



# Towards a Better Future for Food, People and the Planet

Greencore Group plc | Sustainability Report 2024



# Highlights

Contents

- CEO Welcome

---

- About Greencore

---

- Better Future Plan

---

- Sourcing with Integrity

---

- Making with Care

---

- Feeding with Pride

---

- People at the Core

---

- Foundations

---

- Realising a Better Future

---

- Performance and Disclosures



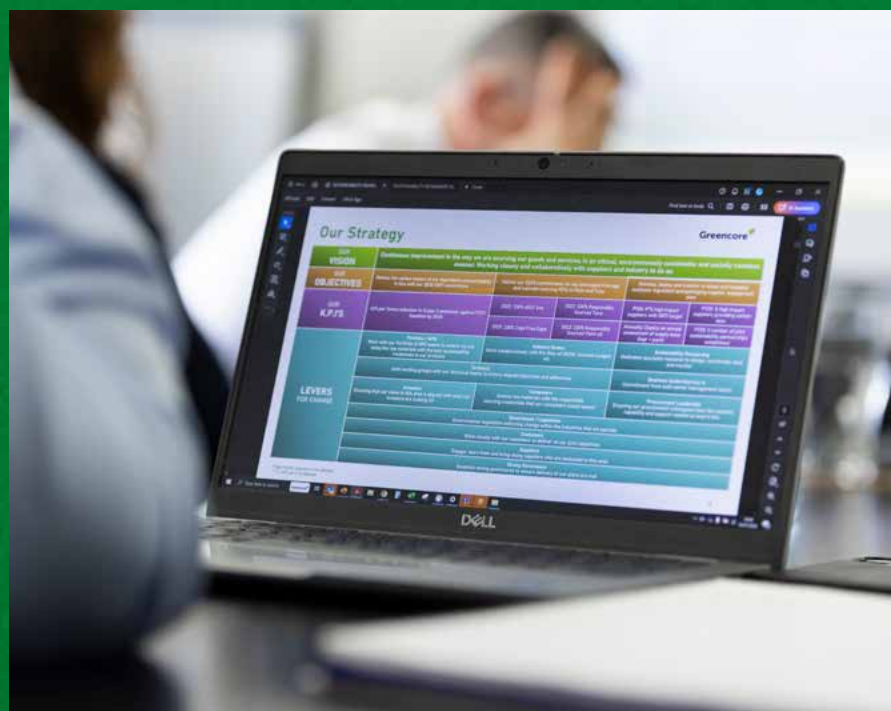
→ Achieved our first absolute Scope 1 and 2 carbon emissions reduction against our 2019 base year, following four years of increases.



→ Embedded Plan Ownership and Executive Leadership Models, and included sustainability performance in our incentive and reward framework to drive change.



→ Automated energy and water metering and submetering across all our sites to provide real-time insight into our consumption.



→ Completed multi-year roadmap development across our Better Future topics, including a clear strategy for each area defining our vision, objectives, KPIs and levers for change.



→ Refreshed our Human Rights Due Diligence Framework, guided by the UN Principles, for our direct operations and global supply chain.



→ Developed a product portfolio dashboard to improve monitoring and insights on NPM (Nutrient Profiling Model) scores and the number of Red Traffic Lights on all our products.

# Contents

- CEO Welcome** 3
- About Greencore**
  - Our Business Model and Purpose 4
  - Our Value Chain and Global Supply Chain 5
- Better Future Plan**
  - Our Better Future Plan 6
  - Better Future Leaders' Reflections 7
  - Influencing the Food System 8
  - The Power of Collaboration 9
  - Our Scope 3 Footprint 10
- Sourcing with Integrity** 12
  - Responsible Sourcing 13
  - Human Rights in our Global Supply Chain 15
- Making with Care** 16
  - Net Zero Operations 17
  - Food Waste 19
  - Water Stewardship 21
- Feeding with Pride** 22
  - Healthy and Sustainable Diets 23
  - Sustainable Packaging 25
- People at the Core** 26
  - Human Rights in our Direct Operations 27
  - Inclusion and Diversity 29
  - Health and Safety 30
  - Communities 31
- Foundations** 33
  - Governance 34
  - Transparency 35
  - Risk Management 36
  - Embedding 37
- Realising a Better Future** 38
- Performance and Disclosures** 39



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# Welcome to Greencore's 2024 Sustainability Report

**This year, we've been sharpening our focus on what it takes to transform into a future-fit food business, one that drives positive impact for both people and the planet, and our Better Future Plan reflects our commitments to address these challenges.**

The food system today is complex and growing more fragile. We recognise our responsibilities within our operations and across the value chain to help create a brighter and more equitable system. I'm pleased that our Better Future Plan Ownership Model, introduced last year, has accelerated progress. It's raised awareness, improved resources, upskilled our teams, and linked leadership engagement with sustainability goals through performance-based rewards.

This year, our Group Executive Team gained a deeper understanding of climate risks and the consequences if we don't act quickly. We increased our engagement with Plan Owners, hosting full-day workshops and monthly updates on progress and risks. This shift reflects how central sustainability has become to our agenda.

Collaboration remains key to our sustainability strategy, and achieving our goals requires joint efforts with customers and suppliers. While we aim to influence the entire value chain as this is where some of the biggest gains will be made, in the short-term, we must retain focus on optimising our own operations.

I've noticed increasing alignment between commercial and sustainability interests among our partners. Although more work is needed to fully integrate these, the easing of inflation pressures is opening space for meaningful sustainability conversations that were previously overshadowed. This shift gives me hope for the future.

Our goals in the Better Future Plan are ambitious and challenging. Energy and water use remains significant, and while our 'Reduce our impact' initiatives have helped, we still have a long way to go to meet our targets.

Many of our commitments, like 100% cage-free eggs, are enabled through customer alignment, while others, such as deforestation-free soy, require industry-wide transformation. In these areas, we're committed to using our influence to drive change.

Meeting our commitments depends on accurate, timely data. This year, we've placed greater emphasis on gathering high-quality data across all reportable sustainability metrics. Strengthening this will be essential for guiding decisions, meeting future reporting demands, and fully embedding sustainability into our business.

Looking ahead, the journey toward a sustainable future will require resilience, collaboration and innovation. We remain committed to pushing boundaries, holding ourselves accountable, and working with all our partners. Whilst challenges remain, I'm confident that through collective effort and continuous improvement, we can build a future-fit food business. Together, we'll create a more sustainable food system that benefits people, the planet, and ensures long-term success.

Dalton Philips, CEO





Contents

CEO Welcome

About Greencore

Our Business Model and Purpose

Our Value Chain and Global Supply Chain

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# Our Business Model and Purpose

Greencore makes great-tasting convenience food, including sandwiches, salads, sushi, chilled snacks, ready meals, soups, sauces, quiche and more. We supply major UK supermarkets, convenience stores, travel retail outlets, discounters, coffee shops, foodservice and other retailers.

We also provide a Direct to Store delivery service for products from our manufacturing sites and other third parties. Orders are delivered direct to our customers' stores daily, by our own delivery fleet. Our business connects with millions of people every day through the products we make and sell to our customers.

In 2020, we introduced our purpose, 'Making every day taste better'. This is our commitment to work for a future where our people and our business thrive sustainably. It guides the way we operate; supports the direction we take and inspires our strategy. Our purpose underpins the actions we take towards making a difference for everyone who interacts with our business, from consumers and suppliers to those in the communities where we operate – whilst also working to improve and preserve the health of the planet we all share.

RELEVANT DISCLOSURES GRI 2-1; 2-2



35 locations



8,850 suppliers



13,300 colleagues



71% of our products classified as 'healthier'



748m sandwiches and other food to go items



10,500 deliveries to stores every day





Contents

CEO Welcome

About Greencore

Our Business Model and Purpose

**Our Value Chain and Global Supply Chain**

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# Our Value Chain and Global Supply Chain

Greencore's food value chain operates within the broader economic, social, and environmental context of the global food system.

Our ingredients and packaging materials come from all over the world, expanding our impacts, risks and opportunities related to society and the environment. Our supplier network is vast, with 290 Tier 1, 1,860 Tier 2, and up to 6,700 Tier 3 suppliers globally. For example, a Canadian wheat farmer (Tier 3) sells to an aggregator (Tier 2), who ships to a UK supplier (Tier 1) who makes bread for Greencore which is then used in our sandwiches.

Some supply chain elements remain stable, such as sourcing wheat from Canada for many years, while for others, such as rice, we are exploring opportunities to move to different geographies and suppliers to improve human rights and social outcomes.

Our sourcing decisions can influence ethical and environmental outcomes, but we are also shaped by external factors like pricing, climate change, and global political unrest. For instance, we have increased the sourcing of salad leaf from UK hydroponic farms for better stability as the climate changes.

This year, we conducted our second climate-risk mapping exercise to identify sourcing areas vulnerable to climate-related weather and water risks, helping guide our future sourcing decisions.



RELEVANT DISCLOSURES GRI 2-6

\*Due to documented examples of forced labour and state persecution of ethnic groups including Uighur Muslims within the Xinjiang region, we ceased sourcing any goods from this specific region of China in 2021. Other regions of China remain in our supply chain for seaweed, salt, red chilli, ginger, bamboo, garlic and processed tomatoes



# Our Better Future Plan

## Our Better Future Plan is our sustainability strategy and commitment to improving the food system for both people and the planet.

As a food manufacturer, we source ingredients through our supply chain, bringing together ingredients and people to manufacture products, and then distribute these products to our customers. Our Better Future Plan has three corresponding strategic pillars: Sourcing with Integrity, Making with Care and Feeding with Pride. Each pillar comprises an overarching ambition and key focus areas underpinned by commitments. Our business relies fundamentally on our people and our People at the Core topics provide essential support for our pillars. Finally, we recognise the importance of our foundational topics: Governance, Risk Management, Transparency and Embedding as they underpin the successful execution of our plans, driving both growth and management of risk.

In summer 2024, we made several adjustments to keep our strategy relevant to the changing world, the key environmental and societal issues relevant to us, and the expectations of our stakeholders. Water Stewardship now features as its own topic in our Making with Care pillar to reflect the growing importance of and internal work on water management this year. We moved Communities from Making with Care to People at the Core to better align with the topic's people-focused objectives, and we renamed our agendas related to human rights to reflect the importance of the different considerations and approaches in terms of Human Rights in our Direct Operations and Human Rights in our Global Supply Chain.

### OUR MATERIAL TOPICS

We measure the success of our Better Future Plan across multiple Key Performance Indicators (KPIs). We have been transparent about our performance by reporting and disclosing to recognised international frameworks, Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB), for several years. Our existing materiality assessment, carried out in 2022, identified nine topics as material to our business which shape our current approach to sustainability at Greencore. We are now preparing for the EU's Corporate Sustainability Reporting Directive (CSRD) and will complete a double materiality assessment which will enable a refreshed view of Greencore's material impacts, risks and opportunities.

- Climate and carbon
- Healthy and sustainable diets
- Nature
- Food safety
- Waste and food waste
- Employee health, safety and wellbeing
- Human rights and labour rights
- Plastic and packaging
- Water

RELEVANT DISCLOSURES GRI 3-1; 3-2



This year we've been working hard to mobilise all elements of our Better Future Plan, driving our Executive and Plan Owner accountability model to provide business leadership and focus, and bringing in new roles to strengthen our central Sustainability team and their support to the business. I'm confident we're set up well heading into FY25 and have good momentum across the programme to propel us forward.

Clare Binnington, Director of Technical and Sustainability





Contents

CEO Welcome

About Greencore

Better Future Plan

Our Better Future Plan

Better Future Leaders' Reflections

Influencing the Food System

The Power of Collaboration

Our Scope 3 Footprint

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



# Better Future Leaders' Reflections

Greencore's Chief Operation Officer Lee Finney, Chief Commercial Officer Andy Parton and Chief People Officer Guy Dullage discuss this year's progress and challenges, and reflect on what lies ahead for our Better Future Plan.

Lee is the overall Executive Sponsor of the Better Future Plan and Executive Owner of activities under Making with Care, Andy has Executive Ownership responsibilities for Sourcing with Integrity and Feeding with Pride, and Guy for People at the Core.



Left to right: Andy Parton, Lee Finney and Guy Dullage

## WHAT HAVE YOU LEARNT THIS YEAR?

**Lee:** Decentralising sustainability has been hugely valuable, and we're starting to see the results of this change. It's taught me the power of shared ownership, and seeing Plan Owners truly take charge in their areas has been rewarding. While we continue to experience varying degrees of progress and maturity, we're building good momentum.

As Executive Sponsor, it's about setting the right level of ambition, educating the business, building capability, aligning efforts, ensuring effective resource allocation, and championing the plan daily, to support our collective success.

**Guy:** We've seen a real shift from a degree of opinion and speculation on progress in some areas, to more robust data and facts which evidence the progress we're making. The value of this has been a real eye-opener for me this year – the importance of getting good quality and consistent data – it's giving us better insights and strengthening our confidence in the actions we're taking.

**Andy:** I've learnt there's a balance between what we can control, influence and what is beyond our reach. While we can align with our customers on sustainability goals, we can't apply a one size fits all approach; instead, we must influence, partner and collaborate with each customer and navigate the nuances of their sustainability plans to make progress towards our own sustainability commitments.

## WHAT HAVE BEEN THE MAIN CHALLENGES?

**Guy:** Getting traction on diversity representation throughout the business has been a challenge despite being on the agenda for several years. Tying it to performance this year has prioritised this goal with leadership teams. This, coupled with education around bias in recruitment, has shifted the conversation from initial scepticism to a focus on driving progress.

**Andy:** As for many businesses, access to the right high-quality data, to drive strategic business decision-making towards sustainability ambitions is an ongoing challenge. We're a high-volume, fast-moving business, and as we continually develop new products and reformulate existing – it requires significant effort to keep data up-to-date and decisions useful. However, we're committed to maturing our data maintenance and visibility to drive the right outcomes.

**Lee:** Progress on our Scope 1 and 2 emissions has been slow despite all our efforts around energy metering, data, trend analysis and identification of technology and equipment investment priorities – it's hard to keep momentum when results are not immediate. To step change our progress, we've built a Strategic Energy Framework to focus our efforts and drive change in our energy use and consumption.

## WHAT ARE YOUR FUTURE PRIORITIES?

**Guy:** There are three big focus areas for me. First, we're introducing a company-wide volunteering scheme and encouraging participation at all levels. Second, we'll focus on improving ethnicity representation, while building on our progress with gender. Third, building our Group-wide approach to human rights audits, expanding NGO relationships and educating our people to embed human rights awareness across the business.

**Lee:** In FY25, we aim to advance all plans, integrating relevant goals into our budget. Our focus remains on Energy, Water Stewardship, and Food Waste, with increased emphasis on Scope 3 carbon emissions through Responsible Sourcing, Healthy and Sustainable Diets, and Packaging – areas with high potential for progress and strong business benefits in both the short and long-term. A key priority is building a network of partners across the food system to address shared industry challenges. I'm excited for the insights Greencore can gain and contribute as an active participant in these collaborations.

**Andy:** Our priority within my commercial group remains cross-functional alignment and collaboration on how we jointly deliver our commitments, including working with our suppliers, whilst respecting each individual customer's specific context and policies. This is the biggest thing that we've got to do!



Contents

CEO Welcome

About Greencore

Better Future Plan

Our Better Future Plan

Better Future Leaders' Reflections

Influencing the Food System

The Power of Collaboration

Our Scope 3 Footprint

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



# Influencing the Food System

Systems are complex webs of interconnected elements, so vast, it is impossible to trace all influences and connect all symptoms with causes. The 'food system' is no different, it spans the globe and is intricately connected to changes in politics, economies, society and health, and the environment.

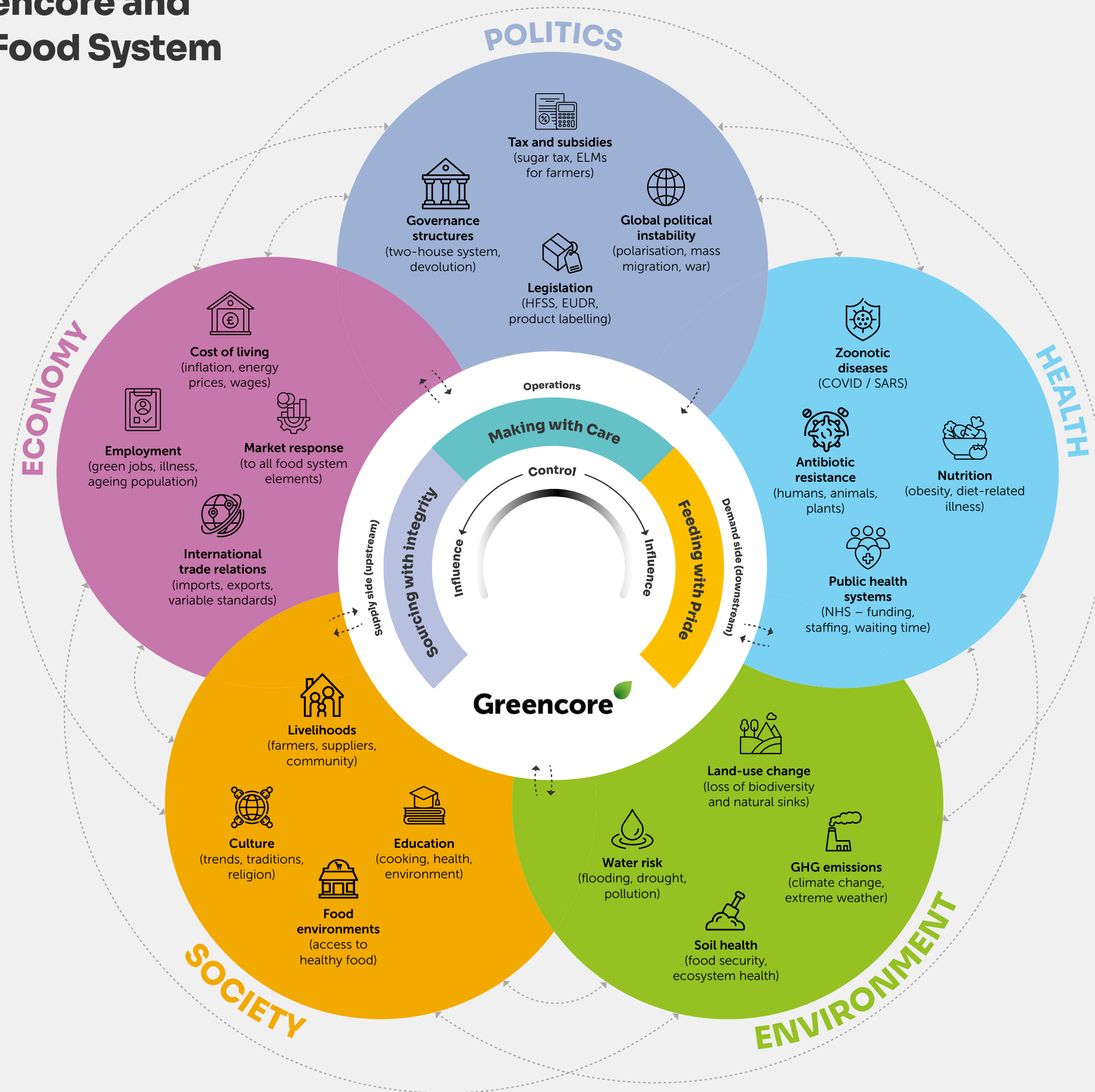
The food system is shaped by these elements, including their underlying forces which all affect the type of food we see on our shelves. But it also exerts its own influence; it affects our health, the use of land and resources, and is a major source of employment in our society.

Greencore exists within this system and is shaped by these influences. We also recognise our responsibility and the opportunities we have to positively impact the environment in which we operate. We sit at the centre of an intricate network of stakeholders to prepare an average of 23m units of food products per week.\* Our stakeholders include ingredient producers, suppliers and our customers, and we have an opportunity to work with these groups to deliver healthier and more sustainable outcomes for all.

However, many challenges remain, and mapping the food system and its connections helps to better understand and prioritise where to focus our efforts. These are the pillars of our Better Future Plan and how we are working to create a more sustainable food system that benefits people and the planet.

\*average units produced per week that are either a main part of meal, an accompaniment to meal or an ingredient in a meal

## Greencore and the Food System



Based on a diagram from Parsons K, Hawkes C, Wells R. (2019) Brief 2. What is the food system? A Food policy perspective. In: Rethinking Food Policy: A Fresh Approach to Policy and Practice. London: Centre for Food Policy





Contents

CEO Welcome

About Greencore

Better Future Plan

Our Better Future Plan

Better Future Leaders' Reflections

Influencing the Food System

The Power of Collaboration

Our Scope 3 Footprint

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# The Power of Collaboration

**We recognise that transforming the food system requires collective action, and that this will drive faster, more effective outcomes for us all.**

We are beginning to work more closely with others in the sector – establishing new relationships and growing our existing partnerships – to address both our own impacts and influence those of the wider food industry.

As an own-brand manufacturer making products on behalf of others, we are heavily influenced by our customers and their respective sustainability ambitions. The activities of our suppliers also directly influence the outcomes we can deliver. However, we can suggest and affect change in key areas, such as product formulation and packaging, and in supporting retailers with decision levers such as price, promotion, ranging and availability to encourage uptake of healthy and sustainable products. Our key partnerships this year include the BRC Mondra Coalition and our Healthy and Sustainable Diets (HSD) partnership with a key customer.

It is also essential we evolve our relationships with suppliers and establish new ways of working to address pressing and complex topics such as deforestation, water risk and biodiversity loss. We aim to influence the activities of our Tier 1 suppliers through our Responsible Sourcing Policy which we have updated this year. This sets out the principles that we apply while sourcing products.

Our Supplier Code of Conduct outlines the standards that all our suppliers must meet to conduct business with Greencore. We can have a significant positive impact across the UK food system if we both source better ingredients, and standardise better choices (such as ingredients with lower environmental impacts and improved health outcomes). Making these choices appealing, affordable and accessible will be crucial to transforming the food system into one that works for people and the planet.

To further drive collective action, we are working closely with key suppliers and beginning to integrate sustainability initiatives and targets with commercial discussions to reward those taking action. We are also stepping up our engagement with industry groups to both learn from others and add our voice to important discussions around healthy and sustainable diets and the standardisation of environmental reporting.

We partner with several external bodies to promote best practice, including the Food Network for Ethical Trade (FNET), Modern Slavery Intelligence Network (MSIN), the Association of Labour Providers (ALP) and Stronger Together. Our Human Rights team works closely with counterparts at our major customers to address industry challenges collaboratively, share best practices and inform policy.

While we recognise the importance of influencing both the upstream and downstream aspects of our food value chain, we must retain, at least in the short-term, a significant focus on the optimisation of our own operations and are currently working to establish long-term strategic partnerships to better enable achievement of our operational sustainability goals.

**Greencore's commitment to internal and external collaboration reflects its ambition to help build the future food system. It's refreshing to see a business invest in teams and partnerships, equipping them with the skills, space and confidence to push forward together.**

Kate Cawley, Founder, Future Food Movement

RELEVANT DISCLOSURES GRI 2-28; 2-29

## OUR PARTNERSHIPS



The Chilled Food Association (CFA) represents many of the UK's biggest chilled food manufacturers in the UK. It champions best practice across the industry, providing members with chilled prepared food expertise in areas including sustainability, research and training.



The Marine Stewardship Council (MSC) is a global non-profit organisation that works to end overfishing around the world.



The Modern Slavery Intelligence Network (MSIN) is a pioneering non-profit collaboration in the UK food and agriculture sector created in response to the findings of Operation Fort, the UK's largest ever modern slavery investigation.



The BRC Mondra Coalition is an enterprise Software as a Service (SaaS) platform for brand owners across retail and consumer-packaged goods, and all suppliers that serve them. The platform brings together supply chain actors within a coalition group to monitor, improve and communicate product environmental performance in a harmonised way.



The Coronation Food Project seeks to bridge the gap between food waste and food need across all four nations of the United Kingdom, helping people and helping the planet.



The Food Network for Ethical Trade (FNET) is a forum for sharing issues and best practice, and developing practical solutions to human rights issues.



Future Food Movement is the food industry's Climate Upskilling Partner, a diverse business community radically upskilling and supporting anyone in food to accelerate climate action and to prepare for the sustainable food transformation. Greencore is a Business Member which gives us tools to support our colleagues to go beyond net zero target setting – making Every Job a Climate Job.



The Roundtable on Sustainable Palm Oil (RSPO) aims to transform markets to make sustainable palm oil the norm.



The Seafood Ethics Action Alliance (SEA Alliance) is a pre-competitive collaboration to promote respect for human rights in the global seafood industry. It is relatively new with 32 member companies including the 11 largest UK supermarkets.



Industry charity GroceryAid offers crisis support and financial assistance to those working within the grocery industry.



The Institute of Grocery Distribution (IGD) operates two interconnected communities – commercial insight and social impact – to drive positive change within the grocery industry. We are proud to be founding members of their Reverse Mentoring programme and continue to support and endorse the programme.



The UK Plastics Pact brings together businesses from across the entire plastics value chain with the UK Government and NGOs to tackle the issue of plastic waste.



WRAP is a climate action NGO working around the globe to tackle the causes of the climate crisis and give the planet a sustainable future. Greencore participates in WRAP's Food Waste Reduction Roadmap and Water Roadmap.



Contents

CEO Welcome

About Greencore

Better Future Plan

Our Better Future Plan

Better Future Leaders' Reflections

Influencing the Food System

The Power of Collaboration

Our Scope 3 Footprint

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



# Our Scope 3 Footprint

**We are committed to the Scope 3 Science Based Targets initiative (SBTi) reduction targets for both our Forest, Land and Agriculture (FLAG) greenhouse gas emissions and our Energy and Industry emissions reductions against our FY19 baseline by 2030.**

By their very nature, Scope 3 emissions are challenging to address, and collaboration with our suppliers, customers and internally is essential to drive progress and outcomes.

Our Scope 3 decarbonisation strategy is in its early stages and we are giving consideration to levers such as portfolio adjustments, favouring lower-carbon contracts, and modifying product recipes and packaging to reduce high-carbon ingredients and materials.

We are also committed to decarbonising our supply chain by supporting suppliers' carbon reduction efforts and considering how our sourcing decisions may align with these goals. In FY24, our focus has been on the potential impact of supplier decarbonisation efforts on our Scope 3 emissions.

## ACTIONS AND OUTCOMES

As a requirement of FLAG, we have re-based our FY19 Scope 3 footprint and recalculated prior year footprints using the new FLAG emissions factors, which are the most up-to-date, granular and relevant emissions factors currently available.

Our FY19 baseline now excludes Trilby Trading Limited (Trilby), our non-core commodity subsidiary business which was sold in September of FY23. These activities combined, have reduced our FY19 baseline by 38%, from 1,579,836 tCO<sub>2</sub>e to 980,927 tCO<sub>2</sub>e.

We have replaced our previous SBTi target of a 42% reduction in Scope 3 carbon emissions per tonne of production, with two new absolute targets to align with the FLAG guidance.

In addition to target setting, our attention this year has been on better understanding and refining our Scope 3 emissions through internal partnerships led by our Sustainability and Procurement teams, in collaboration with our suppliers, and with a third-party consultancy.

These activities have enabled insights into our highest emitting product categories and suppliers. For example, 46% of our ingredients footprint comes from just 10 suppliers, enabling us to focus our efforts and begin building awareness of where the key opportunities lie.

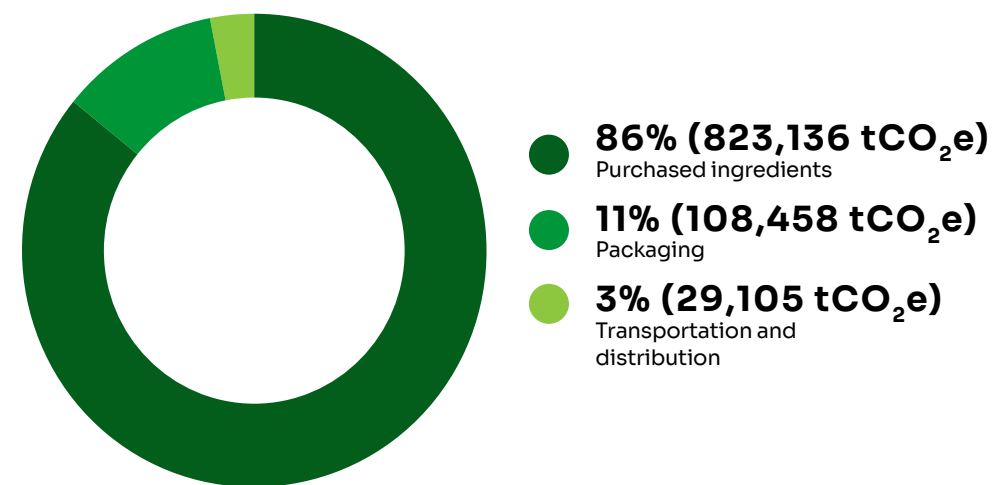
We now have an initial view of the carbon reduction opportunity forecasted from some of our largest suppliers and are working on our approach to validate and incorporate these reductions into our future footprints.

Animal protein remains a key ingredient for many Greencore products and drives a significant proportion of our Scope 3 footprint (66% of our ingredients footprint). Our animal protein footprint changes with customer preference – some are increasing it in their products, whilst others are working on ways to reduce.

We are working to reduce animal protein in recipes, where we can substitute with high-quality vegetables or plant-based ingredients, maintain quality and appeal, and where we have customer alignment to the change. In conjunction with this, our Procurement team is now working closely with our large animal protein suppliers to provide us with 'better' protein – a lower environmental impact ingredient.

On packaging, more granular data from our suppliers this year on the composition of our packaging materials has enabled us to more accurately calculate our footprint and better understand the carbon impact of different types of materials, which will inform future packaging development.

## OUR SCOPE 3 EMISSIONS: 960,699 tCO<sub>2</sub>e



Our Scope 3 emissions represent 92% of our total emissions. Of our Scope 3, Category 1 emissions from purchased ingredients are 86% and from packaging are 11%, while Category 4 emissions from transportation and distribution of these are 3%.

## OUR COMMITMENTS

**33.3%**

**reduction in absolute Scope 3 FLAG-related GHG emissions by 2030**

from a 2019 base year. Target includes FLAG emissions and removals

**46.2%**

**reduction in absolute Scope 3 Energy and Industry GHG emissions by 2030**

from a 2019 base year

Collectively, these new targets will equate to a 37.5% reduction against our FY19 baseline by 2030. Our proposed targets will be submitted to the SBTi in December 2024 for verification which may take up to six months.

## ALIGNING WITH SBTi: OUR COMMITMENT TO FLAG AND SCOPE 3 TARGETS

FLAG targets under the Science Based Targets initiative (SBTi) focus on reducing emissions from land use, agriculture and deforestation – all major contributors to global greenhouse gas emissions. As demand for food and agricultural products grows, sustainable land use becomes crucial in addressing climate change and meeting the 1.5°C limit set by the Paris Agreement. FLAG targets encourage businesses to adopt practices that protect forests, reduce agricultural emissions, and account for land-based emissions reductions and removals.

While SBTi remains voluntary, we are fully committed to setting a FLAG target as part of our broader pledge to reduce emissions in line with the Paris Agreement goals. By having both a FLAG-based and an Energy and Industry-based reduction target (covering fossil fuel and energy use) we can start to focus on tailored strategies to address the unique challenges and opportunities within each area.





Contents

CEO Welcome

About Greencore

Better Future Plan

Our Better Future Plan

Better Future Leaders' Reflections

Influencing the Food System

The Power of Collaboration

Our Scope 3 Footprint

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

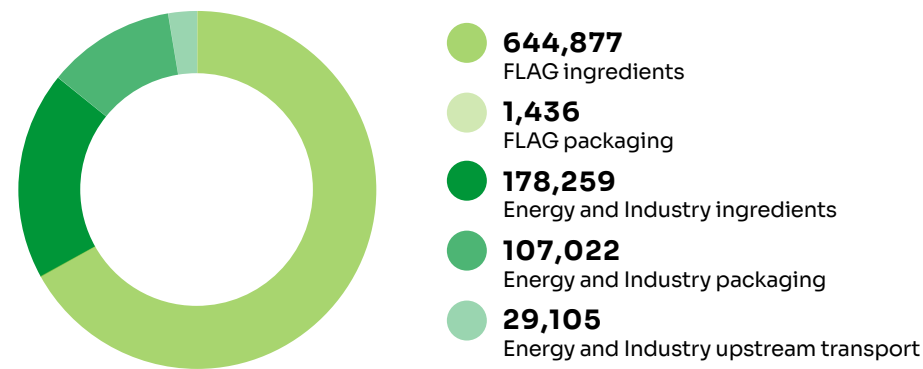
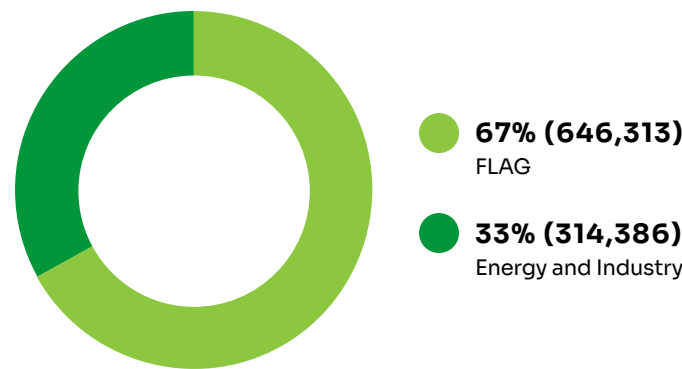
Realising a Better Future

Performance and Disclosures

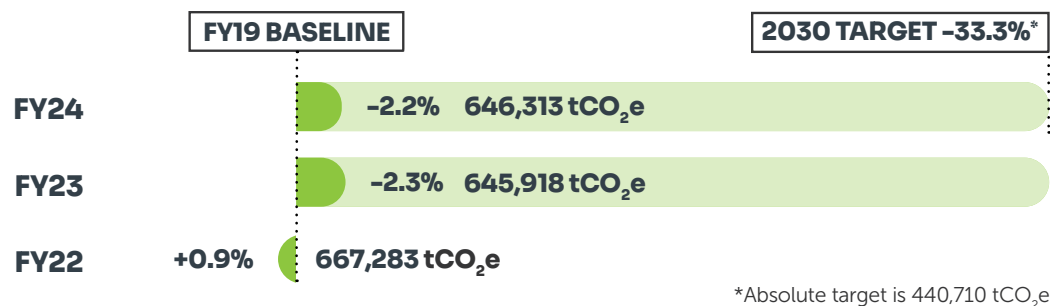


OUR PROGRESS

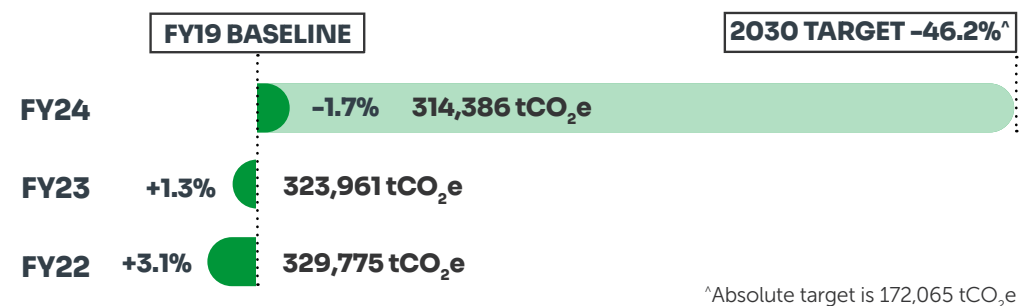
FY24 Scope 3 emissions: 960,699 tCO<sub>2</sub>e



Percentage reduction in FLAG-based emissions against a FY19 baseline of 661,104 tCO<sub>2</sub>e



Percentage reduction in Energy and Industry-based emissions against a FY19 baseline of 319,823 tCO<sub>2</sub>e



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

Our focus on supplier decarbonisation will continue in FY25, through engagement with our 'top 10' ingredients suppliers (46% of total ingredient footprint) to understand and incorporate the decarbonisation outcomes from their activities into our Scope 3 footprint. This will involve gaining an understanding of our suppliers' product-level cradle-to-gate greenhouse gas emissions for the products we purchase. We will conduct validation and relevance checks to ensure the emissions factors we use are accurate, fit-for-purpose, and reflect real carbon efficiency gains. We will also collaborate with others to identify and adopt best practices in this area.

Developing a clearer understanding of our Scope 3 decarbonisation levers (portfolio change, product (recipe and packaging) change, and supplier base decarbonisation),

and how and when to apply them will always be a key area of focus. We know that our biggest carbon impact is a result of the animal protein used in the products that we make on behalf of our customers. In the short-term, our focus will be on supplier base decarbonisation and developing our strategy to influence product (recipe and ingredient) change towards lower carbon ingredients and materials.

In addition, deforestation is a significant source of greenhouse gas emissions and minimising the impact of the embedded soy in our ingredients will be a lever in reducing our Scope 3 emissions, which we will look to better understand in FY25.



CASE STUDY

Ornua's on-farm innovations to reduce their carbon footprint

Ornua, a long-standing and significant supplier of cheese and butter to us, is supporting the research and trial of several on-farm measures designed to improve the sustainability of its dairy supply chain. These measures include planting multi-species grass that requires less fertiliser and improves biodiversity, supplementing a cow's diet with a methane-inhibitor that reduces its overall methane production by 10%, and applying a urea-based fertiliser that results in lower carbon and ammonia emissions. The multi-stakeholder research project has shown that, combined, these progressive methods are successful in delivering an impactful reduction in the carbon footprint of fat and protein corrected milk produced (the primary ingredient used to make cheese).

This work is indicative of the excellent progress being made by many of our suppliers and we are working towards being able to incorporate this good work into our Scope 3 footprint.



**No food business can decarbonise its supply chain alone. That's why it's so important to support, and collaborate with, our suppliers. Ornua's work to reduce emissions on the farm demonstrates what's possible when sustainability is made a priority.**

Andrew Thompson, Procurement Director

RELEVANT DISCLOSURES GRI 305-3



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Responsible Sourcing

Human Rights in our Global Supply Chain

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# Sourcing with Integrity

How we source our ingredients is crucial to the success of our Better Future Plan and achieving a fair, sustainable food future at scale. By understanding the complexities of our supply chain and its impacts, we are better positioned to reduce our products' environmental footprint and respect the human rights of all involved. Thoughtful and effective engagement, challenge and collaboration with suppliers is key to maintaining and evolving our standards in this space.



## IN SUMMARY

### RESPONSIBLE SOURCING

#### KPI performance

- 6% of embedded soy verified deforestation and conversion-free against a target of 100% by 2025 (with a January 2020 cut-off)
- 65% of eggs (direct and indirect) are cage-free against a target of 100% by 2025
- 99.996% of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard against a target of 100%
- 84% of wild-caught seafood from fisheries certified to Marine Stewardship Council (MSC) or Fishery Improvement Project (FIP) standards
- 100% of farmed seafood from fisheries certified to Aquaculture Stewardship Council (ASC) or Best Aquaculture Practices (BAP) 4\* or GLOBALG.A.P. standard

#### At a glance

- Enhanced customer, supplier and industry engagement and collaboration towards our commitments
- Many aspects of our commitments depend on market forces, industry improvements, and customer ambition beyond our direct control
- Legislation around deforestation commodities is fast evolving and we are keeping close to developments

#### Levers for change

- Supplier and customer engagement and alignment towards sustainability goals
- Cross-functional working and governance to drive change and focus efforts

### HUMAN RIGHTS IN OUR GLOBAL SUPPLY CHAIN

#### KPI performance

- 97% our Tier 1 ingredients and packaging suppliers are linked to us on Sedex against a target of 100%

#### At a glance

- Refined plan which strengthens our due diligence processes
- Heat map to visualise risks and focus our efforts
- Cross-functional collaboration to broaden our scope and enhance visibility across our supply chain

#### Levers for change

- Supplier visits to understand areas of good practice and potential risk
- Upskilling of our people to help them identify human rights risks during supplier visits

SOURCING WITH INTEGRITY

# Responsible Sourcing

Contents

CEO Welcome

About Grencore

Better Future Plan

Sourcing with Integrity

Responsible Sourcing

Human Rights in our Global Supply Chain

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

OUR COMMITMENTS

**100%**  
embedded soy verified deforestation and conversion-free by the end of 2025\*

\*with a January 2020 cut-off

**100%**  
of eggs (direct and indirect) will be cage-free by 2025

**100%**  
of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard

OUR AMBITION

**Responsibly sourcing our ingredients is crucial in addressing some of the biggest environmental and social challenges linked to the food industry.**

Our ambition is to continuously improve the way we are sourcing our goods and services, in an ethical, environmentally sustainable and socially conscious manner, working closely and collaboratively with suppliers and industry to do so.

Our strategy has three pillars of focus:

1. Scope 3 emissions reduction
2. Delivery of our 2025 commitments on soy and cage-free eggs whilst maintaining our palm oil and seafood KPIs
3. Developing a multi-year ingredient and packaging supplier engagement plan.

**ACTION AND OUTCOMES**

This year, the critical partnership between Sustainability and Procurement has been firmly established and strengthened, supported by the onboarding of new resource in both teams – Responsible Sourcing Lead (Sustainability) and Head of Procurement Excellence.

We are proud to say we are now ‘cage-free ready’ following effective collaboration with our suppliers and customers. We have agreements and contracts in place with our suppliers for cage-free eggs to facilitate a smooth transition with our customers. In May, we moved some of our highest volume lines to cage-free eggs and are progressing transition discussions with all remaining customers.

In FY24, we increased the verified deforestation and conversion-free (vDCF) soy in our supply chain from 3% to 6%. A significant challenge for the industry in moving to vDCF is putting in place the infrastructure to maintain a greater level of soy segregation. We recognise that achieving our 100% vDCF goal by the end of 2025 is outside of our direct control and currently at risk. To help influence progress, we remain active members of the UK Soy Manifesto (UKSM) Embedded Soy Working Group, collaborating pre-competitively across industry to deliver solutions such as the development of new certifications.

Cross-functional governance of our key topics within Responsible Sourcing is essential to drive change and focus our efforts. This year we established monthly working groups on cage-free eggs and vDCF soy, to help drive progress on our outstanding target areas. As part of these monthly internal working groups, we are capturing regular updates on our suppliers’ and customers’ progress to help focus our efforts for maximum impact.

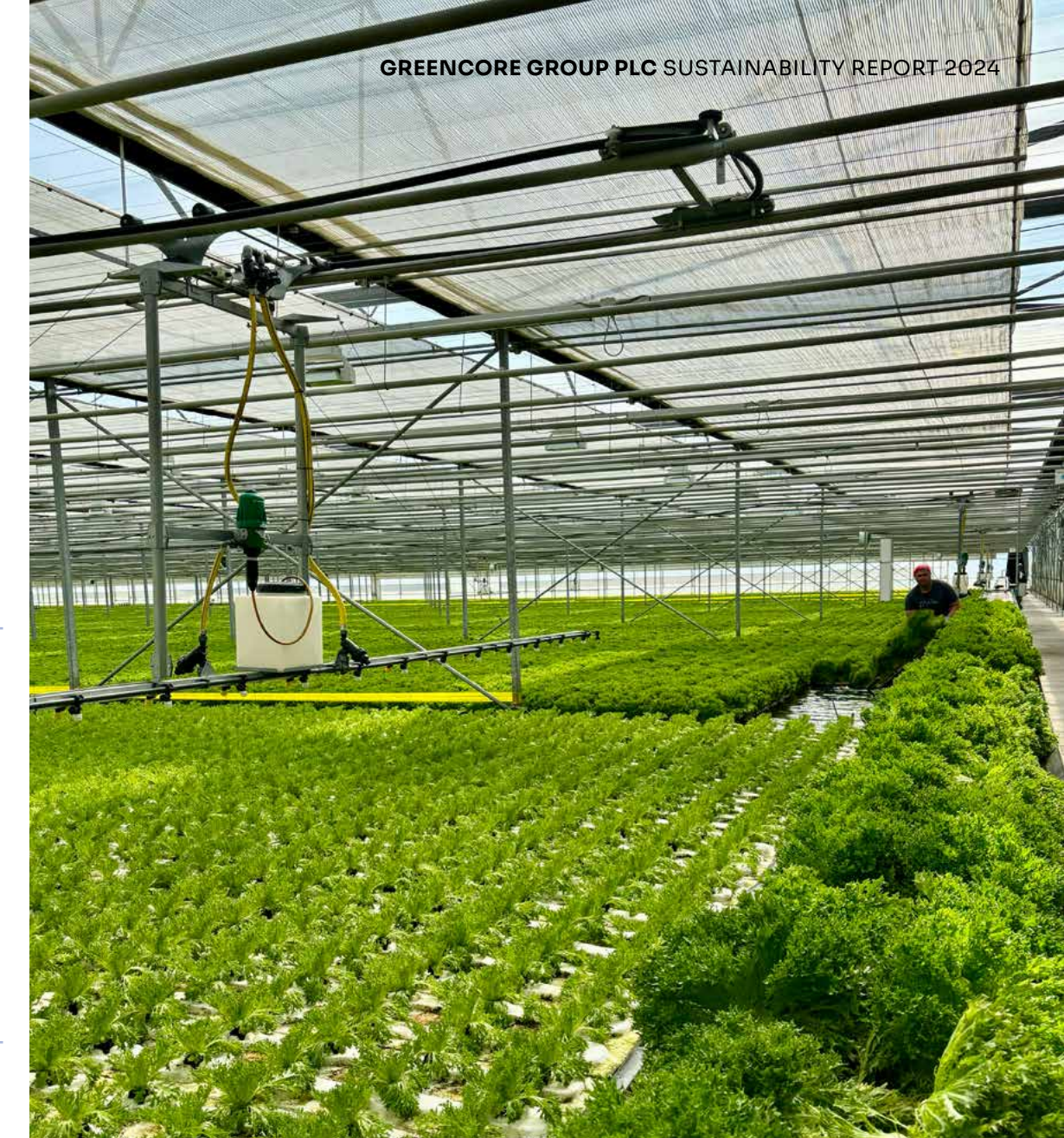
The protection and restoration of nature is an impact area that continues to gain traction in the food industry and is of particular relevance to suppliers and producers at the source of our material.

Nature will be one of several topics we work with our suppliers on in the coming year. For now, we will not be taking part in the Taskforce for Nature-related Financial Disclosures (TNFD) or specifically be including nature in our strategy, but this will remain under review as our knowledge develops and stakeholder expectations on the topic evolve.

**CHALLENGES IN ACHIEVING 100% vDCF SOY COMPLIANCE**

We continue to work towards 100% vDCF soy under the UKSM, but several challenges remain. Currently the infrastructure, supply chain understanding and certification schemes that verify DCF claims are underdeveloped. New legislation, such as the EU Deforestation Regulation (EUDR) and the UK’s Forest Risk Commodities (UKFRC), which would have supported the transition to UKSM soy, has either been delayed or lacks clear timelines.

These factors raise concerns around the feasibility of meeting our end of 2025 target, but we will continue using our influence wherever possible. We remain actively engaged in industry discussions and will support the development of new and affordable certifications that suppliers can buy vDCF soy against and will push for the use of low risk origin soy and/or its replacement in animal feed. We will also work to increase the use of ‘in transition’ mechanisms in our supply base, such as mass balance, as a stepping stone to full UKSM compliance.



**We’re developing a multi-year engagement plan to better track supplier performance and collaborate on solutions. Taking key stakeholders on the journey with us is crucial in achieving lasting change.**

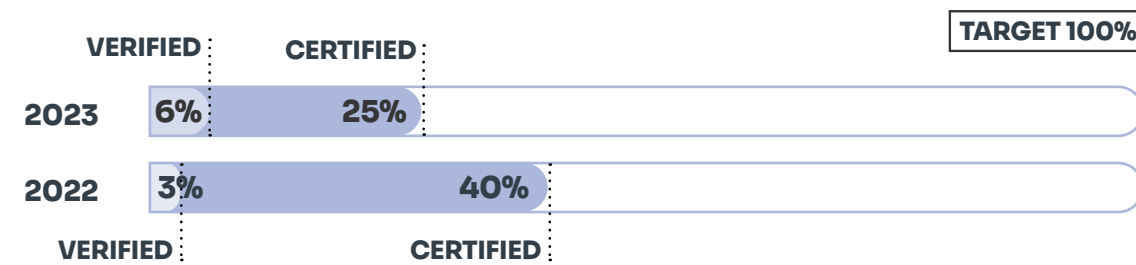
Ellie Harrison,  
Responsible Sourcing Lead



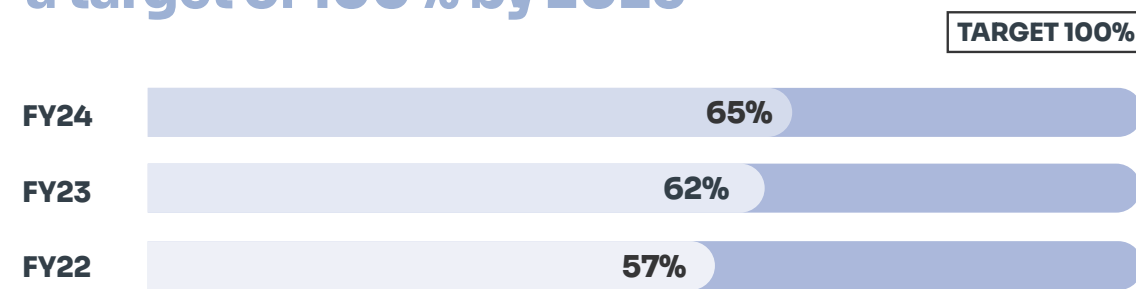
OUR PROGRESS

Percentage of verified deforestation and conversion-free embedded soy against a target of 100% by the end of 2025\*

\*with a January 2020 cut-off



Percentage of eggs (direct and indirect) that are cage-free against a target of 100% by 2025

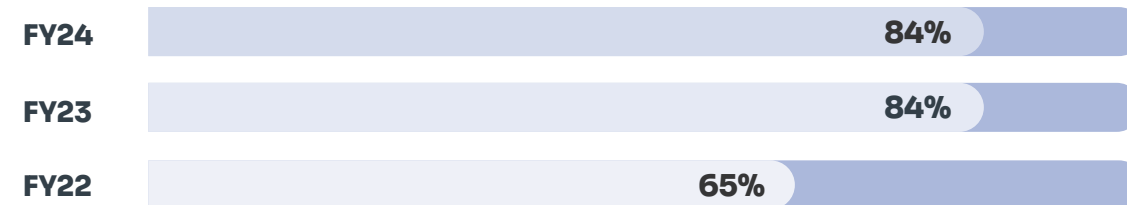


Percentage of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard



Percentage of wild-caught seafood from fisheries certified to MSC or FIP\* standards

\*MSC (Marine Stewardship Council), FIP (Fishery Improvement Project)



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

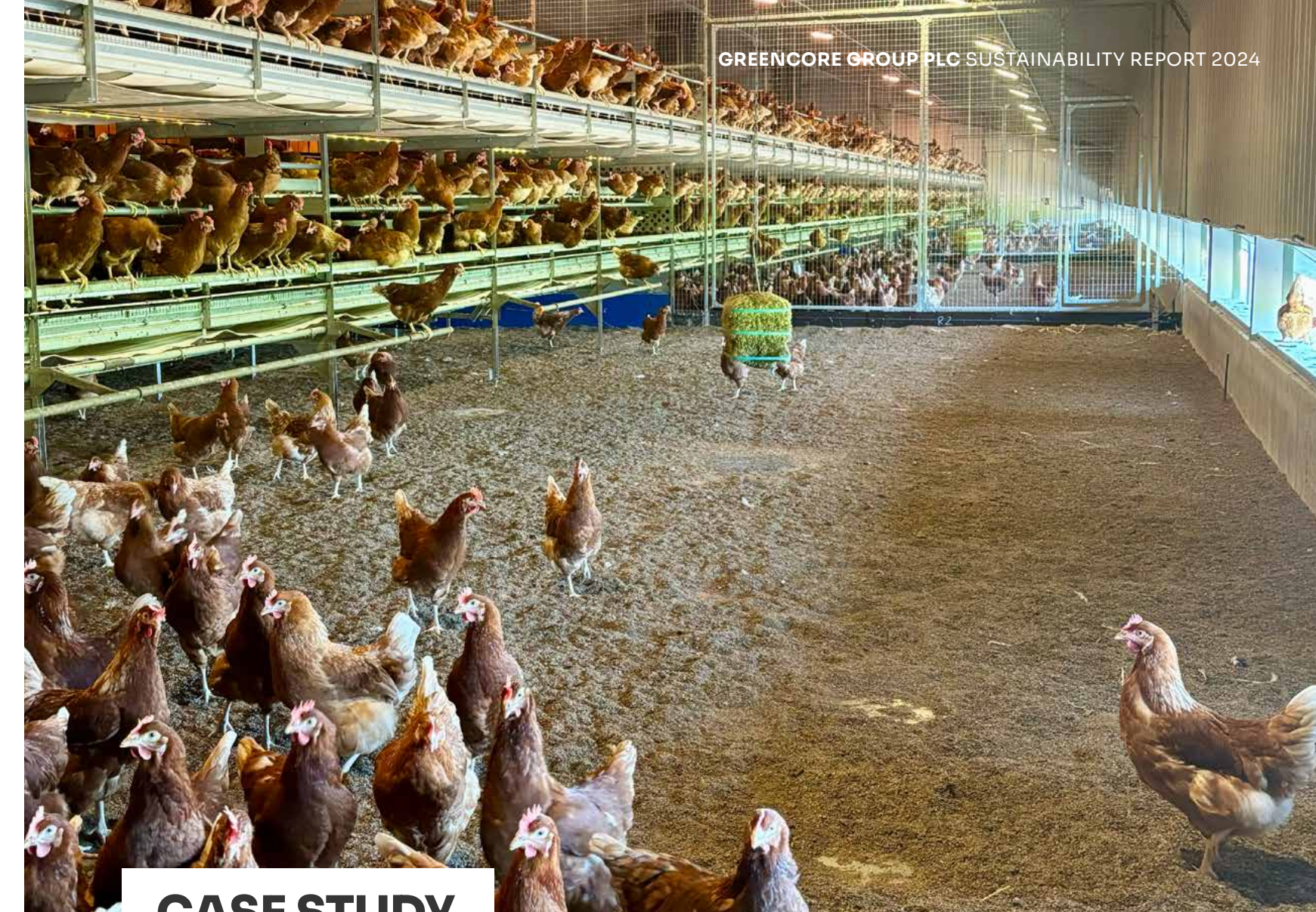
Achievement of both the cage-free eggs and vDFC targets are heavily influenced by our value chain and the broader industry. However, industry alignment behind these targets is strong and industry momentum is building in both areas.

Our Procurement and Sustainability teams have been working hard to mobilise against these targets and, despite the many challenges, better understand the steps required to give ourselves the best chance of achieving our cage-free eggs and vDCF soy targets in 2025.



Steven Lee, Head of Procurement, Protein

We've made strong progress on our Responsible Sourcing ambition this year. Our position on cage-free eggs, in particular, is a testament to what we can achieve as an industry working together. Working on our deforestation-free soy target will be a key focus for us in the coming year.



CASE STUDY

Driving the transition to cage-free eggs

Moving to cage-free by the end of 2025 has been a Greencore commitment since 2021. Our longstanding relationships with key suppliers has enabled us to secure the required volumes of cage-free eggs to transition all remaining customers. This makes us 'cage-free ready' and we are now focused on making the case to customers, updating recipes and setting timelines.

Our commercial teams who manage customer relationships have played a critical role in these discussions, and we are delighted that many of our key customers have agreed to make the switch, bringing the volume of cage-free eggs supplied to 65%. Several customers are still unclear on their timelines, so we are working closely with them to support their move.

We've seen fantastic engagement from our suppliers on cage-free eggs, and our progress shows what's possible when the industry pulls together in pursuit of a shared goal.

James Dean, Head of Procurement Excellence





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Responsible Sourcing

Human Rights in our Global Supply Chain

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

SOURCING WITH INTEGRITY

# Human Rights in our Global Supply Chain

OUR AMBITION

**We recognise that human rights challenges in the food and agriculture sector are significant on a global scale and require active and vigilant efforts from business.**

Our ambition is to operate within a global supply chain where ethical conduct, respect for human rights and the wellbeing of workers are paramount. Our strategy focuses on activities designed to raise awareness, manage risks and drive continuous improvement in our practices.

You cannot beat boots on the ground for learning and understanding, and talking directly with workers is critical to get a sense of what's happening around human rights. A piece of paper setting out the practices in place is not enough to determine whether they fit with our expectations and standards for suppliers.

Andy Read, Head of Procurement, Agriculture and Plan Owner for Human Rights in our Global Supply Chain

RELEVANT DISCLOSURES: GRI 408-1; 409-1; 414-1 SASB FB-PF-430a.2



OUR COMMITMENT

**100%** of our Tier 1 ingredients and packaging suppliers linked to us on Sedex

ACTION AND OUTCOMES

We strengthened our risk management by implementing a structured Human Rights Due Diligence (HRDD) Framework aligned with the UN Guiding Principles on Business and Human Rights (UNGPs). This Framework underpins our Human Rights plans for both the Global Supply Chain and Direct Operations, formalising and improving due diligence processes while aligning with best practices and upcoming legislation. As the landscape evolves, we're collaborating with Procurement, Technical, and Human Rights teams to broaden scope and enhance supply chain visibility.

This year, we introduced a heat map in our human rights risk assessment process to better visualise and prioritise high-risk ingredient categories, suppliers and locations. This allows us to identify and focus our enhanced due diligence efforts on suppliers in high-risk areas, guiding our engagement strategies and ensuring that our interventions are targeted in addressing human rights risks. As part of this workstream our Procurement and Technical teams visited suppliers in Morocco, Vietnam and India, gaining valuable insights into their operations and initiating discussions to better understand and address potential risks.

OUR PROGRESS

Percentage of Tier 1 ingredients and packaging suppliers linked to us on Sedex



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

Managing risks in our global supply chain is an ongoing commitment. We will continue to prioritise in-depth reviews of high-risk areas, further evolve our risk assessment methodology, and develop more effective methods of monitoring and reporting our findings. We recognise that complex human rights challenges cannot be solved by businesses operating alone, and will continue to collaborate with our value chain partners and industry experts to advance understanding and mitigate risks.

Building upon the visits conducted by our Procurement and Technical teams this year, we have commissioned a specialist third party to deliver bespoke Stronger Together training to 50 colleagues to help identify human rights risks during supplier visits.

Collaboration is essential when working with complex supply chains, and we continue to work with organisations such as the Food Network for Ethical Trade (FNET), the Issara Institute and the Seafood Ethics Action Alliance. These partnerships enable us to approach challenges in unison with other businesses and give us greater reach and insight.

Rick Fletcher, Head of Human Rights





# Making with Care

We are committed to producing food in a way that is sustainable and responsible. This means minimising our energy consumption, reducing food waste and conserving precious resources such as water wherever possible. In partnership with our customers, we serve millions of consumers every day, so taking care in the way we prepare our products can make a significant contribution to reducing the environmental impacts of the UK's food system.



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Net Zero Operations

Food Waste

Water Stewardship

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

## IN SUMMARY

### NET ZERO OPERATIONS

**KPI performance**

- 1.5% reduction in absolute Scope 1 and 2 carbon emissions against FY19 baseline towards our target of 46.2% reduction by 2030

**At a glance**

- Developed energy transformation strategy, roadmap and surrounding programme
- Allocated £7.8m capital for energy reduction and efficiency projects
- Decarbonising fleet remains challenging due to lack of suitable electric vehicles

**Levers for change**

- Timely delivery of capital energy projects to achieve carbon benefits
- Strong leadership through governance, upskilling, and quality data to implement and embed change
- Maintaining and enhancing an effective Group CAPEX process supported by strong colleague capability

### FOOD WASTE

**KPI performance**

- 25% reduction in food waste, measured as a percentage of total food handled against FY17 baseline towards our target of 50% reduction by 2030

**At a glance**

- New waste management provider offering better data availability and quality
- Preparing for March 2025 waste segregation regulations
- Food waste reduction plans saved £4.8m and reduced food waste by 5,632 tonnes

**Levers for change**

- Engaging customers in food waste reduction and decision impacts
- Centralised waste tracking for improved visibility and action

### WATER STEWARDSHIP

**KPI performance**

- Internal targets in place – absolute water withdrawal in manufacturing sites has decreased by 1.8%, although lower production levels have impacted overall water efficiency

**At a glance**

- Water Stewardship established as a separate strategic topic
- Invested over £8m in wastewater treatment upgrades
- Improved data through automated sub-metering programme to enable external water KPI for FY25

**Levers for change**

- Pilot programmes, audits and deep-dives to gain insights to inform scaling
- Leadership and governance to drive the agenda





MAKING WITH CARE

# Net Zero Operations

Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Net Zero Operations

Food Waste

Water Stewardship

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



Our engineering, energy and environmental network will help to lead Greencore through our emissions reduction journey. Engineering is going to be a key driver in delivering this change, and we're working for the long-term whilst making a difference year-on-year.

Nigel Pounder, Head of Energy, Facilities and Asset Care and Energy Plan Owner



## OUR COMMITMENTS

# 46.2%

reduction in absolute Scope 1 and 2 carbon emissions by 2030 against FY19 baseline of 89,606 tCO<sub>2</sub>e

### OUR AMBITION

Energy is fundamental to operations within Greencore. Our energy strategy focuses on our Scope 1 (direct) and Scope 2 (from purchased energy) emissions, with staggered targets and KPIs through to 2030, and a net zero ambition for 2040.

We must build and operate a business that uses less to generate more, and creates both a circular and more self-sufficient energy supply.

Our ambition is enabled by six strategic levers - Reduce, Reuse, Generate, Manage, Innovate and Procure. Our Energy and Fleet Roadmaps cover the energy and related emissions from our manufacturing operations, as well as our fleet. However, there is further work to do as we model a detailed and robust pathway to 2030.

### ACTIONS AND OUTCOMES

Reducing our Scope 1 and 2 emissions has typically been a challenging area for us, but after four year-on-year increases in carbon emissions, our approach – underpinned by strong central leadership, governance and transparency – is now having a positive impact on our performance. For the first time since FY19, our absolute energy consumption has fallen by 5.2% from 452,513 MWh in FY23 to 428,856 MWh in FY24, and we have seen a 5.4% reduction in our Scope 1 and 2 emissions from 93,366 tCO<sub>2</sub>e in FY23 to 88,304 tCO<sub>2</sub>e in FY24.

### Our manufacturing estate

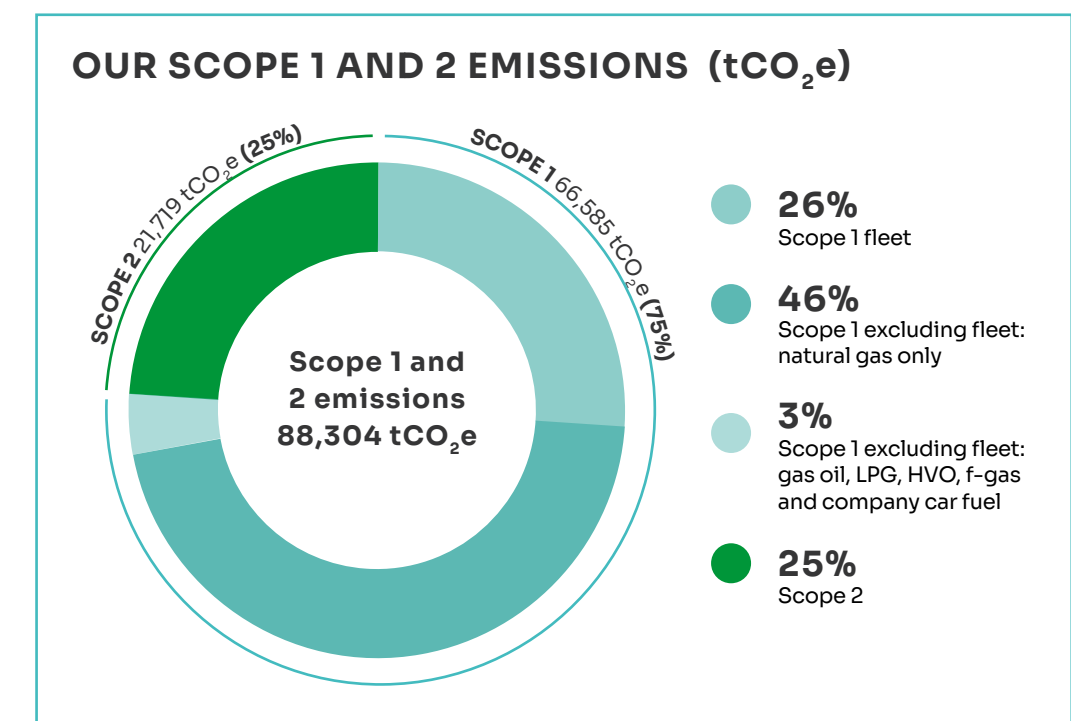
This year, we have worked to build the basic foundations of data, metering, ESOS audit compliance, and establishing our first detailed list of capital expenditure projects.

We moved from fiscal metering to half-hourly across the estate with submetering data displayed via a single energy monitoring platform, giving us real-time insight into our energy consumption. We achieved Energy Savings Opportunity Scheme (ESOS) phase 3 compliance and received over 200 energy reduction ideas through formal ESOS audits and customer engagement. As part of this, we allocated £7.8m of CAPEX to energy projects, including steam system lagging, insulation and boiler efficiency improvements to help reduce our reliance on natural gas.

Monitoring and action at site level has been a key focus. This has been enabled by a significant focus on data and supporting processes, but also our new Reduce our impact (Roi) business wide awareness campaign, covering both water and energy. Our site teams have a much deeper understanding of their energy usage and demonstrate accountability and ownership for data, actions and plans at site level. We are also seeing more in-depth and on-the-ground collaboration and problem-solving thanks to increased subject matter expert capability now available from our Group Engineering function.

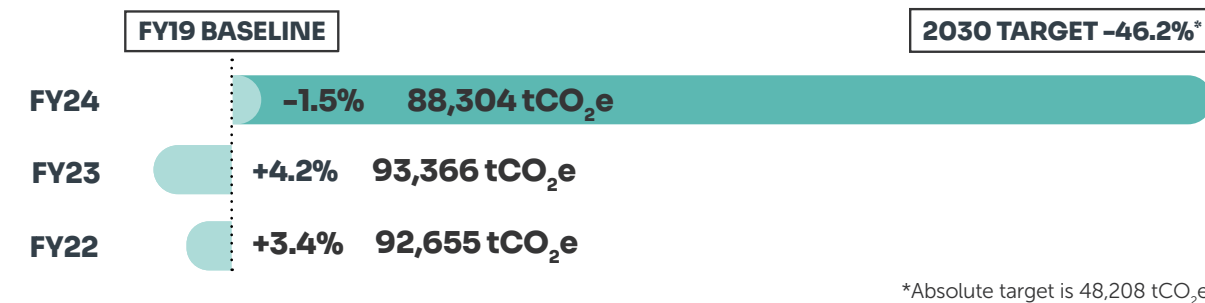
### Our fleet

Our logistics network represents 26% of our Scope 1 and 2 emissions. While efforts like fleet-wide Webfleet telematics have reduced CO<sub>2</sub>e by 1,500 tonnes annually, further reductions remain challenging. This year, we acquired an electric vehicle (EV) to test in a live environment across three different depots, but trials confirmed that viable cost-effectiveness alternatives to our current fleet with adequate range and payload do not yet exist. This is an industry-wide challenge for any chilled delivery business that completes long-distance journeys.



OUR PROGRESS

Percentage reduction in absolute Scope 1 and 2 carbon emissions against FY19 baseline of 89,606 tCO<sub>2</sub>e



[Find out about our performance against our KPI data here](#)



Decarbonising our fleet in the early years is challenging, with alternative fuels currently proving unsuitable. Powering our fleet using electricity is our best option. As battery technology advances, we'll road-test vehicles with improved range and continue to optimise fleet efficiency.

Jeremy Fitton, Head of Logistics and Fleet Plan Owner

LOOKING AHEAD

Given the delayed activation of improvement work since FY19, the pathway to target reduction is now steep, and requires a different level of ambition, velocity, procurement strategy, and Executive enablement. We are now building a detailed piece of modelling work, building on the early 'small scale' initiatives. The thinking must be bigger, seeking to pull forward large impact projects, and expedite further technology feasibility audits at our sites.

To advance our bottom-up manufacturing planning, we will be embarking on specific Net Zero Roadmap development for several of our sites – a key step to mature both our 2030

Group decarbonisation pathway and drive a step change site level approach to carbon. This work will enable us to better refine our annual decarbonisation pathway numbers to ensure their feasibility.

For our transport network, we will continue to improve routing efficiency and optimise Webfleet for carbon savings. We remain committed to scoping a transition to EV as the feasibility of this improves. We will also stay updated on new longer-range vehicles, road-testing them as available, and will closely monitor industry developments.

RELEVANT DISCLOSURES: GRI 305-1; 305-2; 305-4; 302-1; 302-3 SASB FB-PF-130a.1



CASE STUDY

Energy efficient motors

At our Manton Wood site this year, we completed successful trials of patented software that monitors and optimises the power required for Air Handling Units (AHUs). The trial explored the impacts of external factors such as temperature changes and demand fluctuations technology, ultimately resulting in 50% energy savings. We are now exploring the roll-out of the software to other sites.

AHUs are critical to Greencore's business, so a 50% reduction in the energy used by this technology is a significant win for our energy consumption.

David Hadfield, Head of Engineering





MAKING WITH CARE

# Food Waste

OUR COMMITMENT

**50%** reduction in food waste, measured as percentage of total food handled against FY17 baseline of 9.52% by 2030

OUR AMBITION

**Our ambition is to continually reduce and minimise our operational food waste, redirecting any unavoidable surplus to create the highest possible social value.**

We are committed to reducing food waste across our operations by leveraging the expertise of our in-house operational efficiency leaders to drive targeted initiatives, such as improving equipment efficiency and implementing a tailored tracking system that enhances our ability to monitor and reduce waste across the business.

Our strategy has three areas of focus:

1. Reducing the amount of food waste generated
2. Ensuring we have complete, accurate and consistent data
3. Supporting food waste circularity through innovation.

**ACTIONS AND OUTCOMES**

Our food waste reduction plans have delivered £4.8m of savings year-to-date, and in FY24 alone we saw a reduction of 5,632 tonnes of food waste compared to the previous year. We have adopted multiple workstreams to achieve these outcomes, including improving equipment efficiency and implementing new tracking systems to monitor food waste journeys. We have worked closely with waste coordinators to capture data and have partnered with our new waste management supplier to find innovative ways to turn food waste into revenue, such as selling it for animal feed or brewing, instead of incurring costs through anaerobic digestion.

Site teams hold regular meetings to understand current levels of food waste and create plans to reduce the most affected areas, with food waste performance shared with each General Manager. All work streams are governed through weekly and monthly management processes with every site, and food waste has been added as an agenda item to all senior meetings.

Strong data continues to inform the actions we take. Our new waste management supplier will continue to bring improved data availability and quality, and significantly reduce the time taken to get accurate data so that the business can focus more time on taking action. Improved data will also help us ensure compliance with the food waste requirements of the new waste segregation regulations, which come into force on 31 March 2025.

Tackling food waste in our operations is a challenge. We produce a significant number of different products daily which require frequent machine changes, and with this comes food waste. In addition, our customers are driving the manufacture of new and innovative products to meet consumer needs. This drives additional food waste within development and production phases as existing machinery and processes may not be set up to take on these new types of ingredients or formulations. We have a responsibility to educate our customers on the food waste implications of their product development decisions, and this awareness is being embedded within our broader Commercial function to better influence overall food waste reduction outcomes.

Contents

CEO Welcome

About Grencore

Better Future Plan

Sourcing with Integrity

Making with Care

Net Zero Operations

Food Waste

Water Stewardship

Feeding with Pride

People at the Core

Foundations

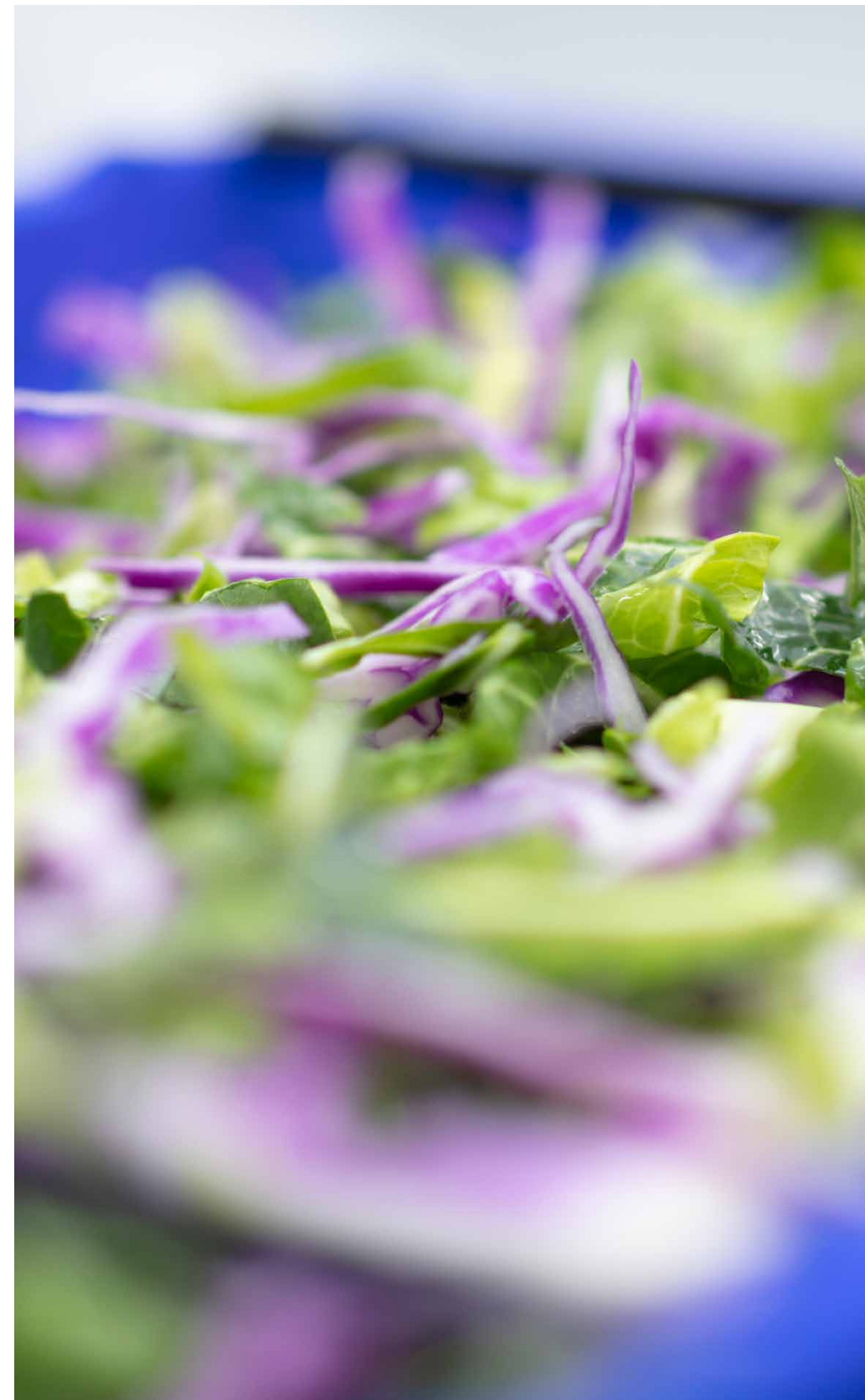
Realising a Better Future

Performance and Disclosures



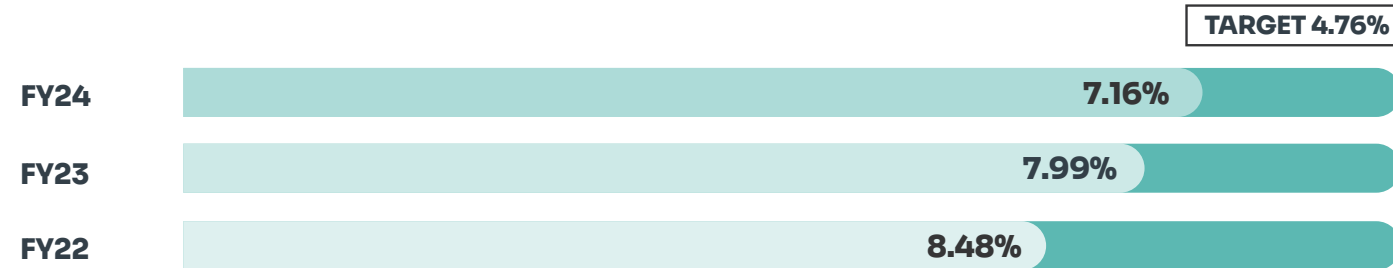
**We've exceeded last year's food waste reduction levels which has been achieved through the strong engagement of site teams, whose execution of reduction measures has been outstanding.**

Jim Snaith, Director of Operational Excellence and Food Waste Plan Owner

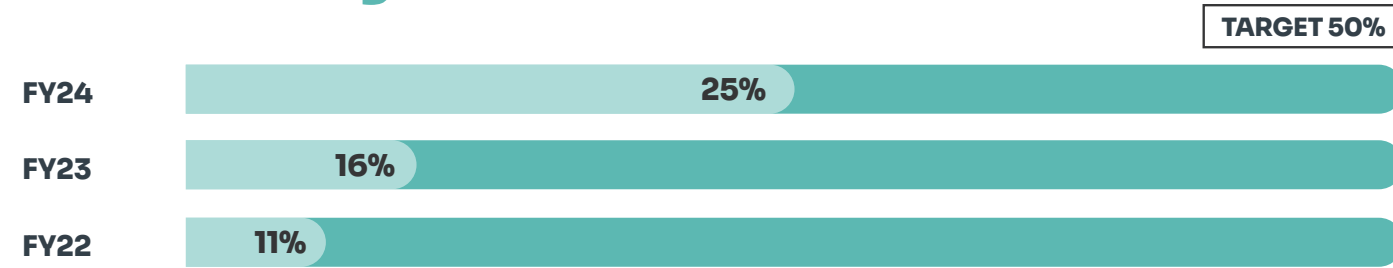


OUR PROGRESS

Percentage of food waste measured as a total percentage of food handled against 2030 target of 4.76%



Progress in our 50% reduction in food waste to our 2030 target



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

We plan to implement a Group-wide waste recording and tracking system across all sites to provide better visibility for areas of improvement. We have site-by-site targets for FY25 and will be expanding on these to develop site-by-site glidepaths to support driving down food waste towards our 2030 target. Customer engagement in food waste reduction is central to our efforts and will be a key focus point for FY25.



RELEVANT DISCLOSURES GRI 306-1; 306-2; 306-3; 306-4; 306-5



CASE STUDY

Reducing food waste: how improved systems at Bow delivered both food waste and cost savings

To reduce food waste in the preparation of sandwich and wrap fillings at our Bow site, where teams are dicing vegetables, grating cheese, slicing meat and mixing fillings, we implemented an improved food waste capture and recording system. The new system enables us to apply an expected waste level to the multiple processes happening on a day-to-day basis, and it suggests areas to look at for potential waste. The Operational Excellence and Operations teams use this information as part of their factory floor walks to identify opportunities for food waste reduction.

As well as 25 tonnes of food saved, we have achieved £125,000 in cost savings in sandwich and wrap fillings, as well as £2,000 in waste disposal savings due to the food waste reduction. This project demonstrates the importance of systems-thinking, collaboration and the power of internal targets to drive innovation.

The hard work and dedication from the Food Waste team at Bow has had a significant impact on our food waste reduction targets and contributed 25 tonnes to the site food waste savings for the year.

Darren Atkinson, General Manager, Bow



MAKING WITH CARE

# Water Stewardship

OUR AMBITION

**As a significant consumer of water through our manufacturing operations, Greencore has a responsibility to ensure both our business, and our supply chains are conscious of environmental impacts on water resources.**

We are committed to developing water awareness throughout the business and to making Water Stewardship a priority.

Our strategy has three areas of focus:

1. Reduce usage and improve discharge quality
2. Improvement of on-site treatment, testing and reporting
3. Development of a water stewardship approach.

ACTIONS AND OUTCOMES

Water Stewardship became its own topic in our Making with Care pillar this year with a specific roadmap, reflecting the growing importance of and internal work on water management. This year, we have invested over £8m on the installation and upgrade of wastewater treatment plants to control and reduce our discharge impacts.

Internal targets have been set at both Group and site levels, with progress shared monthly across the business. As a result, our absolute water withdrawal in our manufacturing sites has decreased by 1.8%—emphasising the need to accelerate deployment of our roadmap and enhance site-level upskilling to achieve greater reductions. While water withdrawal has reduced compared to FY23, lower production levels have impacted our overall water efficiency metric (water withdrawal per tonne of production).

To embed water stewardship, wider environmental awareness and ownership we have created a programme ambassador, Roi (Reduce our impact) the penguin, to help colleagues understand our environmental impacts, including water use and the actions they can take. We have also launched a cross-functional, bi-weekly water stewardship working group at a central level and have onboarded our first trained Water Steward within the business at our Boston site.

LOOKING AHEAD

FY25 will see us continue our pilot programme in Selby to investigate the levels to which we can clean our wastewater and to understand how and where we could reuse water in our welfare facilities and processes. Following collaboration with PepsiCo on its resource conservation (ReCon) initiative we are also developing a water audit programme to obtain insights that will further inform the Water Stewardship Roadmap and the development of a water reduction commitment through to 2030.

**Water is such a vital part of all our lives but is often taken for granted, particularly given its true value, versus its current relatively cheap price in the UK. This is an incredibly important addition to our Better Future Plan.**

Liz Payne, Head of Environment and Water Stewardship Plan Owner



**RELEVANT DISCLOSURES** GRI 303-1; 303-2; 303-3; 303-4; 303-5  
SASB FB-PF-140a.1; FB-PF-140a.2; FB-PF-140a.3



**CASE STUDY**

## Collaborating for water efficiency: joint audits with PepsiCo to deliver insights and drive impactful change

PepsiCo – one of our customers – is operating a Resource Conservation (ReCon) programme aiming to improve energy, water and waste efficiencies in its manufacturing and warehousing operations. As part of the programme, the company conducted a ReCon deep dive audit on nine key stakeholder sites around the world, including Greencore's Selby site. As strategic collaborators, both PepsiCo and Greencore wanted to work together on their joint ambition for water reduction at Selby.

A four-day audit was undertaken in March 2024. The Selby site freed up key site personnel, senior Selby stakeholders and Group stakeholders to facilitate the audit and understand and commit to the outcomes. PepsiCo provided a large team of their own senior stakeholders and third-party specialists to enhance the process with additional insights and expertise. The PepsiCo team commended Greencore on the level of senior enthusiasm and engagement in the initiative. Further audits are now being set up with water specialists at another six sites.

**The ReCon audit carried out in collaboration with PepsiCo represents a very strong start to our water and energy ambitions. The audit outcomes have delivered insights that can be shared across the business, for impact at scale.**

Justin Ellis, General Manager, Selby





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

Healthy and Sustainable Diets

Sustainable Packaging

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

# Feeding with Pride

As a leading food producer, Greencore has an important role to play in improving food outcomes for both people and the environment, so it is critical that the food we make is produced responsibly and sustainably. To achieve our Better Future Plan ambition of a future-fit food system, we need to take a collaborative, strategic approach to creating a more sustainable supply chain and healthier propositions and choices that meet consumer needs. By making it easier for people to make informed food choices, we can help reduce food's negative impacts on the planet and boost its positive impact on society.



## IN SUMMARY

### HEALTHY AND SUSTAINABLE DIETS

**KPI performance**

- 71% of products classed 'healthier' (with an Nutrient Profiling Model (NPM) score <4 by sales volume) against a target of 85% by 2030
- 55% of products with no Red Traffic Lights on pack (by sales volume) against a target of 60% by 2030

**At a glance**

- Built bespoke Healthy and Sustainable Diets (HSD) database, to understand our product NPM and traffic light scores at a Group, portfolio and customer level
- Established a customer partnership on HSD, bringing our teams together to influence consumers to make better choices

**Levers for change**

- Ability to track additional metrics – such as fruit and vegetable content – that will further shape our approach to recipe development
- Customer collaboration to reduce, remove or replace high-carbon ingredients for carbon and health benefits
- Monitoring the direction of travel of our new government and the policies that might be introduced, amended or paused

### SUSTAINABLE PACKAGING

**KPI performance**

- 99.96% primary plastic packaging by weight purchased, that is reusable, recyclable or compostable based on OPRL (On Pack Recycling Label) guidelines against a target of 100% by 2025
- 48% average recycled content across all primary plastic packaging purchased guidelines against a target of 30% by 2025
- 99.96% problematic or unnecessary single-use plastic eliminated in primary packaging purchased against a target of 100% by 2025

**At a glance**

- We can now report on our KPIs for the first time
- Data remains essential to our ability to track the effectiveness of our packaging decisions in terms of environmental and carbon impact

**Levers for change**

- Customer alignment and collaboration to reduce and remove unnecessary packaging and to encourage the use of reusable and recyclable packaging
- Industry engagement to identify new opportunities to drive down our packaging impacts
- Clarity on the next set of WRAP-aligned industry targets beyond 2025 to help us shape our plans



Contents

CEO Welcome

About Grencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

Healthy and Sustainable Diets

Sustainable Packaging

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

FEEDING WITH PRIDE

# Healthy and Sustainable Diets

OUR COMMITMENTS

**85%** products classified as 'healthier' (with an NPM score <4 by sales volume) by 2030

**60%** products with no Red Traffic Lights on pack (by sales volume) by 2030

OUR AMBITION

**Our ambition is to lead the industry in enabling and inspiring healthier and more sustainable consumer choices. We are committed to positively influencing the health of millions by making healthier, sustainable options more available, accessible, affordable and desirable.**

Our strategy has three key elements:

1. Reducing our Scope 3 carbon emissions through our recipe decisions
2. Improving the health of our products
3. Designing and developing our products with food waste in mind.

This year, our Commercial team's focus has been on the health of our products, in line with the broader industry focus the topic has received.

ACTION AND OUTCOMES

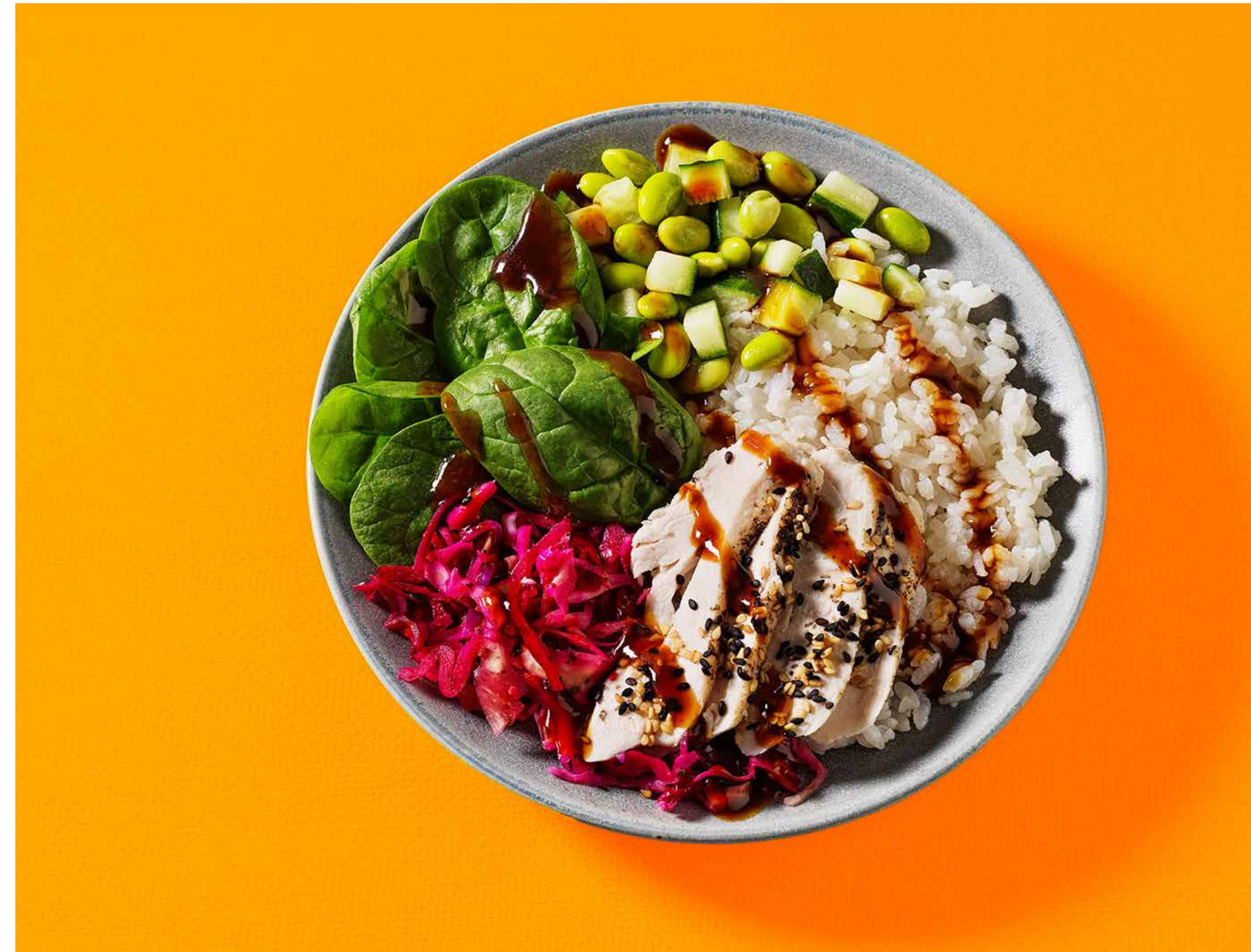
Building visibility and a database around our health data has been a primary focus for us this year. Our Product Development and Technical teams have done fantastic work, building a bespoke HSD database that gives us a clear view of how 'healthy' the products in our portfolio are at a stock keeping unit, channel and customer levels. We can now see information on the Nutrient Profiling Model (NPM) scores and the number of Red Traffic Lights for all of our products. We have used this insight to develop portfolio-level and customer-specific plans that prioritise the products, ingredients and recipes, enabling us to improve health and sustainability metrics.

All customer innovation days now include dedicated sections on HSD and collective target-setting. Each customer has their own position on HSD targets so we try to align and build collective targets that can support one another's commitments. This year, we also established an HSD partnership with one of our key strategic customers. The purpose of this partnership is to explore how we collectively enable HSD in-store and influence consumers to make better choices. This work will involve a series of trials, joint upskilling of our teams and a joint commitment to bring consumers on the journey to a healthier and more sustainable food to go offer.

Strong topic leadership is essential to navigate a complex and evolving space. In September, we brought in a new Head of Innovation, to take the lead on both driving the HSD roadmap internally, helping to mobilise our teams on specific projects and customer engagement. With new perspective, experience and leadership, we are confident this role will drive additional pace and energy into this agenda.

WHAT IS THE NUTRIENT PROFILING MODEL?

The Nutrient Profiling Model (NPM) is a tool developed by the Food Standards Agency to differentiate foods on the basis of their nutritional composition. It can be applied to all food and drinks. Foods scoring 4 or more points, and drinks scoring 1 or more points, are classified as 'less healthy'.



**Our teams have worked hard to create our HSD database, which is an invaluable tool in our HSD ambition. This high-quality data will support us as we create new products and formulations that taste great and form part of a healthy, balanced diet.**

Toby Lancaster, Commercial Strategy Director and HSD Plan Owner





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

Healthy and Sustainable Diets

Sustainable Packaging

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

OUR PROGRESS

Percentage of products classified as 'healthier' (with an NPM score <4 by sales volume)



Percentage of products with no Red Traffic Lights on pack (by sales volume)



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

Over 70% of our product portfolio is already classed as 'healthier' according to NPM guidance. However, we will continue to work on improving further as we are committed to working with our customers to produce cost effective and healthier product ranges. We are also likely to face increased legislation as the new Government reviews the National Food Strategy. We are committed to collaboration and partnerships, so that the food industry can raise the bar of health and sustainability together.

In FY25, will continue to investigate, innovate and build new recipes to deliver against our targets. We will evolve our HSD roadmap to reflect a focus on positive nutrition and look at areas such as functional health i.e. gut health, mental health, higher protein etc with our customers. We will also actively look to build our skills around diet and nutrition with the potential to bring in new expertise to this space.

We will maintain our focus on data quality, availability and transparency, to support both business decision-making and external reporting. Related to this we will review our metrics with a focus on positive nutrition and on driving a healthier portfolio for customers and consumers. This includes developing meaningful, standardised metrics that consider not only protein sources (animal and plant) but their health and sustainability implications in addition to keeping close to standardised mandatory reporting for the food industry.

Our new Head of Innovation will take ownership of driving forward the roadmap in FY25 leveraging the insight we have from our data, reflecting latest government direction, and working with our customers on the latest consumer and shopper insights. Our ambitions will remain the same though, to improve the impact our products have on both people and the planet, by working collaboratively with our customers and suppliers to drive change which is accessible, affordable and acceptable to the UK population.

RELEVANT DISCLOSURES SASB FB-PF-260a.1; FB-PF-260a.2



CASE STUDY

Customer partnership on HSD

HSD is one of our strategic focuses within the Better Future Plan, which is ultimately enabled by our customers' decisions on their products. This year, we partnered with one of our strategic customers who also shares our commitment to HSD. In the early summer, we held a kick off workshop with key cross-functional stakeholders from both businesses, sharing our respective HSD ambitions, agreeing a joint vision to enable HSD in the retail convenience environment, and defining how we will work together to achieve this.

Our senior commercial leaders agreed to upskill our respective 'frontline' teams – account managers, product development leads, category managers – and we held training in the late summer, covering both upskilling and a working session to generate ideas across areas such as product, ranging, promotion and price. Following that, we are now holding fortnightly joint governance meetings to further build momentum and agree the practical actions to take ideas forward as part of a multi-year joint roadmap.



It's exciting to work in partnership with our customers to deliver healthier and more sustainable products that consumers will love. As a Food Lead, I feel proud of our Food team's passion and creativity, to deliver solutions that satisfy without compromise, and challenge what's thought to be possible. Together we'll deliver.

Katie Harvey, Food For Now Food Lead



FEEDING WITH PRIDE

# Sustainable Packaging

OUR COMMITMENTS

**100%**

primary plastic packaging purchased that is reusable, recyclable or compostable by 2025\*

**30%**

average recycled content across all primary plastic packaging purchased by 2025

**100%**

of problematic or unnecessary single-use plastic eliminated in primary packaging purchased by 2025

OUR AMBITION

Packaging is a vital component of our business. Our ambition continues with the same focus on plastics reduction and the need for circularity in line with the UK Plastics Pact 2025.

In addition, we are now placing greater emphasis on innovation, the importance of circularity and investigating the opportunities for packaging suitable for home composting to international standards (as a minimum) whilst exploring packaging solutions to reduce food waste and complement our HSD initiatives. Aligned to this, our roadmap now incorporates plans for broader KPIs including water usage, carbon emission reductions and tonnage savings.

ACTION AND OUTCOMES

FY24 marks the first year that we have had a clearly defined our Sustainability Packaging Roadmap, signed-off by our Group Executive Team. High-quality, transparent data is key to its implementation.

We have made significant progress over the last 12 months in our packaging technical data collection process, bringing together detailed information about the composition of our packaging from our suppliers to support delivery of our KPIs (including percentage recycled content, level of recyclability and how this relates to the volumes of different primary packaging materials purchased, within our business). This data now provides a much clearer picture across our organisation, highlights opportunities for further improvements and helps us prepare for future legislation and regulation.

Our work on data collection has been closely supported by colleagues in Procurement, Technical, IT and Packaging Development. It is a fantastic example of cross-functional working to overcome a significant challenge previously experienced in this area.

\* based on OPRL (On Pack Recycling Label) guidelines

RELEVANT DISCLOSURES GRI 301-1; 301-2 SASB FB-PF-410a.1; FB-PF-410a.2

OUR PROGRESS

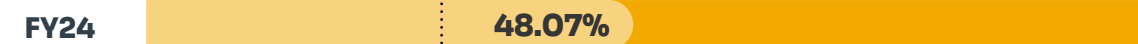
Percentage of packaging that is reusable, recyclable or compostable\*

2025 TARGET 100%



Percentage of average recycled plastic content

2025 TARGET 30%



Percentage of problematic or unnecessary single-use plastic eliminated

2025 TARGET 100%



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

In FY25, we will gain valuable insights from our data to guide innovation, clarify key priorities, and shape future performance metrics.

We will continue to monitor government policy changes to anticipate new and alternative materials for future use in our products.

Additionally, we will collaborate with suppliers and customers to drive shared goals, including a better understanding of how consumer choice is influenced by recyclability, cost and carbon footprint.



CASE STUDY

## Pioneering plastic reduction: collaborating with M&S on innovative packaging solutions to reduce plastic

Greencore partnered with M&S to reduce plastic in two of its toastie ranges sold in cafés. By switching from plastic film to paper, we saved 3.5 tonnes of plastic in one year, enhancing the consumer experience. We also created a market-first, plastic-free, 'one-touch' paper solution for gluten-free toasties, allowing production, cooking and serving in the same packaging to prevent contamination and ensure product integrity. This project required extensive collaboration and testing to maintain taste, visibility and efficiency. Now, we plan to expand these innovations for wider impact across our customer base.

Sustainable packaging requires a balance of product protection, factory efficiency, quality, and ensuring adequate shelf-life. Our market-leading solution overcomes the challenges of existing paper flow wrap options.

Frances Meese, Head of Packaging Development and Plan Owner for Sustainable Packaging





# People at the Core

People are central to the success of Greencore. By nurturing colleague talent and commitment, and by supporting and protecting those in the communities where we operate, we can deliver on our purpose, 'Making every day taste better'.



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Human Rights in our Direct Operations

Inclusion and Diversity

Health and Safety

Communities

Foundations

Realising a Better Future

Performance and Disclosures

## IN SUMMARY

### HUMAN RIGHTS IN OUR DIRECT OPERATIONS

**At a glance**

- Revised our Human Rights Due Diligence (HRDD) Framework
- All sites achieved Stronger Together Business Partner status
- All sites have undergone a third-party ethical audit in the last two years

**Levers for change**

- Training and raising awareness
- Risk identification activities and audits

### INCLUSION AND DIVERSITY

**At a glance**

- Significantly updated Parenthood Policy
- Published our first combined Gender and Ethnicity Pay Report
- Continued education of hiring managers for fair, consistent and balanced hiring decisions

**Levers for change**

- Performance-based rewards
- Colleague Catalyst Groups

### HEALTH AND SAFETY

**At a glance**

- Initiative launched to enhance safety engagement
- Launched proactive critical safety risk audits

**Levers for change**

- Clear accountability at all levels
- Continuous learning and improvement to drive a safety-first culture

### COMMUNITIES

**At a glance**

- Increased focus on identifying surplus to redistribute to good causes
- Signatory of the Alliance Manufacturing programme, joining forces with others to contribute our surplus food

**Levers for change**

- Charity ambassadors throughout the business to maximise our impact
- Collaboration with external partners to identify sources of surplus food



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Human Rights in our Direct Operations

Inclusion and Diversity

Health and Safety

Communities

Foundations

Realising a Better Future

Performance and Disclosures



PEOPLE AT THE CORE

# Human Rights in our Direct Operations

OUR AMBITION

**Our ambition is to create a workplace where ethical conduct, respect for human rights, and colleague wellbeing are central to our direct operations.**

We recognise that human rights challenges remain a critical area of focus within the UK manufacturing sector and we are committed to embedding human rights risk management into our business processes and decision-making.

Our risk-based approach strives to proactively identify potential issues and implement mitigation measures to prevent risk from becoming harm. Our Human Rights in Our Direct Operations Plan is implemented as part of our Human Rights programme which consists of a range of activities designed to raise awareness, manage risks and drive continuous improvement in our practices.

ACTIONS AND OUTCOMES

Bringing new skills into our Human Rights team this year catalysed a refresh of our strategy and roadmap. As part of this process, we conducted a comprehensive review of our current practices, challenges, and opportunities to strengthen our approach to human rights and modern slavery risk management across our sites. A key outcome has been the implementation of a more structured Human Rights Due Diligence (HRDD) Framework.

The Framework is designed to evolve with the business, strengthening our ability to address emerging risks, comply with legislative requirements, and continually improve our risk management practices.



We have an active focus on activities that help raise awareness of risk and upskill colleagues across our operations network. For the first time, we engaged with a Lived Experience Consultant who shared their experiences of exploitation working in the food industry with the Sustainable Business Management Group (SBMG), responsible for overseeing implementation of our Human Rights in our Direct Operations programme. The visit was a powerful reminder of the 'why' for our teams and significantly supported our work in bringing the topic to life for our key leaders.

We have introduced new Right to Work (RTW) checks as part of improved Recruitment and HR systems and are conducting new RTW training for site HR teams to strengthen expertise. All our manufacturing sites have completed both the Sedex Self-Assessment Questionnaire and achieved Stronger Together Business Partner status. This means that key representatives from each site have completed specialised training equipping them to implement ethical practices and address risks of modern slavery and exploitation at their respective sites.

We have also successfully piloted the expansion of our Human Rights programme into our Direct to Store (DTS) warehousing and logistics function. Our pilot depot in Tamworth underwent a successful third-party SMETA audit. We will apply the learnings from this pilot as we extend the programme across the DTS estate in FY25.

**We've a good track record when it comes to human rights, but we cannot afford to rest on our laurels. Our approach helps to make sure we stay proactive in tackling this serious issue.**

Allyson Russell, Director HR Operations and Human Rights in our Direct Operations Plan Owner





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Human Rights in our Direct Operations

Inclusion and Diversity

Health and Safety

Communities

Foundations

Realising a Better Future

Performance and Disclosures



OUR PROGRESS

Sites that have achieved Stronger Together Business Partner status



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

In FY25, our focus is on embedding our new HRDD Framework into core business culture, processes and governance forums. This work will be driven by the Human Rights team within our Group Sustainability team, in partnership with HR and Operations leaders across our business to ensure they have the topic confidence, skills and tools to protect our people.



CASE STUDY

Empowering survivors: how we are supporting change through the Bright Future Co-operative

One example of how we are actively addressing modern slavery and social inequality is through our partnership with the Bright Future Co-operative – who run a national initiative that aims to fast-track survivors of modern slavery into high-quality employment. We joined the Bright Future Co-operative in 2021 and have so far placed five individuals into our business initially on a trial basis, with all five becoming permanent Greencore colleagues. This strong social value initiative helps to diversify our workforce, promote social mobility and tap into resilient and motivated talent.

We're thrilled to be working with Greencore to support survivors of modern slavery into safe employment. The feedback from our candidates who access employment with Greencore is consistently positive, and we're grateful for Greencore providing a supportive environment to enable our candidates to grow or begin their careers. We look forward to continuing this partnership and increasing our impact to help more survivors across the country live in freedom with dignity.

Mischa Macaskill, Bright Future Co-operative Manager



PEOPLE AT THE CORE

# Inclusion and Diversity

OUR AMBITION

**We are proud that Greencore is already a diverse business, and we are committed to ensuring everyone’s experience of working with us is an inclusive one, where our colleagues can be themselves and fulfil their potential.**

Our activities in this area are centred around four key ambitions:

- Have a workforce that is at least as diverse as the communities in which we operate, the customers we serve and the consumers who buy our products
- Be a culture where people can be themselves at work
- Create opportunities for our people to fulfil their potential at work
- Operate a business that has inclusion and diversity hardwired into everything we do.

**Inclusion** at Greencore means that we are proud of and celebrate individual differences. This means we value everyone and support, celebrate and engage with all our colleagues. We should all feel like we belong at Greencore, and Greencore belongs to us all.

At Greencore, **diversity** means we are made up of many different people, with different genders, ethnicities, nationalities, sexual orientations, religions, physical abilities and ages. Our diversity is not just about protected characteristics, it is about social inclusion and making sure that everyone is welcomed, no matter their background.

Our strategy is both developed and driven by senior leaders and our Group Inclusion and Diversity lead, with the Group Executive Team overseeing resources and progress. Our action plan continues to focus on being inclusive in our approach to leadership, providing a voice for colleagues, working to attract diverse perspectives, creating more opportunities for people to fulfil their potential, and being transparent in our approach to inclusion and diversity. We are committed to increasing representation of both women and ethnic

minority groups, such that we better represent society. We believe that this creates a culture where employees can thrive and as a result, contribute to better business decisions.

**ACTIONS AND OUTCOMES**

Building on our efforts to attract and retain female talent, we have enhanced our Parenthood Policy based on colleague feedback. From April FY25, maternity leave will increase to 26 weeks full pay after one year of service, and paternity leave will rise to three weeks. We are also introducing a parenthood support payment, phased return to work, and paid time off for partners attending antenatal appointments.

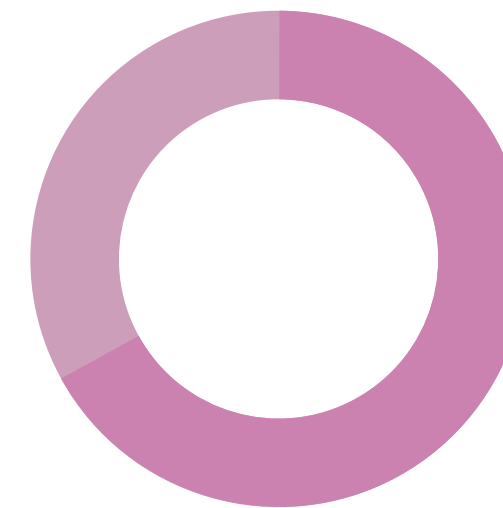
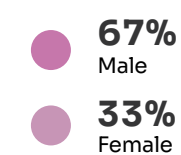
Colleague voices are key to our inclusion and diversity work. Our Colleague Catalyst Groups for gender, ethnicity, and age, each sponsored by Group Executive Team members, are driving faster change through focused leadership and an annual Inclusion calendar. Since June 2023, our Licence to Recruit programme has trained 495 managers (62% of the target group, ahead of our internal target) ensuring a fair and consistent selection process and promoting balance in our hiring decisions.

We have also launched the ‘Work with Greencore’ section on our website, designed to remove potential barriers for prospective candidates by sharing key policies, colleague stories, and showcasing life at Greencore. We are also pleased to have voluntarily published our first combined Gender and Ethnicity Pay Report, becoming an early adopter of ethnicity pay reporting.

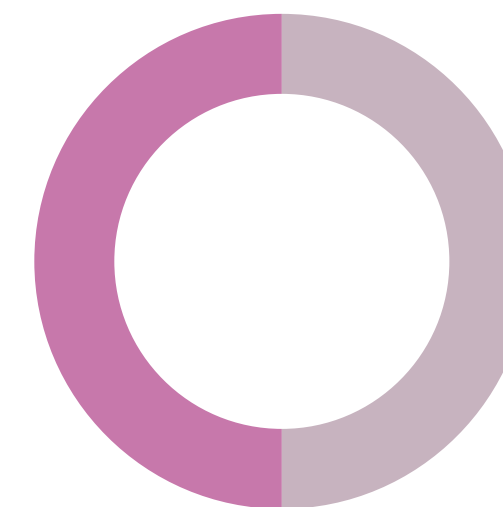
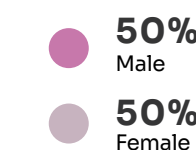


OUR PROGRESS

**Gender diversity across the Group Executive Team and direct reports**



**Gender diversity at Board level**



[Find out about our performance against our KPI data here](#)

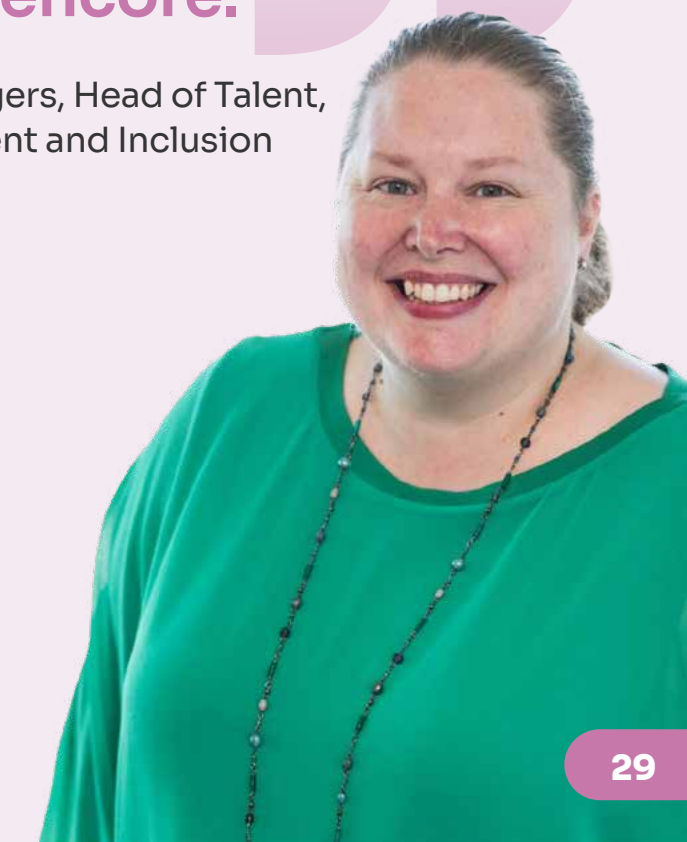
**LOOKING AHEAD**

In FY25, we will continue to focus into our priority areas of gender, ethnicity, and age, measuring our progress in these areas and paying particular attention to understanding and tackling biases. We will continue to develop our leaders, focusing on educating and enabling them to better understand the barriers underrepresented groups face through programmes such as Reverse Mentoring. Increasing representation from minority groups will remain a significant priority with particular focus on the composition of our leadership team in support of the Hampton-Alexander Review.



**“We continue to drive systemic changes by reforming our inclusion and diversity policies and frameworks. This year we’re particularly pleased to have invested in significantly improving the landscape for parents at Greencore.”**

Natalie Rogers, Head of Talent, Development and Inclusion



- Contents
- CEO Welcome
- About Greencore
- Better Future Plan
- Sourcing with Integrity
- Making with Care
- Feeding with Pride
- People at the Core**
- Human Rights in our Direct Operations
- Inclusion and Diversity**
- Health and Safety
- Communities
- Foundations
- Realising a Better Future
- Performance and Disclosures

RELEVANT DISCLOSURES GRI 405-1; 405-2; 406-1



PEOPLE AT THE CORE

# Health and Safety

OUR AMBITION

At Greencore, the health and safety of our colleagues and visitors is our top priority. We are committed to reducing health and safety risks, creating a safer workplace, and promoting health and wellbeing.

Our ambition is for zero serious injuries while continuing to reduce all accidents across our business, ensuring that everyone goes home safely to their families at the end of each working day.

Our strategic focus is on transforming our approach to health and safety from a compliance-focused culture to one that emphasises accountability and risk ownership across the organisation.

ACTIONS AND OUTCOMES

Recognising the active role all colleagues play in improving health and safety, this year we built on our Hearts and Minds programme by launching the iCycle initiative – “I Care, I Connect, I Commit, I Check” – which was launched to enhance colleague engagement in safety practices using simple, effective communication. Health and safety accountability is clearly defined at all levels.

Our progress is evident in the continuous reduction of accident frequency rates year-on-year. In FY24, our Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Accident Frequency Rate (AFR) stands at 0.18 down from 0.26 in FY23.

Despite the reduction in RIDDOR AFR, we have pivoted our focus to total accident prevention by concentrating on high-risk activities. As part of this, we have initiated a proactive programme of critical risk audits and reporting of Potential Serious Injuries and Fatalities (PSIFs) to enable ongoing learning and drive a culture of continuous improvement in our approach to health and safety.

We have continued to provide comprehensive training throughout the business on the technical aspects of health and safety, and work hard to instil a safety-first culture. The Group Health and Safety team ensures relevant policies and processes stay up-to-date, and each manufacturing site has a Safety, Health and Environment (SHE) Manager to maintain site-specific compliance and continuous safety improvement.

OUR PROGRESS

Reportable Accident Frequency Rate (RAFR) per 100,000 hours



[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

We will continue our efforts to establish a unified health, safety and environmental management system which promotes a consistent way of working across the Greencore business. Our focus on colleague engagement through the iCycle initiative will continue to strengthen our health and safety culture.

We continue to put the health and wellbeing of everyone at Greencore at the top of the agenda, and as evidenced by reducing our RAFR, our approach is proving successful. Engaging colleagues through our iCycle initiative has been extremely valuable.

Pam Brown, Health, Safety and Environment Director



CASE STUDY

## Creating more comfortable working environments

The rice cook kitchen at our Crosby site has always been a high temperature environment, meaning that during the summer months, working conditions could become uncomfortable. A cross-functional team from the site was created to find innovative ways to improve the situation.

The team drew on thorough research and valuable colleague feedback and submitted a well thought out proposal for improvements despite the challenges due to the site’s unconventional layout. The proposal was accepted and since the work has been carried out, the rice cook kitchen now enjoys a much more comfortable top temperature of 20°C, even in the peak of summer.

The new extraction system has completely changed the rice cook room. Although the demand for rice pans is still high, the task is so much easier without the heat. It’s great that Greencore let us share ideas to make the work environment more comfortable.

Lee Farrell, SHE Manager, Crosby



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Human Rights in our Direct Operations

Inclusion and Diversity

Health and Safety

Communities

Foundations

Realising a Better Future

Performance and Disclosures

RELEVANT DISCLOSURES GRI 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10



PEOPLE AT THE CORE

# Communities

OUR AMBITION

**As a major employer within the areas where we operate, it is vital that we contribute positively to our communities and respond to their evolving needs.**

Our ambition is to integrate into local communities by using our products, services, capabilities and passion to benefit the communities where we operate.

Our strategy has three key pillars focused on food surplus distribution, volunteering and charitable giving, with this year's focus on food surplus.

ACTIONS AND OUTCOMES

This year, we strengthened the relationships with our core charity partners – FareShare (including The Felix Project), The Bread and Butter Thing, and The Company Shop (including Community Shop) – through measures such as introducing our partners to new sites to explore ways of working together to maximise food surplus redistribution and holding volunteering and teambuilding days to help understand how we can work together more effectively.

As part of our commitment to make sure no good food goes to waste, and to support our colleagues in the most direct way possible, we have also progressed an initiative focused on our existing colleague shop network. We already have shops or vending machines that stock Greencore products at many of our sites, and we are trialling a solution to enhance this offering so more of our colleagues have access to the great food we produce across the network.

We are taking best practice from our sites to establish a framework for donations and charitable giving, which is being rolled out across the business. This enables us to focus our core efforts on good causes that are based on supporting communities through food.

As we continue to become more efficient in our operations, we will inevitably see a decrease in the amount of surplus that we can redistribute to good causes. We are balancing this in a number of ways, including:

- Signing up to the Coronation Food Project so that we can continue to supply planned manufactured food to support those in need
- Inviting external expertise into the business to identify any alternative sources of surplus and redirect it to good causes
- Working closely with our charity partners to identify other areas where we can support, such as food education opportunities and fundraising.

Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Human Rights in our Direct Operations

Inclusion and Diversity

Health and Safety

Communities

Foundations

Realising a Better Future

Performance and Disclosures



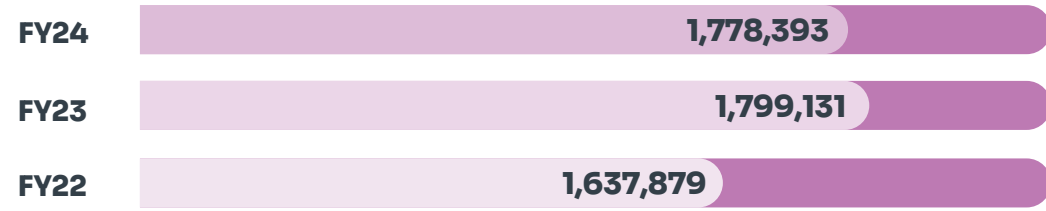
**Supporting communities is one area where the food industry can pull together to learn from each other and improve the impact we have. Suppliers, customers and competitors often work together in ways that you don't typically see elsewhere, as competition is put aside to benefit those in need.**

Julie Martin, Colleague Engagement Manager and Communities Plan Leader



OUR PROGRESS

Equivalent number of meals donated through food surplus redistribution programmes



**747 tonnes**

of surplus food distributed through our national and local charity partners

[Find out about our performance against our KPI data here](#)

LOOKING AHEAD

We plan to develop a team of active charity ambassadors to help scope and deliver specific initiatives within the programme as well as continuing to work with our established partners to unlock more surplus food. We are focusing on providing discounted Greencore products to all our colleagues through an on-site shop or e-tail solution at every site. We will also focus on further scoping our colleague volunteering scheme to prepare for trialling in 2025.



CASE STUDY

Feeding families in need

The Coronation Food Project is a royal initiative launched to encourage sustainable, community-based food projects across the UK, promoting access to healthy, locally-produced food inspired by His Majesty King Charles III.

and FareShare to donate almost 600,000 ready meals to support families in need, in addition to 1.78m meals already donated by Greencore throughout the year. The donation marked the start of FareShare's Alliance Manufacturing programme, which sees retailers and the food industry work together to utilise surplus and donated resources to produce more nutritious food to help people in food poverty.

As a member of the Coronation Food Project, we are committed to tackling the growing issue of food insecurity. Over the winter of 2023-24, we partnered with Sainsbury's

Greencore has a longstanding relationship with FareShare, so we're delighted to play a key part in launching the Alliance Manufacturing programme. The initiative has really brought the food industry together to deliver major impact on food insecurity in the UK.

Darren Haywood, General Manager, Kiveton







# Foundations

**Governance, Risk Management, Transparency and Embedding are the key foundations of our Better Future Plan, and we are continually working to enhance our standards and refine our approach. These essential topics support the effective and consistent implementation of our plans, reinforcing growth and helping to manage our risk. They foster accountability, create shared responsibility for sustainability across the business, build resilience against evolving challenges, and provide clearer visibility into our performance.**

Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Governance

Transparency

Risk Management

Embedding

Realising a Better Future

Performance and Disclosures



## IN SUMMARY

### GOVERNANCE

**At a glance**

- Built on existing governance framework with the addition of monthly Group Executive Roadmap reviews
- Held an additional meeting of the Sustainability Committee of the Board focused on our Scope 1, 2 and 3 emissions

**Levers for change**

- Strong programme management to enable and facilitate effective governance forums that drive the delivery of our Better Future Plan
- Continuous improvement of the governance framework to strengthen accountability and drive outcomes

### TRANSPARENCY

**At a glance**

- Initiated our preparation for FY26 CSRD disclosures
- Further increased the maturity of data for our primary KPIs

**Levers for change**

- Executive and Board engagement, and cross-functional business collaboration to meet future regulatory reporting requirements
- Organisational engagement to ensure compliance, while unlocking value, improving decision-making, and enhancing long-term sustainable performance

### RISK MANAGEMENT

**At a glance**

- Completed our second climate risk assessment to inform future strategy
- Began integrating climate risk into our Enterprise Risk Management (ERM) Framework

**Levers for change**

- Collaboration across the Sustainability, Strategy and Risk functions to collectively inform and drive ownership and accountability for risks and opportunities
- Integration of climate risk into strategic planning for property, product portfolio and supply chain decisions

### EMBEDDING

**At a glance**

- Embedded the Plan Ownership Model and its supporting governance framework
- Continued our sustainability literacy agenda for key leaders, teams and functions

**Levers for change**

- Alignment of business processes towards achievement of sustainability goals
- Investment in upskilling and change management to ensure everyone understands their role



FOUNDATIONS

# Governance

OUR AMBITION

**Our governance ensures sustainability topics are given the appropriate level of visibility, with the right leaders around the table, at the required frequency.**

Strong governance provides a platform where our pace, approach and programme leadership can be positively challenged and enabled.

ACTIONS AND OUTCOMES

The Sustainability Programme is driven centrally, enabled by close working partnerships between the Sustainability team, the Executive and Plan Owners and other key functions in the business to ensure ongoing alignment on and delivery of our plans.

Our Plan Ownership Model – now 18 months old – provides each of our 10 topics with consistent leadership for planning and decision-making outside of the formal governance forums that are established. The Sustainability team partnership with the Plan Owners is now firmly established and working well, with new monthly meetings to review progress, challenges and support needed. We also established a monthly Group Executive review of roadmaps – two topics per month – where the owners present on their progress and seek any support needed. The day-to-day topic decision making is now governed by this group of leaders, and we are now seeing that reflected in the momentum we are building behind the plans.

Our Sustainable Business Management Groups (SBMGs) remain the key cross-functional forums – now attended by the accountable executives – that oversee our topic roadmaps, monitor and manage our risks and issues, and keep our leaders updated on the latest external landscape. This model continues to drive colleague engagement, accountability and ensure key decisions have alignment between cross-functional teams.

Our Sustainability Oversight Committee (SOC) comprising leads from Finance, Risk, Commercial, Technical, Company Secretary and Strategy, has continued to advise and support the Head of Sustainability with programme direction, key decision-making, and helping mitigate or resolve risks and issues. This has helped to improve cross-functional responsibility and raise the profile of sustainability in the committee represented functions.

Our Sustainability Committee (SusCo), chaired by Non-Executive Director Helen Rose, meets twice yearly to provide the highest level of oversight and counsel, ensuring the agenda is led, supported and managed appropriately by the Group Executive Team and senior leaders. This year, we held an additional board meeting in October solely focused on carbon, reflecting the board’s desire to ensure progress and provide guidance to the business on our next steps.

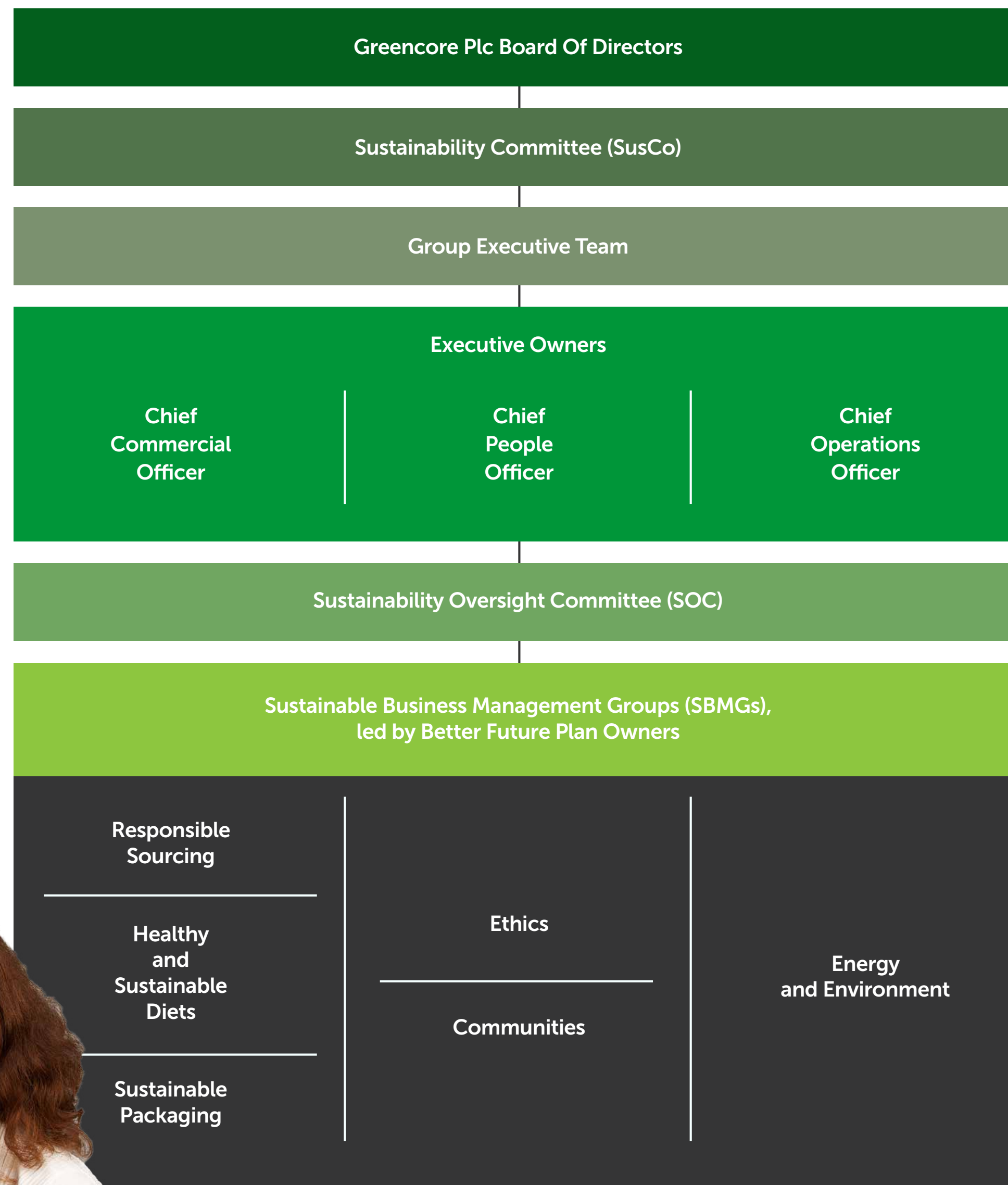
LOOKING AHEAD

We are focused on continuously strengthening our existing governance framework, further maturing and embedding our Plan Ownership Model. We will be refining our approach to SBMGs and the SOC, with consideration to an additional SBMG focused solely on our Human Rights in our Global Supply Chain agenda, as well as representation to the SOC.

We will also be establishing a multiple year approach and framework to Responsible Sourcing, governing it centrally to provide continuous specialist input, whilst also supporting our Procurement and Technical teams to prioritise their efforts internally and externally.

**Strong governance and transparency in reporting are the backbone of a responsible business. It’s vital that we’re open, honest, accountable and trustworthy, so we can drive the widest possible impact among our stakeholders and the wider industry.**

Helen Rose, Non-Executive Director and Chair of Sustainability Committee



RELEVANT DISCLOSURES GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-14; 2-15; 2-16; 2-17; 2-18; 2-19; 2-20; 2-21



FOUNDATIONS

# Transparency

OUR AMBITION

**Our ambition is to set a high standard in sustainability data management and reporting, ensuring we stay ahead of evolving regulations and foster trust with our stakeholders.**

We are committed to providing clear visibility of our performance and progress, continually enhancing our data quality and reporting processes to uphold transparency.

ACTIONS AND OUTCOMES

This year, we built on our multi-year Transparency Roadmap to incorporate a more detailed action plan for key activities through FY26. We have also recruited a Group Sustainability Reporting Lead, to work with the business and external partners to deliver against the roadmap.

We have further matured the quality and availability of data this year, including developing 'how to' guides that provide clear definitions, scope, and processes for the collection, collation and verification of data points for our key KPIs.

Our Group Internal Audit team completed sustainability data audits again this year, offering valuable insight into the 'health' of our primary KPIs and the metrics within each pillar. These audits continue to guide our improvements efforts as we work to mature our data and reporting processes, with our Plan Owners playing a key role. In addition, we carried out deep dives into critical areas, including energy, waste, packaging and healthy and sustainable diets as part of our overall data maturity journey.

We have tightened the wording of our KPIs and metrics for greater clarity and transparency, setting the stage to publish more details on scope and definitions in FY25. We have also revisited several KPIs, consolidating metrics for clarity (primarily around our seafood) and where we felt they needed to be more meaningful (especially around human rights). Our data table at the end of this report, including explanations for changes, further demonstrates our commitment to clearer disclosures for stakeholders.

These actions not only increase transparency and trust in the data that we report and use internally, but also support more informed decision-making in the business. They are critical foundations as we prepare for mandatory sustainability reporting under Corporate Sustainability Reporting Directive (CSRD) in FY26.

LOOKING AHEAD

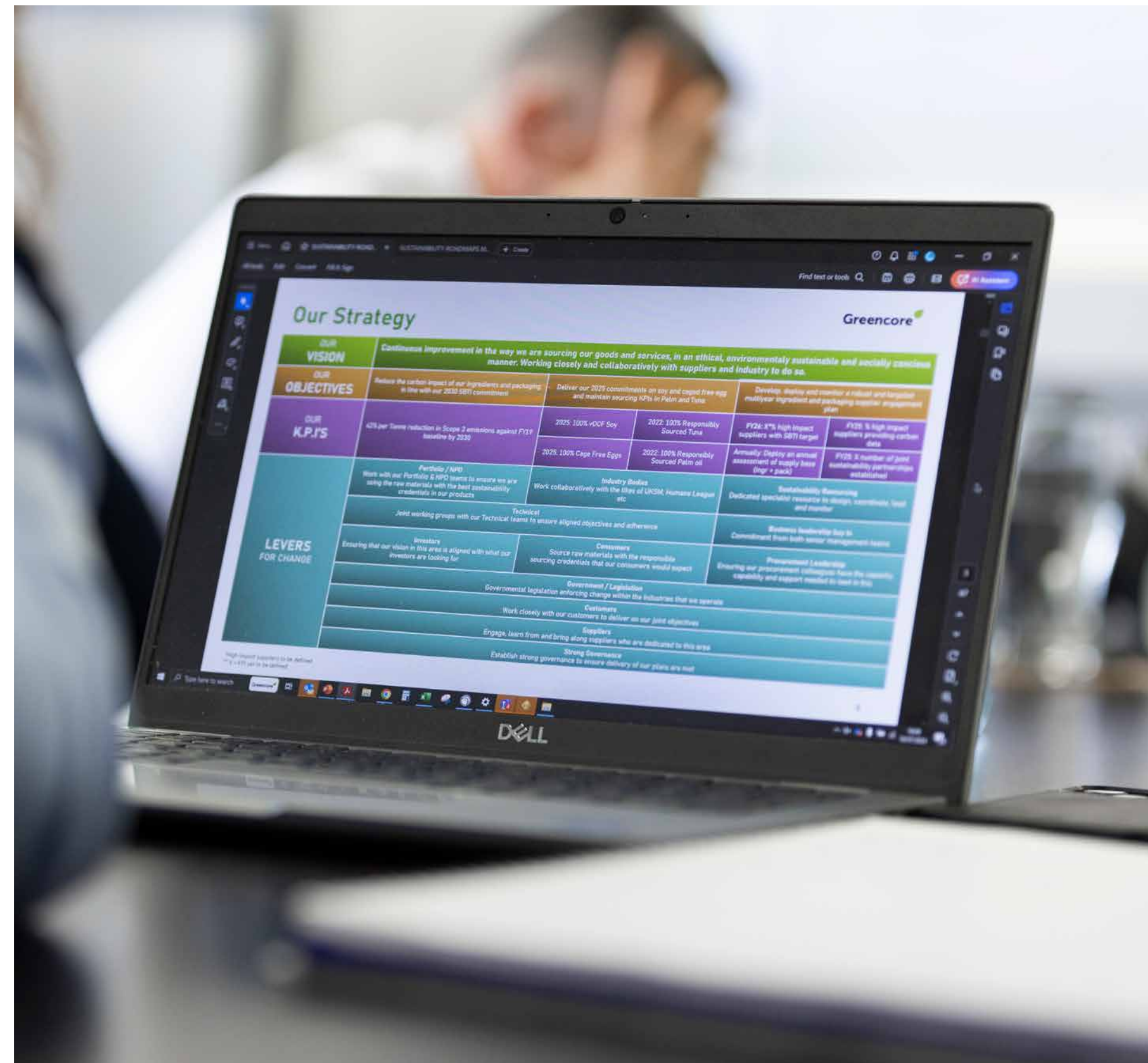
We will continue laying the groundwork for CSRD by partnering with external experts to mobilise the business and key stakeholders. Our goal is to ensure both compliance and value creation from this process and investment.

We plan to publish our methodologies for reported metrics, along with our re-baselining and restatement policy, to maintain transparency when historical data changes.

Additionally, we will further improve our data collection and verification processes to streamline audit trails, ensuring they are clear and comprehensive. These steps will enhance transparency, building trust and confidence in our reporting.

This will establish a strong foundation for future compliance with CSRD, ISSB, EU Taxonomy, and UK Sustainability Disclosure Requirements as we seek to further understand the interoperability between these standards and what it means for the business.

Delivering the Transparency Roadmap successfully will require cross-functional collaboration, increased accountability for sustainability reporting and external assurance – as part of this, we will also increase awareness and upskill the business to ensure everyone understands what is needed and why it matters.



**CSRD marks a major shift in sustainability reporting. Over the coming year, we'll align teams and processes, and work with external partners to prepare for compliance while identifying opportunities to integrate sustainability into our strategy and drive long-term value.**

Sarah Docherty, Sustainability Reporting Lead

Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Governance

Transparency

Risk Management

Embedding

Realising a Better Future

Performance and Disclosures





FOUNDATIONS

# Risk Management

OUR AMBITION

**Our ambition is to proactively manage and mitigate risks through developing a deep understanding of the breadth and depth of risks impacting our business and how these risks may evolve and intersect.**

Our approach works to build resilience and adaptability in the face of challenges such as climate change, water scarcity, changing regulation and evolving customer expectations. By maintaining a clear understanding of the risks that we face and responding effectively, we are able to advance our Better Future Plan and secure long-term sustainability for our business.

**ACTIONS AND OUTCOMES Sustainability Risk**

We consider 'sustainability' a business agenda sponsored by Operations, so we manage this risk through existing business processes as well as through our Plan Ownership Model.

The risk to our Better Future Plan is captured and monitored in two ways:

- 1. Our functions** – such as Sustainability, Finance and Commercial – have risk registers embedded within, capturing programme risks relevant to their responsibilities and objectives. This process is supported by Risk Champions and Risk Advisors within the function, who are responsible for guiding the risk identification and assessment processes, ensuring rigorous risk reviews take place, and providing regular reporting to the Group Risk and Resilience function.
- 2. Our Plan Owners** – create and report on risks and issues related to their specific topics as part of monthly governance reviews with the Sustainability and Executive teams. These summaries provide greater visibility of the specific risks to KPIs and commitments, enabling us to proactively manage and mitigate risk to protect our roadmap deliverables.

**Climate Risk**

The changing planet will create additional physical, transition and liability risks, as well as opportunity. Our response to these risks will require a holistic, strategic approach.

This year, we completed our second climate risk assessment, which covered both our UK manufacturing and distribution property portfolio as well as our 'top 25' spend categories across ingredient and packaging procurement. Our leaders now have a much stronger understanding of the climate risks facing our business in the short, medium and long-term. Our Group Risk team are now leading the climate risk agenda for the business with our Chief Strategy, Planning and Development Officer responsible for Group Executive oversight of climate risk.

By the end of 2024, we will have integrated climate risk into our existing Enterprise Risk Management (ERM) Framework. This will align with the way other key business risks are governed by the Risk Oversight Committee (ROC), and the Audit and Risk Committee (ARC). We are also looking to strengthen alignment on the commercial impacts of our sustainability risks.

**LOOKING AHEAD**

We will ensure our key delivery risks of our Better Future Plan, including our commitments – particularly as we approach FY25 – are integrated into the relevant functional risk registers, enabling targeted solutions and focused action. We will also be focused on ensuring the outputs of our climate risk assessment are integrated into site risk management plans, as well as property and product portfolio considerations for FY25 and beyond.



**We've made significant progress in understanding and categorising our climate risk exposures and integrating these into our Group risk management processes. Monitoring and mitigating climate risk will become a key part of our strategic planning for property, product portfolio and supply chain decisions.**

Ross Poulter, Head of Risk and Resilience



- Contents
- CEO Welcome
- About Greencore
- Better Future Plan
- Sourcing with Integrity
- Making with Care
- Feeding with Pride
- People at the Core
- Foundations**
- Governance
- Transparency
- Risk Management**
- Embedding
- Realising a Better Future
- Performance and Disclosures



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Governance

Transparency

Risk Management

Embedding

Realising a Better Future

Performance and Disclosures



FOUNDATIONS

# Embedding

OUR AMBITION

**Our ambition is to fully embed sustainability into our organisational culture and operations, making it an integral part of how we work – consistently at every level, and across all teams. By decentralising topic ownership and accountability through our Plan Ownership Model, we are working to empower leaders and teams to drive our agenda forward.**

Our strategy is in two parts. One focused on people – embedding through upskilling and communication, and the other on process – embedding through our processes, documentation and key forums across the business.

**It's been a privilege working with the business this year as we continue to embed sustainability. Through the Making Business Easier programme, we've the opportunity for technology to accelerate progress by streamlining processes and strengthening data foundations, turning insights into action.**

Chris Rice, Sustainability IT Business Partner



ACTION AND OUTCOMES

**Embedding with People**

Upskilling and engaging our colleagues continued as a key focus this year. Our quarterly webinars continued for all desk-based colleagues with improved attendance from cross-functional teams, as did expanded upskilling sessions for our Plan Owners and Sustainability Oversight Committee (SOC) members. We also completed our first year of membership with the Future Food Movement (FFM) upskilling community, providing 100 leaders with nine webinar opportunities and eight community events across the year.

We also kicked off a 'Making with Care' roadshow for our site Senior Leadership Teams (SLTs), which involve our Plan Owners in Energy, Water Stewardship and Food Waste, plus our Head of Sustainability, taking the teams through our strategy, roadmaps, workstreams, case studies and site-specific data in each topic. These sessions reaching all 16 sites will be essential to ensuring our teams understand the ask of them and are armed with the knowledge to deliver it.

Our annual colleague survey revealed that awareness of the work we do to protect the environment has risen by 8% to 80% this year. We are also delighted that 82% of respondents understand how they can play their part. This reflects positively on our work to raise awareness of our strategy, topic roadmaps and their leaders.

**Embedding with Process**

This year was the first year we set remuneration targets for performance around energy, water and food waste for eligible colleagues and the Group Executive. Including Group sustainability performance in the bonus framework (this year at 7.5%) reinforces the importance of sustainability as a core business priority and improves understanding of the metrics that matter across the business.

At a topic level, our primary Responsible Sourcing agenda topics – carbon, soy, cage-free eggs and human rights – now feature as part of standard calls and visits with our suppliers.

**LOOKING AHEAD**

Embedding sustainability effectively across both people and process will take time, but we know this foundational topic is essential to our progress, and so will be accelerating this in key areas this year, led by our Group Sustainability team.

The primary focus for the Group Sustainability team will move to focus on embedding sustainability into business processes, documentation and key forums, utilising our Plan Ownership Model to help drive this within each topic area. Secondary to this, we will continue our investment in sustainability literacy, upskilling our Plan Owners, committee groups and wider colleague base as part of our commitment to the broader agenda.





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



# Realising a Better Future



**Our Better Future Plan is a transformative programme to ensure long-term business success, so that Greencore is continually evolving for the better. FY24 brings the closing of another foundational and progressive chapter in our sustainability story. Fran Haycock, Head of Sustainability, shares our plans for the year ahead.**

Towards the end of our financial year, we started to embrace systems-thinking, recognising where our roles, responsibility and opportunities lie and our level and breadth of influence as an organisation. This lens will be vital in helping us navigate approaching headwinds, but also ensure we prepare Greencore to be a more resilient and adaptative business in the future.

External collaboration remains central to our action, and we'll take an increasingly proactive and thoughtful approach to engagement with our stakeholders and industry peers. This year, I will be investing more time with key suppliers, customers and third-party specialists. Sharing ideas and challenges between us is one of the most effective ways to elevate everyone towards shared goals.

Internally, our Plan Ownership Model continues to be a huge success, and it has been fantastic to see the model not only survive, but thrive. I'm looking forward to spending more time with our Plan Owners, clearing any barriers to progress and helping them to navigate challenging conversations.

There are two key topics of focus for FY25: climate risk and HSD. Given our reliance on global supply chains, we're understandably concerned about climate risk, but it also represents an opportunity for Greencore. Questions like, "How do we best protect our business?" and "How do I effectively bring climate risk to life for leaders?", are front of mind.

Similarly, HSD represents a significant opportunity to have a positive impact on society, particularly with a lens on health through innovation and leadership with our value chain. This space is evolving rapidly, so we will be keeping a close eye on legislation and customer positions, whilst we continue the work to prepare our teams with the right knowledge and tools.

**FY25 will bring further challenge, opportunity, risk and reward. Navigating these effectively is the most difficult part of my role. I'm proud of the network of sustainability leaders we're building across the business, and I'm confident we'll push the agenda in the ways needed to advance into the 'next chapter' of our sustainability transformation journey.**

Fran Haycock, Head of Sustainability





Contents

CEO Welcome

About Grencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



PERFORMANCE AND DISCLOSURES

# Performance Data

Scope 3	Commitments / metrics	FY24	FY23	FY22	Notes
Scope 3 emissions	Scope 3 tCO <sub>2</sub> e (FY19 baseline: 980,927 tCO <sub>2</sub> e)	960,699	969,879	997,058	
	Scope 3 FLAG-related emissions tCO <sub>2</sub> e (FY19 baseline: 661,104 tCO <sub>2</sub> e)	646,313	645,918	667,283	
	Scope 3 Energy and Industry-related emissions tCO <sub>2</sub> e (FY19 baseline: 319,823 tCO <sub>2</sub> e)	314,386	323,961	329,775	
New Scope 3 targets	33.3% reduction in absolute FLAG-related Scope 3 emissions against FY19 baseline of 661,104 tCO <sub>2</sub> e by 2030. Target includes emissions and removals	-2.2%	-2.3%	0.9%	
	46.2% reduction in absolute Energy and Industry-related Scope 3 emissions against FY19 baseline of 319,823 tCO <sub>2</sub> e by 2030	-1.7%	1.3%	3.1%	
	Percentage reduction in absolute Scope 3 emissions against FY19 baseline of 980,927 mtCO <sub>2</sub> e	-2.1%	-1.1%	1.6%	
Previous Scope 3 target <sup>i</sup>	42% reduction in Scope 3 carbon emissions per tonne of production by 2030 against FY19 baseline of 1,579,836 tCO <sub>2</sub> e	Not applicable (new metric FY24)	-2.8%	-2.5%	<sup>i</sup> These numbers include Trilby Trading Limited. Our FY19 baseline now excludes Trilby Trading Limited, our non-core commodity subsidiary business, which was sold in September of FY23. In addition, as a requirement of FLAG (Forest, Land and Agriculture) guidance, we have re-based our FY19 Scope 3 footprint and recalculated prior year footprints using the new FLAG emissions factors, which are the most up-to-date, granular and relevant emissions factors currently available.
	Scope 3 tCO <sub>2</sub> e	Not applicable (new metric FY24)	1,400,093	1,477,252	
	Scope 3 tCO <sub>2</sub> e/tonne of raw material purchased	Not applicable (new metric FY24)	2.73	2.74	

<sup>i</sup> These numbers include Trilby Trading Limited. Our FY19 baseline now excludes Trilby Trading Limited, our non-core commodity subsidiary business, which was sold in September of FY23. In addition, as a requirement of FLAG (Forest, Land and Agriculture) guidance, we have re-based our FY19 Scope 3 footprint and recalculated prior year footprints using the new FLAG emissions factors, which are the most up-to-date, granular and relevant emissions factors currently available.

We also have replaced our previous SBTi target of a 42% reduction in Scope 3 carbon emissions per tonne of production with two new absolute targets to align with the FLAG guidance. These will be submitted to the SBTi for validation in December 2024.

Sourcing with Integrity	Commitments / metrics	FY24	FY23	FY22	Notes
Responsible Sourcing	Percentage of eggs (direct and indirect) that are cage-free, against a target of 100% by 2025	65%	62%	57%	<sup>ii</sup> Last year, we disclosed that 43% of our soy was verified as deforestation and conversion-free. This year, we have updated our definition of 'verified' to align with industry best practices and introduced a new 'certified' category. Now, for soy to be considered 'verified,' it must be physically segregated from unverified sources, which includes soy from low-risk regions (e.g. Europe or North America). Previously, 'verified' included 'mass balance,' where soy from both verified and unverified sources is mixed, but this is now part of our 'certified' category, along with the use of soy credits.
	100% verified deforestation and conversion-free embedded soy by the end of 2025 (with a January 2020 cut-off) <sup>ii</sup>	Certified: 25% Verified: 6% 2023 calendar year	Certified: 40% Verified: 3% 2022 calendar year	Not reported	
	100% of palm oil volume certified to the Roundtable on Sustainable Palm Oil (RSPO) Segregated Standard	Certified: 99.996% Segregated: 99.996% Mass balance: 0% Uncertified: 0.004% 2023 calendar year	Certified: 99.98% Segregated: 97% Mass balance: 3% 2022 calendar year	Certified: 100% Segregated: 94% Mass balance: 6% 2021 calendar year	<sup>iii</sup> We have published both our 'verified' and 'certified' percentages for 2022 and 2023 to allow for year-on-year comparison. Our percentage of certified soy has decreased from 40% to 25% compared to last year. This shift is due to a number of factors, including ongoing efforts to fully embed sustainability into our commercial and procurement processes. It is also reflective of a broader industry trend, where many suppliers appear to be holding back resources in anticipation of greater availability of vDCF soy next year, rather than investing in interim measures like mass balance or credits.
	Percentage of wild-caught seafood from fisheries certified to Marine Stewardship Council (MSC) or Fishery Improvement Project (FIP) standard <sup>iii</sup>	84%	84%	65%	<sup>iv</sup> This metric replaces the previous "100% warm-water prawns BAP 4* certified" measure, creating a unified farmed seafood metric alongside its wild-caught equivalent. This simplifies seafood reporting and enhances transparency regarding supplier certifications.
	Percentage of farmed seafood from fisheries certified to Aquaculture Stewardship Council (ASC) or Best Aquaculture Practices (BAP) 4* or GLOBALG.A.P. standard <sup>iv</sup>	100%	100%	100%	<sup>v</sup> This covers all fresh whole or prepped fruit and vegetables, excluding processed, frozen, or dried products. We are starting to track certification levels for these categories and exploring additional certifications, with potential for future metrics and KPIs.
	Percentage of fresh produce raw materials grown in accordance with Red Tractor (UK) or GlobalGAP (Rest of World) standards for good agricultural practice <sup>v</sup>	100%	100%	100%	<sup>vi</sup> We previously reported the "Percentage of suppliers deemed high-risk that have undergone a Sedex Members Ethical Trade Audit (SMETA) or Grencore Human Rights Assessment within the last two years" and have since removed it for FY24.
Human Rights in our Global Supply Chain	100% of our Tier 1 ingredients and packaging suppliers are linked to us on Sedex <sup>vi</sup>	97%	99%	99%	Requiring an audit alone does not effectively mitigate risk, as it overlooks the findings and follow-up actions. Additionally, tracking audits at the supplier level can be misleading, as audits occur at sites, and a supplier may have multiple sites, some of which may not be audited. In FY25, we aim to enhance our data systems to capture site-level data, analyse key audit concerns, and report on steps taken to help suppliers address these challenges, with the objective of providing more transparent and meaningful disclosures on mitigating human rights risks.

<sup>ii</sup> Last year, we disclosed that 43% of our soy was verified as deforestation and conversion-free. This year, we have updated our definition of 'verified' to align with industry best practices and introduced a new 'certified' category. Now, for soy to be considered 'verified,' it must be physically segregated from unverified sources, which includes soy from low-risk regions (e.g. Europe or North America). Previously, 'verified' included 'mass balance,' where soy from both verified and unverified sources is mixed, but this is now part of our 'certified' category, along with the use of soy credits.

<sup>iii</sup> We have published both our 'verified' and 'certified' percentages for 2022 and 2023 to allow for year-on-year comparison. Our percentage of certified soy has decreased from 40% to 25% compared to last year. This shift is due to a number of factors, including ongoing efforts to fully embed sustainability into our commercial and procurement processes. It is also reflective of a broader industry trend, where many suppliers appear to be holding back resources in anticipation of greater availability of vDCF soy next year, rather than investing in interim measures like mass balance or credits.

<sup>iv</sup> This metric replaces the previous "100% warm-water prawns BAP 4\* certified" measure, creating a unified farmed seafood metric alongside its wild-caught equivalent. This simplifies seafood reporting and enhances transparency regarding supplier certifications.

<sup>v</sup> This covers all fresh whole or prepped fruit and vegetables, excluding processed, frozen, or dried products. We are starting to track certification levels for these categories and exploring additional certifications, with potential for future metrics and KPIs.

<sup>vi</sup> We previously reported the "Percentage of suppliers deemed high-risk that have undergone a Sedex Members Ethical Trade Audit (SMETA) or Grencore Human Rights Assessment within the last two years" and have since removed it for FY24.

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Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

PERFORMANCE AND DISCLOSURES

# Performance Data

Making with Care	Commitments / metrics	FY24	FY23	FY22	Notes
Net Zero Operations	46.2% reduction in absolute Scope 1 and 2 carbon emissions by 2030 against FY19 baseline of 89,606 tCO <sub>2</sub> e	-1.5%	4.2%	3.4%	
	Scope 1 (tCO <sub>2</sub> e)	66,585	71,858	72,320	
	Scope 2 (tCO <sub>2</sub> e)	21,719	21,508	20,335	
	Total gross Scope 1 and 2 emissions (tCO <sub>2</sub> e)	88,304	93,366	92,655	
	Percentage change in Scope 1 and 2 emissions (tCO <sub>2</sub> e) against prior year	5.4%	0.8%	3.0%	
	Green tariff (tCO <sub>2</sub> e from green energy certificates)	0	-1,761	-19,563	
	Total net emissions (Scope 1 and 2)	88,304	90,894	70,043	
	Total gross Scope 1 and 2 emissions (tCO <sub>2</sub> e) / tonne of production	0.24	0.23	0.18	
	Scope 1 and 2 kilogrammes CO <sub>2</sub> e/£1 revenue	0.049	0.049	0.053	
	Fuel non-renewable (MWh)	321,813	346,484	346,107	
	Fuel renewable (MWh)	2,149	2,248	1,498	
	Total fuel consumption (MWh)	323,962	348,733	347,605	
	Total electricity consumption (MWh)	104,894	103,781	105,087	
	Total energy consumption (MWh)	428,856	452,513	452,692	
	Total primary energy consumption (MWhp) – for manufacturing only	487,811	489,782	488,497	
	Energy primary intensity ratio (kWhp/tonne) – for manufacturing only	1,324	1,250	1,254	
	Percentage of physical Energy Savings Opportunity Scheme (ESOS) audits undertaken across Greencore's manufacturing estate <sup>vii</sup>	81%	80%	Not applicable	vii This figure indicates the number of physical audits undertaken across Greencore's manufacturing estate. The coverage ensured a cross section of all types of facility, so that actions could be replicated. The ESOS data reported, covered in excess of 95% of the estate, as required by the regulation. Data for FY23 and FY24 only due to phasing of audits. Next audits to take place in 2027.
Water Stewardship <sup>viii</sup>	Water withdrawal (megalitres) – manufacturing only	2,669	2,705	2,709	viii In previous reporting periods, we reported our water withdrawal as related to our 'manufacturing only' operations, when it included 'all operations'. For transparency and year-on-year comparison purposes, we are reporting both numbers. Manufacturing data only was available in FY22.
	Water withdrawal (megalitres) – all operations	2,684	2,717	Not reported	
	Water intensity ratio (m <sup>3</sup> water withdrawn/tonne of production) – manufacturing only	7.25	6.93	6.96	
	Water intensity ratio (m <sup>3</sup> water withdrawn/tonne of production) – all operations	7.28	6.93	Not reported	
Food Waste	Percentage of food waste, measured as a percentage of total food handled against a target of 4.76% by 2030	7.16%	7.99%	8.48%	
	Progress towards our 50% reduction in food waste by 2030 target	25%	16%	11%	
	Total food waste (tonnes)	28,891	34,523	36,737	
	Animal feed (tonnes)	5,640	6,506	5,911	
	Total food handled (tonnes)	403,700	432,050	433,012	





Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

PERFORMANCE AND DISCLOSURES

# Performance Data

Feeding with Pride	Commitments / metrics	FY24	FY23	FY22	Notes
Healthy and Sustainable Diets	85% products classed as 'healthier' (with an NPM score <4 by sales volume) by 2030	71%	Not reported	Not reported	
	60% products with no Red Traffic Lights on pack (by sales volume) by 2030	55%	Not reported	Not reported	
	Percentage of products classed as 'healthier' (with an NPM score <4 by SKU count)	70%	Not reported	Not reported	
	Percentage products with no Red Traffic Lights on pack (by SKU count)	56%	Not reported	Not reported	
	Percentage of SKUs meat/veggie/plant <sup>ix</sup>	Not reporting	Not reported	Not reported	
	Percentage of volume meat/veggie/plant <sup>ix</sup>	Not reporting	Not reported	Not reported	
	Tonnes of animal protein purchased <sup>ix</sup>	Not reporting	83,024	78,555	
Sustainable Packaging	Tonnes of plant-based protein purchased <sup>ix</sup>	Not reporting	535	422	
	100% primary plastic packaging by weight purchased, that is reusable, recyclable or compostable based on OPRL (On Pack Recycling Label) guidelines by the end of 2025	99.96%	Not reported (new metric)	Not reported (new metric)	
	30% average recycled content across all primary plastic packaging purchased by the end of 2025	48.07%	Not reported (new metric)	Not reported (new metric)	
	100% of problematic or unnecessary single-use plastic eliminated in primary packaging purchased by 2025	99.96%	Not reported (new metric)	Not reported (new metric)	
	Total weight of packaging purchased in tonnes <sup>x</sup>	77,914	82,911	81,864	
	Total weight of non-renewable packaging materials purchased (glass, plastic, aluminium, steel and others) in tonnes <sup>x</sup>	57,359	65,989	62,525	
	Total weight of renewable packaging materials purchased (paper, board, wood) in tonnes <sup>x</sup>	20,555	16,922	19,339	
	Percentage of packaging, by weight purchased, made from recycled and/or renewable materials	92.06%	Not reported (new metric)	Not reported (new metric)	
	Percentage of packaging, by weight purchased, that is recyclable, reusable, and/or compostable based on the OPRL (On Pack Recycling Label)	99.99%	Not reported (new metric)	Not reported (new metric)	
	Percentage of paper/wood products purchased which are certified to Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) or from a recycled source	99.98%	Not reported (new metric)	Not reported (new metric)	

<sup>ix</sup> We are reviewing our metrics for FY25 with a focus on positive nutrition and on driving a healthier portfolio for consumers. Measuring our mix of meat/veggie/plant alone does not indicate whether a product is healthier or more sustainable so we have not published these metrics this year. Similarly, plant-based protein is typically high in salt and is an ultra-processed food (UPF) which is not considered to be healthy. We have also not published these metrics. We will keep close to developments on standardised mandatory reporting for the food industry and develop meaningful metrics with a focus on positive nutrition.

<sup>x</sup> Our FY22 and FY23 packaging weight data has been restated to bring it in line with the methodology applied for FY24 and used as part of our Scope 3 emissions calculation for packaging to provide better comparability year-on-year.



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

PERFORMANCE AND DISCLOSURES

# Performance Data

People at the Core	Commitments / metrics	FY24	FY23	FY22	Notes
Human Rights in our Direct Operations	Percentage of Greencore manufacturing sites with independent ethical audits in the last two years	100%	100%	94%	
	Number of sites with non-conformances carried over from the previous reporting period or opened during the current reporting period, all of which have closed their non-conformances <sup>xi</sup>	13 out of 14 sites 93%	Not reported (new metric)	Not reported (new metric)	xi We have changed our previous metric, 'Percentage of non-conformances resolved within agreed timescales at Greencore sites', and now report our non-conformances in a more meaningful and transparent way. This new approach means that we do not have comparable historic data, but we will continue to report against these metrics going forward.
	Number of non-conformances carried over from the previous reporting period or opened during the current reporting period, that have been closed <sup>xi</sup>	33 out of 34 non-conformances 97%	Not reported (new metric)	Not reported (new metric)	
Percentage of sites that have achieved Stronger Together Business Partner status	100%	94%	69%		
Inclusion and Diversity	Gender diversity across the Group	Male 60.35% Female 39.31% Other / prefer not to say 0.33%	Male 60.89% Female 39.08% Other / prefer not to say 0.03%	Male 60.35% Female 39.55% Other / prefer not to say 1.10%	
	Number of colleagues across the Group by gender	Male 8,029 Female 5,230 Other / prefer not to say 44	Male 8,282 Female 5,316 Other / prefer not to say 4	Not reported	
	Gender diversity at Board level	Male 50% Female 50% Other / prefer not to say 0%	Male 56% Female 44% Other / prefer not to say 0%	Male 40% Female 60% Other / prefer not to say 0%	
	Gender diversity at Group Executive Team level and Group Executive Team direct reports level (-1) combined	Male 67% Female 33% Other / prefer not to say 0%	Male 59% Female 41% Other / prefer not to say 0%	Not available	
	Gender diversity at Group Executive Team level	Male 86% Female 14% Other / prefer not to say 0%	Male 100% Female 0% Other / prefer not to say 0%	Male 71% Female 29% Other / prefer not to say 0%	
	Gender diversity at Group Executive Team direct reports level (-1)	Male 64% Female 36% Other / prefer not to say 0%	Male 51% Female 49% Other / prefer not to say 0%	Male 56% Female 44% Other / prefer not to say 0%	
	Ratio of basic salary and remuneration of men to women: salaried	1.18:1	1.18:1	1.17:1	
	Ratio of basic salary and remuneration of men to women: weekly	1.02:1	1.02:1	1.05:1	
	Ordinary pay gender pay gap: median	Data to be published in April 2025	Female 5% lower	Female 6% lower	
	Ordinary pay gender pay gap: mean	Data to be published in April 2025	Female 7% lower	Female 7% lower	
Bonus pay gender pay gap: median	Data to be published in April 2025	Female 6% lower	Female 6% lower		
Bonus pay gender pay gap: mean	Data to be published in April 2025	Female 25% lower	Female 23% lower		
Incidents of discrimination	6	8	3		



Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures

PERFORMANCE AND DISCLOSURES

# Performance Data

People at the Core Continued	Commitments / metrics	FY24	FY23	FY22	Notes
Health and Safety	Reportable Accident Frequency Rate (RAFR) per 100,000 hours	0.18	0.26	0.33	
Communities	Surplus redistribution (tonnes) <sup>xii</sup>	747	756	688	<sup>xii</sup> In FY23, our tonnes of surplus distributed through our national and local charity partners included that redistributed through our on-site staff shop. Going forward, we would like to be clearer in our definition of 'community redistribution' and so are restated last year's numbers from 770 to 756.
	Equivalent number of meals donated through food surplus redistribution programmes <sup>xiii</sup>	1,778,393	1,799,131	1,637,879	<sup>xiii</sup> This is calculated using the WRAP standard of 1 tonne = 2,831 meals
	Number of young people worked with through work experience and workshops <sup>xiv</sup>	2,200	1,200	Not reported	<sup>xiv</sup> Through our Greencore Ambassador work, we have worked with 2,200 young people. This number does not include locally arranged events, workshops or work experience.



PERFORMANCE AND DISCLOSURES

# GRI and SASB index

Contents

CEO Welcome

About Greencore

Better Future Plan

Sourcing with Integrity

Making with Care

Feeding with Pride

People at the Core

Foundations

Realising a Better Future

Performance and Disclosures



Pillar	Material Topic	
Introduction		GRI 2: General Disclosures 2021
Sourcing with Integrity	Nature	SASB Product labelling and marketing
		GRI 304: Biodiversity 2016
		GRI 308: Supplier Environmental Assessment 2016
	Human rights and labour rights	SASB Environmental and social impacts of ingredient supply chain
		SASB Ingredient sourcing
		GRI 408: Child Labour 2016
Making with Care	Climate and carbon	GRI 409: Forced or Compulsory Labour 2016
		GRI 414: Supplier Social Assessment 2016
		GRI 302: Energy 2016
	Waste and food waste	GRI 305: Emissions 2016
		SASB Energy management
		GRI 306: Waste 2020
	Water	GRI 303: Water and Effluents 2018
		SASB Water management
		SASB Health and nutrition
Feeding with Pride	Healthy and sustainable diets	
	Plastic and packaging	
	Food safety	
People at the Core	Employee health, safety and wellbeing	GRI 301: Materials 2016
		SASB Packaging lifecycle management
	Additional disclosures	GRI 416: Customer Health and Safety 2016
		SASB Food safety
Foundations	Additional disclosures	GRI 403: Occupational Health and Safety 2018
		GRI 401: Employment 2016
		GRI 405: Diversity and Equal opportunity 2016
		GRI 406: Non-discrimination 2016
		GRI 202: Market Presence 2016
		GRI 205: Anti-corruption 2016
		GRI 206: Anticompetitive Behaviour 2016
		GRI 207: Tax 2019

[View our full GRI index here](#)

[View our full SASB index here](#)



# Towards a Better Future for Food, People and the Planet

[greencore.com/sustainability](https://greencore.com/sustainability)



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