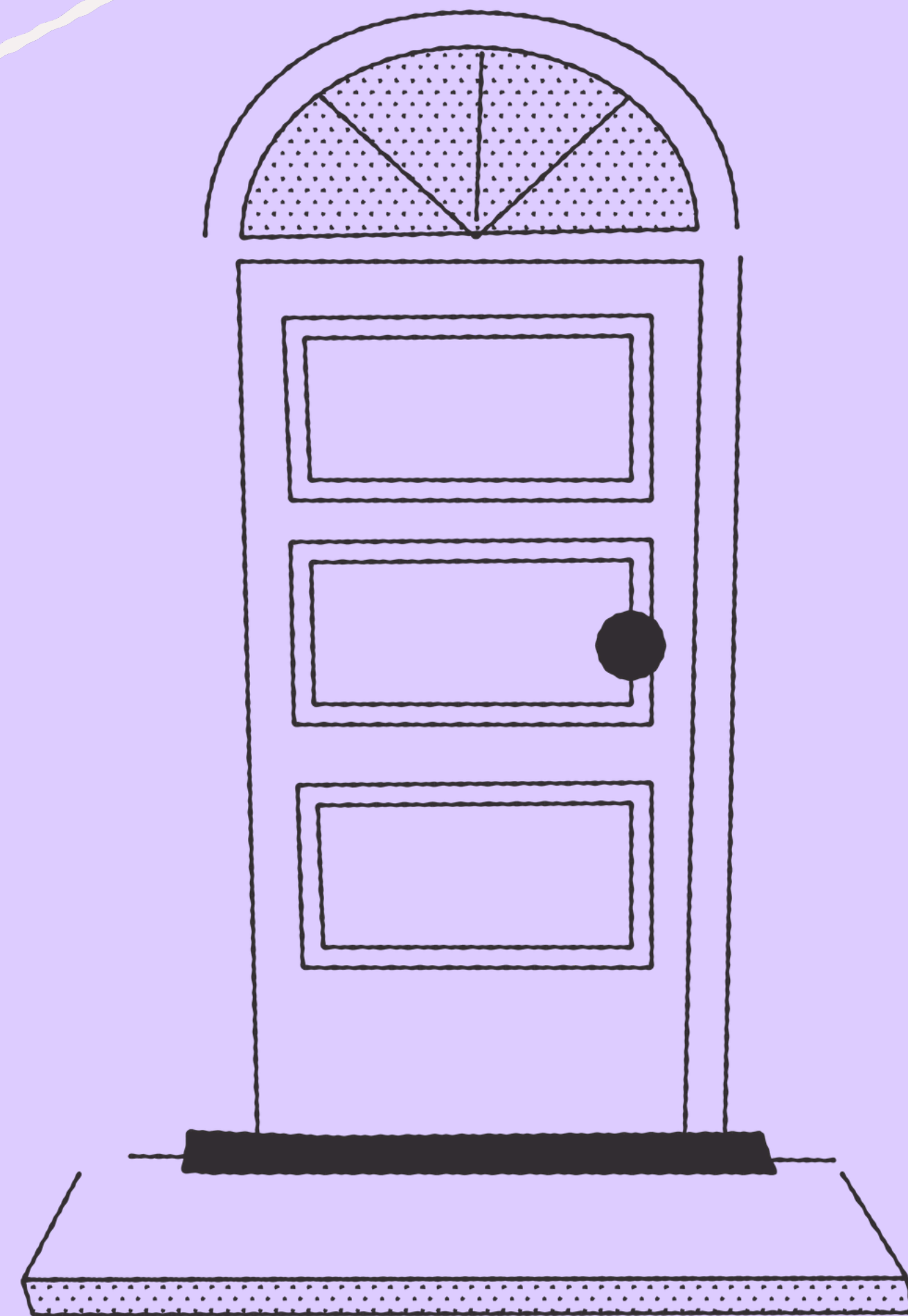


Corporation

Welcome to Modern Milkman

A milk round built for today.

We deliver & collect all from your doorstep, so there's less to do, more to feel good about.



Intro from Simon

A word from our CEO and Founder

Hey everyone!

Welcome to our 2025 Impact Report.

Every year I sit down to write this and find myself so proud and impressed by how much the team has achieved. 2025 was no different; I think it might be our most exciting report yet. We recertified as a B Corp — achieving 100.1 points, up from 94.1 — a result that reflects the hard work happening across every part of this business. We agreed our vision, our mission, and our brand guidelines, setting a clear direction for everything we do. We launched a new performance framework to give every person at Modern Milkman clarity on where they stand and a real path to grow. And we brought the Ohio business fully into the Modern Milkman group. All this work, and more, is reflective of the hard-work, passion and determination of our teams across the UK and US.

On the planet side, we now track and report Scope 1, 2 and 3 emissions across the whole group using the Seedling platform, to dig into our hotspots and come up with a data-backed plan to tackle this. We launched compostable packaging for our bakery range, expanded Return-for-Refill in the US, and donated 21,600 products through our Pause with a Purpose scheme. And our customers continue to inspire us. We finally reach 4 stars on Trustpilot in the UK and the US score grew from 4.3 to 4.7. It always amazes me to read messages from customers about how much they love the service and the impact it has on their day-to-day. That's why me and my team do this.

There is so much more in this report: from the range innovations across both markets to the partnerships we've built with suppliers, charities and communities. I hope you enjoy reading it as much as we enjoyed living it. Thank you for coming on this journey with us,



Simon Mellin,
CEO and Founder



OUR VISION

Building the ecosystem that makes doing the right thing second nature - one small change at a time.

OUR MISSION

Providing communities with the platform
to create lasting impact.

OUR PURPOSE



“There’s a lot that goes into running a home.

From the ever-growing shopping list on the fridge to the jobs you’ve been meaning to sort but never quite get round to. All those everyday tasks build up. In your home and in your head.

Modern Milkman helps you stay on top of it all in one place, and feel good about the choices you make every day.

From stocking up on what you need when you need it, to clearing out what you don’t, everything is handled right from your doorstep.

Not by adding more to your list, but by making everyday decisions feel simple.

Whether it’s swaps that reduce waste, supporting homegrown producers, or finding a new life for the things you no longer need,

Modern Milkman makes doing good part of the everyday.

No extra effort. No extra trips. No extra open tabs.

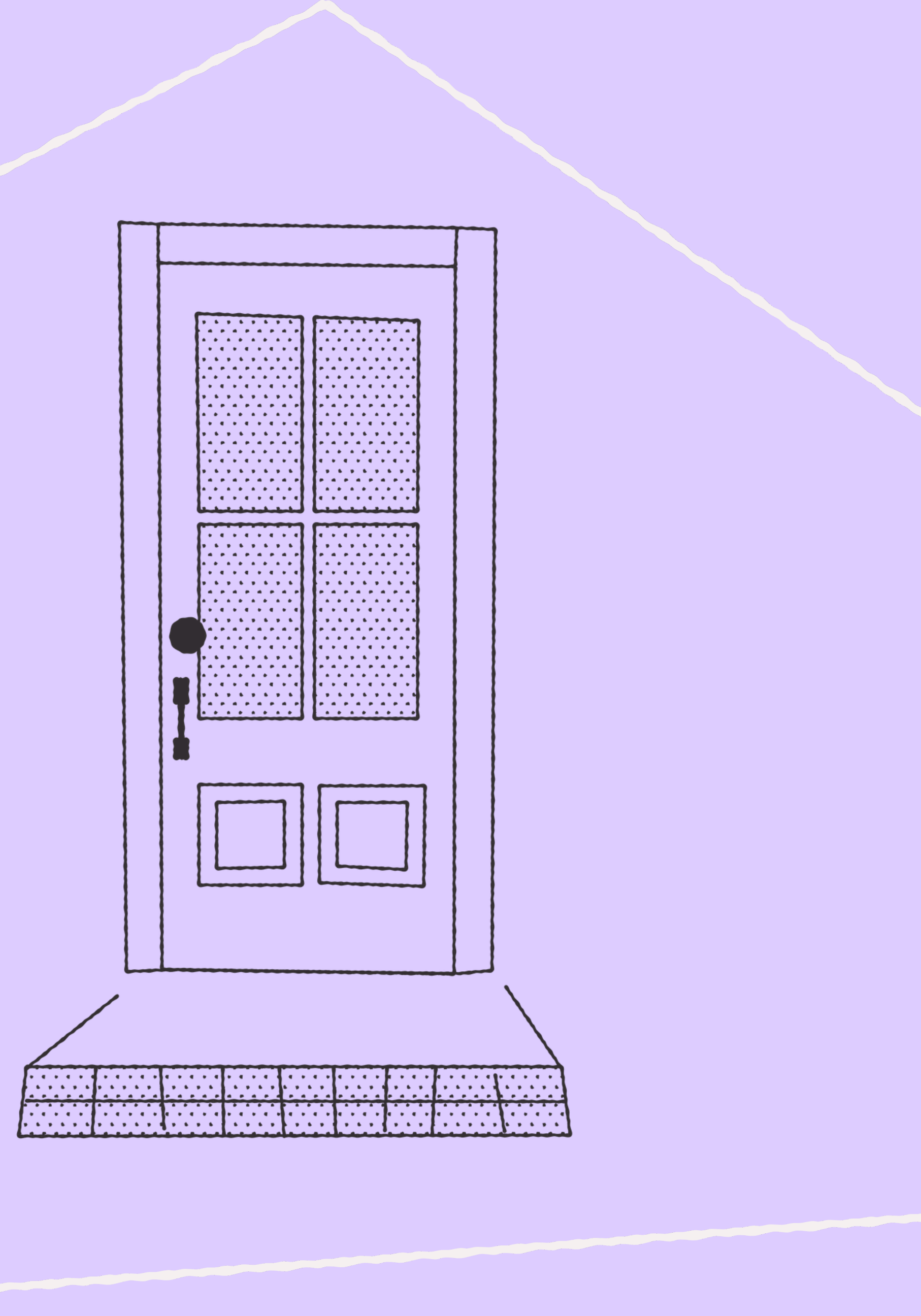
Just a home that runs more smoothly, where doing the right thing is simply the easiest option.

Why? Because we’ve seen firsthand how small steps add up to big impact.

What started as a single milkround in Lancashire has grown into a global platform, helping hundreds of thousands of households run their homes a better way.

2025 Highlights

There's so much to celebrate



2025

Reasons to celebrate

£17.3k

Donated to Hubbub through the 'Virtual Pint'

21.6k

Products donated to Hubbub community fridges through 'Pause with a Purpose'

652

New customers brought into the business through our Ohio migration

1

Big Ol' re-brand with tonnes of new assets

120

Boxes of toys donated to charities, through our Toy Drive

4

Stars on TrustPilot were achieved in the UK for the first time

29

Volunteer Days taken by MM staff members

61

Employees through our new performance framework

8

Modern Milkman teammates were brought together as an Impact Team

65

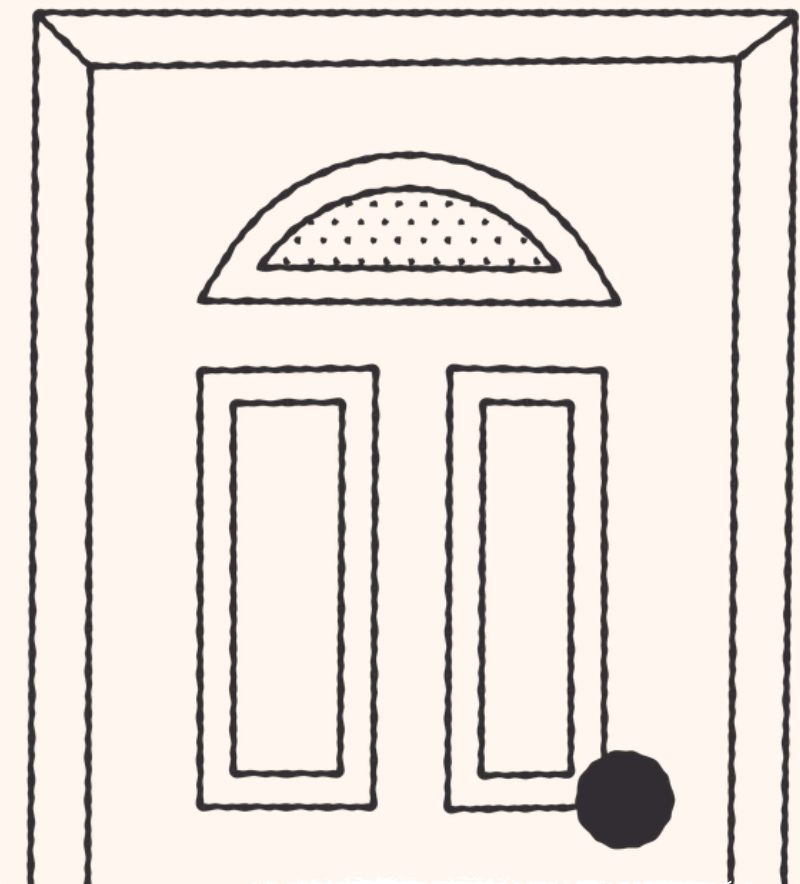
Global suppliers now onboarded through our impact supplier survey

18

New products launched into the Modern Milkman own range

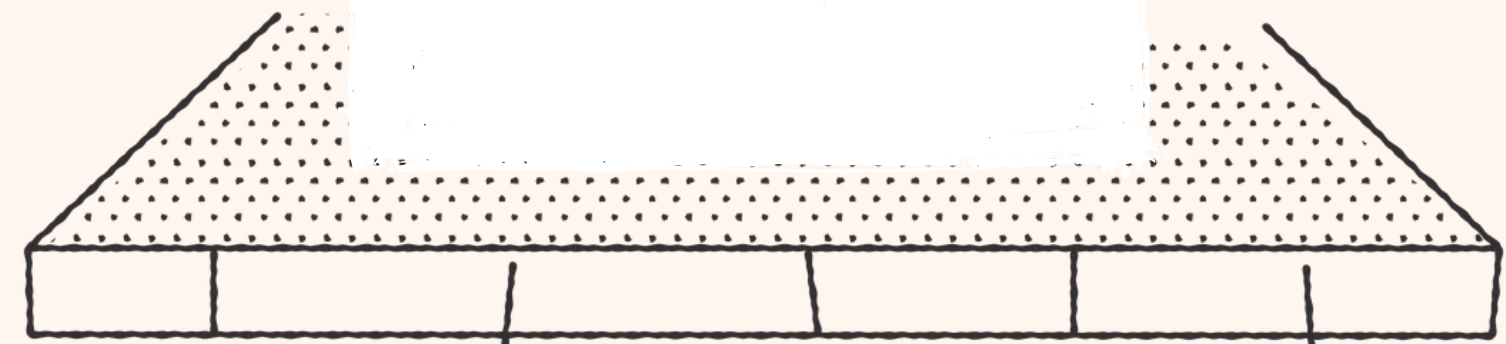
3

E-bikes now delivering milk to urban areas



Awards and Accreditations

- B Corp Recertification- where we achieved 100.1 points



B Corp Recertification

We recertified our B Corp, gaining 6 points from our original certification

SCORE: **100.1** POINTS

Governance **17**

Workers **28.5**

Community **32.2**

Environment **19.4**

Customers **2.8**

You'll notice the above adds up to 99.9 - we got 0.2 N/A points. Visit the B Corp website for more info.

Certified



Corporation

How did 2025 shape up?

Category	Goal	Status
Governance	Update enviornmental policy and include framework on business-wide decision making	Complete
Governance	Embed manager performance review to include social and environmental goals	Complete
Workers	Launch a new performance management process	Complete
Workers	Launch a new professional development framework and guidelines to all staff	Complete
Community	Expand our charity offering and partnerships to continue to give back to communities	Complete
Community	Formalise our practices to donations and community investments through an agreed framework	Work in progress
Community	Track diversity in our supply chain and build policies and practices to promote this.	Complete
Customers	Implement quality assurance reviews/audits of our significant suppliers	Complete
Customers	Implement ethical marketing policies	Complete
Customers	Formalise Six Sigma methodology and embed quality assurance practices across our operation	Not Complete
Environment	Implement assessments on suppliers on environmental and social practices (Emissions, waste	Complete
Environment	Implement tracking of ton miles of our distribution and supply chain.	Work in progress



B Corp Pillar 1 Governance

A different brand, the same dedication to providing better options for our customers and the planet.

A Rebrand to reflect our expanding proposition

Looking ahead to 2026, we knew we had big ambitions to start expanding our business offering and demonstrating the full potential of the doorstep. Not only that, but a growing customer base in two different markets but with the same purpose; we needed a brand that would help us set up for success for our new services, while also ensuring we had a clear framework for the UK, US and beyond.

Our Mission

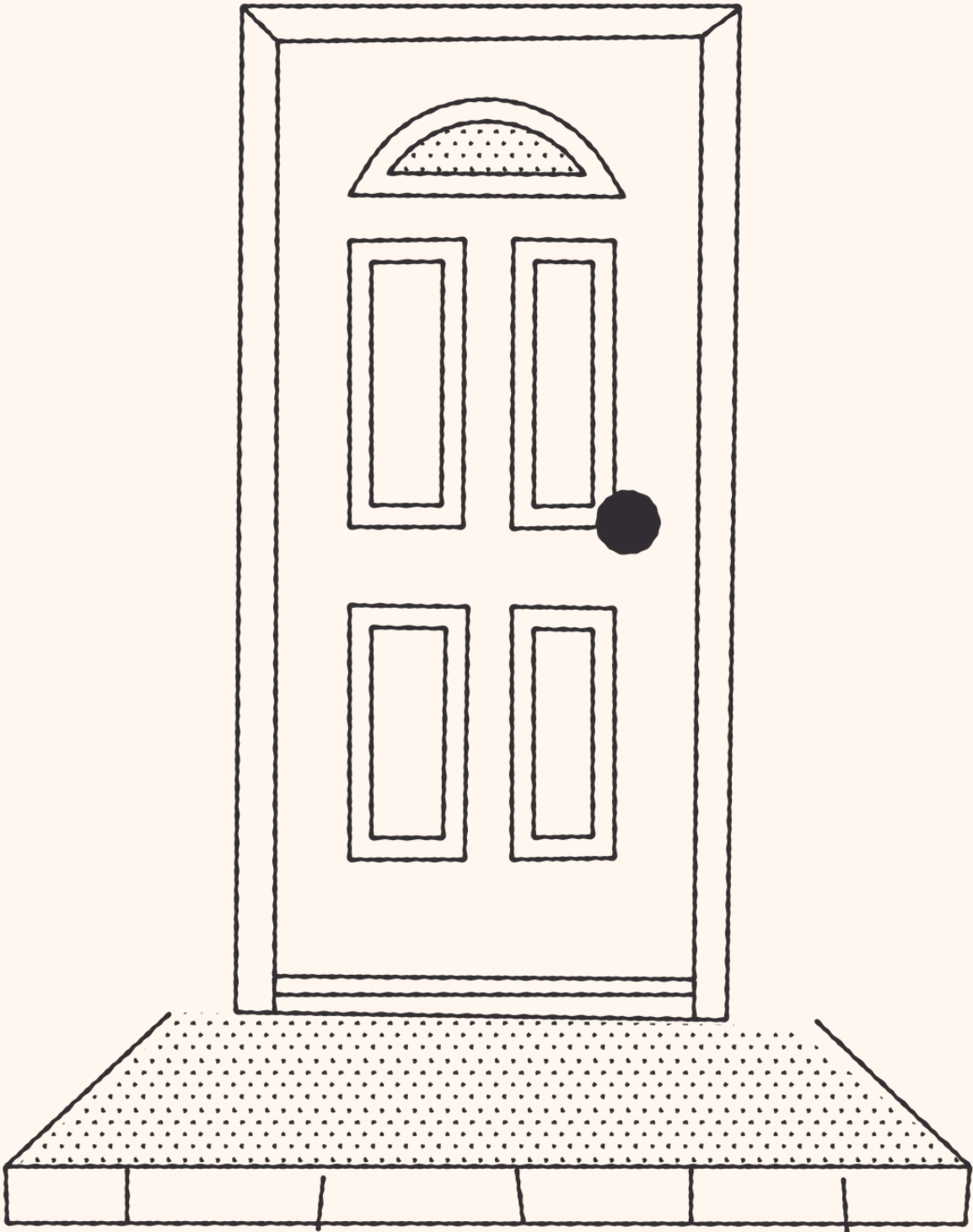
Providing communities with the platform to create lasting impact.

Our Vision

Building the ecosystem that makes doing the right thing second nature - one small change at a time.

To bring our new brand to life, we worked through our brand guidelines from the ground up by aligning our vision, mission, tone of voice, and the principles that guide everything we do. This is a massive step towards allowing us to scale our service and market spread; the work involved teams across the whole business as well as agency partners to help build our new vision and is truly reflective of everyone who works with us and where we want to get to.

Building a new, elevated brand is no mean feat. It shapes everything from how we talk to customers to how we onboard new starters and has set us up perfectly for 2026. This is only the beginning, and we can't wait for the next steps.



“The doorstep is the key to unlocking so much potential and connection with our customers. We wanted our new brand to reflect that”
Simon Mellin, CEO

B Corp Pillar 1 Governance

A growing team across two markets; the same mission and purpose.

Katie Lubczanski appointed as UK General Manager

In Q1 of 2025, we appointed Katie Lubczanski as UK General Manager. Katie is an accomplished business leader with experience scaling high-growth brands including HelloFresh, Costa Coffee, Weezy and Getir. Katie joined Modern Milkman in 2024 as Head of Strategy and quickly became a driving force across the business. As we expanded our growing proposition across two markets, we appointed her to the post of UK GM to give dedicated leadership in the UK market and put us in a strong position as we push forward.

Welcome, Ohio

Over in the US, in April 2025, we completed the migration of Modern Milkman Ohio onto our Modern Milkman platform and officially welcomed the team into the Modern Milkman group. The Ohio business was brought fully in line with how we operate in the US, with our operations structure, head office infrastructure and range management. Around 650 customers were migrated across and now benefit from our platform and service.

This was a great effort and achievement across multiple functions in the business and has set us up to grow in Ohio from a much stronger foundation.



"I'm so proud to lead the UK Market through our next phase and excited to see all our ambitions come to life in 2026"

Katie Lubszanski, UK General Manager

B Corp Pillar 2 Workers

From launching a new framework to working with students; we delivered great things for our people.

New Performance Framework

In 2025 we launched a new performance and development framework off the back of feedback from our annual staff engagement survey. Our mission was to give every person clarity on how they are doing and set a clear path for growth during their time with us and beyond. Importantly, we wanted to empower managers to have high-quality conversations and embed a culture of performance and growth across the business. We revamped our approach through building a one-stop-shop for performance, development and goals. Performance conversations are driven by a scorecard, where development areas can be easily identified and development plans put in place.

Staff feedback has been positive, with reports of this framework sparking real, productive conversations and leaving their performance reviews feeling genuinely positive. We can't wait to build on this in 2026.



More Volunteer days taken across the organisation

For a consecutive year, more volunteer days were taken by our staff than the year previous.

In 2025, our people took a total of 29 days, supporting our communities in a number of different ways. One company-wide initiative included our Christmas Toy-Drive, following the success from last year. Our teams across the country sorted thousands of donated toys, turning our Leeds, Loughborough, Warrington and Guildford hubs into festive sorting offices.

Other activities this year include litter picks in local areas, charity runs and talks at local schools. We're so proud of all the initiatives this year.

B Corp Pillar 2 Workers

From launching a new framework to working with students; we delivered great things for our people.

Working with Middlesex University

In July 2025, we kicked off a project with a group of students from the University of Middlesex. They completed research into how Modern Milkman use AI while still delivering on our sustainability mission. In other words, how do we innovate and drive efficiency without compromising what we stand for. The project ran through to November, with the students researching, interviewing the team, and building a concrete set of actionable recommendations.

This also gave the students an opportunity to get some first hand experience working within an organisation as an insight into the working world.

UK Values Trip

Every year, we recognise the people who really live our values through their work. We send our 4 winners over to our US office. This is always a fantastic opportunity to see the US operation up and close, meet some of our suppliers and experience first-hand what makes Modern Milkman US tick. This is a well-deserved thank you to people who go above and beyond every day and make Modern Milkman a great place to work.



B Corp Pillar 4 Community

Serving our communities through initiatives like pause with a purpose and more rigorous processes with our suppliers.

Pause with a Purpose

In July 2025, we launched Pause with a Purpose in the UK, giving customers an alternative option when they go away on holiday. Instead of just pausing their order, they can choose to donate the product value to our charity partner, Hubbub Foundation UK and one of their community fridges. Customers can donate the full value of their paused order, or select specific items, just like a normal pause. Our hubs then donate stock to that value to one of Hubbub's community fridges.

Hubbub runs over 700 community fridges across the UK. These are local spaces where people can access surplus fresh food, build connections, and get support. We have paired each one of our hubs with their own dedicated fridge, meaning customers are directly giving back to their community; every fridge is on average within five miles of one of our hubs.

By the end of 2025, customers had donated 21,600 products through the scheme — essentials like eggs, bread and pantry staples going to community members, rather than the bin.



Registered charity no. 1158700



“This initiative really exemplifies everything we stand for. Ensuring food that could be wasted, instead supports our communities”

Frankie Bonafin, BizOps & Impact Lead

B Corp Pillar 4 Community

Serving our communities through initiatives like pause with a purpose and more rigorous processes with our suppliers.

Supplier Impact Surveys

We have always been passionate about ensuring that we have a supply chain that supports our mission with the same standards we do. In 2025, we formalised that with a Partner Impact Framework, auditing our suppliers on their ESG commitments and giving us a strong foundation to be able to hold them to account to these. 65 direct suppliers across both markets completed an impact survey covering people and planet: everything from waste management and recycling to workforce practices.

We also introduced monthly Partner Performance Reviews for UK suppliers, bringing together supply, food safety and commercial teams to keep our partnerships honest and accountable.



Virtual Pint

Since 2024, customers have been able to buy a Virtual Pint, a “pint of milk” which is actually a donation, where proceeds go directly to our charity partner Hubbub. In 2025, we raised £17.3k through the scheme.

B Corp Pillar 4

Environment

Working with Seedling, we have optimised our carbon reporting so we can delve into our key contributors and work towards our NetZero target.

Carbon Reporting and Reduction

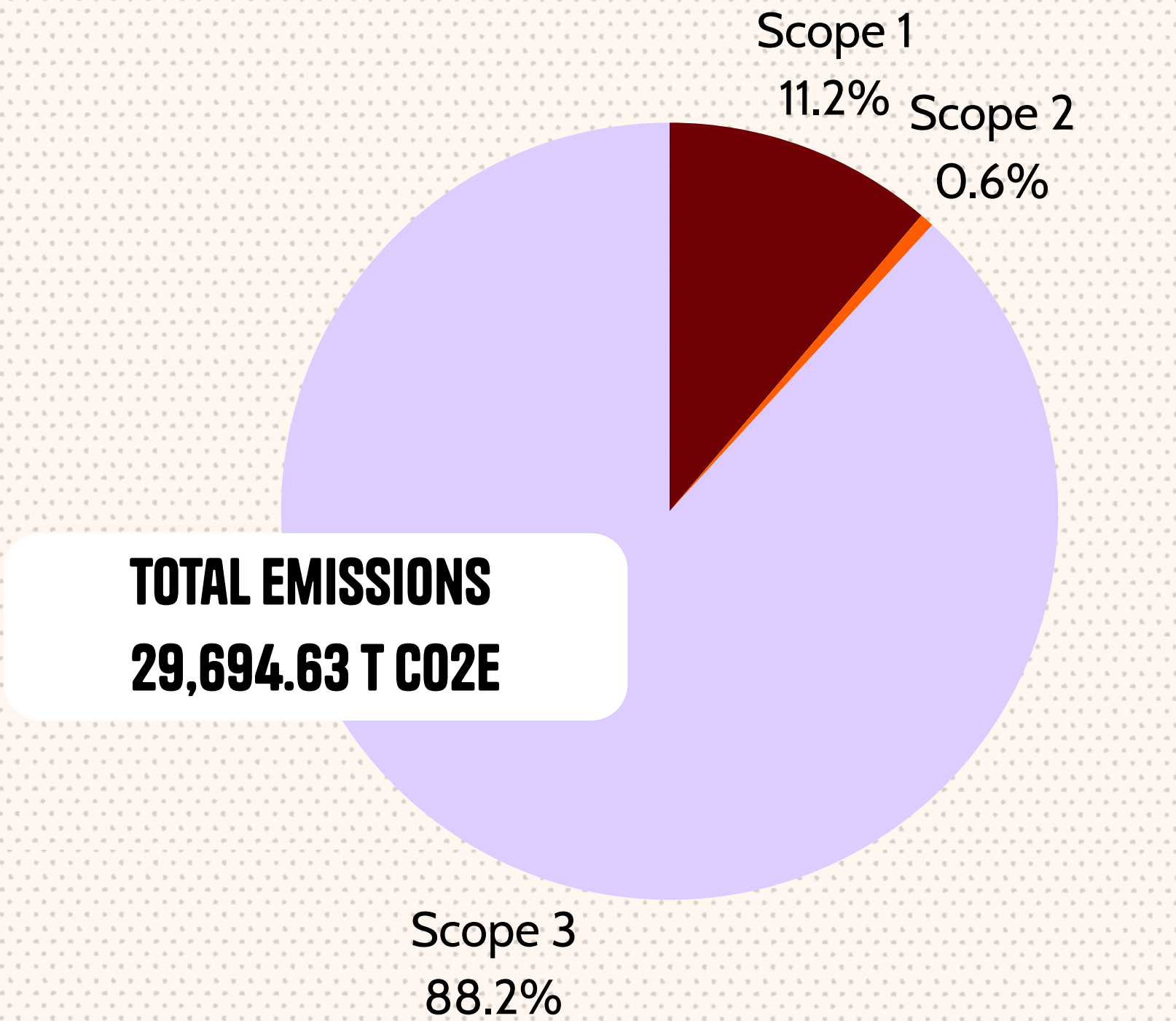
For the first year, we have partnered with Seedling to support us in measuring, analysing and reducing our impact. With their help, we have managed to nail down our key contributors to our carbon footprint, and identify actionable steps to reduce based on these. More on these actions in the looking ahead section.

Our Top 5 Contributors (2025)

 Milk	13,869.91 tco2e
 Vans - diesel	2,459.3 tco2e
 Eggs	2,258.59 tco2e
 General Services	1,251.63 tco2e
 Vehicle leasing	907.64 tco2e

NB. As this is our first year on the Seedling platform, we will use this as a baseline

Global Scope Emissions (2025)



B Corp Pillar 4 Environment

E-bikes expansion

Q1 saw the expansion of our e-bike operation from 1 bike to 3 bikes, delivering to more and more customers in South West London. This was supported by a cross-marketing campaign involving out of home channels such as bus stop ads and billboards, as well as channels such as PR, paid social and leaflets. We also took part in the Bikes for Business initiative, a unique and high-profile annual Cargo Bike Cruise. It was a fantastic first event to be part of for the team, and a great way for us to visibly showcase our commitment to clean logistics and sustainable urban deliveries alongside other equally committed businesses.

New Fleet Dashboard

We launched our new in-house fleet dashboard, MM Fleet, to further help with route optimisations and emission control. This works through smart route planning, which optimises mileage and supports real-time adjustments, while AI-powered dashboards provide actionable insights on performance, fuel, and operational trends. Drivers are equipped with a mobile app featuring turn-by-turn navigation, proof-of-delivery, offline capability, and live chat support.

The platform includes a full support hub and is built with enterprise-grade integrations (Samsara telematics, APIs, webhooks) and GDPR-compliant access controls.

MM Fleet is used day-to-day by hub managers to monitor overnight deliveries, with clear potential to support fleet management, customer service, and strategic operational planning.



B Corp Pillar 5 Customers

Delivering an exceptional customer experience all the while building a range to delight

Customer Sentiment trends upwards

In 2025 we hit a massive achievement in the UK by achieving a 4 star rating on TrustPilot. In the US, we launched on Trustpilot with a starting score of 4.3 — and ended the year at 4.7.

We also launched delivery scores in both the UK and US, giving customers the ability to feedback on their deliveries instantly and giving us a real-time pulse on the experience we're delivering at the doorstep. We also set up Google Reviews for three US hubs: Ellington and Ohio both ended the year at 4.2, and Danbury, only three weeks in, was already sitting at a perfect 5. We also launched NPS in the US launched too, consistently hitting the 70s.

Membership: The Round

As part of expanding our service offering and building better long-term relationships with the customer, in Q4 we launched our membership programme **The Round**, in the UK. Starting with a pilot across four hubs, we refined the experience before rolling it out to all UK hubs in December. Customers can either purchase their membership monthly or annually and with this, they get free delivery, priority access to special pricing, and a welcome gift. This saw great uptake and set a strong foundation to launch globally in 2026, as well as setting up a great platform for additional services and opportunities to come.



Gina, US

"We love Modern Milkman! The milk is delicious and so fresh. We love that they offer A2 milk. The fresh eggs are so good as well as the cheese from Cabot. We love the convinence of having fresh milk delivered right to our door. We also love that the milk is in glass bottles which get reused."



Tyrone, UK

"The Modern Milkman service is brilliant, I love the return of the milkman concept, especially seen as the products are sourced direct from farmers instead of retail outlets."



Farah, UK

"Modern milkman has been 'truly life changing' for me and my family!!!! Where conscience, ethics and climate conservation meets convenience, fresh superb quality!"



B Corp Pillar 5 Customers

Delivering an exceptional customer experience all the while building a range to delight

The Launch of our Own Range 🇬🇧

In the UK, we started the year with a clear ambition to nail core grocery and deliver exceptional quality for the customer. In meat, switching to Jolly Hog drove a 32% sustained uplift in bacon and sausage sales. In cheese, moving to Belton Farm and Barbers Farmhouse saw new lines outsell their predecessors within two weeks. However, Q2 brought our biggest move to date with the launch of Modern Milkman own-label products. Starting with jams, spreads and a filter coffee, jam sales doubled, coffee sales rose 42%. We then expanded the category further with sweet treats, ending the year with an own-label range of 18 products, including a 100% additive-free granola already outselling everything else in the cereals category. This highlights the power of the Modern Milkman brand and customers' propensity to buy high-quality, delicious products.

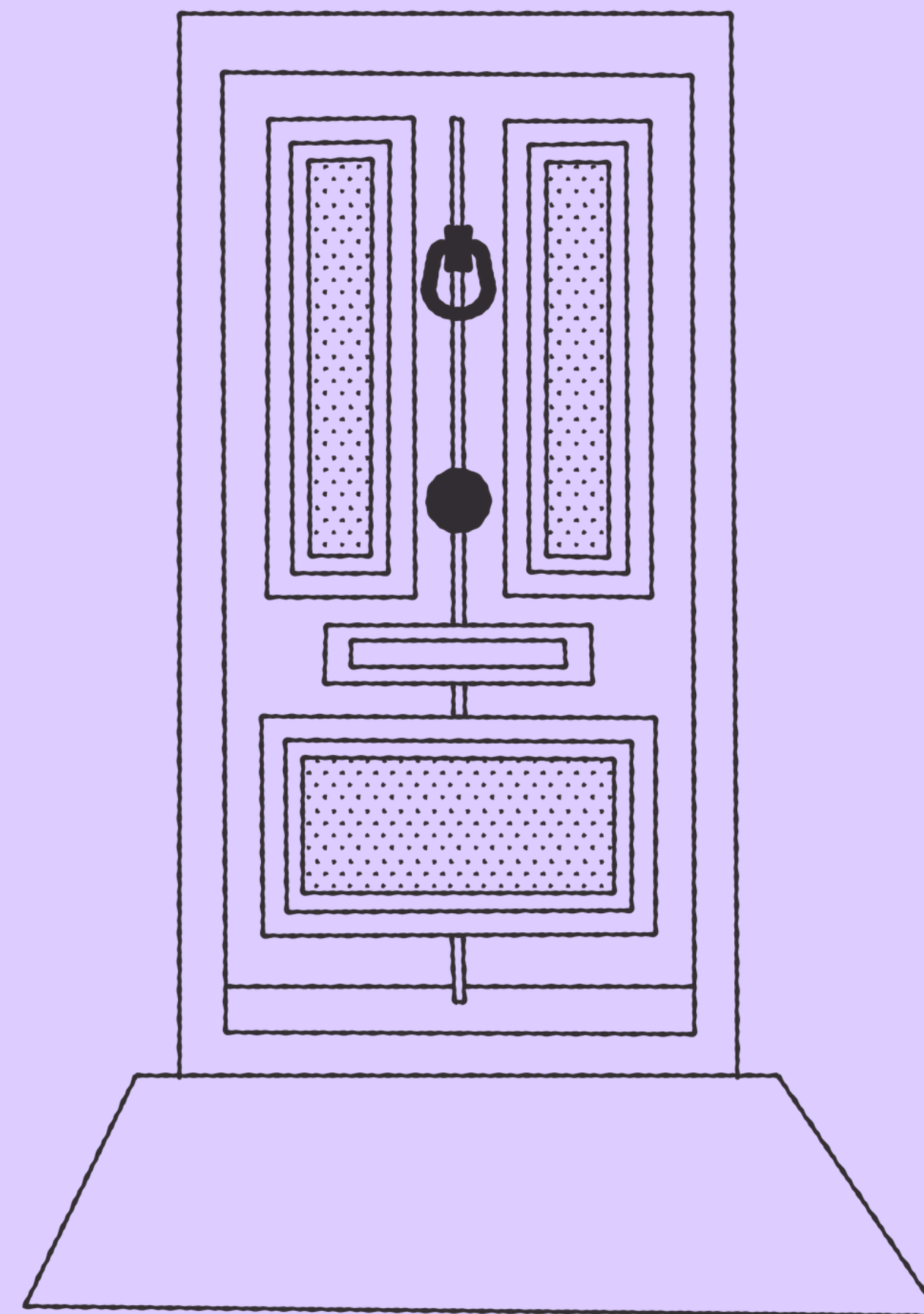
Focusing on Quality 🇺🇸

In the US, our focus was on building a range that really means something to the customers we serve. We replaced our pasture-raised egg SKU with a single-farm product from Latremore Pine Ridge Farm, New York. In meat, rather than absorbing record beef prices, we upgraded to pasture-raised Red Angus steaks from a fifth-generation family farm in Connecticut. We began phasing out national brands inherited through acquisition, replacing them with regional suppliers that better reflect our values. Return-for-Refill expanded beyond dairy into kombucha and coffee bottles. And Q4 was defined by seasonal trading, with impressive product AOV driven by eggnog, apple cider, pumpkin spice and more.



Looking Ahead to 2026

New year, new ambitions; same values



Our Impact Team

We've embedded a new Impact Team, responsible for impact across people, planet and partners. Meet them below!



Frankie Bonafin
BizOps & Impact Lead



Ellie Abbott
People & Talent Lead



Del Hope
Commercial Operations



Ollie Smart
Operations Project
Lead



Lu Mooney
Brand Director



Marcus Hurd
VP of Operations



Jenny Thomason
Head of Commercial



Victoria Hubbard
Head of Customer



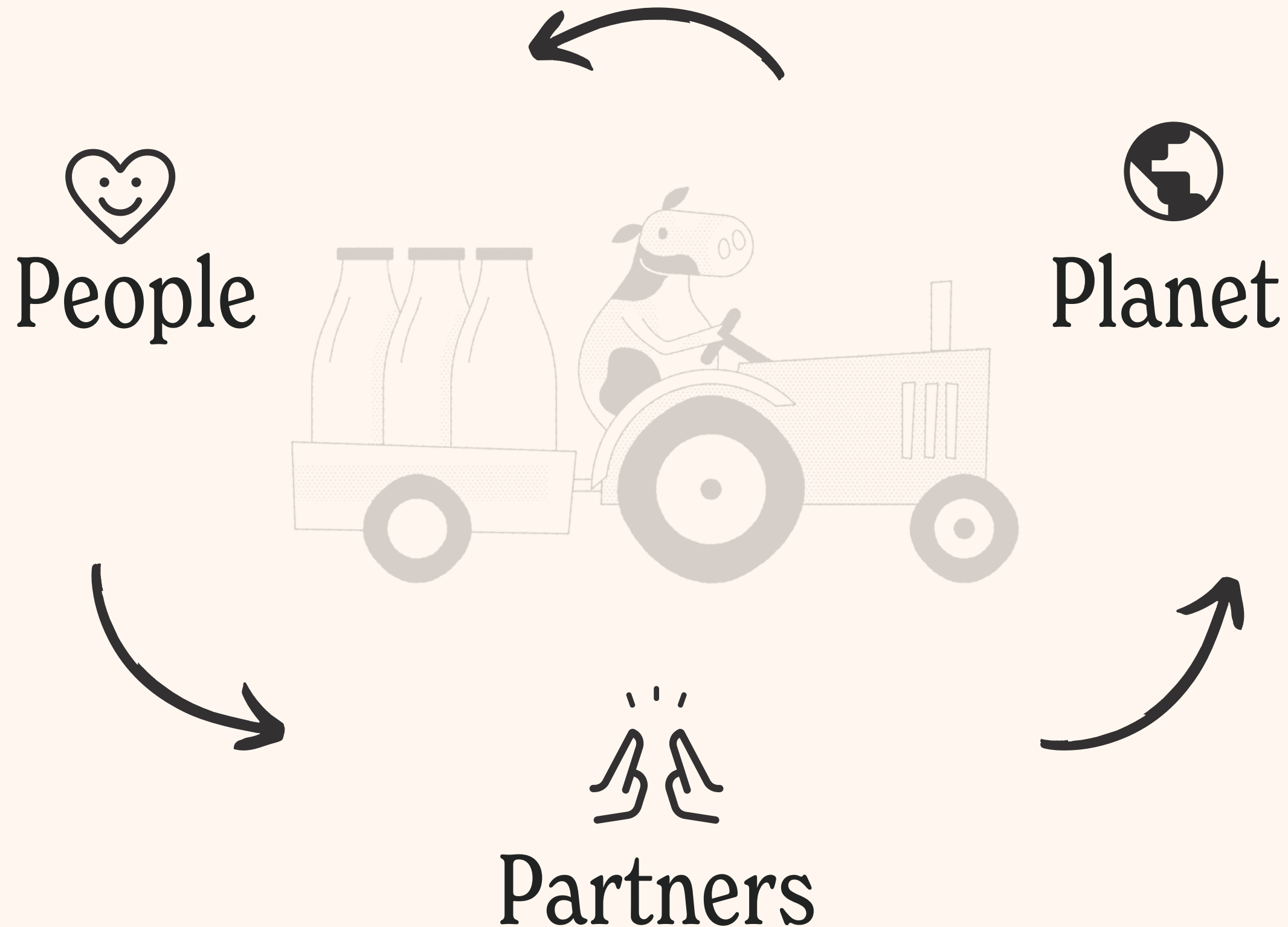
Amy Bredehoft
Commercial & Supply
Chain Director



Richard Jones
Product Director

Our three pillars of impact

We've reframed how we approach impact; ensuring we focus on how we can have an impact across our people and operation.



People

Bring communities together with the power of The Round

How we will measure



Customer
Engagement Score



Staff Engagement
Score



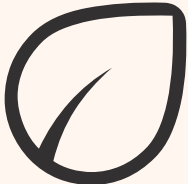
Driver Engagement
Score

Our Goals

Team UK 	Team US 
Improved customer contact journey to ensure we can act on delivering a good service, quickly.	Improve doorstep experience through service, customer app and sustainability initiatives
Launch V3 of our performance review with enhanced functionality	
Report on Gender Pay Gap	
Improve our ways of working through the use of our systems and communication tools	
Increase instances of our volunteering and community outreach	

Our Short-Term Goals

How we will measure



Scope 1, 2 and 3 emissions

Working with Seedling, we have identified our carbon hotspots and have built a short-term and long-term plan to combat these.



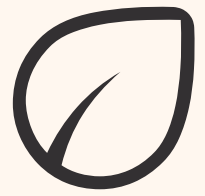
Team UK 	Team US 
Reduce emissions from logistics through route optimisation	Remove single-use plastic from our operation through the use of reusable bags and icepacks.
10,000 KG household waste prevented from hitting landfill through scaling our collections offering	5,000 KG household waste prevented from hitting landfill through scaling our collections offering
	Reduce emissions from logistics through route optimisation
Conduct annual energy efficiency audits at our sites	
Recycle general office waste and recycle food waste at our sites	
Explore using recycled paper, glass and plastic in packaging.	

Please see our website for our full carbon report for 2025 with our action plan

Planet

Providing better options for the planet

How we will measure



Scope 1, 2 and 3
emissions

Working with Seedling, we have identified our carbon hotspots and have built a short-term and long-term plan to combat these.



Our long-term Goals

We have set ourselves a 5-year target to achieve the following global goals.

- Switch diesel / petrol delivery vans to electric
- Work with logistics partners to use more sustainable vehicles and improve route efficiency
- Provide electricity requirements via installation of solar panels
- Re-purpose collected plastic from customers back into our operation/service. ie. Milk Crates
- Reduce overall food and drink waste

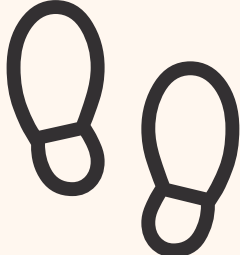
Please see our website for our full carbon report for 2025 with our action plan

Partners

Driving impact through our suppliers to create a ripple effect of impact

Our Goals

How we will measure

 Partner Impact Score

Team UK 	Team US 
Hit our 0% landfill target by end of 2026 by transitioning our UK salmon supplier off landfill-bound packaging.	Complete a full scale audit across the supply chain
Move our jam supplier to return & reuse glass jars	Host a digital supplier summit, adding a forum for suppliers to share social and environmental practices and lessons learned
Start ESG audit conversations across supply base to understand barriers and agree practical next steps	
Host our second UK Supplier Breakfast in Q4 (launched Jan 2026), adding a forum for suppliers to share social and environmental practices	
Work with a UK yoghurt supplier on solutions to cut methane emissions	

Thank you



*Modern
milkman*