

## Our business model

# Delivering better results

### Our inputs

People

c.13,300

Ingredients

2,500

Manufacturing sites

16

Distribution fleet

618

Invested capital

c.£700m

### Managing our risks

Like all organisations, we face a wide range of risks that could impede the successful achievement of strategic objectives. We recognise that effectively managing these risks is critical to our success.

We operate an Enterprise Risk Management framework that ensures that risks are understood, evaluated, and mitigated in line with our risk appetite and enables informed decision making. This is supported by systematic oversight provided by the Risk Oversight Committee and the Audit and Risk Committee, and a standard methodology.

→ Read more on Risks and Risk Management: [Page 44](#)





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## Stakeholder management

Effective stakeholder management helps us better understand the impact of our decisions on all our stakeholders, as well as their needs and concerns and feedback from such engagement is regularly considered by the Board as part of its decision making process.

→ Read more on **pages 68 to 73** on how the Board engaged with stakeholders during FY24

## Stakeholder value creation

For each of our stakeholders, we aim to add value by:

### Shareholders

Creating sustainable value through disciplined capital allocation.

→ Read more on Operating and financial review: **Page 40**

### Customers

Providing best-in-class customer outcomes and satisfaction.

→ Read more on our strategy: **Page 16**

### Consumers

Addressing key consumer demand drivers through food innovation.

→ Read more on market trends: **Page 14**

### Suppliers

Partnering with suppliers to achieve goals and drive sustainable growth.

→ Read more on sustainability: **Page 18**

### Colleagues

Investing in career development to shape career opportunities to engage, reward and retain our people.

→ Read more on People at the Core: **Page 24**

### Community

Creating stronger and healthier communities through education and food-focused engagement.

→ Read more on sustainability: **Page 18**